Cooperative Development Authority

Seminar Workshop
on Formulating Strategies on the Ten Point
Cooperative Development Action Agenda
(TPCDAA)

December 15-17, 2002 at Bayview Hotel

Workshop Documentation

March 2003

CPRM CONSULTANTS, INC.

Contents

ANNEXES

ABBREVIATIONS

AFS	-	Audited Financial Statement
AR	-	Annual Report
BOA	-	Board of Administrators
CCFS	-	Cooperative Centralized Financial System
CDA	-	Cooperative Development Authority
CDS	-	Cooperative Development Specialist
CETF	-	Cooperative Education and Training Fund
CO	-	Central Office
CPDAD	-	Cooperative Program Development Assistance Department
CPRM	-	Center for Public Resource Management, Inc,
CRITD	-	Cooperative Research, Information and Training Division
CRITS	-	Cooperative Research, Information and Training Section (in CDA Regional Office)
EC	-	Electric Cooperative
IDD	-	Institutional Development Department
LGU	-	Local Government Unit
LRD	-	Legal and Regulation Department
NGA	-	National Government Agency
NGO	-	Non-Government Organization
OED	-	Office of Executive Director
OPAC	-	Office of the Presidential Adviser on Cooperatives
RO	-	Regional Office
TPCDAA	-	Ten-Point Cooperative Development Action Agenda

UNDP   -   United Nations Development Programme

1   INTRODUCTION

1.1.1   The OPAC and the CDA conducted a three-day workshop on 15-17 December 2002 to crystallize the strategic role of the CDA in cooperative development and to formulate strategies and programs to implement the TPCDAA. The TPCDAA is a blueprint for the development of cooperatives as broad-based instruments of equity, social justice and balanced economic development.

2   WORKSHOP OBJECTIVES

2.1.1   Specifically, the workshop has the following objectives:

▪   To crystallize/clarify and achieve a uniform understanding of the CDA's vision and mission;

▪   To identify key reform areas where changes/improvements must be effected,

▪   To identify courses of actions/interventions to implement strategies in the TPCDAA;

▪   To set off a dynamic discussion on possible changes that may be implemented on the organization structure and business processes of the CDA to enhance its capacity and effectiveness in carrying out its vision, mission, and action plans; and

▪   To strengthen the solidarity, synergy, commitment, and team work among the leadership and staff of the CDA to enable them to deliver better services and build a capable organization.

2.1.2   The UNDP funded the said workshop. The CPRM was commissioned by the UNDP to facilitate and manage the conduct of the workshop.

2.1.3   This document contains the workshop results and initial analysis by the CPRM.

3   CONTEXT

3.1.1   Two significant and mutually reinforcing initiatives triggered the conduct of this workshop on the TPCDAA. First of these initiatives is the conduct of the institutional strengthening Study on the CDA which was undertaken by the CPRM under the auspices of the UNDP. The study recommends the refocusing and restructuring of CDA to strengthen its regulatory, policy-setting, coordinating, and monitoring functions. The other initiative is the adoption of the TPCDAA which provides for integrative key directions that will guide the various

stakeholders in the cooperative sector. The TPCDAA calls for specific programs and activities that must be implemented by the CDA.

3.2   Institutional Strengthening of the CDA

3.2.1   The government recognizes the cooperative movement as a practical vehicle for promoting self reliance and empowerment towards the attainment of economic development and social equity. The government therefore created the Cooperative Development Authority (CDA) on 10 March 1990 under RA 6939 as an agency that will promote the growth and viability of the cooperatives.

3-2.2   Despite the presence of the cooperative movement in the country for over a century now, and the implementation of landmark laws on cooperatives (RAs 6938 and 6939) for more than a decade, the performance of the cooperative sector in socio-economic development and empowerment is still dismal. A large number of cooperatives remain unviable as shown in official statistics of the CDA (Sibal: 1998). Furthermore, many cooperatives are not showing improvement in productivity and are relying too much on state protectionism and close-doorism. Government programs and activities for the development of the sector remain inefficient and ineffective. While government sectoral policies on cooperative development are considered sound and appropriate, government agencies lack the required implementation capacity and strategic interventions. The CDA in particular suffers from goal displacement, structural dysfunctions, and operational inefficiencies.

3.2.3   Several Studies conducted in the past have indicated the need to reform the country's cooperative policies, program interventions and institutional framework in the light of emerging trends and developments, such as the integration of the global economy, faster technological development, greater need to revitalize domestic market, prevailing rural poverty, shrinking government budget, emergence of alternative means to meet increasing demands for government services, government's program on the reengineering of the bureaucracy, policy bias towards decentralized governance, and enhanced private sector participation, among others.

3.2.4   One of these institutional reviews was conducted in 2002 by the Center for Public Resource Management under the auspices of the United Nations Development Programme (UNDP). The study was aimed at formulating an institutional strengthening program for the CDA. It provides an assessment of the strategic orientation and internal capacity of the CDA in fulfilling its mandate. It proposes shifts in the CDA role in the sector, vis-à-vis other government agencies and stakeholders, i.e. business sector, civil society and the cooperatives themselves. The change in its role necessitates improvements in the functions, organization, processes, and resource mix of the CDA.

3.2.5   The study recommended CDA to focus on providing a predictable, equitable, competitive, enabling and incentives-driven regulatory framework for the cooperative sector. Consistent with this role, the direct delivery of certain development and promotion services of the CDA may be left to empowered cooperatives and private sector entities.

3.3   Ten-Point Cooperative Development Action Agenda

3.3.1   The President appointed Secretary Roberto M. Pagdanganan as Presidential Adviser on Cooperatives to revitalize the country's cooperative movement as strategy to combat poverty. Recognizing the need to address prevailing problems and issues on the cooperative sector, the Presidential Adviser on Cooperatives, the CDA, and the other stakeholders adopted a TPCDAA to promote the sustained growth and full development of cooperatives as broad-based instruments of equity, social justice and economic development.

3.3.2   The TPCDAA are as follows:

- Institutional strengthening of the Cooperative Development Authority

- Establishing the cooperative centralized financial system

- Professionalizing accounting and auditing systems and adopting performance standards for cooperatives

- Implementing a ladderized, modular and standard system of cooperative education and training

- Promoting cooperative business enterprises, e.g. supply business, marketing linkages, ICT/e-commerce and global competitiveness

- Strengthening secondary and tertiary level cooperatives to be more responsive to the needs of the primaries

- Developing a cooperative code of good governance with emphasis on ethical standards

- Institutionalizing the awards and incentives system for cooperatives

- Intensifying policy advocacy and strengthening linkages with national and international development partners

- Converting electric cooperatives into efficiently managed stock cooperatives

3.3.3   Within the context of the institutional strengthening study for the CDA and the key directions embodied in the TPCDAA, there is a need for the CDA to revisit its vision, mission, functions, programs, and organizational structure to ensure that they are consistent, responsive and appropriate to the development agenda of the country.


4   WORKSHOP FRAMEWORK

4.1.1   The process of formulating action plans (program and activities) for the TPCDAA proceeds from a top-down determination/analysis of CDA's vision, mission, key reform areas, strategies, and interventions. The dimensions of analysis are based on the balanced scorecard that assesses key institutional elements -

internal processes, growth and learning, clients, and stakeholders, thus ensuring comprehensiveness in analysis.

4.1.2 The analysis will then focus on the institutional strengthening strategy which deals with organizational and functional changes in the CDA.

4.1.3 Possible sequel activities that must be pursued immediately includes the formulation of targets and development of performance measures.
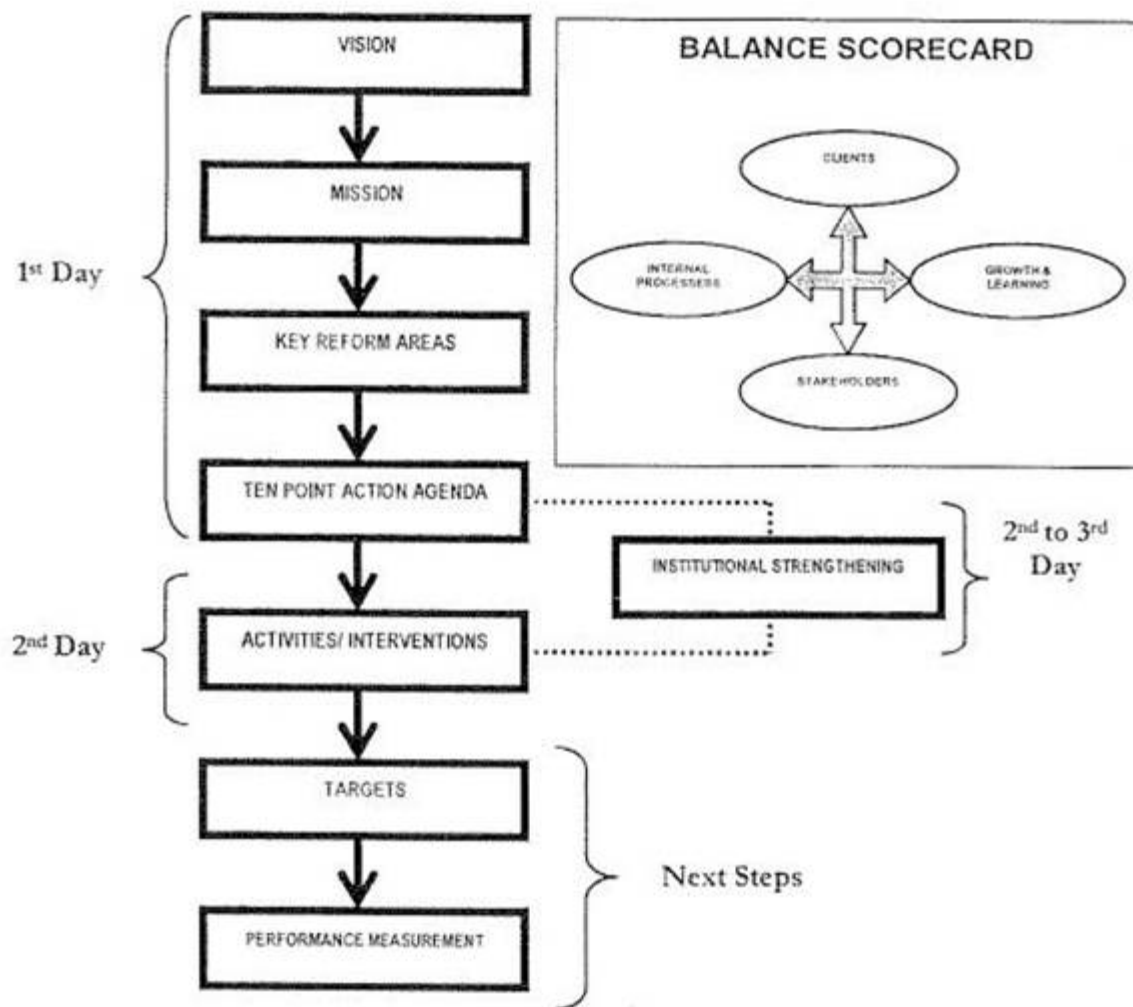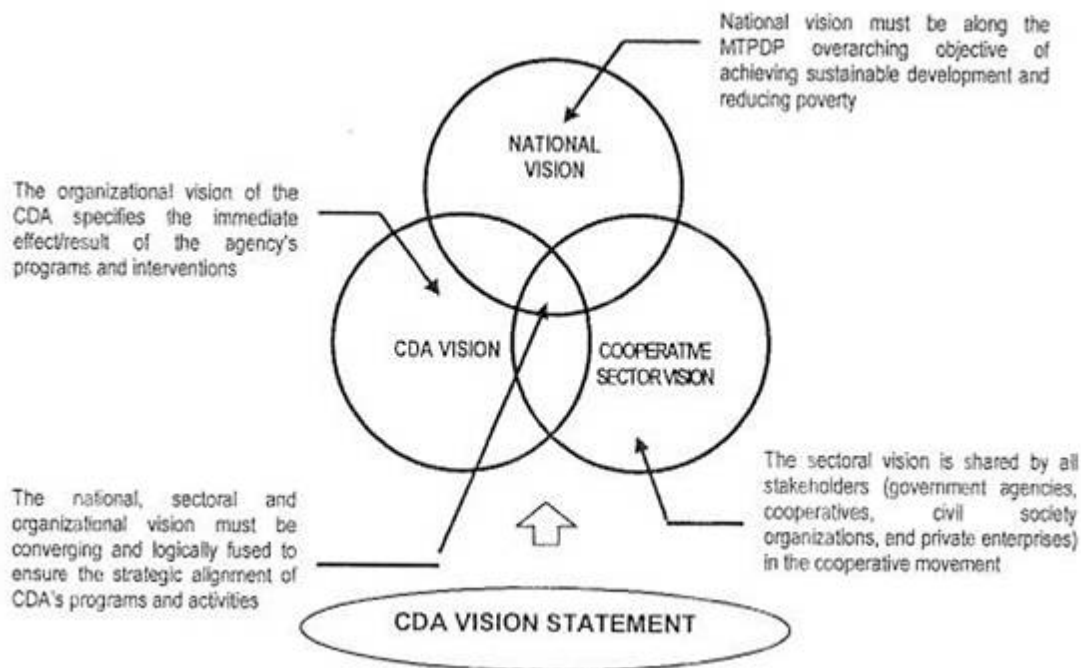

