

BIBLIOGRAPHY

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ABSTRACT

This study was conducted to document the organization and operation of Lusod Agrarian Reform Community Multi-Purpose Cooperative (LARCMPC) particularly its growth in terms of membership, total share capital, total liabilities, total reserves, total net surplus and total asset; changes in the policies and practice and the problems encountered.

This study was conducted at LARCMPC in Lusod, Kabayan, Benguet with the manager and some member of the BOD served as the respondents. Secondary data was taken from the office of the cooperative.

The number of members had been increasing although at varying rates, the increase was due to the continuous information campaign done by the officers. There was only a decrease in 1999 and 2002 due to withdrawals of some members because of transfer of residence. The highest growth in paid-up share capital was in 2000 which is 50.96%, this is because of the change in their policy where the minimum share capital was increased. The total liability increased when they availed of loan from DTI but decreased yearly when the cooperative had been paying it. Total reserves had been

increasing also and decreased only in 2005 when they used it for expansion in their building. The level of net surplus had been fluctuating every year with the highest increment in net surplus obtained in 1996. Total asset had been continuously increasing from 1994 to 2005.

There was not much changes an improvement in their policies and practices. The problems met by the cooperative were; lack of education of members about cooperative, loan delinquency, and fast turnover of saleslady due to low salary.



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INTRODUCTION

Background of the Study

Barangay Lusod is located on the North Eastern part of Poblacion Kabayan and lies along the boundary of Benguet and Ifugao provinces. Lusod is the farthest barangay of the municipality of Kabayan and it is the largest barangay in terms of land area which is 3,026 hectares. It has an altitude of 700 to 1000 meters above sea level and is it about 45 kilometers away from the City of Baguio. The terrain is mountainous, sloping and flat along the river banks. The place is not at this time accessible to vehicle transportation , though there is now a road which was just constructed in 2006. It has a temperate climate.

The barangay is composed of 214 households and most of them are Kalanguya by ethnicity. The Ibaloi and Kankanaey were migrants from other places. Most of the people derive their income from farming which is very limited. Most of them went to other places to work as laborers of other farmers just to earn for living (Catao, 2005).

In 1992, the Department of Agrarian Reform (DAR) headed by Felix Lachica, Provinbcial Agrarian Reform Officer II together with the Municipal Agrarian Reform Officer, Mr. Peter Bantasan and other DAR personnel launched barangay Lusod as an Agrarian Reform area. They conducted a survey and documentation of the land of the Indigenous People and farmer beneficiaries. Barangay Lusod was the first Agrarian Reform Community in Benguet under the Department of Environment and Natural Resources (DENR) by virtue of Department Order no. 2, Section 31 and 32 Series 1990. It was found out that Lusod is a potential agricultural area having vast land suitable for agriculture and livestock raising in addition to great reserves of human and natural



resources. With this natural endowment the organizers saw the potential of putting up a cooperative that would boost up community development. After a month of their visit, the DAR personnel came back to Lusod and conducted trainings and seminars for the organization of a cooperative. The people became interested after the seminar so they organized the cooperative with an initial members of 49 and a starting capital of twenty thousand pesos (P20,000). It was registered with the Cooperative Development Authority (CDA) on May 6, 1994 under CEO 322. The cooperative first opted to engage in selling basic commodities to the members and non-members as well. Later, when its capital increased it diversify it operation to include credit. Management of the cooperative was first handled by the officers but bulk of the work was given to the Board of Directors. They worked as volunteers. The first Board of Directors were Stephen Nayosan, as chairman, Ambrocio Agcio, as vice chairman; with Miguel Bugtong, Mando Bugtong and Lazo Libag as members. The chairman of the board was the manager at the same time. It was agreed that the BOD would not receive any honorarium for the first year of operation.

With the continuous cooperative training being given by DAR and other government agencies like CDA, DA, DTI and TESDA together with the dedication of the officers and members to work, the management of the cooperative was successful. Through the cooperative, the members were trained to employ new agricultural methods and techniques to improve their crops and livestock and maximize production. The farmers were taught to tap and utilize properly their resources and were encouraged to intensify farm production that could foster economic growth within the barangay and in adjoining communities.



In 2002, the cooperative embarked on a special project which was the Gipah Food and Beverages Processing Center that mainly process the gipah leaves into tea. The manager of this project was Mrs. Elisa Sagayo, marketing officer was Mrs. Gina Basilio and the quality controller was Mr. Christopher Carpio, the Senior Program Technologist of DAR. Currently, the LARCMPC holds the distinction of being the only cooperative in the region that embarks on this kind of project.

The cooperative was organized with the following objectives to fulfill:

1. to develop an appropriate system of land tenure, land development, land consolidation or land management in areas covered by the Agrarian Reform Program,
2. to encourage thrift and savings among the members,
3. to create funds in order to grant loans for productive and providential purposes to its members,
4. to provide goods and services and other requirements of the members,
5. to promote the cooperative as a way of life for improving the social and economic well-being of members,
6. to do any related activity for the members self-government, improve social and/or economic well-being, and
7. to work with the cooperative movement, non-government and government organizations/entities in the promotion and development of cooperatives and carrying out government policies.



Objectives of the Study

This study was conducted to document the story of Lusod Agrarian Reform Community Multipurpose Cooperative. Specifically, this study aimed to:

1. Assess the growth of the cooperative in terms of membership, paid-up share capital, total asset, total liabilities, and total reserves;
2. Find out any changes and improvement in their policies and practices; and
3. Identify problems of the cooperative and come up with solutions or recommendations for the improvement of LARC MPC.

