

Local Economic Enterprise of Braulio E. Dujali: A Case Study

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Abstract-R.A 7160 or the Local Government Code of 1991 led to the creation of local economic enterprises whose major purpose is to augment the income of LGU and at the same time support the needs of its local populace. This Case study aimed to determine and compare the management practices in the implementation of the local economic enterprise (LEE) program of the Municipality of Braulio E. Dujali with respect to the policy framework of the LGC of 1991 using primary and secondary sources. Descriptive-narrative analysis by Reissman (2008) was used to analyze the data. Braulio E. Dujali is managing three (3) economic enterprises; the Public Market, the Slaughterhouse, and the Public Terminal. Results showed that in the operation, LEEO ensures quality and people management through weekly regular monitoring. In the marketing aspect, one of their means for market sustainability is to encourage potential investors, both local and non-resident of the municipality. In the financial aspect, the LEE office of Braulio E. Dujali is already financially self-reliant section which means that the expenses in maintenance and operation, including the salaries and wages for their personnel, are already taken from their generated income. Furthermore, the result also pointed out that there is a gap between the implementation of the LEEs and the framework of the DBM- LEE Manual. The lack of manpower resources, small number of customers, and tenants' inability to pay are three of the major challenges they encounter. The need to come up with a 5-year business plan (BP) is key to address these challenges.

Keywords: Local Economic Enterprise, DBM Manual, Operation, Marketing, Finance

I. INTRODUCTION

Providing the minimum basic needs of the constituents is one of the many challenges of all local government units. Though in fact, annual appropriation can provide some programs and projects that help the local governments fulfill this obligation, the thing is that LGUs find it hard to sustain and maintain it. Thus, the idea of enterprising comes in. In pursuit of providing and sustaining the minimum basic needs of the people, local governments created the local economic enterprises to provide services to the people while earning at the same time. Given the fact that Braulio E. Dujali is classified as a fourth-class municipality, it is necessary to determine the management practices in the implementation of their Local Economic Enterprise in order to assess whether or not the LGU can fulfill this obligation.

LEE's focus on enhancing local competitiveness, increasing sustainable growth, and also ensuring that this growth is inclusive[6]. In the case of Mandela Bay Development Agency in Mandela Bay Municipality in South Africa, they included local economic enterprises in their Integrated

Development Planning (IDP) for urban renewal initiatives. LEEs are presented as a game-changer, one which would assist in growing local economies, creating jobs, and alleviating poverty, all three of which the country urgently required to address through inclusive, locally-based, and owned economic facilities[14].

In the Philippines, the National Economic and Development Authority (NEDA) recognized the need to conduct further studies about the role of micro, small and medium enterprises (MSMEs) in local development. One of their research agenda for 2017-2022 is to review or study the potential financial package of micro, small and medium enterprises (MSMEs) in line with the ninth agenda which is "Expanding Economic Opportunities in Industry and Services". It is for this reason that studies about the role of LEEs and other government-owned businesses have come to emerge.

In Davao del Norte, Braulio E. Dujali is classified as a fourth-class category[16]. However, by means of enacting the Municipal Ordinance number 2017-201, the Local Government Unit (LGU) was able to establish the Local Economic Enterprise to synchronize with the development framework of Davao del Norte in compliance with the Philippine Medium Term Development Plan. The Project was one of the top priorities of the present administration and considered to be one of the biggest factors that will contribute to the task of boosting the economy in the locality. They foresee that LEEs will open an avenue for the LGU to strengthen more links with other business entities and attract more investors which later on become the means to improve the socio-economic condition of the people in the locality. Hence, it is deemed important to determine the management practices of the Local Economic Enterprise (LEE) office of Braulio E. Dujali since LEEs play a vital role in the development of the local economy.