5   CDA VISION STATEMENT

5.1   Key Concepts

5.1.1 The vision of an agency represents the end result that must be achieved or situation that must be created over a period of time. All programs and activities of the agency, as well as the management of its resources, must be directed towards the realization of its vision.

5.1.2   A complete vision statement encompasses three levels of outcomes:

5.2   Agreed CDA Vision Statement

5.2.1   Based on the results of the workshop discussions, the revised CDA vision statement has been agreed upon as follows:

> "A strong and viable cooperative sector that is able to create and equitably distribute wealth, expand socio-economic opportunities, and help bring about conditions to overcome poverty and strengthen the middle class in the Philippines."

5.3   Assessment of the Revised Vision Statement

5.3.1   A good vision statement must have the following features:

▪   Strategic (aligned with and responsive to national and sectoral trends and developments)

▪   Complete and encompassing (containing national, sectoral and organizational outcomes)

▪   Clear as to what the agency wants to achieve

▪   Measurable to enable continuous monitoring

▪   Directional and providing organizational focus

5.3.2   The revised vision statement of the CDA is strategic as it responds to prevailing issues on poverty, income inequities, and lack of socio-economic opportunities. The vision statement likewise encompasses both national and sectoral outcomes, consistent with the MTPDP.

5.3.3   However, the statement may be improved by:

- Clarifying the vision for the CDA as an organization and specifying the role the CDA will play in achieving the national and sectoral vision, which will sharpen organizational focus

- Highlighting the sustainability aspect of the CDA development thrusts

5.3.4   Furthermore, the vision statement must be tied in the actual implementation of programs and activities of the CDA. CPRM therefore recommends the development of measurable "outcome indicators" which will allow for the continuous monitoring of vision achievement by the CDA. These outcome indicators may be enhanced by including specific timelines (medium- or long-term).

6   CDA MISSION STATEMENT

6.1   Key Concepts

6.1.1   Mission is the unique reason for the existence of CDA that makes it different from all other players in the cooperative sector. The mission statement may be formulated by describing CDA's purposes in terms of internal organizational processes, growth/learning, clientele, and stakeholders.

6.2   Agreed CDA Mission Statement

6.2.1   Based on the results of the workshop discussions, the revised CDA mission statement has been agreed upon as follows:

> "The Cooperative Development Authority shall be a proactive and responsive lead agency in advancing and sustaining the growth of the cooperative sector by pursuing a holistic development approach, establishing support systems and structures, and building strong linkages with stakeholders, thereby optimizing benefits to cooperative members in particular and to society in general."

6.3   Assessment of the Revised Mission Statement

6.3.1   The revised mission statement is unique to the CDA and is reflective of the agency's role in the cooperative sector, that is, as lead, supportive and coordinative agency. The mission statement comprehensively describes the intent/responsibilities of the CDA along the four key factors (internal processes, growth/learning, clientele, and stakeholders), as follows:

ELEMENT	CDA PURPOSE
Internal Processes	Pursue a holistic development approach and establish support systems and structures
Growth/Learning	Be a proactive and responsive lead agency in advancing and sustaining the growth of cooperatives sector
Clientele	Optimize benefits to cooperative members in particular and society in general
Stakeholders	Build strong linkages with stakeholder

6.3.2 On the basis of the above mission statement, the specific work program CDA will be identified and designed.

7 IDENTITIFICATION OF KEY REFORM AREAS AND FORMULATION OF ACTION PLAN ON THE TPCDAA

7.1 Key Concepts

7.1.1 Key reform areas refer to critical areas where changes/improvements in the agency programs and strategies must be initiated, enhanced, or sustained in order to carry out its mission effectively and achieve the indicated vision. Specifically, the agency's existing programs and strategies under each item of the TPCDAA must initially be assessed, identifying those that must be started, stopped, strengthened, deemphasized or continued. Priority strategies under the TPCDAA must be translated into workable activities and tasks. This activity also involves defining the role of the CDA vis-à-vis those of other players in the cooperative sector.

7.1.2 The results of the workshop on key reform areas and action plan identification under each TPCDAA item are specifically indicated in the attached document on the proceedings of the workshop, which was prepared by the CDA Secretariat. The key reform areas and processes are summarized below:

KEY REFORM AREAS	PROCESSESS
Institutional Strengthening of the CDA	• Adoption of a well defined and fully internalized mission and vision • Determination of agency program effectiveness in terms of policies, systems and procedures, personnel issues/ concerns and partnership development • Review of relevant and effectiveness of existing strategies, approaches and methodologies • Working on the issuance of a policy instrument on CDA restructuring with participation of all officials and

	representation from employees, including those in the regions • Formalization of the Management Committee (MANCOM) and Executive Committee (EXECOM)
Strengthening Secondary and Tertiary Cooperatives	• Identifying the hindering factors • Identifying the facilitating factors(e.g. right policy environment to achieve credit, marketing and enterprise development) • Promotion and advocacy on the purpose and intents of the secondary and tertiary cooperatives
Professionalizing accounting and auditing systems and adopting performance standards for cooperatives	• Establishment of an unit in CDA to attend to the fictions relative to the implementation of an accounting and auditing system, as well development of performance standard for all types of cooperatives
Centralized Cooperative Financial System	• Mobilization of qualified cooperatives with the CDA
Converting Electric Cooperatives into Stock Cooperatives	• Encouraging the registration of existing electric cooperatives with the CDA • Promoting Cooperative Business Development
Implementing a Ladderized, Modular and Standard System of Cooperative Education and Training	• Consensus building and development of organizational culture for the CDA and the cooperatives
Developing a Cooperative Code of Good Governance with Emphasis on the Ethical Standards	• Formulation and adoption of a cooperative code of good governance
Institutionalizing the Awards and Incentives System for Cooperatives	• Rationalization of the System of granting awards and incentives. • Grant of "Hall of Fame Award" for Presidential awards

7.1.3 The above indicated key reform areas must be translated into more concrete and definite courses of actions to implement the TPCDAA. The workshop groups have initially indicated in their outputs the interventions/activities that would be undertaken to implement the key reform areas. However, a more concrete and defined work program, containing workable and doable activities and tasks and attainable targets within identified timelines, must be designed/formulated and agreed upon by CDA officials and employees concerned.

8 DISCUSSIONS ON THE CDA ORGANIZATION STRUCTURE

8.1.1 The plenary discussions on the CDA organization structure suggested the following primary considerations:

- CDA restructuring to be based on bills pending in Congress that provide for certain revisions in the existing Cooperative rules and regulations as embodied in RAs 6938 and 6939.

- Consider the uniqueness of regional offices and their individual requirements; the staffing pattern and corresponding provision of resources to the regional offices to be thus determined accordingly.

- Need to institute a unit in the central office to assist the BOA in policy formulation; a strong research group may be established to provide quality inputs to BOA's decision-making functions.

- Overlapping of activities/assignments among CDA units to be addressed (e.g., on the aspect of research, no clear cut functional delineation among organizational units is in place)

- Need for a strong monitoring mechanism on the compliance of cooperatives with the requirements of the law.

8.1.2 As an interim arrangement while the CDA restructuring is being studied and designed, the CDA created/organized task forces along the TPCDAA with the Administrators as Chairpersons and identified key personnel as Vice-Chairpersons. For instance, the institutional strengthening of the CDA is assigned to a task force headed by Administrator Ombre S. Hamsirani; those on the cooperative centralized financial system and performance standards are concurrently headed by Administrator Wendpli Reyes; two task forces for each on cooperative education and training and cooperative business management are both assigned to Administrator Nicetas V. Torres.

8.1.3 Chairman Roberto Pandanganan directly supervises the task force on the conversion of electric cooperatives into stock cooperatives, while Administrator Virginia Teodosio takes care of the task forces on cooperative code on good governance, and advocacy and networking with development partners, Administrators Rodolfo Caneda and See Anthony del Rosario take on the task forces on strengthening cooperative institutions, and awards and incentive systems for cooperatives, respectively. A team of technical staff supports each task force.

8.1.4 Detailed discussions on the specific structural changes that may be considered in CDA were not feasible due to time limitations. The agency must pursue such effort for full realization of its objective of instituting changes for a more effectively functioning CDA. It is of positive note that the BOA has given its full support to this endeavor.

9 CONCLUSION

9.1.1 The objectives of the workshop have been achieved. The CDA has improved/"concretized" its vision and mission statements. It has identified key reform areas along the TPCDAA, as well as initial key processes and strategies, although more defined, detailed and doable activities and tasks must be determined and included in the agency work program within the medium term.

9.1.2 On organization structure, the direction being taken by the agency is still that of maintaining its direct interventions on areas which the cooperatives themselves and/or the civil society organizations could already adequately carry-out, like training and related promotional activities.

9.1.3 In designing the organizational structure of the CDA, there is a need to match its capacity with the level of interventions it must pursue. Given thus a set of interventions, CDA must identify which of those it can do and must do. The abovementioned diagnostic Study undertaken by the CPRM on the role of the government in the cooperative sector and on the CDA's capacity assessment may serve as a guide in such organizational restructuring of the CDA.

9.1.4 One of the most important considerations in institutional strengthening is the seriousness of the agency's management to go through the process of formulating and implementing the necessary reforms. The CDA may benefit from the expressed commitment of the BOA to support its reform initiatives.