Scope and Limitation of the Study

The study focused on the business operation of the cooperative, the policies and practices, and its financial performance. The data gathered covered the twelve years of operation from 1994 to 2006.

Importance of the Study

The study would provide relevant information on the status of LARC MPC to the members. It would allow them to have an overview on their cooperative that would motivate them to support the cooperative. Furthermore, identified problems would be addressed so that they would not hamper the operation of the cooperative.

In addition, the research would serve as a reference material to other students, especially to the BS Agribusiness Cooperative Management students who would be conducting related studies in the future.



METHODOLOGY

Locale and Time of the Study

The study was conducted at Lusod, Kabayan, Benguet where the main office of the cooperative is located. Figure 1 presents the map of Kabayan showing the location of the cooperative studied. This was conducted from December 2006 to January 2007.

Respondents of the Study

The respondents of the study was the manager of the LARC MPC and some members of the Board of Directors

Data Collection

The needed data was gathered through a personal interview. Secondary data was collected from the annual financial reports of the cooperative, from the by-laws, other reports submitted by the officers and committee members of the cooperative, and minutes of meetings of the Board of Directors.

Data Gathered

The data gathered were the number of members, paid-up share capital, total asset, total liabilities, total net surplus and total reserves, changes in their policies and practices, an problems of the cooperative.



Data Analysis

The data to be collected was tabulated and analyzed with the use of trend analysis.

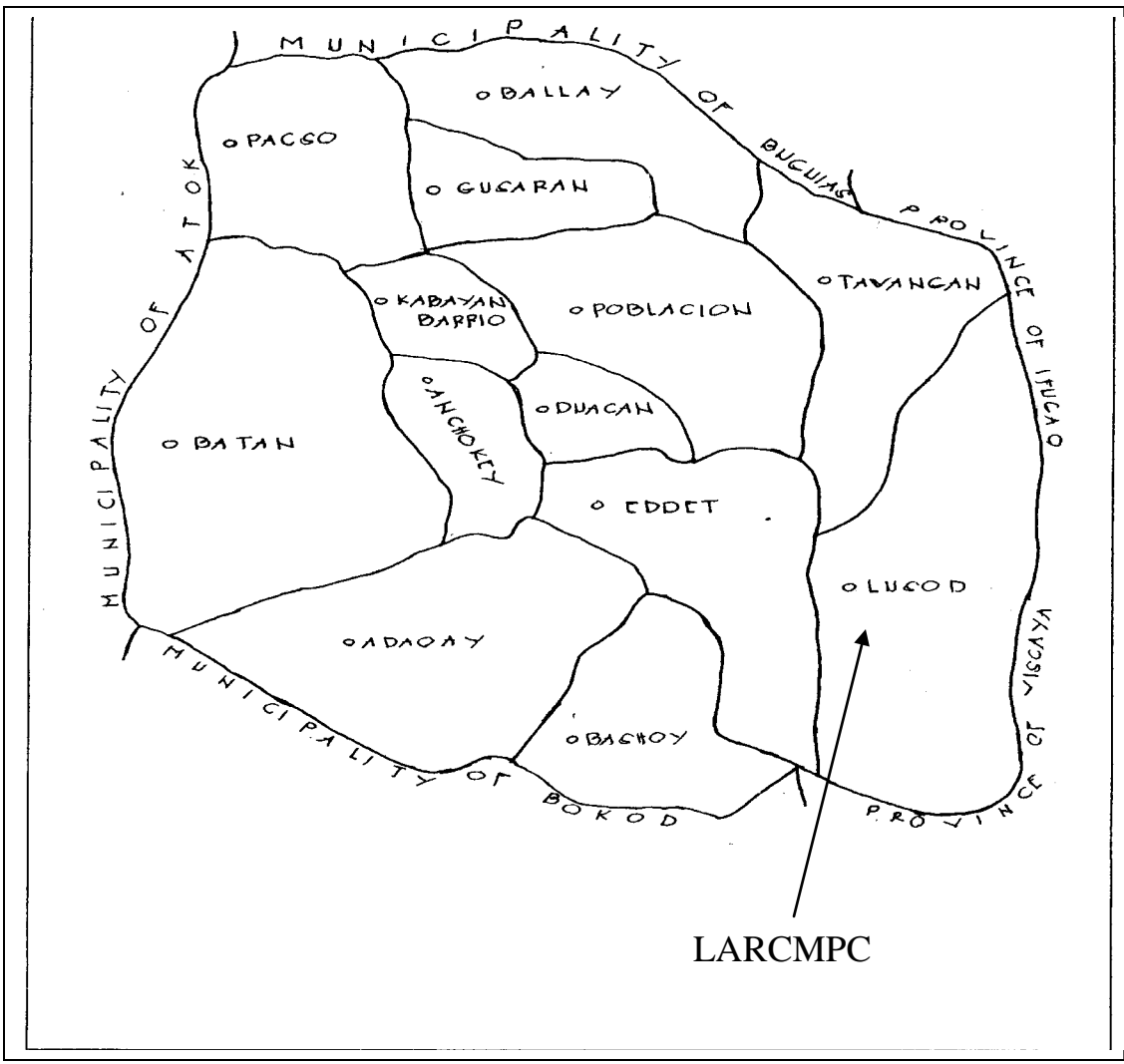


Figure 1. Map of Kabayan showing the location of the cooperative studied



RESULTS AND DISCUSSION

Organizational Structure of LARCMPC

The organizational structure of the cooperative is composed of the general assembly, the board of directors plus the secretary and the treasurer, the committees and the management staff. The organizational chart of the cooperative is shown in Exhibit 1.