Statement of the Problem

In a fourth-class municipality like Braulio E. Dujali where there is a limited number of revenue-generating units, it is necessary to determine the Local Economic Enterprise management practices as viewed by the implementers in order to identify which among these practices are considered as helpful to the LGU in terms of the implementation of their Local Economic Enterprise Code. Specifically, it sought to answer the following questions:

1. What is the profile of the local economic enterprises in Braulio E. Dujali?

2. What are the LEE management practices in Braulio E. Dujali in terms of:
 - a. Operations;
 - b. Marketing; and
 - c. Financial Self-Reliance?
3. What are the gaps between the implementation of LEE in Braulio E. Dujali and the guidelines provided in the DBM- LEE manual?
4. What are the challenges and opportunities in the implementation of the LEE

II. REVIEW OF RELATED STUDIES AND LITERATURE

The Local Economic Enterprise

Local Economic Enterprises are government-owned businesses established for the purpose to augment the local income while at the same time provide basic services to the people[7]. Hence, LEEs are meant to be self-sustaining. Although some LEEs generate lesser income than others, all are considered vital because all LEEs are providing services and goods needed by the people, and that makes their role as important as other public services[5].

From traditional LEEs that provide municipal services like markets, slaughterhouses, cemeteries, and water services, today's LEEs include enterprises that produce goods and services that are generally offered by the private sector like shopping malls, buildings for lease, hotels, and recreational facilities [11].

In some cases, local enterprising is not only limited to infrastructure and facilities, it can also be a program or a platform[6]. Take for example what happened in the province of Eastern Cape in South Africa. The municipality of Satturheim consisted of a majority of the black population. However, they were able to establish trust and peace between the communities of white people by establishing the "Satturheim Development Foundation" and it was operated as a local social enterprise under the local government of Satturheim. Through this, a local partnership which is owned and controlled by representatives from both communities, the black and white, was able to promote local economic development by means of conducting series of training and skills development (e.g., carpentry, masonry, and other building construction related skills) among young people to improve the living and housing condition in the townships [2].

In the municipality of Nawaan, Misamis Oriental, they made a remarkable increase in their revenue. The best practices in their local government unit have been recognized concerning the operation of their public enterprise. The LGU-operated Dairy goat breeding Station generates an average of P1,000 per day while the selling of goat's milk also adds to the municipality's income [4].

Moreover, in the province of Davao del Norte, an innovation of the structure and profile of LEEs was made. The Provincial Economic Enterprise Development Office (PEEDO) took over the control of three provincial hospitals of Kapalong, Carmen,

and of the Island Garden City of Samal (IGaCoS) which enabled the province to earn a total combined income of P32.5 million from the three provincial hospitals in 2012, exceeding their projected target by 125 percent and in effect, allowed the office to attain financial independence during its first year alone, particularly in paying the maintenance and other operating expenses of the hospitals (Pelone, 2014). Hence, the LEEs appear to have been developed along with other forms of services delivered by the local government units[3].

Quality and People Management Through Monitoring and Evaluation

A major aspect of local administration that is used as means to effectively attain self-reliance is through the delivery of public services and local economic enterprises[4]. The LGUs are granted the powers and authority to undertake necessary ways to carry out the mandate of the Local Government Code in attaining self-reliance.

To ensure the quality of the services provided by the LGUs through public enterprising, the concept of decentralization must be upheld. Many countries consider their local government as a fundamental unit accountable for economic development. South Africa for example has embarked on a comprehensive overhaul of local government to democratize municipalities, address a massive disparity of service provision, and gear services towards overcoming poverty through growth and economic development[6]. The enormous efforts by their democratic Government since 1994 focus on developing a new policy framework for steering and planning the transformation process that is anchored in their Reconstruction and Development Program (RDP). It reiterates that establishing a competitive fast-growing local economic enterprise will create sufficient jobs for the local people especially for women and improve their economic competitiveness only when the quality of services delivered through public enterprises is properly managed.

Market Sustainability

The roles of Micro, small and medium enterprises such as LEEs, are deemed vital to foster economic stability in the Philippines[19]. In the local setting, Local Economic Enterprises characterized these roles by strengthening the capacity of local government to provide services in a viable and feasible manner[21]. LGUs are looking for more diversified sources of local revenue and LEEs promise to be one such good source[11]. Aside from that, LEEs help the people through the creation of jobs, revenue, and accessible services. It is for these reasons why LGU must pay more attention to how they will be able to sustain their market.