Cooperative Development Authority

Seminar Workshop on Formulating Strategies on the Ten Point Cooperative Development Action Agenda (TPCDAA)
December 15-17, 2002 at Bayview Hotel

Annexes

CPRM CONSULTANTS, INC.

ANNEX A

WORKSHOP DESIGN

1   TITLE

Formulating Strategies on the Ten-Point Cooperative Development Action Agenda (TPCDAA)

2   FOCUS

Institutional Strengthening of the Cooperative Development Authority

3   ORGANIZATIONS INVOLVED

- Cooperative Development Authority
- National Economic and Development Authority
- United Nations Development Programme
- Center for Public Resource Management Consultants

4   VENUE AND INCLUSIVE DATES

Bayview Park Hotel
Roxas Boulevard, Manila
15 - 17 December 2002

5   PARTICIPANTS

- Board of Administrators
- Executive Director
- Deputy Executive Director
- Central Office and Regional Directors
- Division Chiefs
- Heads of Extension Offices
- Other staff

6   OBJECTIVES

- To crystallize/clarify and achieve a uniform understanding of the CDA's vision and mission;
- To identify key reform areas where changes/improvements must be effected;
- To identify courses of actions/interventions to implement strategies in the TPCDAA;
- To set off a dynamic discussion on possible changes that may be implemented on the organization structure and business processes of the CDA to enhance its capacity and effectiveness in carrying out its vision, mission, and action plans; and
- To strengthen the solidarity, synergy, commitment, and team work among the leadership and staff of the CDA to enable them to deliver better services and build a capable organization.

7   ACTIVITIES

7.1   Workshop Content

- The process of formulating action plans (program and activities) for the TPCDAA proceeds from a top-down determination/analysis of CDA's vision, mission, key reform areas, strategies, and interventions. The dimensions of analysis are based on the balance scorecard (internal processes, growth and learning, clients, and stakeholders) which ensures comprehensiveness of the analysis.

- The analysis will then focus on the institutional strengthening strategy which deals with organizational and functional changes in CDA.

- Possible sequel activities that must be pursued immediately are the formulation of targets and development of performance measures.
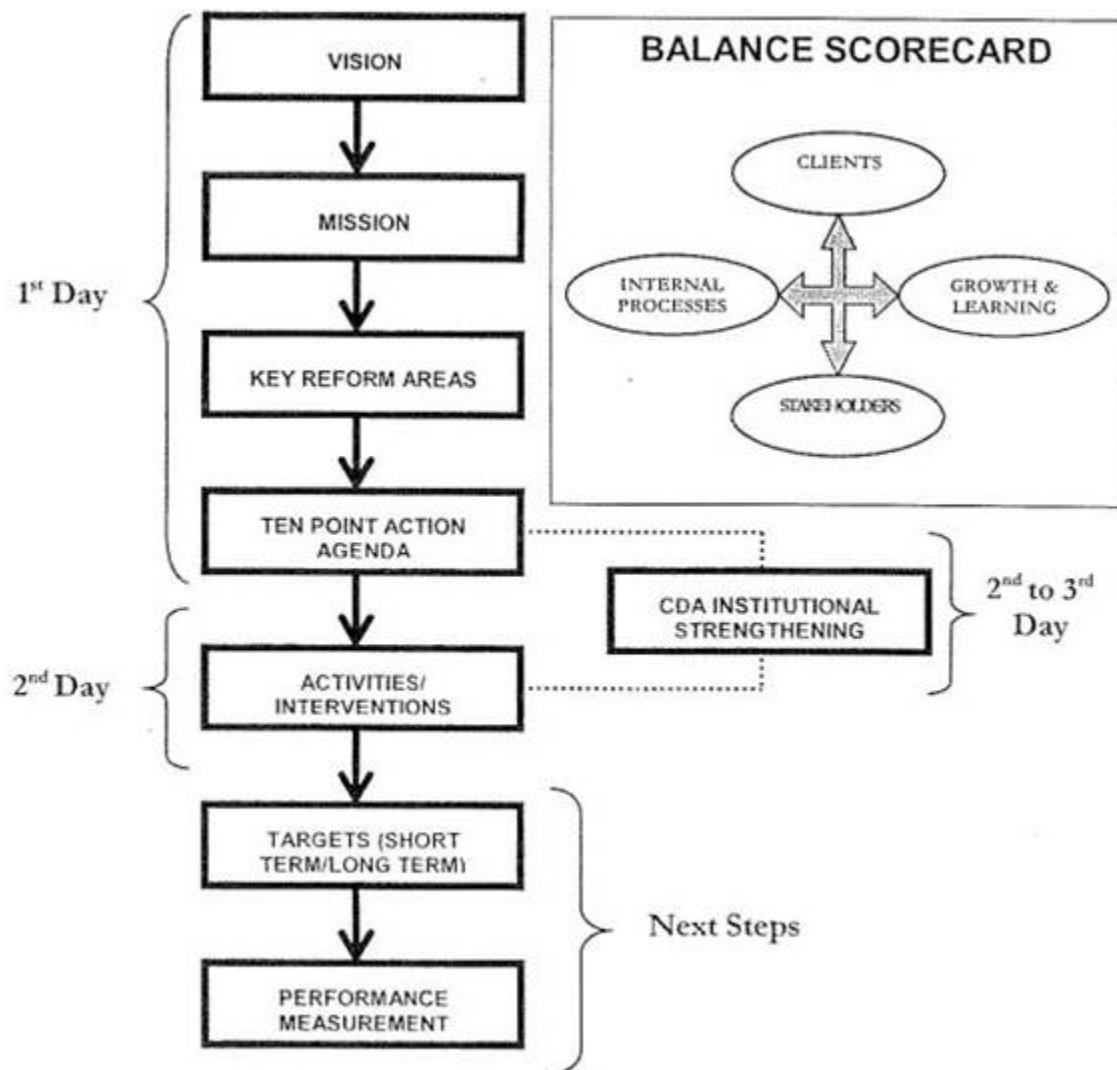
7.2   Revisiting the CDA Vision

7.2.1 Format

This activity will take off from a trigger presentation by a resource speaker on the current plans, policies and thrust of the government on the cooperative movement, opportunities and challenges in the cooperative sector, and organizational strengths and constraints of CDA. Subsequently, the workshop participants will discuss/review the present vision statement of the CDA. The results of the discussion will then be harmonized.

7.2.2 Output

CDA vision statement agreed upon by the workshop participants

7.2.3 Methodology

- The vision of an agency represents the end result that must be achieved or situation that must be created over a period of time. All programs and activities of the agency, as well as the management of its resources, must be directed towards the realization of its vision.

- A vision must be specified in terms of outcomes that the agency wants to achieve at three levels: (a) national socio-economic ' (b) cooperative sector: and (c) organization levels. The agency vision maybe analyzed through the top-down cascading of these outcomes, i.e., national level to organization level.

- The existing vision statement of the CDA is indicated as follows:

> *"The Cooperative Development Authority is the proactive and responsive lead government agency for the promotion of sustained growth and full development of Philippine cooperatives for them to become broad-based instruments of social justice, equity and balanced national progress."*

7.2.4 This statement may be analyzed using the following matrix:

OUTCOME LEVEL	EXISTING	SUGGESTED REVISION
National Socio-economic	(not indicated)	
Cooperative Sector	Sustained growth and full development of Philippine cooperatives for them to become broad-based	

	instruments of social justice, equity and balance national progress.	
Organization	Proactive and responsive lead government agency	

7.2.5 This analysis may proceed by answering the following guide questions:

- What is CDA's vision for the national socio-economy?

- What is CDA's vision for the cooperative sector?

- What is CDA's vision for the organization?

7.3 Crystallizing the CDA Mission

7.3.1 Format

This workshop will proceed immediately after consensus has been reached on the vision statement of the CDA. The participants will be asked to formulate the appropriate CDA mission statement in support of its vision. The inputs from the participants will then be harmonized.

7.3.2 Output

CDA mission statement agreed upon by workshop participants

7.3.3 Methodology

- Mission is the unique reason for the existence of CDA that makes it different from all other players in the cooperative sector.

- The mission statement may be formulated by describing CDA's purposes in terms of internal organizational processes, growth/learning, clientele, and stakeholders.

- The existing mission statement of the CDA is specified as follows:

> *"To achieve our vision, the CDA shall build strong linkages with national government agencies and local government units, as well as national and international cooperative institutions. We shall establish support systems and structures and pursue a holistic strategy to optimize benefits to cooperative members in particular and to Philippine society in general."*

7.3.4   This statement may be analyzed using the following matrix:

ELEMENTS	EXISTING	SUGGESTED REVISION
Internal Processes	Establish support systems and structures	
Growth/Learning	(not indicated)	
Clientele	Pursue a holistic strategy to optimize benefits to cooperative members in particular, and to Philippine society in general	
Stakeholders	Build strong linkages with national government agencies and local government units, as well as national and international cooperative institutions.	

7.4   Identification of Key Reform Areas (KRAs)

7.4.1   Format

The participants will be tasked to identify key reform areas (KRAs). The outputs of the discussion will be harmonized in a plenary session.

7.4.2   Output

Set of KRAs agreed upon by the workshop participants

7.4.3   Methodology

KRAs refer to critical areas where changes/improvements must be initiated, enhanced, or sustained in order to carry out the mission effectively and achieve the indicated vision. The KRAs may be identified along clientele, stakeholders, internal organizational processes and growth/learning.

7.4.4   The following matrix may be utilized to identify KRAs

ELEMENTS	KEY REFORM AREAS
Internal Processes	Key Reform Area 1: This pertains to improvements on the organizational structure and business of processes of the CDA
Growth/Learning	Key Reform Area: This pertains to enhancements on technologies/methodologies and improvements on organizational knowledge base through capacity

	building and staff development
Clientele	Key Reform Area 3: This pertains to improvements on services and relationship with clients
Stakeholders	Key reform Area 4: This pertains to improvements on collaboration strategy with other service providers and partners in the government and private sector

7.5 Action Planning on the Ten-Point Cooperative Development Action Agenda (TPCDAA)

7.5.1 Format

The participants will be asked to formulate courses of actions to implement the TPCDAA and to assess existing programs and strategies. The outputs of the discussions will be harmonized in plenary session.

7.5.2 Outputs

▪ A set of action plans for the TPCDAA agreed upon by the workshop participants
▪ An assessment of existing programs which identifies those that may be started, stopped, strengthened, de-emphasized, or continued

7.5.3 Methodology

▪ The TPCDAA embodies priority strategies that must be translated into workable activities and tasks. This also involves defining the role of the CDA vis-a-vis those of other players in the cooperative sector.
▪ For purposes of this workshop, the TPCDAA may be grouped in 4 categories according to the four elements of the balance scorecard framework, as follows:

ELEMENTS	TEN-POINT COOPERATIVE DEVELOPMENT ACTION AGENDA
Internal Processes	A. Institutional strengthening of the Cooperative Development Authority
Growth/Learning	B. Establishing the cooperative centralized financing system C. Formulating the standard chart of accounts and other performance standards for cooperatives D. Implementing a ladderized, modular and uniform system of cooperative education and training
Clientele	E. Promoting cooperative business development F. Strengthening unions, federations and primaries G. Developing a uniform cooperative code of good governance H. Institutionalizing the Presidential Awards and Incentives for cooperatives
Stakeholders	I. Enhancing advocacy and networking with local, national and international development partners for cooperatives

7.5.4 This workshop is divided into two parts: (1) action planning; and (2) assessment of activities

- Under the first part of the workshop, issues that must be addressed by the TPCDAA will be enumerated. For each of these issues, activities/interventions and tasking will be formulated.