The general assembly. The general assembly consist of the regular members of the cooperative. Membership of LARCMPC was opened to the residents of barangay Lusod, it composed of farmers, women and youth. The regular members were those who underwent the Pre-membership Education Seminar, paid the membership fee of P50.00 and the minimum share capital of five hundred pesos (P500.00). The duties and responsibilities of the members are presented in Appendix 1.

Table 1 shows the growth in membership from the time it was registered to the Cooperative Development Authority (CDA) in 1994 up to 2006. The number of members had been increasing annually, although at varying rates of increase. It was only in 1999 and 2002 that a decrease was experienced. This was due to withdrawals of some members. These members withdrew because they transferred to another residence which was far from the cooperative. Some of them transferred to other places to look for work.

One big factor that accounted for the increase in membership was the information campaign done by the officers of the benefits and advantages that could be received by members. The trend in the growth rate for the first three years had been increasing. However, for the ensuing years the growth rate had been declining, except between 1999



and 2000 and between 2002 to 2003. The number of members between 2005 to 2006 did not have any change.

Table 1. Growth in membership from 1994 to 2006

YEAR	NUMBER OF MEMBERS	RATE OF GROWTH (%)
1994	49	
1995	57	16.33
1996	72	26.32
1997	81	12.50
1998	88	8.64
1999	85	3.41
2000	89	4.71
2001	91	2.25
2002	90	1.10
2003	103	14.44
2004	109	5.83
2005	112	2.75
2006	112	0

The board of directors. The board of directors of LARCMPC consisted of five (5) members, the members of the board of directors. The chairman and vice-chairman were appointed by the members not voted upon. Most of the members of the cooperative were members of the Jehovah's Witness so they do not want to vote. The board of directors



hold a monthly regular meeting apart from the special meeting that are called by the chairman when necessary. The duties and responsibilities of the board is presented in Appendix 2.

They also have a secretary of the board and a treasurer. These two were not members of the board but were appointed by the board to perform a specific function as presented in Appendix 3.

The committees. There are four standing committees of the cooperative: the Audit and Inventory Committee, the Credit Committee, the Election Committee, and the Education and Training Committee. These different committees assist the Board of Directors in the planning and implementation of the development programs of the cooperative. Each committee is composed of three (3) members. Like the BOD, the chairman and the vice-chairman were appointed by the members. Each committee had its own schedule of regular meeting. The duties and responsibilities of each committee are shown in Appendix 2.

The management staff. The management staff of the cooperative composed of six (6) employees headed by the General Manager, Mrs. Julia Tanawe. The other employees included the accountant/bookkeeper, the secretary, the treasurer, and the sales personnel. They were expected to maintain an efficient service with the cooperative. The duties and responsibilities of each staff are presented in Appendix 4.



Financial Growth of the Cooperative

This presents the growth in paid-up share capital, total assets, total liabilities, total reserves, and changes in the net surplus from the start of its operation up to 2005. Figures for 2006 were not included because the financial statements are still under audit.

Annual growth in paid-up share capital. The growth in paid-up share is presented in Table 2 and Figure 2. There was a continuous increase in the total amount of paid-up share capital over the years. The rate of growth had been increasing from 1994 to 1998 then in 1999 it declined. A great increase of about 51% was experienced in 2000 then another big increase was experienced in 2003, about 47%. The lowest increment was experienced in 2002 with only 1.4%.

Table 2. Annual growth in paid-up share capital

YEAR	TOTAL PAID-UP SHARE CAPITAL (in pesos)	RATE OF GROWTH (%)
1994	33,000.00	
1995	36,050.00	9.24
1996	42,626.00	18.24
1997	50,503.00	18.48
1998	63,453.00	25.64
1999	67,403.00	6.23
2000	101,749.46	50.96
2001	104,998.46	3.19
2002	106,467.64	1.40
2003	156,639.65	47.12
2005	201,226.00	19.10
2004	168,960.65	7.87