One of the identified mechanisms of some LGUs for market sustainability is through a potential partnership with other organizations and private entities (i.e. investors, stakeholders, financiers, etc.) This idea is also supported by one study of The World Bank (2000) as cited by Manasan (2015), which stated that creating a stable economic environment means allowing prospective investors to assess opportunities and risks in the

market. Furthermore, one study about the role of social enterprises in local development pointed out by Birkhölzer (2009) that there are characteristics of "economic development at the local level". He called it "development from outside" where it highlights the idea that the local actors believe they cannot do anything on their own. Therefore, outside "investors" are needed to bring in the necessary resources, especially monetary [2]. The Department of Budget and Management (2016) also recognized the importance of having a 5-year business plan in order for the LGU to make the operation of LEEs financially self-sufficient and eventually profitable, a 5-year Business Plan (BP). Through a 5-year Business Plan, the entire business is guided holistically[1]. From LEE Goals, Potentials, and Outlook down to the Marketing analysis and Plan. The BP is a dynamic plan, which shall be revised if needed such as when market demand declines substantially due to unforeseen circumstances, or when the technology used in the LEE becomes obsolescent and needs to be upgraded[7].

Financial self-reliance of LEE

As defined by Manasan (2015), "LEEs are local government-owned economic entities that generate the bulk of their revenues from selling goods and services." He added Local Economic Enterprises are framed on the role of the local government to provide the basic needs of the people while at the same time making itself self-reliant in terms of financial aspects. Moreover, Section 17 of the Local Government Code of 1991 specifically points out that "Local Government Units shall endeavor to be self-reliant and shall continue exercising the powers and discharging the duties and function currently vested upon them"[8]. Therefore, LEEs must operate in accordance with the concept of financial self-reliance and sustainability based on the policy framework of the R.A 7160. In India, local economic enterprises are classified as public enterprises [20]. These enterprises have been assigned the task of realizing the objectives laid down in the directive principles of their state policy such as to accelerate the rate of economic growth in a planned manner, to provide infrastructure facilities for promoting balanced and diversified economic structure of development, and to promote self-reliance in strategic sectors of the national economy. For these purposes, public enterprises have been set up in transportation, communication, energy, petrochemicals, and other key and basic industries in order to make themselves financially self-reliant and independent from the local government[20]. Cognizant of the importance of LEEs in local development, the Department of Budget and Management asserts that the efficiently run and financially self-reliant LEEs are indicators of good local governance [7] since they ensure that public utilities and services meet the needs of the constituents, they provide transparency and accountability, they create opportunities for citizen involvement and they contribute to the LGU's income and resource mobilization.

Theoretical Lens

This study is anchored on the theory of Peredo and Chrisman (2004) and the Centre for Family Business Management and Entrepreneurship, Haskayne School of Business in the University of Calgary, their theory called Community-Based-Enterprises (CBE) which explains that the concept of Community-Based Enterprise represents an alternative and promising model for development in impoverished communities. CBE emerges as a prospective strategy for the sustainable alleviation of poverty partly because it is holistic and integrates so many different aspects — economic, social, cultural, environmental, and political — of the community[15].

Furthermore, to analyze the gap between the implementation of LEEs against the manual crafted by the DBM, this study is supported by the theory of Osborne and Gaebler (1992) called "Reinventing Government" which explains that reform initiatives often advance under the banner of the three "e"s- Effectiveness (enhancing government's ability to achieve program and project goals), Efficiency (increasing its achievement relative to cost) and economy (maximizing its resources). It means that the underpinning concept of reinvention is mission-driven, result-oriented government and empowerment of employees[13]. This theory supports the idea that the assessment of the development of a particular government undertaking must be in accordance guided with a policy framework. In this study, it is the policy framework of the Local Government Code of 1991 in the setting up of economic enterprises stated in the guidebook of the Dept. of Budget and Management (DBM) entitled "Manual on the Setting-up and Operation of Local Economic Enterprises". It supports the LGUs for more effective and accountable public financial management.