7.5.5 A matrix will be prepared to present the action plan, as follows:

STRATEGY (TPCDAA)	ISSUES	ACTIVITIES/ INTERVENTIONS	ACTORS

7.5.6 The other part of the workshop involves the assessment of existing activities. Existing activities/interventions of the CIDA will be assessed as to their relevance with the TPCIDAA and their consistency with the action plan prepared.

7.5.7 A matrix indicating indicative action to taken on each program will be prepared, as follows:

STRATEGY	RELATED EXISTING CDA ACTIVITIES/INTERVENTIONS	INDICATIVE ACTION

7.5.8   Indicative action for existing activities/interventions may be as (1) stop; (2) deemphasize; (3) strengthen; and (4) continue.

7.6   CDA Organization Structure

7.6.1   Format

Participants will be tasked to go through the process of identifying the CDA's outputs, key processes/activities, vertical compartmentalization of process es/activiti e s between Central Office and Field Offices, and designing organization structure.

7.6,2   Outputs

- CDA specification of the outputs

- Key process/activities

- Vertical compartmentalization of processes/activities

- Indicative changes in macro organization structure

7.6.3   Methodology

- The workshop is comprised of two parts: (1) analysis of CDA existing outputs, key processes, vertical compartmentalization, and organizational dysfunctions; and (2) design of indicative organization structure.

7.6.4   The first part of the workshop is a spadework for the design of an alternative organization structure for CIDA to enable it to support its vision, mission, and action agenda. The design of an organization structure must be based on a thorough analysis of existing outputs, key processes/activities, and vertical compartmentalization.

7.6.5   This analysis will be done by using the matrix below:

CDA EXISTING OUTPUT	EXISTING KEY PROCESSES		DYSFUNCTIONS (Policy, Structure, & Systems)	PROPOSED MEASURES TO ADDRESS DYSFUNCTIONS
	Central Office	Regional Offices		

7.6.6 The matrix may be completed by using the following guidelines:

- Specify the existing outputs of the CDA. Outputs are goods and services that CDA provides/delivers to external clients.

- Specify the key processes needed to produce/deliver the goods or services.

- Partition/compartmentalize the key processes between central and field offices.

- Identify organizational dysfunctions in terms of policy, structural and systemic issues,

- Indicate solution/proposed measures to address the dysfunctions.

7.6.8 The last part of the workshop is the design of an alternative organization structure based on the previous analysis of outputs, key processes, dysfunctions, and proposed measures.

7.6.8 Participants will be asked to draw suggested organization structure reflecting desired changes and general description of the functions of each unit.

7.7 Next Steps

Participants will be asked to propose/suggest next steps that may be undertaken to implement or fine tune the workshop agreements and outputs.

7.8 Team Building

The workshop includes team activities designed to improve the effectiveness/performance of the CDA and enhance the sense of participation among employees. The activities are aimed at diagnosing barriers to effective team performance, improving task accomplishment, improving interpersonal relationship, and enhancing organizational communication.

7.9 Focused Discussion of the Board of Administrators (BOA)

The BOA will be organized into a separate focused discussion group at the stage where the other participants will tackle the CDA organization structure. The BOA will discuss issues on the TPCDAA that were presented during earlier sessions, as well as

those that are relative to CDA's existing outputs, processes and structure. This separate activity of the BOA includes team-building exercises.

During the plenary session on the third day of the workshop, the BOA will likewise assess the relevance and workability/feasibility of suggested measures and solutions on the dysfunctions of CDA organization structure, policies and systems.

Form 1

FORMULATING STRATEGIES ON THE TEN-POINT COOPERATIVE DEVELOPMENT ACTION AGENDA

Workshop No. 1

Revisiting the Vision of the Cooperative Development Authority

OUTCOME LEVEL	EXISTING VISION STATEMENT	SUGGESTED REVISIONS
REFORMULATED VISION STATEMENT		

FORMULATING STRATEGIES ON THE TEN-POINT COOPERATIVE DEVELOPMENT ACTION AGENDA

Workshop No. 1
Crystalizing the Mission of the CDA

ELEMENTS	EXISTING MISSION STATEMENT	SUGGESTED REVISIONS

REFORMULATED MISSION STATEMENT

FORMULATING STRATEGIES ON THE TEN-POINT COOPERATIVE DEVELOPMENT ACTION AGENDA

Workshop No. 2
Identification of Key Reform Areas

ELEMENTS	KEY REFORM AREAS

FORMULATING STRATEGIES ON THE TEN-POINT COOPERATIVE DEVELOPMENT ACTION AGENDA

Workshop No. 3
Action Planning on the Ten-Point Cooperative Development Action Agenda

STRATEGY	ISSUES	ACTIVITIES/INTERVENTIONS	ACTORS

FORMULATING STRATEGIES ON THE TEN-POINT COOPERATIVE DEVELOPMENT ACTION AGENDA

Workshop No. 3
Action Planning on the Ten-Point Cooperative Development Action Agenda

STRATEGY (TPCDAA)	RELATED EXISTING CDA ACTIVITIES/INTERVENTIONS	INDICATIVE ACTION

FORMULATING STRATEGIES ON THE TEN-POINT COOPERATIVE DEVELOPMENT ACTION AGENDA

Workshop No. 4
CDA Organization Structure

EXISTING OUTPUT	EXISTING KEY PROCESSES		DYSFUNCTIONS	PROPOSED MEASURES
	Central Office	Regional Offices		

FORMULATING STRATEGIES ON THE TEN-POINT COOPERATIVE DEVELOPMENT ACTION AGENDA

Workshop No. 4
CDA Organization Structure

SUGGESTED ALTERNATIVE ORGANIZATION STRUCTURE

**FORMULATING STRATEGIES ON THE TEN-POINT
COOPERATIVE DEVELOPMENT ACTION AGENDA (TPCDAA)**
December 15, 16 and 17, 2002, Bayview Hotel, Roxas Blvd., Manila

PROGRAM OF ACTIVITIES

Activity	Duration (minutes)	Time	
		Start	End
First Half-day Session, 15 December 2002			
Afternoon Activities, 1:00 PM - 7:00 PM			
1. Registration	30	1:00 PM	1:30 PM
2. Welcome Remarks	5	1:30 PM	1:35 PM
3. Invocation (Atty. Neil Santillan)	5	1:35 PM	1:40 PM
4. Opening Program	50	1:40 PM	2:30 PM
➢ Unfreezing Activities	30	1:40 PM	2:10 PM
➢ Leveling of Expectations/Norms setting	10	2:10 PM	2:20 PM
➢ Workshop Objective/Methodology/Activities	10	2:20 PM	2:30 PM
5. Workshop No. 1 - Revisiting and Crystallizing the CDA's			
Vision and Mission	90	2:30 PM	4:00 PM
➢ Key Concepts and Guidelines	5	2:30 PM	2:35 PM
➢ Plenary Discussion/Agreements	85	2:35 PM	4:00 PM
Output: Refined statements of vision and mission			
6. The Ten-Point Cooperative Development Agenda (TPCDAA)			
and Policy Directions	60	4:00 PM	5:00 PM
➢ Presentation : Secretary Roberto Pandanganan	45	4:00 PM	4:45 PM
➢ Open Forum	15	4:45 PM	5:00 PM
7. Workshop No. 2 - Formulation of Key Reform Areas (KRAs)	60	5:00 PM	6:00 PM
➢ Key Concepts and Guidelines	5	5:00 PM	5:05 PM
➢ Workshop Proper	30	5:05 PM	5:35 PM
➢ Presentation of Workshop Outputs/Agreements	25	5:35 PM	6:00 PM
Outputs: Key Reforms Areas			
8. Team Building 1: Sharing of Accomplishments and Dreams	60	6:00 PM	7:00 PM
DINNER		7:00 PM	

FORMULATING STRATEGIES ON THE TEN-POINT
COOPERATIVE DEVELOPMENT ACTION AGENDA (TPCDAA)
December 15, 16 and 17, 2002, Bayview Hotel, Roxas Blvd., Manila

PROGRAM OF ACTIVITIES

Activity	Duration (minutes)	Time Start	Time End
Second Full-Day Session, 16 December 2002 **Morning Activities, 8:30 AM - 11:00 NN**			
9. Team Building 2 - Enhancing Group Relationship	30	8:30 AM	9:00 AM
10. Workshop 3 - Action Planning on the TPCDAA	90	9:00 AM	10:30 AM
➤ Key Concepts and Guidelines	5	9:00 AM	9:05 AM
➤ Workshop Proper	60	9:05 AM	10:05 AM
➤ Presentation of Workshop Outputs/Agreements	25	10:05 AM	10:30 AM
Outputs: Action Plan for the TPCDAA Assessment of Existing Programs			
11. Total Quality Management	60	10:30 AM	11:30 AM
➤ Presentation: Professor Rene T. Domingo	45	10:30 AM	11:15 AM
➤ Open Forum	15	11:15 AM	11:30 AM
LUNCH BREAK		11:30 AM	1:00 PM
Afternoon Activities, 1:30 PM - 6:30 PM			
12. Workshop No. 4 - CDA Organization Structure	300	1:30 PM	6:30 PM
➤ Key Concepts and Guidelines	15	1:30 PM	1:45 PM
➤ Workshop proper	285	1:45 PM	6:30 PM
Outputs: CDA Specification of Outputs, Key Processes and Vertical Compartmentalization Alternative Organization Structure			
13. Focused Group Discussion of the Board of Administrators	150	2:00 PM	4:30 PM
➤ Discussion and Team Building			
Third Half Day Session, 16 October 2002 **Morning Activities, 8:30 AM - 11:30 AM**			
14. Workshop 4 (continuation) - CDA Organization Structure	120	8:30 AM	10:30 AM
➤ Presentation of Workshop Outputs/Open Forum	120	8:30 AM	10:30 AM
15. Harmonization/Commitments	60	10:30 AM	11:30 AM
LUNCH/CHECK OUT		11:30 NN	1:00 PM

GROUPING OF PARTICIPANTS

GROUP	ACTION AGENDA
GROUP A Gertrudes San Diego Atty. Florencio Corral Rosalinda Villaseca Lazaro Javier Felipe Deri Orlando Ravanera Liza Gonzales Lito Fernandez	1. Institutional Strengthening of the CDA 2. Strengthening Secondaries and Tertiaries
GROUP B Abelardo Llarena Eustaquio Ancheta Nonie Hernandez Milagros Buonavista Pedro Balundo Nilda Castro	1. Standard Chart of Accounts 2. Cooperative Centralized Financial System 3. Electric Cooperatives
GROUP C Teresita Jamias Ernesto Rosario Francisco Barquilla Laura Cobarrubias Manuela Pelaez Johaira Macagaan Atty. Purita Ong Richard Lebeng	1. Education and Training 2. Code of Good Governance 3. Awards and Incentives
GROUP D Roberto Villarroel Manuel Mar Marietta Jose Anacleto Tumapon Marilyn Estrella Atty. Arnel Agrasada Michel Molina	1. Cooperative Business Development 2. Advocacy and Networking

Republic of the Philippines
OFFICE OF THE PRESIDENT
COOPERATIVE DEVELOPMENT AUTHORITY

07 March 2003

CPRM Consultants
18th Flr., Jollibee Plaza
Emerald Avenue, Pasig City

Dear Sir/Madam:

Please find herewith a copy of the proceedings made during the Seminar-Workshop on the Formulation of Strategies on the Ten-Point Cooperative Development Action Agenda on December 15-17, 2003 at Bayview Hotel, Roxas Blvd., Manila.