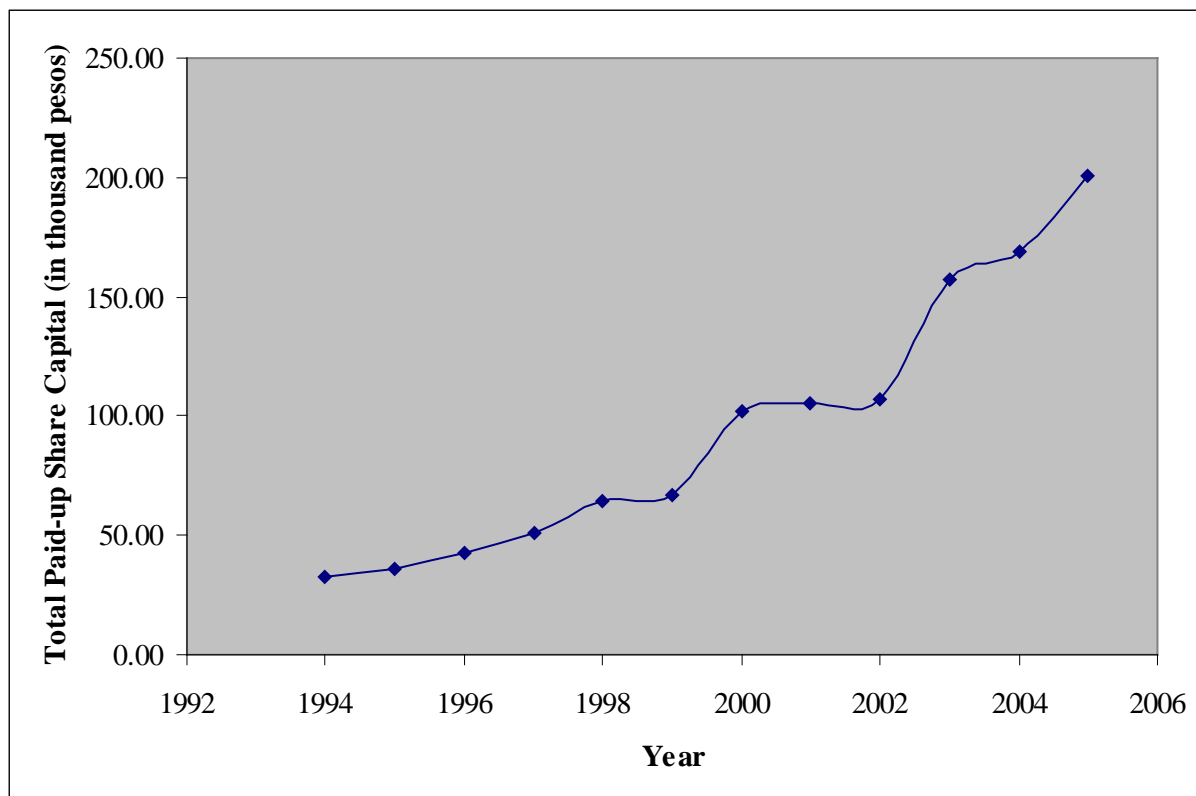


Figure 2. Graph of the annual total paid-up share capital

Annual changes in total liabilities. Total liabilities consisted of savings deposits of members and external borrowings of the cooperative. Table 3 and Figure 3 presents that total liabilities of the cooperative for the years 1995 and 1996 was only P10,000 for each year. However, in 1997 total liabilities increased to P100,704 or about 907%. This was due to the unallocated net surplus broken down as follows: dividends payable of P60,937, patronage refund payable of P26,115.77, and due to Apex organization of P3,652.18. The P10,000 liabilities for the past two years was salaries payable. In 1998 and 1999, a major component of total liabilities was the undistributed net surplus. In 2000, all the old payables were paid but a loan of P100,000 was obtained from DTI. The new payables



were P4,000 accounts payable and due to Apex organization of P5,817.42. From 2001 to 2003 total liabilities had been declining because those were the years that the cooperative had been paying the loan from DTI. Total liabilities again increased by about 233% in 2005 but these are mainly undistributed income. Savings deposit was very minimal with only P2,838.72. There were no accounts payable and loans payable at the end of 2005.

Table 3. Total liabilities from 1995 to 2005

YEAR	TOTAL LIABILITIES (in pesos)	RATE OF CHANGE (%)
1994	-	
1995	10,000.00	
1996	10,000.00	0
1997	100,704.00	907.05
1998	115,993.68	15.18
1999	105,748.68	- 8.83
2000	109,817.42	3.85
2001	79,974.62	- 27.17
2002	45,836.29	- 42.69
2003	15,966.68	- 65.17
2004	16,423.60	2.86
2005	54,735.66	233.27