III. METHODOLOGY

This research employed a case study design using primary and secondary sources. A case study methodology is frequently applied in program and practice evaluation studies or studies that track changes in a system[10]. Although case study methods remain a controversial approach to the collection of data, they are widely used in many social science studies especially when in-depth explanations of a social process or behavior are sought after[22].

The Primary data were gathered from the individuals who were actually in the field through key-informant interviews (KII) and focus-group discussions (FGD) while the secondary data were collected from the available archives in the LGU specifically in the following offices: Local Economic Enterprise, Local Treasury Office and office of the Municipal Mayor. The interview guide questions for the qualitative data were conceptualized and have undergone experts' validation. Each question corresponds to the needed information for each statement of the problem. Purposive sampling was used in the selection of the 5 informants and participants of the study who

were involved and knowledgeable about the management of LEE in the municipality of Braulio E. Dujali.

Descriptive-narrative analysis by Reissman (2008) as cited by Kohn (1997) was used for analyzing the data of both primary and secondary sources. The researcher noted what is called "horizontal" logic[22] in the analysis of data. The interrelationships among variables were examined, ideas from the informants and participants were described in a narrative form, and concepts were supported by recurring significant statements provided by the informants and participants.

IV. PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA

Profile of the Local Economic Enterprise

The income class of Braulio E. Dujali is under the fourth-class category. It consists of only five (5) barangays and its population as determined by the 2016 Census was 30,104. This represented 2.96% of the total population of Davao del Norte province, or 0.62% of the overall population of the Davao Region[9]. Pursuant to the Municipal Ordinance No. 2017-201 also known as the Local Economic Enterprise Code of the Municipality of Braulio E. Dujali, the LGU shall have the authority to establish, maintain and operate an income-generating office which is the Local Economic Enterprise as a section under the office of the Municipal Mayor. Their office is situated in the center of barangay Dujali Poblacion managing only 3 enterprises namely; Public Market, Slaughterhouse, and Public Terminal.

A. Public Market

The new public market was constructed in 2016 and it was finished in 2018. The site of the public market is located in the center of the Poblacion of Barangay Dujali with an area of 11,782 sq.m. (Sanguniang Bayan of LGU Braulio E. Dujali, 2017) and has one (1) level structure consisting of one hundred-forty (140) stalls that are divided into different sections; Meat Section, Fish Section, Food Section, Sari-Sari Section, Rice Section, Fruit Section, Dried Fish Section, Dry Goods Section, Vegetable Section, Tabo-Tabo (Market day) and Night Market.

Furthermore, pursuant to Municipal Ordinance No. 2009-121 or an ordinance declaring every Thursday as a market day or "Tabo-tabo" in the municipality of Braulio E. Dujali. Every Thursday of every week is designated as the regular market day or locally known as "Tabo-tabo" of the municipality. During "Tabo-tabo", local farmers, vendors, and transient vendors take part in the activity by displaying their goods and products in one designated area. This activity helps the LEE to increase the LEEs' income every week because it encourages a greater number of customers and buyers.

