

Evaluation of the Barangay Newly Elected Official (BNEO) Training Program

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Abstract — This study seeks to evaluate the significance of the Barangay Newly Elected Officials (BNEO) Training Program on the newly acquired skills and knowledge of the newly elected officials at the barangay level

among the island municipalities in the First District of Samar. The BNEO program has been designed to equip the barangay leaders with the necessary skills and knowledge, which is important as far as local governance is concerned. In this evaluation, management competencies such as planning, setting objectives, organizing, directing, and controlling turned in to have an impact on the program activities in the participants' performance and decision-making process. The study adopts a quantitative approach to research via a questionnaire method sent to reelected (second term, third term), and reappointed barangay officials who have participated in BNEO trainings. The findings emphasize the importance and some deficiencies of the program, including the aspects where improvements would be necessary to ensure its successful integration so that it would make the officials accountable to achieve a clear good governance.

Key findings indicate that the demographic profile of the barangay officials did not affect the training program. Results show that the program has had a, positive impact on how officials perform their roles and make decisions. This suggests that regardless of age, educational background, or gender, those who are willing to serve the community are motivated to undergo training and enhance their management competencies. While the program is generally perceived as beneficial, gaps remain in certain competencies, and challenges such as limited resources and lack of planning require further improvement. The study provides recommendations for streamlining and refining the BNEO Training Program to better address the challenges faced by barangay officials in their leadership roles, including the implementation of a reward and penalty system.

Overall, the research highlights the value of continuous capacity-building initiatives and offers strategic insights to optimize the BNEO Training Program in empowering barangay officials for more effective leadership and community service.

Keywords — **Local Government Unit, BNEO, DILG, NBOO, Management Competencies**

I. Introduction

The effectiveness of barangay officials can be assessed by their ability to manage their organization. As the smallest unit of society and the first point of contact for basic services, barangays must address the needs of their constituents in an immediate problem-solving context.

In this sense, the role of barangay officials is crucial in fostering local development (Local Government Code of 1991).

The effectiveness of a barangay plays a crucial role in influencing higher levels, such as Municipal and Provincial (Sermona, Talili, Enguito, & Salvador, 2019). Two crucial aspects of progress are the knowledge acquired and the enhancement of abilities. Former Department of Interior and Local Government (DILG) Secretary, General Eduardo M. Año, emphasized that public officials must understand their roles and responsibilities to govern the community effectively; otherwise, they risk letting their constituents down. To ensure that barangay officials are well-prepared, the government has implemented various training initiatives designed to improve their leadership skills and governance approaches, including the Barangay Newly Elected Official (BNEO) Training Program.

The DILG, through the Local Government Academy (LGA) and National Barangay Operations Office (NBOO), in collaboration with the Liga ng mga Barangay (LnB) initiated the BNEO Program to assist the set of Barangay Officials in the performance of their duties and responsibilities through a DILG Memorandum Circular No. 2008-007 dated January 30, 2008.

The program has been running for 15 years already and has catered to four (4) sets of Barangay Newly Elected Officials, from 2007, 2010, 2013, and 2018. During the May 14, 2018 Barangay and Sangguniang Kabataan Elections (BSKE), all 23 Punong Barangays, 161 Sangguniang Barangay Members, 23 Barangay Secretaries, and 23 Barangay Treasurers underwent the BNEO Program facilitated by the Municipal Local Government Operations Officer with the support from the Local Government Unit of Almagro and Liga ng mga Barangay Almagro, Samar Chapter. However, during the conduct of the program, there were still barangay officials who could not grasp the importance of the said program.

That is why it is not surprising that there have been numerous reports of widespread corruption in certain municipalities involving the Punong Barangays and the Barangay Treasurers. Many barangay officials are facing criminal charges related to the distribution of the Social Amelioration Program (SAP) (dilg.gov.ph/news, 2020). Even after a number of training sessions and seminars were held, several barangay officials, face numerous administrative and criminal cases.

The passing of Seal of Good Local Governance (SGLG) for Barangay is another obvious obstacle. The evaluation of the aforementioned program is one method of gauging the barangay's effectiveness; it is a thorough evaluation that honors barangays for correctly implementing the various programs. It seeks to recognize and honor barangays that exhibit exceptional governmental practices across all governance domains. In 2023, there were only 1,028 who passed the SGLB nationwide, and just 2.59 percent of the total barangays were evaluated. In the First District of Samar, all 50 barangays failed the SGLGB at the local arena.