For your information and perusal.

ATTY. NIEL A. SANTILLAN
Executive Director

5th Floor, Ben-Lor Building, 1184 Quezon Avenue, Quezon City
Telephone Nos. 372-38-18, 373-68-94 • Fax No. 371-20-77

Seminar Workshop on Formulating Strategies on the Ten Point Cooperative Development Action Agenda
December 15-17, 2002 at Bayview Hotel, Roxas Blvd, Manila

Proceedings

The Seminar-Workshop on Formulating Strategies on the Ten-Point Cooperative Development Action Agenda (TPCDAA) was conducted on December 15-17, 2002 It was a joint undertaking of the Office of the Presidential Adviser on Cooperatives, the United Nations Development Programme and the Cooperative Development Authority. CPRM Consultants acted as the technical consulting group during the planning stages of the activity. They also acted as facilitators during the entire proceedings.

DAY I (December 15, 2002)

The activity formally started in the afternoon of December 15, 2002 with the Opening Remarks delivered by Atty. Niel A. Santillan and an invocation led by Ms. Teresita Jamias.

Prior to the activity proper, an exercise was conducted to set the norms and level of expectations of the participants.

□ *Expected results as perceived by the participants*
1. clear agreement
2. to resolve re-engineering with finality
3. a realistic doable road map for CDA
4. define roles of stakeholders ex: CDA, Coop sector, NGO, NGA, LGU

□ *Issues raised :*

- Considering the timeframe and objectives of the activity, it was suggested to take up only the formulation of Key Result Areas level and set another activity for the strategies/programs and institutional strengthening as part 2. The issue on the budgetary constraints was raised for holding a separate activity for the determination of strategies/programs

- The Ten Point Cooperative Action Agenda should be harmonized with the proposed amendments on RA 6938 & 6939 pending with Congress,

□ *Contributions as participants*

- active and serious participation of regional and central office staff
- resources, time and experience
- commitment
- total presence (celphones requested to be on silent made)

The workshop objectives that are in uniformity with the expected results of the participants were explained briefly by the facilitator, as follows:

1. Clarified /validated the CDA vision and mission statements;
2. Clarified the TPCDAA and identified key strategies/actions for implementation;
3. Identified & prioritized key reform areas of change/improvements within CDA and critical strategies/programs and major final outputs to pursue the same;

4. Agreed on the elements of the appropriate CDA organizational structure to support the vision, mission, reform strategies of the CDA;
5. Provide opportunities to know better the CDA management team and experienced a series of activities towards building a working team.

Workshop No. 1: Revisiting and Crystallizing the CDA's Vision and Mission

The facilitator explained that the vision statement must be specified in terms of outcomes that the agency wants to achieve at three levels; (a) national socio-economy, (b) cooperative sector and (c) organization levels and that the agency's vision can be analyzed by answering the following guide questions:

* What is CDA's vision for the national socio-economy?
* What is CDA's vision for the cooperative sector?
* What is CDA's vision for its organization?

The facilitator likewise explained that the mission is the unique reason for the existence of CDA and that it should contain the agency's purposes in terms of internal organizational processes, growth/learning clientele and stakeholders.

It was clarified further that the vision shall answer the question *"what we want to see for the coop(erative) sector to be?"* and the mission shall answer the question, *"what will be the mission of CDA to achieve the vision?"*

With the clarification and guidelines on the preparation of vision and mission statement, the participants were sub-divided into 3 groups for the Workshop. The workshop outputs were presented and discussed with the plenary group's inputs, and comments to improve the vision and mission statement. (See attached workshop I output), After the first (Lay session, the technical consulting group converted to improve the style of writing the vision and mission which was presented to the participants in day 2 for comments.

Ms. Nonie Hernandez suggested that the CDA Vision and Mission Statement should also be aligned with the sector's vision and mission. The group agreed to use the multi-sectoral output "vision-mission statements" as input in coming out with the finalized Vision-Mission.

After the workshop proper, a sub-group composed of Chairman Pagdanganan, Atty. Niel A. Santillan, Deputy Executive Director Villarroel, All Regional Directors, Asst. Sec. Harold Dacumos and the Consulting Group further crystallized the CDA's Vision and Mission Statements and came out with the final version as stated below.

THE REVISED VISION STATEMENT

A strong and viable cooperative sector that is able to create and equitably distribute wealth, expand socio-economic opportunities, and help bring about conditions to overcome poverty and strengthen the middle class in the Philippines.

THE REVISED MISSION STATEMENT

The Cooperative Development Authority shall be a pro-active and responsive lead agency in advancing and sustaining the growth of the cooperative sector by pursuing a holistic development approach, establishing support systems and structures, and building strong linkages with stakeholders, thereby optimizing benefit, to cooperative members in particular and to society in general.

Presentation of Ten Point Cooperative Development Action Agenda anti Policy Directions by Secretary Roberto M. Pagdanganan

1. Institutional strengthening of the Cooperative Development Authority

⬚ continuous effort to strengthen the institution, continuous training, capability building of people.

During the action planning and in order to ensure the, realization of the Ten Point Cooperative Action Agenda, the administrators agreed that each administrator be assigned to oversee which action agenda to focus and a point (Division/Department Heads) to provide assistance and support. BOA also agreed to assign a point person for each action agenda later.

BOA : Administrator Ombre S. Hamsirani

2. Establishing Cooperative Centralized Financial System

⬚ A system to pool the excess funds of the cooperative and providing services to cooperative members such as liquidity fund assistance, deposit and credit guarantee, inspection and auditing, education and taining among others.

⬚ "Pera ng Kooperatiba para sa Kooperatiba"

BOA : Administrator Wendell B. Reyes, Sr

3. Professionalizing Accounting and Auditing Systems and Adapting Performance Standards for Cooperatives

⬚ work a system on how to enforce audit and performance standards

B0A : Administrator Wendell B. Reyes, Sr.

4. Implementing a Ladderized, Modular and Standard System of Cooperative Education and Training

⬚ continuing education
⬚ envision for CDA personnel to be the best in education for cooperatives

BOA : Administrator Nicetas V. Torres

5. Promoting Cooperative Business Enterprises

- supply business network/market linkages, e-commerce
- global competitiveness

BOA   :   Administrator Nicetas V. Torres

6. Strengthening Secondary and Tertiary Level Cooperatives to be more Responsive to the Needs of Primaries

BOA   :   Administrator Rodolfo, M. Caneda

7. Developing a Cooperative Code of Good Governance with emphasis on Ethical Standards

BOA   :   Administrator Virginia A. Teodosio

8. Institutionalizing the Awards and Incentive Systems for Cooperatives

BOA   :   Administrator Sec. Anthony Del Rosario

9. Intensifying Policy Advocacy and Strengthen National and International Development

BOA   :   Administrator Virginia A. Teodosio

10. Converting Electric Cooperatives with efficiently managed stock, cooperatives

BOA   :   Secretary Roberto M. Pagdanganan

After discussing the Ten Point Cooperative Development Action Agenda, Sec - Pagdanganan also shared the book he read about the secrets of Jesus as Planner.

- *Jesus took time to plan
  - Sets specific goals
  - Plan/decide on what exactly you wanted, the how to do it will emerge
  - Set a 12 month long plan, 3 day and daily plans
- *Jesus Developed Passion for his goals
- *Jesus believed in his product
- *Jesus networked with people of all background
- *Jesus never tried to succeed alone

The facilitator introduced a Team Building Activity on the Sharing of Accomplishments and Dreams- During this exercise, each participant illustrated and shared their dreams and accomplishments as illustrated in their "basket of dreams" and "rainbow of accomplishments."

DAY 2 (December 16, 2002)

The activity started with Director Ancheta presenting his dream for the cooperative sector specifically for the conceptualization and design of program to professionalize. audit systems for cooperatives.

Issues raised on the presentation of Director Ancheta:

- how to accredit auditors
- Standard Chart of Accounts not implemented yet
- Use the existing accounting standards to audit if we do not have SCA yet
- Director Ancheta mentioned that lie has no objection on the Standard Chart of Accounts prepared by CPIP, however he emphasized that there is a need to seek approval from the Accounting Council for the SCA to be an accepted accounting rules and procedures.

Discussion on Total Quality Management by Professor Rene T. Domingo

Prof. Rene T. Domingo from Asian Institute of Management shared important points on the Total Quality Management that can be applied by CDA to achieve its vision and mission and its Pursuit to improve its services to the cooperatives as follows:

- He mentioned that the vision of CDA as a proactive and responsive agency is very essential in order that services will be provided to the clientele on time

- For quality planning, it is very important that all departments/units and employees understand what they all want (clear vision and mission)

- Total Quality Management is defined as a management system of improving customer satisfaction and overall quality in a company by involving all departments, production and non-production and suppliers in continuous quality improvement.

  (Quality products, processes, people, partners, policies, leadership, deployment, mission/vision, objective, strategies, policies, department, section, unit and employee goals programs, system, projects and corporate culture)

1. organization and culture: customer driven/patient driven for hospitals
2. process orientation ... *"look through the process"*
3. management by fact … *"decision based on data"*
4. quality at the source ...*"prevent things from happening"... "anticipate"*
5. continuous improvement

- TQM: implement System thinking (optimize the whole rather than parts)
  - Review policies, procedures and practices rather than removing people (spend time reviewing the policies and procedures.
  - Remove anti-quality policies
  - Total quality service: *"Good service is not an accident"*

- The word "total" means quality products, quality processes and quality people

- Quality means doing the right thing the first time
  - Quality is defined by the customer. Service recipient is more accurate than the service provider
  - Quality improvement should be every time in order to be attuned to the needs of customers/clients. To be innovative and be ahead/competitive.

- For a standard procedure to be more effective *"The fewer people to meet for every transaction, the better ".*
- *"looking at the customer as one"…*to be customer driven
- *"listen to the voice of the customer", "There are no unreasonable customers, only lazy companies."*
- If you want to serve the customer, serve one another.
- Customer is always right: *"rank the needs of customers and review the existing system".*
- Quality problem: *ex: doing the right thing the wrong way, doing the wrong thing the right way.*

▨ Management is responsible for 80% of quality problems and 20% by the workers.
- If there is a behavioral problem in the organization, it is the look out of the management
- Train the top management
- "Never fire your staff"… *"change the management!":* for government service, there is security of tenure, to improve the management, impose/implement changes …"change of mind".
▨ He shared some pointers of the Kaizzen Processes to improve service
- the questioning attitude: ex: why do we need to have 3 signatures for a specific procedure? Why is, there a need for one (1) month to process a document?
- Train, empower the employees,
- *"Use your head, not your money".* According to Mr. Taiichi Ono --improve the process first"
- benchmarking
- eliminate unnecessary process, if it can not be eliminated, make simultaneous processes
- eliminate hidden ways (unnecessary processing, waiting time)
- managers spend 60% on improving the system and 40% on problems

▨ Deadly sins of customer service
1. Bureaucratic service - delay
2. "one size fits all" service -inflexibility
3. no "after sales" service
4. no "before sales" service -.."mahirap lapitan, tawagan"
5. parochial service ..."local standard only" not global standards
• improve the frontline and backroom services
• improvement and consistency of good service
• provide service on time

▨ How to create loyal customers

• listen to the voice of dissatisfied customers
• always satisfy the customers
• delight the customers
• surprise the customers

An open forum followed after the talk of Prof. Domingo and the following issues were raised and clarified, viz;:

customers can not articulate what they want? How can we indirectly listen to their voice?