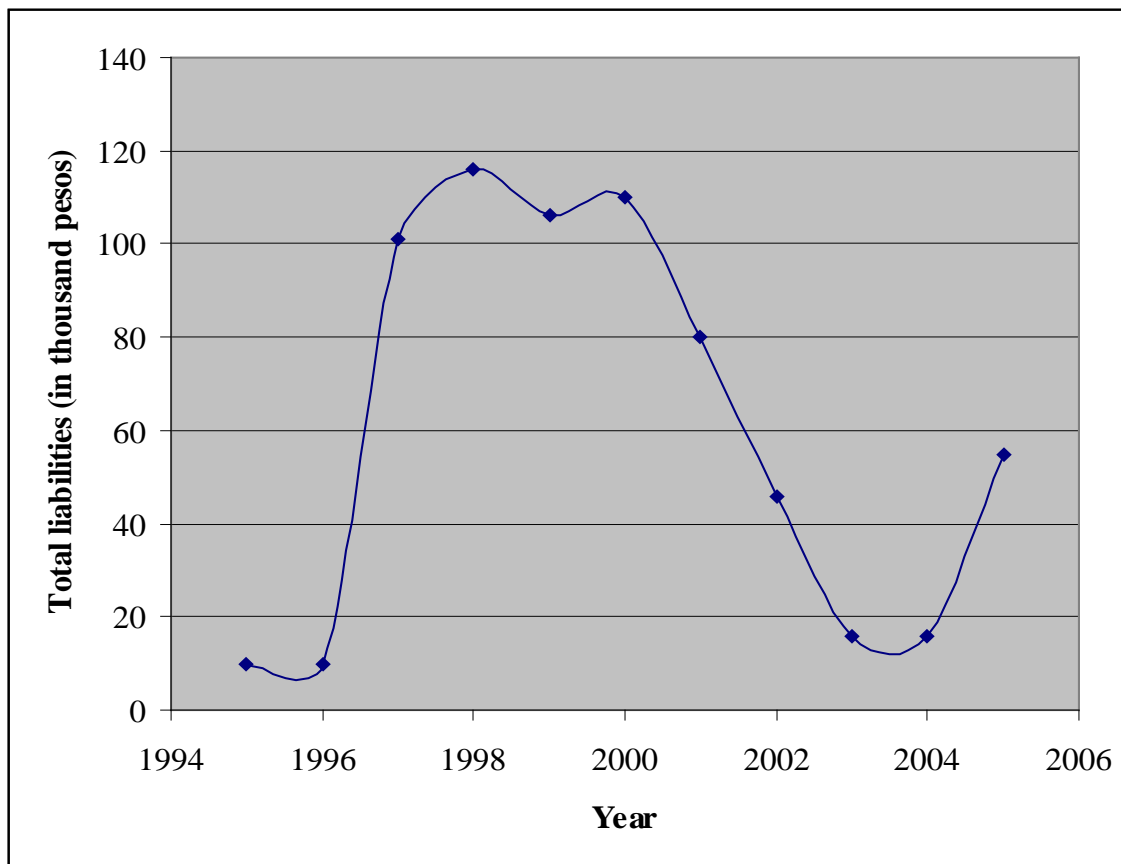


Figure 3. Graph of the total liabilities

Annual growth in total reserves. Every cooperative is mandated by law, the Cooperative Code of the Philippines (R.A. 6939), to allocate a percentage of their net surplus as reserve fund. The annual total reserve fund of the cooperative is presented in Table 4 and Figure 3. The total reserve fund for the first three years were not available due to incomplete records of the cooperative. The total reserve fund of the cooperative at the end of 1997 was P52,678.65. This comprised of the general reserve fund, educational fund, and optional fund. It increased in 1998 by 30.22% due to the increase in all the three components but in 1999 there was no change in total reserves because the net surplus was very small. In 2000 the amount of reserves doubled due to the high net



surplus during the year. Again in 2001 there was a big increase (41%) due to a high net surplus but from 2002 to 2004 the increment had been very minimal because of low net surplus. In 2005 the total reserve fund declined by about 6% because the optional fund was used to finish the extension of their building.

Table 4. Total reserves fund from 1997 to 2005

1994	TOTAL RESERVES (in pesos)	RATE OF CHANGE (%)
1997	52,678.65	
1998	68,596.30	30.22
1999	68,596.30	0
2000	103,002.95	50.16
2001	145,123.39	40.89
2002	166,963.49	15.05
2003	174,913.54	4.76
2004	183,011.97	4.63
2005	172,362.53	-5.82



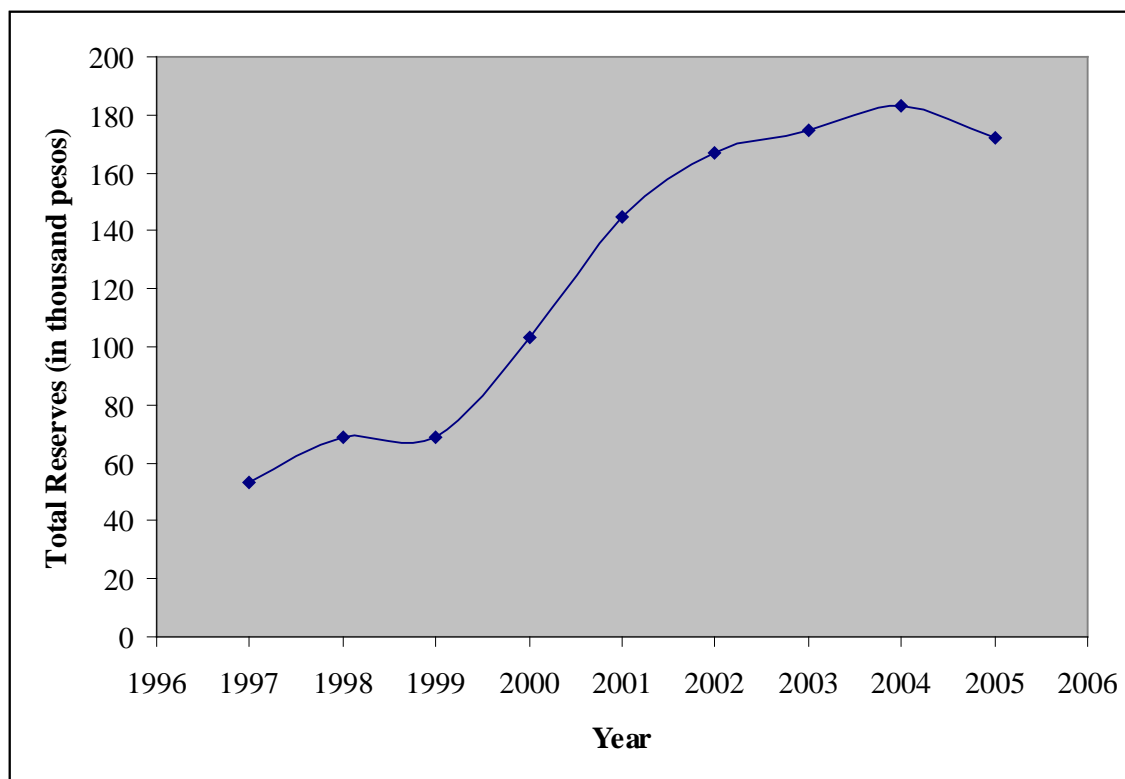


Figure 4. Graph of the annual total reserves

Net surplus. At the initial year of operation, the net surplus was P30,861.79. This amount increased by 37.14% the following year. At the end of the third year, the amount of net surplus more than doubled as of the prior year (57.74%) but in 1997, the fourth year of operation, net surplus declined by 32% as of the previous year. Net surplus became bigger in 1998 but on the following year it declined so much to only P13,370.20 or a 76% decrease as of the previous year. There was a large increase in 2001 but declined in the next three years. It only increased in 2005 with a total net surplus of P58,941.63 (Table 5).