It is with this premise that the present study has been conceptualized. The findings of this study may contribute to the enhancement of the training program, ultimately benefiting both the officials and the constituents they serve. The newly elected barangay officials are ensured to receive enhanced training that will allow them to navigate the complexities of their roles. With improved training programs, barangay officials will be equipped to make primed decisions, implement policies, and address the needs of their communities.

Literature Review

The pertinent literature and research articles that were assessed for their importance are reviewed in this section. To provide a strong basis for the research, several sources—both published and unpublished—were reviewed.

Conceptual Literature. The following related literature are important to note as references for this study. Both internationally and locally, the critical importance of training programs for newly elected public officials has been recognized in terms of their necessity for effectively and efficiently implement the basic services and performing their duties. Relevantly, existing literature on the development, implementation, and evaluation of these types of training programs offers important references to guide the assessment of the BNEO Training Program.

Several other reports and studies in an international context mention the importance of training programs for strengthening the skill set of elected officials. For example, Global Infrastructure Hub (2019) states that capacity building must be institutionalized and sustainable so that skills and knowledge are retained within the organization. This aligns with the objective of the BNEO Training Program, which would like to ensure that the barangay officials will be capacitated while doing their public service to the community members.

Huling (2022) stated that when communities stay actively engaged, it creates a ripple effect of benefits for both residents and government officials. As people become more informed about local issues, officials gain a clearer understanding of how these challenges impact everyday life. This ongoing dialogue helps both sides develop awareness, problem-solving skills, and a habit of working toward gradual improvements. Over time, this fosters accountability, strengthens public support for decisions, and builds trust—ultimately resulting in better policies and a more interconnected, resilient community. These findings suggest that teamwork, collaboration, and communication between the leaders and officials and their stakeholders can make a difference. One of the components of this training program is the monitoring and evaluation to know the issues and concerns of the stakeholders and community members.

The World Bank (2014) also emphasizes that countries with strong institutions tend to be more resilient. They are better equipped to support private sector growth, reduce poverty, provide essential services, tackle climate challenges, and gain the trust of their citizens. In the long run, this stability helps them prevent conflict and fragility, creating a more secure and prosperous society. The World Bank's report advocates for training that emphasizes participatory governance

and the development of leadership qualities, which are essential in addressing local issues and fostering community development and good governance. By focusing on these areas, governments can empower citizens to take an active role in shaping their communities. This approach not only enhances accountability but also encourages innovative solutions to persistent problems, ultimately leading to sustainable development and improved quality of life for all.

In connection, Fukuyama (2016) equated governance with public administration, defining it as the effective implementation of a country's policy. Public officials, including the barangay officials, should perform well to attain good governance. There is no other way to achieve good governance than enhancing the internal capacity through training and capability-building.

Similarly, enhancing one's performance can be done through training and learning development. Training and development programs usually consist of educational activities designed to increase a worker's knowledge and escalate motivation to have an advanced job performance. These programs assist employees in learning new skills and gaining the professional expertise necessary for career advancement; according to International Business Machines Corporation (2024). And these training programs will enhance the management competencies of the public servants, especially those at the grassroots level, the barangay.

These management competencies of Planning, Organizing, Directing, and Controlling is supported by the functions of management according to Fayol (1916). Correspondingly, Planning means the need to evaluate what the future will bring so you will be ready for it, it is more on the anticipation of what will happen in the future. Organizing, on the other hand, detailing the lines of authority and responsibility for employees. This includes the hiring or appointing of workers up to who will do this and that. Meanwhile Directing is the way you delegate the job, in the barangay, directing is the way of telling the subordinates on what to do and the like. Lastly, Controlling is the check and balance of the organization, which includes the monitoring and evaluation of the programs, including the BNEO training program, if it will be a success or needs polishing.

Planning is important in setting up an organization, especially if one is just a beginner. Planning involves what an individual wants to achieve, and it is on how he/she can achieve that planning comes in. Through planning, one can adjust on the limited resources that he/she has because planning is done first before implementing it (Hill, 2025). In addition, through planning, the future of the organization can be ensured. Planning serves as a guide, a roadmap that directs where the organization aims to go, anchored by its vision. This management competency is highly significant to the study, as training programs cannot be established and implemented without first undergoing the planning stage.