- agency has to be proactive and listen/determine the indirect ways of the cooperatives to articulate what they want
- agency to change the approach in delivering the services by implementing innovative approaches and strategies
- continuous education for employees to improve the services
- when changing policies listen to the needs of the cooperatives

what to do with the "dole out" mentality of the cooperatives and partners?

- teach the cooperative the innovative ways to earn money
- educate , lobby and work together with partner agencies to change the "dole out" mentality

Administrator Hamsirani wanted to be clarified with the statement "Never fire your staff; change the management" since management at CDA is the BOA. It may imply, if the management is not effective, change the management.

- This can be addressed through Re-engineering: "changing of minds, change of policies, work together and think as one
- Synergy first within CDA then move to your partners outside …use the think process

Administrator Hamsirani asked on what are the qualities a manager should possess to achieve quality at the top.

- The speaker replied that a good leader should set a good example rid be a model.
- Set priorities and consider the complaints of the customers in making decisions
- When changing the policy… *"listen first on the complaints of the customers "*
- Internally there is a room for improvement an systems, policies and delivery of services

LUNCH BREAK

For lack of time, the facilitators instituted changes and flexibility in the schedule of activities and designed a workshop format combining workshops 2 & 3 (See attached workshop outputs).

During the plenary session and presentation of workshops outputs, the following issues and comments were raised:

▤ **Institutional Strengthening Presentation (Group A)**

- need to analyze Financial Statement/data submitted
- conduct survey
- need the assistance of experts in re-engineering

▣ **Professionalizing Accounting & Auditing and Adopting Performance Standards for Cooperatives and CCFS Presentation (Group B)**

▣ **Business Development & Advocacy & Networking Presentation (Group C)**

• include international networking, evaluation of Financial Statement, business cliniquing

• can our staff handle all the activities?

- Suggested to prioritize activities that we wanted to achieve.

• The CDA suggested to design an organizational structure with a separate unit to handle business development like DTI-BOI.

- Review existing CDA structure ---there should be a separate unit to handle business development.

- We want to have an environment conducive to the cooperative development, market assistance is necessary.

• If we consider the capability of cooperatives to handle business development on its own what the group wants is an duplication of the role of DTI and in means additional expense on the part of the government since DTI is also providing market linkages to cooperatives
• Luck of resources (capacity and manpower)

- Review the economic policies, lobby to congress if necessary for the changes in the organizational structure.

To address this issue, the facilitator commented that the group should not look into the limitations but rather on how to improve the services and functions considering that CDA is the only agency providing assistance to cooperatives. The facilitator reminded the group to internalize the mission to be a proactive government agency.

The facilitator added the reason for re-engineering and this may mean CDA management instituting changes and improvement to the system, however, this can not be achieved at once.

▣ **Education and Training (Group D) Presentation**

* How to monitor the utilization CETF by, coop sector while you can't monitor the number of coops in your area?

- first is through the submission of annual report. Inspection of all cooperatives on the submission of CETF by CDS.

- monitor CETF through the PCU, federations reports - *-in this case, however, only 30% are being monitored since not all are submitting AR and not all primaries are members of federations.*

- LGUs to provide Funding --- -monitor through the coop councils.

- The practice at CDA--CAR, ---*additional requirement for issuance of certificate of good standing is proof of the submission of CERF.*

- Summit output: request of the cooperative sector is to monitor and see to it that the CETF are spend properly.

- Encourage coops to be members of federations ---- if there is a need to lobby to congress to strengthen/enforce coops to be members and to monitor the CETF.

- Information dissemination through tri-media

▤ **Report on the Result of Work-shop of BOA**

The Board of Administrators, through Administrator Virginia Teodosio, reported the result of the BOA workshop. The major points and agreements are as follows:

1. Functional Executive Director to act as the link of the EOs, Central Office Operating Units and the BOA;

2. Discussion of BOA to be confined only at the boardroom

   - Board Secretary to furnish copies of BOA resolutions to all Extension Offices except for confidential issues and concerns.

3. BOA to oversee the implementation of 10 Point Cooperative Development Action Agenda supported by the Technical Team from Central Office

   - The Progress Report on the 10 Point Action Agenda will be part of the regular agenda in the BOA meetings

4. The relationship of BOA with the Central Off-ice Officials and staff (Exec. Director, Department and   Division Heads) Extension Offices (Directors) and Field personnel was discussed

5. BOA agreed to prepare manuals and documentation for every operating procedures and policies.

DAY 3 (December 17, 2002)

RELEVANT UNPUTS FOR RE-ENGINEERING OF CDA

Director Ancheta mentioned that institutional strengthening and reengineering, of a government agency is not an easy process. It entails coordination with DBM for the budget and Congress for the amendment of the law.

The participants wanted to be clarified on the scope of the re-organization as well as the process and steps to be undertaken. The facilitator assured the participants CDA officials and staff will be involved and consulted. A group will be created to work out the re-engineering with representatives from CDA as members of the team.

The facilitator requested the participants not to look into the constraints of the existing organization but rather work on what kind of organization can achieve this mission and lobby and defend to congress if necessary.

The technical Consulting group took advantage of the presence of the top officials of CDA to get inputs that will be useful to the team in the re-engineering of CDA. Inputs from the participants are as follows:

1. *The Vision, Mission and the 10 Point Agenda Vis-à-vis the Existing key functions of CDA and the capacity of personnel*

- Can the Ten Point Action Agenda capture the key functions of CDA (developmental, institutional strengthening and regulatory? There is a need to revalidate the 10 point action agenda with our vision and mission statements.

To match the 10 point agenda (re-group and reclassify in terms of the key functions of CDA) and translate the action agenda into activities.

- Can the existing manpower of CDA handle the activities or do we need to prioritize?

- How to effectively carry out the 10 Point Action Agenda? Atty. Santillan mentioned that a Parameter Setting Activity is scheduled after this workshop.

-There is a need for a Standard/Code of Local Governance

- Director Ravanera suggested to come up with the operating Framework to implement the Ten Point Action Agenda in order to achieve our mission and vision,

- Review of existing programs and activities and to stop those activities that are not aligned with the Ten Point Action Agenda should be stopped-

2. *Organizational Structure*

Director Ancheta stressed that what we should do is to define our structure based on the following;

a. Design art Organizational Structure based on what we want/can achieve.

- It was also noted that the re-organization be anchored on the pending bills filed.

- There is also a need to consider also the uniqueness of each regional office.

b. A unit at Central Office to handle Policy Formulation

- Issue on how policy are being formulated by BOA. What unit at Central Office should be established to support the BOA for quality policy making?

The facilitator clarified that Policy formulation necessitates a strong research group since policy formulation starts with research and it needs a strong database for information gathering. He added that policy is translated into action plans for implementation, monitoring and feedback mechanism of activities in placed as a continuous cycle for reviewing and evaluation of policies.

3. *Roles, Functions and Relationship at each level and Complementation*

- *The interpretation and overlapping on the roles and functions of each unit were tackled.* The research function was cited as example: What is the difference between the research being conducted by Planning Division, and CRITD? In the present set up, we have a research unit with out manpower to conduct research. Data are being requested from Registration Division, review of the functions showed that it does not form part of the functions of the division since provisions of RA 6939 calls for the monitoring on the compliance of cooperatives with the requirements of the law. What unit should be responsible for transforming data into useful information for policy making is one of the issues tackled.

The facilitator mentioned that this situation needs intervention of the Executive Director to meet the concerned people in order to address this problem specifically, to synchronize and clarify, the functions, rates, delineation of responsibilities and complementation at all levels.

- The facilitator emphasized that the Legal Division should be in tandem with BOA and other divisions in the same way that the Registration, CPDAD, CRITD and Planning should coordinate and work together as a team in order to achieve the objectives and goals of the organization. Likewise, the facilitator added that implementation of plans and activities needs strong collaboration and linkages at each level both horizontally and vertically.

Assistant Secretary Harold Dacumos reminded the participants that reengineering can not be achieved in this 3 day activity and there are many things that need to be done to help the sector. He emphasized the need to focus all efforts to provide assistance to the sector through the 10 Point Action Agenda.

MESSAGE FROM SECRETARY PAGDANGANAN

Secretary Pagdanganan appreciated the efforts and inputs in coming tip with the revised Vision and Mission. He wants the vision and mission to be posted in all CDA Offices to be appreciated and internalized by all officials and employees. He cited the experience in Bulacan the processes and activities in crafting the vision and mission statement and the reorganization of Bulacan Capitol employees to come up with an organization that will support the realization of the vision and mission. Considering that the present organization is no longer capable or meeting the new challenges of globalization arid delivering the needed service-, of the cooperative sector, he mentioned that the re-organization of CDA is timely. He wished that people will agree

with his idea to reorganize CDA and he strongly supports an organization that will achieve the vision and mission.

He gave important pointers in re-organization as follows:

1.   Vision and Mission statements as ultimate goal and objectives

2.   Be unmindful of the present organization

3.   Don't be limited on the qualification of the people. We draw an organizational structure based on what we want to achieve

4.   Look at the people we have and match with the organization that we want to achieve.

- Retooling of the people to conform to the organizations vision and mission.

He assured everybody that he will fight for the welfare of the people to achieve want we want to attain together. He stressed that we should work together to build a strong CDA family and move forward towards making our organization a highly respected government agency.

The key processes (policy formulation, regulation, standards, guidelines, financial, technical assistance education, training, advocacy activities and program monitoring and evaluation) to achieve the Ten Point Cooperative Action Agenda as identified by the participants in the workshop were summarized. (See attached matrix).