Table 5. Annual net surplus from 1994 to 2005

YEAR	NET SURPLUS (in pesos)	RATE OF CHANGE (%)
1994	30,861.79	
1995	42,323.08	37.14
1996	66,759.02	57.74
1997	45,479.04	-31.88
1998	55,456.70	21.94
1999	13,370.20	-75.89
2000	17,686.52	32.28
2001	41,886.45	136.80
2002	37,440.17	-10.62
2003	24,714.47	-33.99
2004	23,138.34	-6.38
2005	58,941.63	154.70

Total asset. Total asset of the cooperative in 1994 was only P75, 367.54. This became P566, 963.66 at the end of 2005. Table 6 and Figure 4 shows the amount of total asset and the annual growth rate from 1994 to 2005. There was a continuous increase in total asset from 1994 to 2006. In some years the growth was very fast but in some years the growth was slow. The highest rate of growth was experienced in 1999 with about 92%. This was followed 1995 with 73% rate of increase then 1996 with 59%. On the other hand, the lowest growth was experienced in 2005 with only 4% increase. The



increment in total asset was depended on the increment in the paid-up share capital, the liabilities, and reserves. It was noted earlier that there was an increase in paid-up share capital, and total liabilities but there was a decline in the total reserves so this explains the slow increment in total asset.

Table 6. Total asset from 1994 to 2005

YEAR	TOTAL ASSET (in pesos)	RATE OF CHANGE (%)
1994	75,367.54	
1995	130,564.87	73.24
1996	208,899.89	59.10
1997	265,694.93	27.19
1998	319,829.68	20.37
1999	326,904.88	92.21
2000	375,821.57	14.97
2001	399,197.96	6.22
2002	450,379.91	12.82
2003	508,348.69	12.87
2004	543,108.03	6.84
2005	566,963.66	4.39



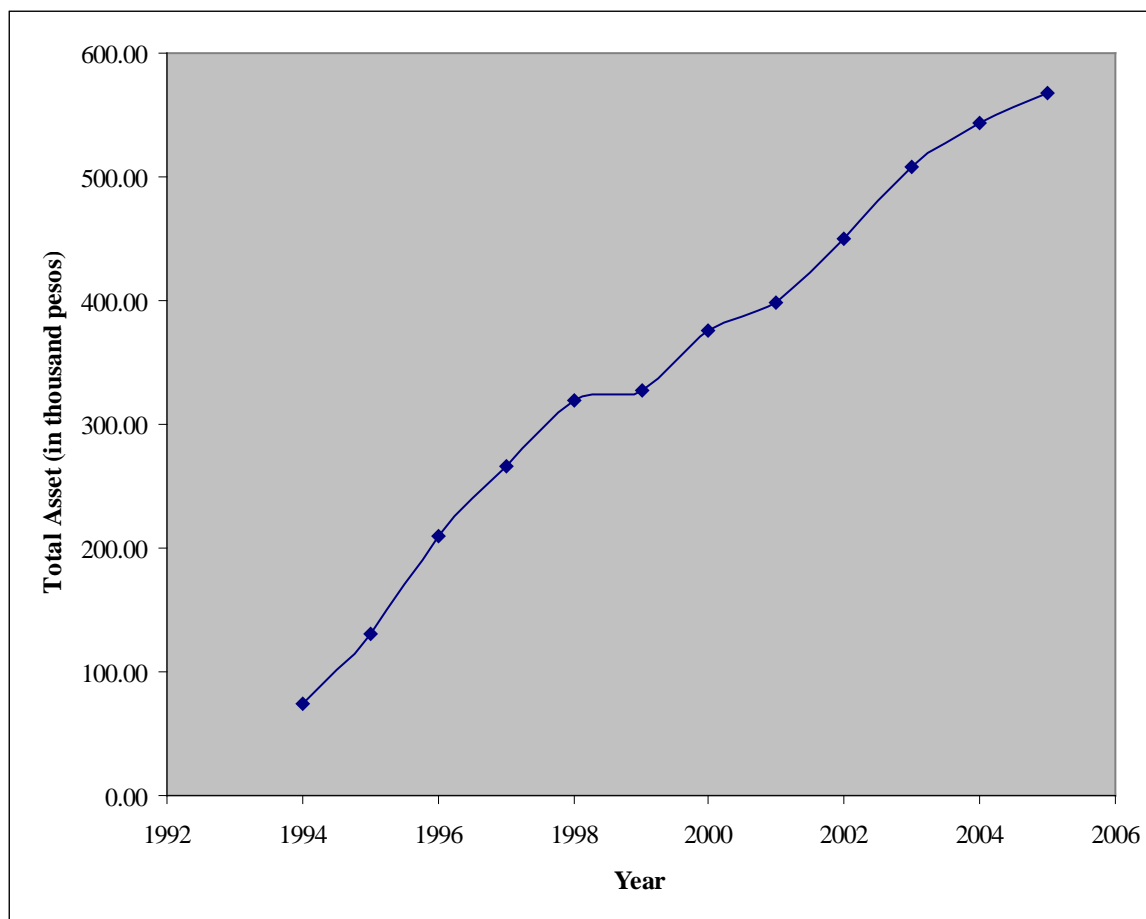


Figure 5. Graph of the annual total asset

Changes in the Policies and Practices

Table 7 presents the changes in the policies and practices of the cooperative. It can be noted from the table that there were changes and improvements in their policies. The had increased the membership fee from P50.00 to P100.00 and the minimum share capital from P500.00 to P1,000.00. It was found earlier that the number of members had been increasing. This implies that even though the membership fee and the minimum share capital increased, new members were willing to pay the higher amount in order to



become members of the cooperative. Another change in their policy was the imposition of fines to members who do not attend the general assembly meeting and the fines of the officers for not attending meetings was also increased from P50 to P100 per absence during a meeting. The cooperative imposed this penalty to discipline the members and officers. They can only be informed about the policies of the cooperative when they attend general assembly meetings. As a result of these new policies and practices majority of the members and the officers are aware of the policies of the cooperative. Another improvement in their practice was the giving of honorarium to volunteer workers.