Planning plays an important role in establishing an organization, especially for beginners. It involves determining what the organization aims to achieve and how these goals can be accomplished. Planning allows for adjustments based on limited resources, as it is conducted before implementation (Hill, 2025). Furthermore, according to Simpliaxis (2024), planning

ensures the future stability and direction of an organization. It serves as a guide or roadmap, anchored by the organization's vision. This management competency is particularly significant to this study, as training programs cannot be effectively established or implemented without first undergoing the planning stage.

Relating to that, an organization cannot function effectively without organizing its people and its community. According to Perry (2021), organizing is knowledge management. It is a way of transferring the knowledge and experience of someone to another person. Through this knowledge transfer and knowledge sharing, everyone in the organization can be skilled and can be developed. This development not only enhances individual capabilities but also fosters a collaborative environment where innovation can thrive. By prioritizing knowledge management, organizations can ensure that they remain adaptable and responsive to changing circumstances in their industry. This is very relevant to the proponent's study since, in evaluating the training program, one of the factors to be evaluated is the skills of the barangay officials, as to their learning of the said program.

Planning and organizing are incomplete without someone who will lead the organization. As Chaudhary (2023), emphasized, someone should act as the driving force for the plans to be materialized, and that is directing. From the work directly, it will lead the organization to where it has to go. It provides guidance and supervision. This is very significant to this study because the researcher aims to evaluate the performance of the BNEO training program. Directing plays a vital role for the barangay officials in directing and navigating the various programs within the barangays for their constituents. It is how the barangay officials supervise and give clear instructions and guidance to its constituents and its barangay employees that can recognize the success of the barangay.

Another function of management competency that is vital in this study is controlling. These three other competencies can be unsuccessful if the organization has no control measures. According to Taxmann (2023) controlling function of management is the process by which the set of plans implemented will be checked according to the legal mandates of the organization. This is connected to the researcher's study since one subsector of the study is monitoring and evaluation.

Pimentel, Jr. (1991) underscored that the barangay, the fundamental political entity, functions as the main source of planning and instigating components like government laws and programs in the society. And because of this, it is but necessary to review the implementation of the barangay officials to know if they implemented the basic services to their constituents.

The National Government Agencies, through the DILG, formulated different trainings and enhancement skills for the development of the local public officials. One of which is the BNEO Training Program. Over the years, the program has undergone significant development. Initially, DILG Memorandum Circular No. 2008-18, issued on January 30, 2008, outlined three key components: General Orientation on Barangay Governance and Administration, Strengthening the

Barangay-Based Institutions, and Special Skills Training. Later, DILG Memorandum Circular No. 2014-18, dated February 12, 2014, expanded the program to include four components, reflecting its evolution and the increasing scope of barangay capacity-building initiatives.

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Despite these efforts, there were reports of some challenges. For instance, certain barangay officials failed to comply with the turnover requirements, leading to concerns about accountability. In response, the DILG set up audit and transition teams at both the municipal and city levels to ensure that the inventory was properly completed before the deadline. These teams were responsible for verifying that all barangay properties and financial records were properly turned over to the new officials, with consequences for those who failed to comply, including the possibility of legal action (Legaspi, Amita, 2018). This initiative aimed not only to streamline the transition process but also to foster a sense of responsibility among outgoing officials. By establishing clear accountability measures, the DILG hoped to mitigate potential disputes and ensure a smoother governance experience for the incoming administrations.

This setup is not new to the business world, which barangays can relate to. Inventory is very important since it can create a reputation, can build trust and loyalty, and can increase stakeholders' trust, in this case, the community members (Editorial Team, 2023).

Jumpstarting Local Governance: Two sub-components make up Component B. Sub-component B.1 deals with “Laying the Foundation for GREAT barangays” and focuses on the critical actions to be done by the punong barangay and his officials on their first one hundred days in office. The main output expected under this component is a completed Barangay Agenda for Governance and Development (BAGAD) that would act as the preliminary action plan of the barangay officials (both the head of the barangay and its members) for the first 100 days in office and an input to the crafting of the Barangay Development Plan for the next three years. The BAGAD also reflects the governance platform and promises made by these officials during the election. It is highly recommended that as part of the BAGAD, the barangay officials include the revision and adoption of the Internal Rules of Procedure that would govern the actions and decisions of the Sangguniang Barangay.