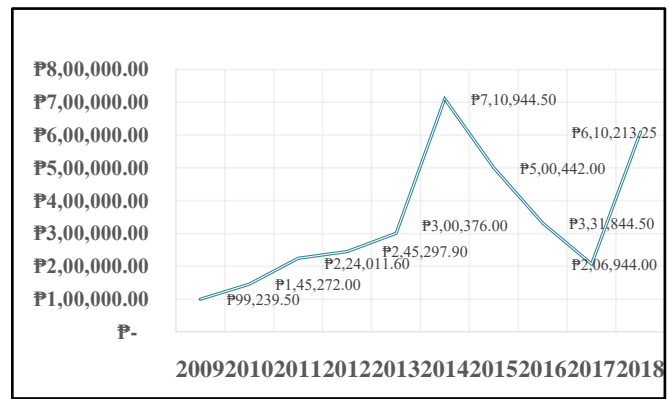


Fig. 1 Collection Trend of Public Market from the year 2009-2018

Figure 1 shows the trend of collection of the public market. It says that from 2009 to 2013, the movement was steady and consistent while in 2014 was a sudden increase in the market collection. One of the informants said that during this time, they started opening their market for outside investors. These are the non-residents of the Municipality. Recurring losses in terms of the collection also took place starting from 2015 until 2017. On January 19, 2015, the old market building of the dry goods section was caught on fire. The LGU released a budget for the construction of temporary stalls and because of their losses, the tenants were not able to make regular payments until the end of the year. The graph below shows the trend of market collection from 2009 to 2018:

B. Slaughter House

The Slaughterhouse is located in Sitio Bacali, Barangay Dujali with an area of approximately 7,522 sq.m. and has one (1) level structure building. Several benchmarking activities to other municipalities were done in order to conceptualize the ideal structural design of the Slaughterhouse.

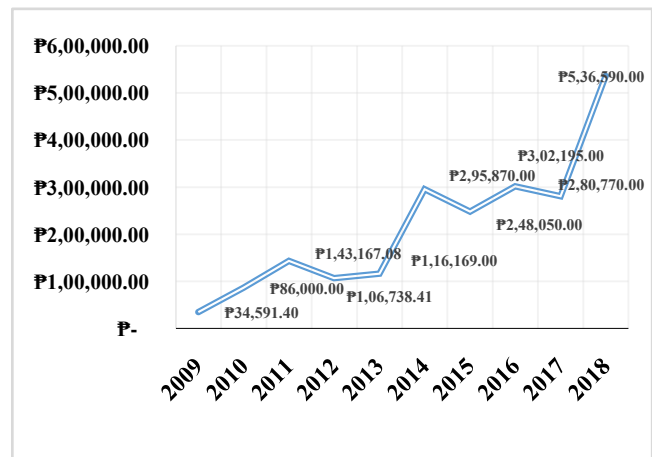


Fig. 2 Collection trend of the Slaughterhouse from the year 2009-2018

The management of the municipal slaughterhouse is headed by the slaughterhouse master. He is responsible for the direct and immediate supervision, administration, and control over the operation of the slaughterhouse and the personnel. Slaughterhouse operation is one of the most intensive

processes in the whole LEE operation as specific rules and regulations are governing the operation of the municipal slaughterhouse. These are the following; (a) Only municipal slaughterhouse personnel and authorized butchers are allowed in the processing area; (b) Only the LEEO accredited butchers/slaughterer with complete requirements such as occupational permit, health certificate, Mayor's permit and certificate of trainings are allowed to perform butchering; (c) During operations, all authorized personnel and butcher in the slaughterhouse are required to wear their proper uniform and wear safety devices like head gear protector, gloves, anti-slide shoes, body protector and other similar devices; (d) No animals will be slaughtered without having been subjected to and passed ante-mortem inspection and no carcass withdrawn and released from the slaughterhouse without having been subjected to inspection and marked PASSED and having been issued meat inspection certificate by the Municipal Meat Inspector; (e) Animals found to have a disease or infection during inspection shall be automatically denied entry into the holding pen and be subjected to the processes established by the rules and regulation of the National Meat Inspection Commission (NMIC) so as to protect the health of the consuming public; (f) No endangered species of animals shall be brought to the slaughterhouse for the purpose of butchering them; and (g) Suspected stolen animals brought into the slaughterhouse will be confiscated immediately and the said stolen animals will be turned over to the proper authority.

The trend of collection of the slaughterhouse operation from the year 2009 to 2018 is presented in Figure 2. It shows that from 2009 to 2011, the collection from the operation was increasing. During these years, they started to strictly implement the slaughter policy. Meaning, all meats that were intended to be sold inside the municipality must be butchered inside the slaughterhouse. In 2012 and 2013, results showed that the collection was not good compared to the previous year. However, from the second quarter of 2014, it started to rise. One of the informants said that it was during this time when they required all barangays to submit their list of fiestas and major activities. Hence, they were able to monitor the peak season of butchering in every barangay. From 2017 up to the present, the new slaughter policy was implemented in accordance with the new rates and fees imposed in Municipal Ordinance No. 2017-201. The trend of the collection shows that the overall income from the Slaughterhouse operation was doing well. Although the graph shows that the collection is fluctuating each year. However, the difference is not significant.