The facilitator presented the summarized key processes to achieve the Ten point Action Agenda for comments and additional inputs to be used by the technical consulting group in the re-engineering of CDA. Likewise, the succeeding steps to be undertaken as presented as stated below:

STRUCTURE	PROCESS	CULTURE	RELATIONSHIP	PEOPLE
1. Come up with new organizational structure	1. BOA to issue manual to clarify roles	1. CDA to be a closely knit organization	1. Role of EXECOM complementation, coordination of functions	1. Address lack of appropriate manpower
2. Structure anchored on Vision/Mission - Don't be constrained by existing structure people - matching skills to needs - Retooling	2. Operationalization of the TRCDAA (assign to units to be established)	2. CDA to be a highly respected agency of the government	2. Synchronization of actions (establish a unit)	2. Capacity building - management - technical - rank/file
3. Organizational Structure of Eos to capture uniqueness	3. Functional Executive Director	3. Staff are respected. Help each other.	3. Translate them into: CREDO of CDA	3. Retirees as consultants
4. Flat structure responsive? Matrix	4. Strengthen policy research	4. Complement each other's		4. Assign people where

synergical	function	work		they can grow
5. Structure work according to existing personnel resource complement	5. Communication to be disseminated to all RDs thru Executive Director	5. Protect rights of employees of the tenure of employment		
6. Comprehensive review of functions for complementation		6. Sharing warmth		
7. Define core functions/overlaps (Planning/CRITD)		7. CDA as family		

**Seminar Workshop on Formulation Strategies on the
Ten Point Cooperative Development Action Agenda**
December 15-17, 2002 at Bayview Hotel, Roxas Blvd., Manila

Workshop No.1 Output: Revisiting and Crystallizing the CDA's Vision and Mission

Participants Outputs	Comments	Improved Version	Comments
Mission Statement *PLENATY OUTPUT:* A strong and viable cooperative sector that is able to create and equitably distribute wealth and economic opportunities, thereby bring about conditions to overcome poverty and strengthen the middle class in the Philippines."		FINAL VERSION "A string and viable cooperative sector that is able to create and equitable distribute wealth, expand socio-economic opportunities and help bring about conditions to overcome poverty and strengthen the middle class in the Philippines."	
Group 1 The cooperatives as the recognized 3rd sector of the Philippine economy through sustained growth and development to be effective, efficient and economical instruments of social justice and equity with CDA as the government agency on the promotion, regulation and development of cooperatives.	➢ Our ultimate goal is for cooperatives to contribute to national development ➢ Cooperative as 3rd sector? Why not make	*A fully developed, dynamic and effective cooperative sector as a broad based instrument in promoting social justice and equity and in improving the quality of life of people towards strong*	What do you mean by development versus development? ➢ full development that it reaches its maturity ➢ development is infinite since we placed the word

	cooperatives as the lead in the private sector? ➢ Change to potent, dynamic of powerful	*and sustainable economy.*	sustained deleting the word "full"
Group 2 The Cooperative Development Authority is the proactive and responsive lead government agency for the promotion of sustained growth and full development of Philippine cooperatives as broad-based instruments of social justice, equity and national economic development. (Basis: RA 6939)			

Group 3
CDA's vision for national socio-economy: strong middle class
CDA's vision for cooperative sector: cooperatives as globally competitive and as instruments of the development of strong middle class cooperative as the major player of micro level supply side sector of the economy
 	
(CDA's vision for its organization: A major player in supply side development of the cooperative sector
Internal Process
    - advocator/networker for local/international development partners of cooperatives
    - strong developmental/ regulatory body
    - pro-active advocator for an enabling environment for cooperatives
 	
Growth/Learning
    - sensitive to the needs of the sector
    - culture of positive attitudes towards linking/networking
 	
Clientele
		Sustained growth and full development of the Philippine cooperatives as dynamic instruments of social justice, equity and balanced socio-economic development significantly contributing to strong republic of empowered poor and middle-class society.	➢ the word "strong republic" is bias and identified with the present administration
			➢ change the word "republic" to "national"

	- look at the clientele as the major micro level supply side enterprise *Stakeholders* - *national government agencies)*			
-LGUs as well as national and international cooperative institutions MISSION STATEMENT PLENARY OUTPUT: The CDA shall perform a proactive and responsive lead in advancing sustained equitable growth and holistic development of the cooperative sector by adopting a comprehensive and synergistic approach in establishing strong support systems and mechanisms in partnership with all the stakeholders. Group 1 The CDA shall pursue a dynamic internal/external engineering and establish strong partnership with its stakeholders. Group 2 To achieve our vision, the CDA shall: Build strong linkages with national government agencies and local government units as well as national and international cooperative institutions; Establish strong support systems and structures both internal and external, for the full development of cooperatives. (basis: section 3 RA 6939)	➤ we want to ensure that out partners will provide the needed assistance and support ➤ dynamic re-engineering *–is it addressed to CDA or cooperative sector? To both as called for by circumstances*	FINAL VERSION: The Cooperative Development Authority shall be a pro-active and responsive lead agency in advancing and sustaining the growth of the cooperative sector by pursuing a holistic development approach, establishing support systems and structures and build strong linkages with stakeholders thereby optimizing benefits to cooperative members in particular and to society in general.	

PROGRAMS/ AGENDA	KEY REFORM AREA	KEY PROCESSES (CDA and Other Stakeholders)	KEY PLAYERS AND RESPECTIVE ROLE		INDICATIVE ACTION FOR CDA KEY PROCESSES	TIMEFRAME FOR THE INDICATIVE ACTION
			CDA	OTHER ENTITIES		
A. TPCDAA 1. Institutional Strengthening of the CDA	a. A well defined and fully internalized mission and vision b. Assessment of where we are now in terms of policies, systems and procedures, personnel issues and concerns and reviewing partnership c. Review the existing strategies, approaches and methodologies d. To come up with an assessment instrument with participation across the CDA structure including the regions e. Formalize the creation of MANCOM and EXECOM	Evaluation, assessment, and review and establish feedback mechanisms, dialogue, fora, and consultations	BOA as the lead entity and should follow the democratic processes down to the rank and file Regional offices should follow the same processes	Other stakeholders Professional OD Consultant	Start shaping up to give way to a more proactive and responsive CDA structure based on the TPCDAA To come up with a policy instrument to give effect to the structuring (i.e., Executive Order and/or Presidential issuances) Continuing capability building vis-à-vis the reconstituted CDA	1st quarter of year 2003 and continuing
2. Strengthening Secondaries and Tertiaries	a. Identifying the hindering factors b. Identifying the facilitating factors, i.e., right policy environment such as the need for credit, marketing and enterprise development c. The reason for being a secondary or tertiary must be fully understood by the primaries and razon'd'atry must be strictly followed	Survey	CDA	CDCs, federations and unions as respondents as well as non-members of feds and unions	CDA to come up with a correct mix of policies	1st quarter of Year 2003 and continuing

GROUP A - Braveheart

Chief Gertrudes San Diego
Atty. Florencio Corral
Dir. Rosalinda Villaseca
Dir. Lazaro Javier

ACTION PLAN
Group D

PROGRAMS/ AGENDA	KEY REFORM AREA	KEY PROCESSES (CDA and other Stakeholders)	KEY PLAYERS AND RESPECTIVE ROLE		INDICATIVE ACTION FOR CDA KEY PROCESSES	TIMEFRAME FOR THE INDICATIVE ACTION
			CDA	OTHER ENTITIES		
1. Education and Training	1. Consensus building	a. Inventory of existing education training materials b. Materials development c. Translation into multi lingual dialect	LRD IDD Regions	NGOs/NGAs. academe, apex coop orgns , CDCs unions/federations	start start improve modules developed by academe	1st quarter 2003
	Development of org'l. culture (CDA & coops)					
	2. consultation	BOAs approval memo circular issuance information dissemination				explore/adopt creative ways/ approaches, federation training, IEC advocacy
	3. Monitor usage of CETF of primary/federations/ unions & religious remittance of CETF	BOA to issue policy/ sanction for erring coop re violation on usage of CETF & remittance				inspection of coops
2. Code of Good Governance	1. Consultation with coop sector	meeting, conferences with coop sector	CDA-CRITD	coop sector	continue	1st quarter 2003
	2. Approval of BOA/coop sector	indoctrination with emphasis on practice of moral & social values (PD 62).	BOA	coop sector		
	3. Adoption & Practice of Code of Good Governance	publication and dissemination	CDA CRITD	coop sector		1st quarter 2003
3. Awards and Incentives	1. Rationalize System of Granting Awards and Incentives 2. Proposed Granting of Hall of Fame Awardee for Presidential Awards	BOA to issue policy that the hall of fame awardee be given presidential award if it maintains exemplary performance up to the 5th year	BOA CRITD		start	

ACTION PLAN
Group C

| A. TPCDAA | KRA | KEY PROCESSES (CDA and Other Stakeholders) | KEY PLAYERS AND RESPECTIVE ROLE | | INDICATIVE ACTION FOR CDA KEY PROCESSES | TIMEFRAME FOR THE INDICATIVE ACTION |
			CDA	OTHER ENTITIES		

* Cooperative Business Development	Clientele	> prospective coops
		  * preparation of simplified FS
		  * validation of FS
		  * registration of coops
		  * business cliniquing for rejected applicants
		  * installation of books
		  * education and training
		> operating coops
			* CDS assistance
			* CDS validation
			* CDS
			* CDS
			
			* CDS
			* CRITS
				* accredited CPAs/Acctng institutions
				
				* DTI/NGAs
				
				* accredited CPAs
				* LGUs/NGAs
					* continue
					
					* strengthen
					* continue
					* start
					
					* continue
					* strengthen (separate unit for business devt)
					* technical advisory services levelling the playing field legislative liaisoning
						* all in 2003

		* inspection of coops
		
		* submission of AR/ AFS
		  * Evaluation of AR/ AFS & encoding
		  * business cliniquing for coops with operational deficiency
		  * enhance advisory services
		  * education & training for sustained operation
		  - for rehabilitation
			* CDS
			
			* CDS
			
			* CDS/Sr CDS
			
			* CPDAD
			
			* CRITS
				* LGUs
				
				* NGAs
				
				*NGAs
					* intensify
					 intensify
					 intensify
					
					start	

* Advocacy & Networking	stakeholder	* conduct of consultation workshop * MOA signing/pledge of commitments * monitoring/feedbackm mechanisms evaluation * re-planning	* CDA & partners (CRITS) - do - CDA CRITS CDA CRITS & partners		* continue * review – evaluate existing MOAs * continue * continue * Continue	

ACTION PLAN
Group B

A. TPCDAA	KRA	KEY PROCESSES (CDA and Other Stakeholders)	KEY PLAYERS AND RESPECTIVE ROLE		INDICATIVE ACTION FOR CDA KEY PROCESSES	TIMEFRAME FOR THE INDICATIVE ACTION
			CDA	OTHER ENTITIES		
Professionalizing accounting and auditing system and adopting performance standard for cooperatives	1. Establish a unit to handle function related to the accounting and auditing system and performance standards for all types of cooperatives	1.1 Creation of a unit at CO and EO level 1.2 Development of functional statements to govern the function of the unit. 1.3 Staffing of the unit	CDS Region CO BOA CDA Regions & CO		Start Continue - Strengthen - Maintain - de-emphasize - modify	Based on Circular
	2. Implementation of SCA for all types	2.1 Approval of ASC (PICPA) of SCA for Credit as SFAS 2.2 Approval of PRC of SFAS for credit coops 2.3 Establishment of Core of Trainers for SCA for Credits to reach clientele 2.4 Adoption and implementation of SCA for Credits by the sector 2.5 Training of CDA field staff on SCA and monitoring its compliance 2.6 Empowered field staff to assist cooperatives to comply with SCA for 1st offenders 2.7 Empowered Regional Office to implement and impose appropriate sanctions 2.8 Development of SCA for other types 2.9 Issuance of Circular for implementation of SCA for other types 2.10 Follow the key processes for credit coops as mentioned above to operationalize SCA for other types	CDA CO-OED BOA CDA CO – OED BOA CDA Regional Offices CDA Regional & CO with coop sector CDA Regional Offices & CO CDA Regional Offices & CO			
		3.1 Operationalize the coop. External Auditor Recognition Board in all Eos 3.2 Capacity building of EO staff to monitor compliance 3.3 Training of practicing CPAs on the SASC 4.1 Consultation and finalization of Proposed Standards 4.2 Issuance of Circular for the adoption of Performance Standards 4.3 Training of CDA field staff on Performance Standards 4.4 Capacity Building of field staff to monitor compliance	CDA CO CDA CO with Partners CDA BOA CDA CO, Regions & partners			
	3. Adoption of SASC	1.1 inventory of potential coops qualified to join the CCFS (based on COOP PESOS rating) 1.2 Conduct internal briefing/orientation for CDA Central and field level personnel 1.3 Conduct marketing roadshows to generate pledges and commitments	CDA Regions CDA Regions			