As the Barangay Development Plans (BDP) are expected to serve as inputs to the overall development plans, municipal and city LGUs are expected to be actively involved in the process for the crafting of the BDP. The process will emphasize community engagement and participation. The Barangay Capacity Development Agenda (BCDA) will identify the capacity-building needs of the elected and appointed barangay officials, given the requirements of the BDP and the vision of the barangay. A guide to CapDev Agenda preparation shall be made available through the DILG regional and field offices. This agenda will also serve as input to the selection and participation of barangay officials in the deepening courses under Component C of the Program. The outputs for this sub-component are the BDP and the CapDev Agenda for the same term.

An organization cannot function without plans. As the researcher noted, planning is important when starting a business, especially if one is just starting out. Planning includes what one wants to accomplish and how he/she can accomplish it. By planning, he/she can make adjustments to the limited resources he/she has because he/she will plan before implementing it (Hill, 2025).

The primary portion of the program is another module called "Sharpening the Saw." This module is the main section of the program. This component is designed to be flexible and responsive to the needs of barangay officials. It allows them to identify the skills and knowledge they need to strengthen their governance abilities. With guidance from the CapDev Agenda created in Component B, officials can focus on areas that will help them lead more effectively and serve their communities better. Initially, topics offered in this area focused on four (4) wide outcomes for government units: related to business, protection of the environment, social services, safe and peaceful community, and governance. This module came from the Sharpen the Saw that was introduced by then Stephen Covey in his book “The Seven Habits of Highly Effective People. This means self-care and renewal to be productive. This is very relatable to the study on the evaluation of the BNEO Training Program since the sample respondents are reelected and reappointed barangay officials, which only means that they served the community for a longer period. Though

they were trained, they still have to enhance their skills by attending the training program again, as well as other capacity enhancement activities.

The two succeeding components are incorporated in the monitoring and evaluation since they are more likely to track the participation of the stakeholders, like the Civil Society Organization (CSO), as well as the performance of the barangay through assessments. These two components are “Looking Forward to Better Governance through Citizenship,” which can be related to citizens’ engagement in the community, and “Enhancing Barangay Performance,” which aims to establish a structured system for measuring performance and recognizing outstanding achievements among barangays. The first component aims to identify and establish participatory mechanisms and structures at the barangay level. In particular, this sub-component will look at strengthening the operational effectiveness of barangay-based institutions (BBIs). This component also seeks to encourage volunteerism and promote the partnership of the barangay and the community. On the other hand, the second component, “Enhancing Barangay Performance”, aims to establish a structured system for measuring performance and recognizing outstanding achievements among barangays. Institutionalizing this system encourages continuous improvement and excellence in local governance. This component aims to link the performance of barangays and their officials to a system of recognition and giving rewards for good governance. This component will be operationalized mainly through the SGLGB, which will be rolled out as a national program by the National Barangay Operations Office (NBOO) of the DILG. NBOO will also scan and conduct an inventory of existing awards and incentives programs that might be tailored and adapted for barangays and promote these programs also among barangays. This component also aims to recognize and identify cases of good barangay governance that could be documented for possible replication. Barangay officials who have participated in the BNEO for GREAT Barangays Program will be assisted in measuring their performance against the set of indicators. Being significant, this assessment has been made into law on April 12, 2019, under Republic Act 11292. This law has no penalties if the barangay does not get the seal.

These elements were thought to be significant in their communities when it comes to shaping the talents and abilities of the barangay authorities. All elected and appointed barangay officials will undoubtedly receive guidance in their planning, decision-making, and, of course, in carrying out various services to community residents through the BNEO Training Program's aforementioned components. The degree of management competency of each barangay official must be evaluated about the training program while evaluating their performance.

Research Literature. When determining and evaluating barangay officials, several factors come into play to assess their performance, effectiveness, and ability to lead their communities. Factors like leadership qualities, governance skills, community engagement, and resource management can be some of them.