Table 7. Old and new policies and practices of the cooperative

OLD POLICY/PRACTICE	NEW POLICY/PRACTICE
Membership	
- Fifty pesos (P50.00) membership fee	- One hundred pesos (P100.00)
Minimum Share Capital	
- Five hundred pesos (P500.00)	- One thousand pesos (P1,000.00)
Loan	
- Loan ceiling was 80% of share capital	- 2 to 3 times the share capital
- Interest on regular loan was 1.5%/ mo.	- 2% per month
Attendance to General Assembly Meeting	
- no fines to members who do not attend	- P50 fine
- P50 fines for officers who do not attend	- P100 fines for officers who do not attend



Table 7. continued ...

 Giving of Honorarium

- | | |
|---------------------------------------|-------------------------------------------------|
| - No honorarium for volunteer workers | -volunteer workers are given minimal honorarium |
|---------------------------------------|-------------------------------------------------|
-

Problems of the Cooperative

The vice chairman of the board identified the following problems met by the cooperative: lack of training and education of members regarding the operation of the cooperative, delinquency of members in paying their loans and accounts in the cooperative, inadequate knowledge and skills of officers regarding the operation and control of the cooperative, lack of motivation of some staff in doing their job, and fast turnover of sales lady.

On the lack of training and education of members, some members were not able to attend trainings and seminars because they were busy in their work and in their families. Because of economic reason, some prefer to work for a pay than to go and attend seminars. In most cases, only the officers are attending seminars and trainings. Since majority of the members were farmers, their source of paying their loans and accounts in the cooperative is from their farm production. When they could not sell their product then they could not pay their loan. Some of the officers have low educational attainment thus they have difficulty in acquiring and skills necessary in their respective functions. On the lack of motivation of some staff and fast turnover of the sales clerk was due to the lack of monetary incentives. The officers were not given an honorarium or per



diem when they attend meetings and the salary of the staff is very low that they even prefer to work as a laborer in the farm because the wage rate is more.



SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary

The Lusod Agrarian Reform Community Multipurpose Cooperative was organized by the 49 agrarian reform beneficiaries as a window for technical and financial assistances. One objective of the cooperative was to develop an appropriate system of land tenure, land development, and land consolidation or land management in the areas covered by agrarian reform. The study was conducted primarily to assess the growth of the cooperative in terms of its membership, paid-up share capital, total liabilities, total reserves, and total assets; to find out any changes and improvement in their policies and practices; and to identify problems of the cooperative and come up with solutions or recommendations for the improvement of LARCMPC.

The manager and some members of the Board of Directors served as the sources of primary information while secondary information was taken from the records and reports filed at the cooperative office. This study was conducted from December 2006 to January 2007 at the cooperative office in Lusod, Kabayan, Benguet.

The result of the study showed that there was growth in membership, paid-up share capital, total reserves, total asset and even in the total liabilities. The amount of net surplus per year had been fluctuating . There were some years that it increased and there were also years that it decreased. There had been increment in membership every year except for 2006 that it remained. The paid-up share capital and the total asset had been continuously also. There were some years that the increments were high and there were some years that increments were low in both the share capital and the total asset. The



growth in total reserves had a different behavior. There was no growth in 1999 then there was high growth for the next two years then slowly increased for the next years but in 2005 there was a slight decline in the total amount of reserves. The total liabilities increased from P10,000 in 1995 and 1996 to P100,704 in 1997. The total liabilities had been continuously decreasing from 1998 to 2004 as the cooperative had been paying its liabilities but in 2005 it increased again due to the increase in savings deposit, and undistributed net surplus.

As to the policies and practices of the cooperative there was not much changes and improvements except for some adjustments in the credit policies. The problems of the cooperative were the lack of education of members, poor knowledge and skills on cooperative management by the officers, loan delinquency and the fast turnover of sales lady due to low salary.

Conclusions

1. The membership was limited only to the residents of barangay Lusod so this also limits the growth in membership of the cooperative.
2. There was growth in paid-up share capital but it was also limited due to the limited sources of income of the members and the limited number of members.
3. The total reserve fund had been increasing every year because of the accumulation of the general reserve fund, optional fund and the cooperative education fund-local.
4. There was not much change in the policies and practices of the cooperative.
5. There was fast turnover of sales lady in the consumer store due to low salary.



Recommendations

1. The Board of Directors should amend the by-laws of the cooperative to open it membership to other people residing in nearby barangays and then intensify the education and campaign for membership so that the number of members will expand.
2. The Board of Directors should come up with a capital build-up program so that members will add to their paid-up share capital.
3. The cooperative should use its CETF to educate its members by sending them to seminars/trainings or by conducting the training themselves. In this way the members would have a better understanding about cooperative. They should target educating the members first and not concentrate on the officers only.
4. The salary of the sales lady should be increased so that she will stay long in the cooperative. Besides, incentives of other management staff should be increased also so that they will be encouraged to give their best service in the cooperative.