TPCDAA	KEY PROCESSES				
	Policy Formulation	**Regulation/Standards /Guidelines**	**Financial/Technical Assistance**	**IEC and Other Advocacy Activities**	**Program Monitoring and Evaluation**
1. INSTITUTIONAL STRENGTHENING OF THE COOPERATIVE DEVELOPMETN AUTHORITY	Policy effecting the CDA restructuring and continuing capacity building vis-à-vis the reconstituted CDA	Guidelines in restructuring following the democratic processes down to the rank and file			Evaluate, Assess and review ad establish feedback mechanisms
2. ESTABLISHING THE COOPERATIVE DEVELOPMENT AUTHORITY		Finalize Operating Systems and Procedures		Mobilization of qualified cooperatives to join CCFS trough the conduct of marketing road shows to generate pledges and commitments, among others	
3. PROFESSIONALIZING ACCOUNTING AND AUDITING SYSTEMS AND ADOPTING PERFORMANCE STANDARDS FOR COOPERATIVES		Develop standards as basis for assessing performance of cooperatives			
4. IMPLEMENTING A LADDERIZED, MODULAR AND STANDARD SYSTEM OF COOPERATIVE EDUCATION AND TRAINING	Sanction for erring coops re violation of CETF use and remittance	Monitoring of the usage of CETF issued by primary/federation unions and religious remittance of CETF		Inventory of training materials, improve modules, transactions of training modules into different dialects, adoption of creative ways/approaches for IEC	
5. PROMOTING COOPERATIVE BUSINESS ENTERPRISES, e.g. SUPPLY BUSINESS,		Registration of Cooperatives Validation of FS of Prospective Cooperatives, Evaluation of	Business Cliniquing for rejected applicants and cooperatives with operation	Education and training for prospective cooperatives	

MARKETING LINKAGES AND GLOBAL COMPETITIVENESS		AR/AFS of Operating cooperatives	deficiency		
6. STRENGTHENING SECONDARY AND TERTIARY LEVEL COOPERATIVES TO BE MORE RESPONSIVE TO THE NEEDS OF THE PRIMARIES.	Policies to address issues adopt facilitating measures			Information dissemination to the primaries on the categorization of secondaries and tertiaries	
7. DEVELOPING A COOPERATIVE CODE OF GOOD GOVERNANCE WITH EMPHASIS ON ETHICAL STANDARDS				Meetings, conferences, training programs, publication and dissemination of information with emphasis on practice of moral and social values	
8. INSTITUTIONALIZING THE AWARDS AND INCENTIVE SYSTEM FOR COOPERATIVES	Policy for giving of Presidential Awards			Workshops and consultations	
9. INTENSIFYING POLICY ADVOCACY AND STRENGTHENING LINKAGES WITH NATIONAL AND INTERNATIONAL DEVELOPMENT PARTNERS	Planning, consultation and coordination and policy development				Monitoring/feedback mechanisms evaluation
10. CONVERTING ELECTRIC COOPERATIVES INTO EFFICIENTLY MANAGED STOCK COOPERATIVES		Promulgate guidelines in the registration of ECs with CDA		Intensify info campaign	

BASKET OF ACCOMPLISHMENTS	RAINBOW OF DREAMS
1. ROBERTO VILLARROELI (transparent, plastic basket)	1. ROBERTO VILLARROEL Office
In the Office	Future actionable dreams
Conceptualization, implementation of Funding and sub-contracting of the 7 Regional Cooperative Training and Management Centers (RTMC) • Draft of Market-Matching • Draft of 2 page memo to the President on The First 100 Days of the Chairman • Draft of Proposal for Business Devt • Critique on a Proposal to QUEDANCOR • Comments on the Proposed Amendments to LOI 178 • Matrix of preferences of dept heads/div Chiefs re. 10 Point Agenda Personal • 14 Modules on Human Resource Management • 14 Modules on Managerial Economics' • 14 Modules on Applied Management Science • 18 Modules on Strategic Mgt	* monitoring & evaluation of whether the plan and its execution achieves the orgns objectives; if the plan and its execution does not achieve the organizations objectives, then either one or both the plan and its execution has to be improved.
2. MICHEL MOLINA • Effectively carried out CDA programs at the local level • Had a nice working relationship with the sector as well as peer groups	2. MICHEL MOLINA • Harmonious relationship of all players/actors • Coop sector to be truly self sustainable • CDA to be more dynamic/aggressive
3. FLORENCIO CORRAL • Continuous work for coop development	3. FLORENCIO CORRAL • Strong middle class • Certified good health • Peace
4. ARNEL • 500 sq. m. lot donation to CDA • acquisition of 3 hectares rice land • putting into operation L-3 Terminal • all my children are honor students	4. ARNEL • Have my eldest son finish his college • Build a covered car port For CDA office • Acquiring a brand new car • For the rice straw board plant to be operational
5. DODONG • rear a good family with own house • got a beautiful wife • chance to work in government and rose from the rank • graduated at standard school • grown-up disciplined • professionally stable children	5. DODONG • achieved highest dreamed career path • finish graduate course • got a beautiful wife • chance to work in govt • retire with out cases and in good health • justice for my son • construct regional office building
6. MAYET Family • Finish my studies • 4 Children are college graduate Work • SMCBUP • ACIMS	6. MAYET • Finish my studies • engage in farming • teach n college
7. LAZARO JAVIER, JR. FAMILY ACCOMPLISHMENTS • CHILDREN NOW PROFESSIONAL • FULFILLMENT OF BASIC NEEDS PERSONAL ACCOMPLISHMENTS • DIRECTOR • CESO • GRADUATE DEGREE • SCHOLARSHIP ABROAD • OFFICIAL OPERATIONALIZED CDC	7. LAZARO JAVIER, JR. • TO RETIRE IN GOOD HEALTH • TO BE ABLE TO ASSIST MY • GRANDCHILDREN IN THEIR SCHOOLING • TO BE ABLE TO WORK OUT FOR THE • CONSTRUCTION/BUILDING OF THE • CDA OFFICE • TO SEE CDA GROW FROM AUTHRORITY TO DEPARTMENT
8. GERTRUDES SAN DIEGO • CDA BUDGET PROPOSAL/APPROVAL • SUSTAIN MEDICAL EXPENSES OF MY MOTHER FOR 6 MOS STARTING MAY • HARMONIOUS RELATIONSHIP WITH THE DIVISION • SEND MY NEPHEW TO COLLEGE	8. GERTRUDES M. SAN DIEGO GOOD HEALTH AND WEALTH • FINANCIALLY STABLE • APPROVAL OF CDA BUDGET WITH INCREASE • GRANTED CASES IN M FAVOR

FORMULATING STRATEGIES ON THE TEN-POINT
COOPERATIVE DEVELOPMENT ACTION AGENDA (TPCDAA)
December 17, 2002, Bayview Hotel, Roxas Blvd., Manila

REGISTRATION

	NAME	REGION/OFFICE	CONTACT NO./ EMAIL ADDRESS	SIGNATURE
1	ANACLETO D. TAMAYON	CDA - IV	(042) 541 - 9670	
2	Michel U. Molina	CDA - MRO	573 69 96	
3	Ejercito C. ?			
4	Manuel Q. May	CDA - PEO	963 - 51 - 06	
5	ERNESTO Z. ROSARIO	CDA - OED	(075) - 572 - 82 - 85	
6	Purisima Bisyal	CDA IV		
7	LIZA L. GONZALES	CDA - CALAMBA	545 - 1482 / 34 20	
8	NILDA A. CASTRO	CDA PEO	(011) 963 710	
9	VILLARROEL, ROSARIO F	CDA-IV		
10	Francisco Braga	CDA - IV	669 5315 1486	
11	Ricardo B. Ino	CDA - CDO		
12	ARNEL V. AGRAMADO	CDA - ILOILO		
13	PEDRO E. BALLUDO	CDA - Tacloban		
14	ABELARDO V. HARCIA	CDA - XALA CIA		
15	Gertruda M. Salipga	CDA Zam Pen		
16	ROSALINDA E. VELASCO	CDA KRC		
17	ANNEX E	CDA MO	473 4414	
18	NIER A. SANTILLAN	CDA		

FORMULATING STRATEGIES ON THE TEN-POINT
COOPERATIVE DEVELOPMENT ACTION AGENDA (TPCDAA)
December 17, 2002, Bayview Hotel, Roxas Blvd., Manila

REGISTRATION

	NAME	REGION/OFFICE	CONTACT NO./ EMAIL ADDRESS	SIGNATURE
19	Rodrigo Rubell	CDA - CAR	273 79 53	
20	CARLITO C. Ferparty	Cebu, Reg 7	2505635	
21	Orlan Ravanera	CDRD 13		
22	F. G. Ver	C.O.		
23	Sor Anthony M. del Rosario	CDA	5736938	
24	J. Macaspac	CDA - CO	0919 - 810 - 2725	
25	E ANCHETA	CDA - UPLB?		
26	MANUELA E. PEREZ	CDA - OES - N. Co	5/29:8	
27	Laura U. Colominidia	CDA - CO		
28	Aurora H. Bacanit	CDA CL		
29	Marietta Ramos L.	CDA - CL		
30	FLORENCIO C. CRUZ.	CDD - CI		
31	Ian Theodore Calunan	CDA - CI	5736934	
32	Tony T. Corinol	OPAC	7351655 / 53	
33	Rogelio P. MADRIAGA	CDA		
34	VIRGINIA TRINIDAD	CDA	3736881	
35	HADID JACUNDI	NYMC		
36	Nonie Hernandez	CDA - HRU		

CPRM CONSULTANTS, INC.

13 March 2003

DR. EMMANUEL E. BUENDIA
Portfolio Manager
GOP-UNDP Portfolio on Enabling Environment:
   Poverty Reduction through Good Governance
UNITED NATIONS DEVELOPMENT PROGRAMME
Rooms 301 and 302 NEDA sa Makati Building
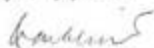Legaspi Village, Makati City

Sir:

We respectfully submit the attached report on the workshop on "Formulating Strategies on the Ten-Point Cooperative Development Action Agenda (TPCDAA)" conducted by the Cooperative Development Authority (CDA) and the Office of the Presidential Adviser (OPAC) on Cooperatives on 15-17 December 2002 at the Bayview Hotel, Manila.

The Center for Public Resource Management (CPRM) Consultants, Inc. facilitated and managed the conduct of said workshop under the GOP-UNDP Governance Portfolio on economic management and civil service.

The three-day activity was primarily aimed at clarifying and achieving a uniform understanding of the mission and vision of the CDA; identifying key reform areas and processes in the agency to implement the TPCDAA; and conduct of plenary discussions on the possible structural changes that may be effected in CDA. The workshop has achieved the above objectives.

Thank you.

Very truly yours,

VIENNA A. DIUCO
Managing Director

cc : Executive Director Neil Santillan, CDA
       Director Virgilio Salentes, MS, NEDA
       Director Amelita Castillo, OPIB, DBM