In the study of Van der Walddt, G., Fourie, D. J., & Van Dijk, G. (2021), the government sectors in South Africa had a hard time fulfilling its legal duties. Negative audits, protests in the

delivery of services, poor governance, and weak developmental efforts show that their local government units experience a mismanaged competency. Such a negative impact places higher organization's competency as the focus of good local governance. To address the shortfall of management competency, recommendations were put forward to ensure that barangay officials have the right skills, experience, and qualifications to lead effectively. It was also emphasized that ongoing training programs should be available to support their continuous growth and development.

This study is highly relevant to the proponent's research on the evaluation of the BNEO Training Program, considering that the main objective is to strengthen local governance and competencies. Both studies highlight the significant role of effective management competencies in achieving good governance.

Another factor to consider to have effective management competencies is education. Educated leaders are more capable and have the knowledge to manage the business; they can think sensibly than those with no educational background. They have an extensive array of economic perspectives and can provide reasons for advocating programs and projects for public goods and infrastructures that in a long run can be benefited economically (Thashkeel, 2021).

This is closely related to the present study since education plays a vital role in enhancing individual's capacity. It emphasizes that the development of one's skill has a major impact in managing the government.

In evaluating any program, consideration on its impact to external environment is also important. Rijal, S. (2023), stated in his study that community participation in public management planning and decision-making processes plays a critical role in fostering democratic and participatory governance. Good governance principles emphasize community engagement as a cornerstone for ensuring transparency, accountability, inclusivity, and responsiveness to citizens' needs and aspirations. In this context, the involvement of partners in planning and decision making enhance the legitimacy of governmental actions by incorporating diverse perspectives and interests, thus minimizing biases that may favor specific groups. Furthermore, community engagement strengthens government accountability by requiring officials to explain and justify their decisions to the public, promoting trust and cooperation between the government and its citizens.

Seeing its relevance to the present study, it demonstrates the importance of developing competencies that enable barangay officials to facilitate meaningful community engagement, aligning with broader governance frameworks, including the identification and resolution of conflicts, issues, and challenges.

Although CSOs are represented on several committees, their presence frequently seems to be more about fulfilling regulations than true active participation, according to a study by

Pasamonte (2024). For this reason, it is crucial to improve this training program and include some emphasis on community people, CSOs, external stakeholders, and the like.

Speaking of difficulties, a study by Lardera and Bagolong (2024) found that despite the trainings, local barangay officials encountered problems. Their study revealed that local barangay officials faced issues and challenges despite the training conducted. Issues on Internal Revenue Allotment (IRA), now National Tax Allocation (NTA), violations on ordinances, even the attitudes of their constituents, the functionality of their Barangay Peace Action Teams (BPATs), and too much politics were revealed.

Factors such as stress and motivation should also be considered in verifying the performance of barangay officials. In the study made by Dr. Distrito (2024), Barangay Officials encountered difficulties in handling their quasi-judicial functions in resolving community conflicts like in peace and order situation. Age is also a factor, according to his research. Younger officials have different opinions with the older ones in handling their executive and judicial functions. They are more in the liberal approach while the older ones are more conservative.

Aside from the age factor, gender can be of great element also in the leadership performance of the officials running an organization. In the research of Kruse (2021), more than 84,000 leaders and millions of raters, including managers, owners, and stakeholders, concluded that females are more effective in leading their respective companies than males.

In the studies of Hibanada, R, Dayuta, R, Cataquian, K, Ancho, I, Karen, A (2022) entitled, Training Needs Analysis of Filipino Community Officials, Barangay Officials did know the basic foundation and history of the barangay, as well as the importance of the values of transparency, accountability, and fairness, however, there was a large number of sangguniang barangay members identified that they were not fully knowledgeable of their roles in barangay governance. Being the implementing unit of the basic services, participants of the said study seldom practice the process of barangay procurement.

The cited study of Hibanada et al (2022) highlights the importance of capacity-building for barangay officials but caters to different stages of governance, whereas, the present study aims to evaluate the BNEO in order to improve the said program.

A similar study of Sermona, N., Talili, I., Enguito, R., and Salvador, M. (2019) taken into account to assess the sustainable learning and educational needs of officials, particularly the barangay officials, but the focus of the paper was more on the need of funding sources from the National Government Agencies (NGA) for the respondents' enhancement of capacity and the possible admission of those High School and College undergraduates to Alternative Learning Systems (ALS). Components under BNEO were not centered and abstracted. Both studies recognize the importance of education and training in improving local governance. The need for funding and educational programs for barangay officials, as identified by Sermona et al., aligns with the researcher's study objective of evaluating the effectiveness of training programs like the

BNEO in enhancing the competencies of newly elected officials. Additionally, this could benefit from considering the broader educational needs highlighted in their research, particularly regarding access to continuous learning opportunities and funding, which can further inform how to better structure and implement training initiatives for barangay officials.