C. Public Transport Terminal

The Public Terminal is located beside the public market with an area of more or less 650 sq.m. The establishment is called Braulio E. Dujali Integrated Transport Terminal or BEDITT in accordance with Article XVIII of the Municipal Ordinance No. 2017-201 or the Local Economic Enterprise Code of the municipality.

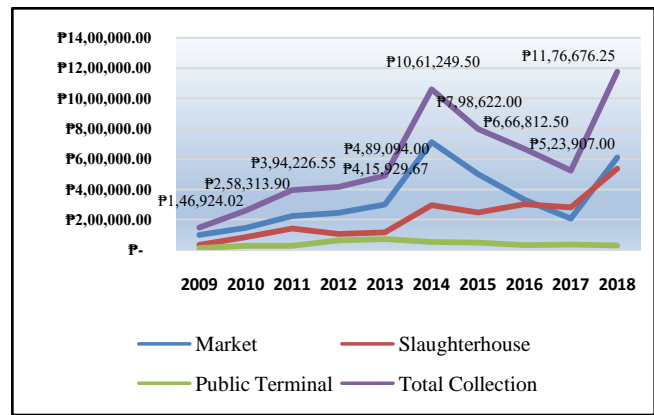


Fig.3 Collection trend of the Public Terminal from the year 2009-2018

Among other enterprises, the public terminal is the most inefficient in terms of the collection because most of the time, it does not hit its annual target. Figure 5 presents the trend of collection of the Public terminal from the year 2009 to 2018. It shows a fluctuating movement of collection. From 2009 to 2011, the terminal operation was not strictly regulated. There were many Public Utility Vehicles (PUV) that were operating but not regulated such as jeepneys, multicabs, and tricycles. The LEE office could hardly monitor these PUVs because most of them were from other places.

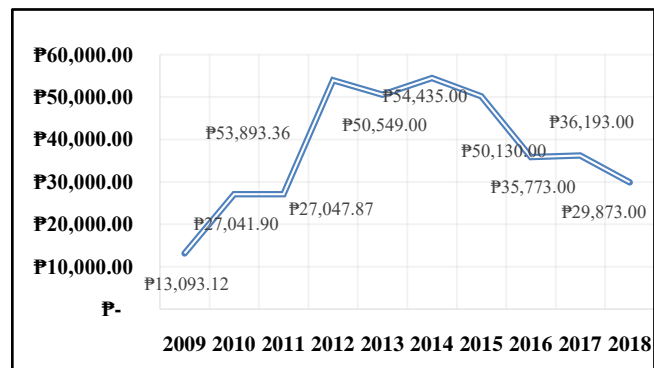


Fig. 4 Collection trend of the Local Economic Enterprises from the year 2009-2018

The collection in 2011 was almost doubled in the following year with a total collection of P53,893.36. According to one informant, during this time, they relocated the Public Terminal to a more strategic location near the Public Market where farm-to-market roads are accessible to PUVs for farmers and local vendors. Hence, from 2012 to 2015, the figure shows that the collection was steady and doing well. In 2016 up to the present, was the adjustment period for all economic enterprises including the Public Terminal because of the imposition of the new rates and fees in accordance with the Municipal Ordinance No. 2017-201 or The Local Economic Enterprise Code. Presented in the graph below is the movement of the collection of public transport terminal from 2009 to 2018:

For almost a decade, LEEs have presented different collection trends each year. From 2009 to 2013, they had a steady and

consistent movement of the collection while from 2013 to 2014 was a sudden increase of collection. According to one informant, during this year, the collection increased because they started opening their market for external investors. These are non-residents of the municipality. However, from the beginning of 2015 to 2017, their collection decreased. Due to the fire incident which happened on January 19, 2015, the LGU released a budget for the construction of temporary stalls and because of their losses, the tenants were not able to make their regular payments until the end of the year. This somehow affected the total collection of the LEE Office. The overall collection trend from 2009 to 2018 is presented in Figure 4.