While their paper centers more on external factors such as funding and the potential of Alternative Learning Systems (ALS), this research focuses on the internal aspects, such as the specific competencies and training modules that contribute to effective governance at the barangay level. Both studies, however, underscore the importance of capacity building for local officials to guarantee that they are prepared to meet the needs of public service.

In conclusion, the related studies reviewed provide a comprehensive understanding of the topic, highlighting key findings and trends that have shaped the current landscape. These studies collectively underscore the importance of evaluating the BNEO Program. Overall, the insights gleaned from these studies not only inform our understanding of the subject but also offer valuable directions for future research, emphasizing the need for continued exploration and innovation in this field.

II. Methodology

This chapter outlines the approaches and processes used to acquire the study's objectives. It includes research design and participants, measurement tools, instrument validation, procedures, data processing, and ethical considerations.

Research Design

The study employed a quantitative approach in which data are collected through a questionnaire, assessing the impact of BNEO training on participants' knowledge and skills catering the variables such as Training Implementation to include: Ensuring Smooth transition, Jumpstarting Local Governance, Sharpening the saw, and Looking Forward to Better Governance though Citizenship and Enhancing Barangay Performance thru Monitoring and Evaluation.

The study aimed to identify areas for improvement in the training programs, ultimately contributing valuable insights to optimize governance effectiveness at the Barangay level, especially on how to pass the SGLGB.

The information gathered will serve as the basis for understanding the gaps in the governance knowledge of Barangay officials before undergoing BNEO training, as well as the relationship between the BNEO training programs to the enhancement of knowledge and skills among newly elected officials.

Measures

The researcher aimed to measure the performance and productivity of the respondents and identify a customized, need-based training course that will fit the barangay officials. The researcher used a researcher-made questionnaire in gathering the needed data. The questionnaire was validated in the Municipality of Zumarraga to help ascertain and address any concerns with clarity, relevance, or feasibility. Zumarraga was chosen for validation since it has same geographical area to the actual respondents of the study.

Procedures

After determining the sample of the study, the researcher sent to the Local a communication thru the Municipal Local Government Operations Officers (MLGOOs) assigned in their respective areas informing them that the researcher would be surveying a questionnaire to the reelected and reappointed barangay officials who attended the BNEO Training Program from 2018-2023.

After three weeks, the researcher gathered all the survey instruments, made a Google form for easier collection of data, transferred to spreadsheet and pasted to the template format sent by the Statistician. Once the actual result was calculated, the researcher then put her interpretation per table, per figure.

Data Processing

The instrument was distributed to the sample population. The researcher with the assistance of a statistician tallied the frequency of the responses of the participants and interpreted the same. The subsequent statistical methods were applied in the study:

Frequency counts and percentages were used to better understand and describe the profile of the study's respondents.

Mean and standard deviation were applied to define the management competence of the barangay officials. In addition, it was also used to describe the status of the BNEO Training Program implementation based on the views of the participants of the study.

Pearson Product Moment Correlation Coefficient was adopted to analyze the significant relationship of management competence and the status of the BNEO Training Program implementation based on the perception of the respondents.

T-test for Independent Samples and One-way ANOVA were utilized to test the significant difference in the status of the BNEO Training Program implementation along profile and management competence.

Ranking was used to recognize the challenges in the implementation of the BNEO Training Program.

Ethical Consideration

For ethical consideration, the researcher enlightened the sample respondents that their involvement was voluntary and that they were not required to answer any questions they did not wish to. Fortunately, the respondents chose to join the survey.

Since the findings would serve as a future reference for the MLGOOs in managing the BNEO Training Program, respondents were given the option to remain anonymous by not including their names on the questionnaire. Additionally, the researcher provided her contact number for any respondents who had questions or needed further clarification.

III. Results and Discussion

This section explores the study's findings, connecting them to the research questions and relevant literature. It examines the results in depth, highlights their significance, and suggests directions for future research. By providing a broader perspective, this discussion helps clarify the study's contribution.

Summary of findings. Derived from the study's results, these are the notable outcomes;

- Among the age brackets, Barangay Officials ages 45-56 years old represented more with 81 or 35 percent of the total respondents.
- Majority of the barangay officials were female with 123 out of 229 or 54 percent.
- Commonly, the sample population was high school graduate with 73 or 32 percent of the respondents.
- Punong Barangays, Barangay Secretaries, and Barangay Treasurers were outnumbered by the Sangguniang Barangay Members, this was due to the fact that the ratio was 1:1:1:7.
- Mostly of the Barangay Officials had been in the service for 6-10 years already and experienced the BNEO Training twice.
- Teamwork and collaboration were commonly observed among the barangay officials may it be towards the internal management of the barangay or towards the stakeholders like the community members and national government agencies, indicating that teamwork and collaboration were the best factor in the organization.
- With a mean score of 4.55, Barangay Officials did know well on their respective roles, functions, and responsibilities.

- Barangay Officials were aware of the Inventory and Turnover of Barangay Properties including Financial Documents from the outgoing to the incoming set of barangay officials. And this sub-indicator has no significant relationship to the management competencies of the barangay officials.
- Majority of the Barangays did not pass the SGLGB, and this was reflected in the monitoring and evaluation subsector.
- None of the demographic profile of the participants showed a statistically significant difference in the status of the BNEO training program.
- Lack of Preparation among implementers and limited resources among barangay officials were the top-ranked challenges of this training program.

IV. Conclusion

As indicated by the findings of this study, the following were attained:

- Majority of the barangay officials are between the ages of 45-56 years old (35%), with females making up more than half of the respondents (54%). This indicates a diverse representation across age and gender within the barangay leadership.
- A significant portion of the officials have completed high school (32%) and have served between 6-10 years, showcasing a stable and experienced leadership base. Most officials have also undergone the BNEO Training Program multiple times, highlighting the program's continued relevance in their development.
- The study stresses the significance of teamwork and collaboration, both within the barangay and with external stakeholders, as a key factor in the effective management and governance of the local community.
- With a high mean score of 4.55, it is evident that barangay officials possess a clear identification of their roles, functions, and obligations, indicating a strong foundation in their governance responsibilities.
- The officials showed awareness of the Inventory and Turnover of Barangay Properties from outgoing to incoming officials, though this factor was found to have no significant relationship to their management competencies, suggesting that while they are informed, it does not directly impact their leadership performance.
- A major challenge highlighted was that the majority of the barangays did not pass the SGLGB, which points to areas needing improvement in governance practices. Furthermore, the lack of

preparation among implementers and limited resources were identified as the primary barriers or challenges to the successful implementation of the BNEO Training Program.

- Despite the positive aspects of the training, such as increased competency in their roles, the study found no significant relationship between demographic factors (e.g., age, sex, educational attainment) and the perceived success of the BNEO Training Program. This suggests that the program's impact is consistent across various demographic groups but may require adjustments to address specific challenges faced by the barangay officials, particularly in resource allocation and preparation.

V. Recommendations

Recommendations. Commendations proposed in this study were concentrated on addressing the findings and challenges identified in ensuring that the BNEO Training Program will be of success.

- Since one of the major challenges is the limited resources, the Municipal Local Government Unit should provide counterparts for trainings and other capability-buildings, technical supports, in order to improve the status of the program.
- Lessen the workloads of the implementers to focus on the regular feedbacking every after trainings and capacity-building.
- Though Inventory and Turnover of Barangay Documents from the outgoing to incoming set of barangay officials was found to have no significant relationship to their management competencies, implementing agencies like DILG, COA, should implement sanctions to those barangays with no to incomplete documents turned over.
- Develop a mentoring system where high-performing barangays share best practices with those that did not meet the SGLGB criteria thru workshops and other learning sessions.
- Introduce a more comprehensive and advanced Monitoring and Evaluation tool that will include other agencies aside from DILG.
- Provide a penalty system that will motivate the barangays to seriously attain the SGLGB.
- Barangays that successfully meet or exceed the standards set by the SGLGB could be rewarded with substantial grants from concerned national government agencies. These grants could be earmarked for community development projects, infrastructure enhancements, or capacity-building programs, ensuring continuous growth and motivation for other barangays to strive for excellence in governance.

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