Practices of the Local Economic Enterprise of Braulio E. Dujali

A. Quality and People Management

It is revealed in this study that the office of LEE in Braulio E. Dujali is taking initiatives in terms of managing the quality of service of each LEE by conducting a weekly regular meeting and monitoring. Through this, they can assess the different concerns of each LEE, address the individual complaints of their constituents, and receive feedback from their personnel about the status of the operation. Moreover, for the management of their workforce, employees are delegated with their individual assignments such as their roles in administrative, revenue collection, operation, and maintenance of facilities.

B. Market Sustainability

In Braulio E. Dujali, one of their mechanisms for market sustainability is the promotion of their LEEs to both local and external investors. In order to develop new mechanisms for market sustainability, the LEE office also acknowledges the need to conduct benchmarking to other municipalities with the same income class. This is very strategic for LGU to conduct benchmarking because doing such will help them innovate or replicate new marketing practices and enhance their own.

C. Financial self-reliance of LEE office

In the case of the municipality of Braulio E. Dujali, the LEE office has identified different initiatives in order to attain financial self-reliance. It is revealed in this study that the LGU projects LEE as a financially independent office since the beginning of 2019, this means that in 2019, they started to make a gradual shift to their financial arrangements. The collection from LEEs will be separated from the general fund of the municipality and all the expenses of the office, including the compensation of the personnel, is expected to be taken from the income of LEEs in the next succeeding years.

The Gaps in the Implementation of LEEs

A. Operation

In accordance with the policy framework of the Local Government Code stated in the DBM manual, detailed personnel must be assigned to each LEE; (either permanent or

non-permanent). The gap in the implementation of LEE practices in Braulio E. Dujali is that there is no detailed personnel is assigned to each LEE. They follow shifts or rotation of assignments or tasks. Also, a 5-year staffing Plan must be prepared but there is no 5-year staffing plan. Their staffing is based on the organizational structure set by the executive office.

B. Marketing

A 5-year business plan for each LEE must be prepared. The gap in the marketing aspect is that there is no 5-year business plan. Their business plan for LEEs is generally included in their Local Development and Investment Plan (LDIP).

C. Financial

It was also stated in the manual that LGU must set up and maintain a special account in the general fund (GF) for each LEE intended for the cost of improvement, repair, and other related expenses. There is a special account in the general fund (GF). However, the gap is, this special account is not intended for the cost of improvement, repair, and other related expenses per se, but only an emergency source of a fund when LEE collection is experiencing financial inadequacy.

Challenges and Opportunities

A. Operation

The LEE office pointed out that lack of funds to hire enough manpower resources is one of their biggest challenges in the operation right now. Considering the limited number of people, it is critical to operating in an office whose function is not only about service delivery, but also income generation.

This challenge will pave a way for the LEE Office to be institutionalized. In doing so, the DBM may allot a budget for the creation of another plantilla position intended for the LEE Office. It will also be an opportunity to come up with a staffing plan that would address the problem of manpower insufficiency. The plan shall include an organizational assessment approach to evaluate how many personnel does the LEE Office needs.

B. Marketing

The LEE office identified that a small number of customers is one big challenge they face in their marketing. Due to a small number of customers, many tenants especially in the public market withdrew from their stall occupancy because they can no longer sustain their businesses. Moreover, the same problem confronts the public terminal because of few passengers; the Office can hardly accomplish their target collection from the public utility jeepneys (PUJs) they regulate.

This challenge will pave a way for the LGU to have the opportunity to strategize new mechanisms to increase the number of customers that will visit the public market. The supervisor gave emphasis on the importance of the participation of other departments of the LGU such as the

Municipal Tourism Office (MTO) and other government agencies like the Department of Trade and Industry (DTI) to conduct events that would foster economic activity such as business caravans, sprees, and the likes.

C. *Financial*

Above all challenges, the inability to pay dictated by the client's behavior. The implementers identified this problem, especially in the public market, as one of their challenges in the implementation of the LEE because it affects all other aspects. For example, there were times they fall short of their collection because some tenants failed to pay their daily stall rentals.

This challenge will open an opportunity for the LGU to assess the level of financial literacy of their constituents. Hence, seminars and programs about financial literacy may potentially address this challenge. To be specific, the office of LEE may partner with the associations of market vendors, transport groups, and other stakeholders to conduct seminars about the importance of financial literacy, financial freedom from debt, or any discussions that may help the vendors to be well-rounded in terms of managing their income.

V. CONCLUSION AND RECOMMENDATION

Conclusions

First, LEEs play a vital role in the economic aspect of one locality. It serves as a multi-purpose entity that helps not only the local government but foremost, it helps the people. It does not only generate income to support the LGU's development plans, but it also helps the people through entrepreneurship, employment, and livelihood opportunities and the services it provides to the public like the accessibility of basic commodities, transportation, and animal slaughter services. Thus, all enterprises are contributing to the income of the LGU while at the same time, serving the people.

Second, although LEE is viewed as a financially self-reliant office, there are times they fall short of their target collection. Thus, they still need to be subsidized by the LGU because they are still experiencing financial inadequacy. In Braulio E. Dujali, it was found out that a few of the factors that affect their collections are the minimal cooperation of the stakeholders (e.g. vendors, tenants, and clients) with the implementers and occasionally, there are also times when LEEs have a small number of customers especially in cases of fourth-class municipalities. Hence, some vendors could hardly sustain their business and eventually, withdraw from their stall occupancy.

Third, strengthening the implementation of policies will induce growth in an organization. The development of local government for an instance is relative to how they manage to implement their local laws and policies, most especially in an income-generating office like the local economic enterprise.

Lastly, the local population can also be a determinant of economic development. The greater the number of people, the

more they bring life to the economy. One of the factors that greatly affect the operation of the LEE in Braulio E. Dujali is their number of people. It was found out that their LEEs are experiencing inadequate collection because there are times that the number of customers and clients are less than the regular days.

Recommendations

In the operation, given that their main problem is the lack of manpower resources and lack of training of the personnel under the LEE section, it is recommended for the Local Government Unit to come up with a 5-year staffing plan. In accordance with the staffing plan, the employees may be given the chance to hold the position they are performing. To be specific, the staffing plan must include a staff/personnel development plan for the next 5 years. Hence, it is an opportunity for the LGU to open plantilla positions especially to those who have been serving the office for a couple of years. Detailed personnel may also be assigned to each LEE and their individual functions must also be in accordance with the 5-year staffing plan.

In the marketing aspect, the creation of a 5-year business plan (BP) is a must. This is also based on the ideal set-up of LEEs according to the manual of the DBM. The LGU may hire an external consultant or financial analyst to facilitate the drafting of the business plan. A BP must be comprehensive and specific to the needs of the market to attain self-sufficiency. The sections that must be found in a BP are the following: (a) LEE goals and outlook- this section must support the LGU development goals and objectives embodied in their Local Development and Investment Plan (LDIP) and Annual Investment Plan (AIP); (b) Marketing analysis and strategies - this section must be following the principle of self-sufficiency via cost recovery and; (c) Management and personnel/staffing plan- this section gives emphasis on the use of performance-based approach to the implementing bodies of LEE.

For the financial aspect, results pointed out that one of their problems is the small number of customers in the public market and fewer passengers in their public terminal. Relatively, the LEE office may conduct a survey on client satisfaction by establishing a feedback form even once a week. This survey may address the problem by means of understanding the needs of the client and customers based on their responses in the survey.

In addition, it was also found that occasionally, there are vendors who are unable to pay their daily rentals especially during days when they have low income. The researcher recommends to involve the vendors during planning sessions of their office including benchmarking. This may serve as an avenue to see through their lens.

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