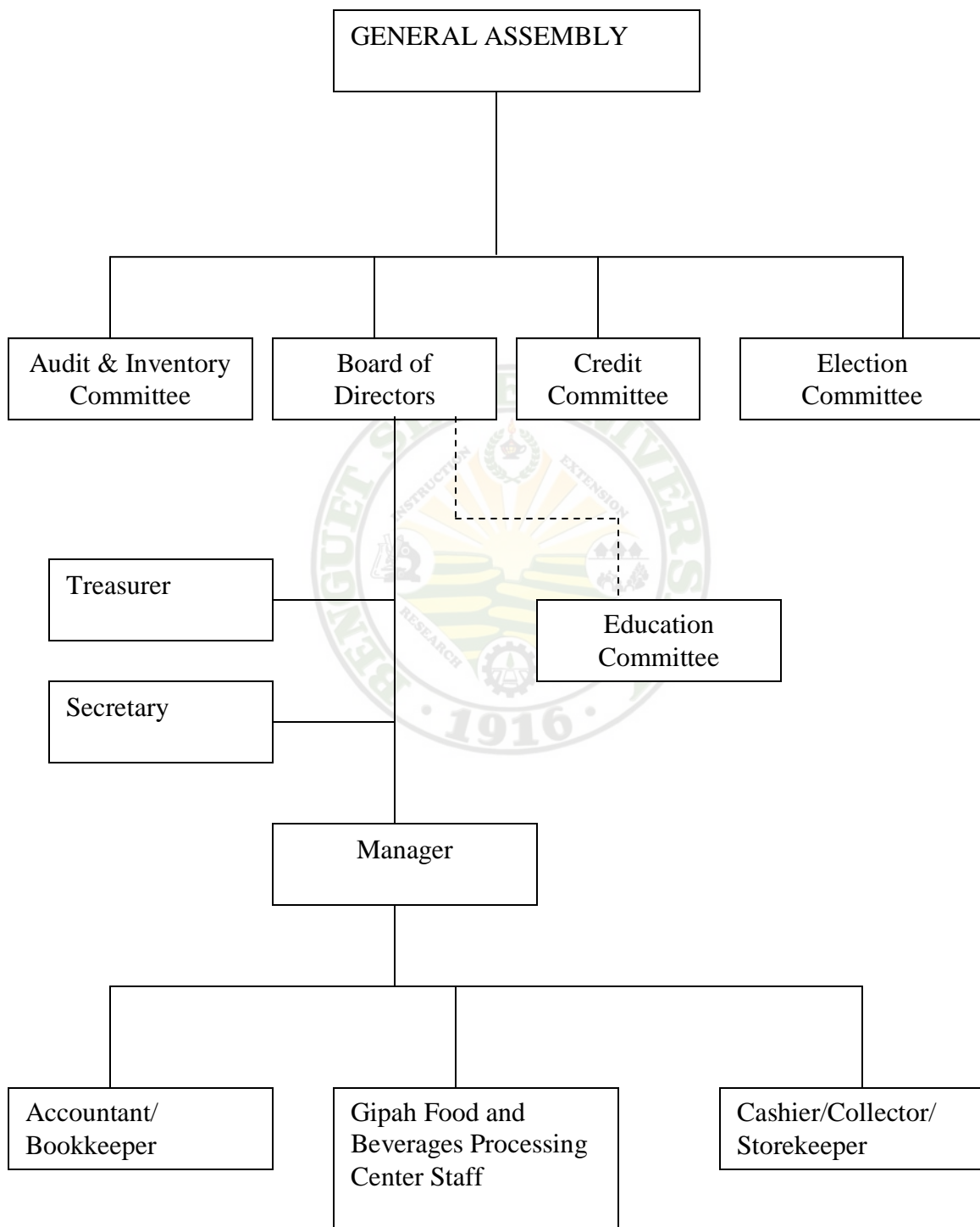


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EXHIBIT 1
 ORGANIZATIONAL STRUCTURE OF LARCMPC



APPENDIX A
DUTIES AND RESPONSIBILITIES OF MEMBERS

1. Contribute to the capital of the cooperative through share capital contributions, payment of membership fee, savings deposit and other means as provided in the by-laws and as per policy formulated by the general assembly and the board of directors;
2. Patronize the services and business of the cooperative;
3. Actively participate in general assemblies and other activities of the cooperative;
4. Pay/his/her accounts and obligations as they become due and payable;
5. Vote/appoint for qualified, competent, honest, respectable and dedicated members of the cooperative as per by-laws;
6. Attend trainings, seminars, workshops, and others as directed/requested by the Board of Directors or Management; and
7. Promote and advertise the cooperative and its business and services.



APPENDIX B

POWERS, DUTIES AND RESPONSIBILITIES OF THE BOARD

1. Act on membership application;
2. Terminate membership;
3. Elect and /or appoint officers;
4. Appoint committees, delegate powers thereto and fill vacancies therein;
5. Determine the compensation of certain officers and employees;
6. Determine the adequacy of bonds of accountable officers;
7. Fix the date of regular, and call special meetings of the general assembly;
8. Hold regular and special meetings to act on the business affairs of the cooperative;
9. Admit as directors or committee members appointees from credit or financial ___;
10. Fill up vacancies in the board;
11. Raise revolving capital as authorized by the general assembly; and
12. Present complete audit reports to the general assembly.



APPENDIX C

OFFICERS AND THEIR DUTIES AND RESPONSIBILITIES

Chairman of the Board

1. Sign all contracts and agreements, which the cooperative may enter into.
2. Sign pertinent transactions involving the manager.
3. Approve/disapprove the loan of the manager.
4. Perform all acts and duties actually performed by the Presiding Officer.
5. Perform such other duties as the board may prescribe.
6. Assists the manager in all business transactions.
7. Prepare agenda of the meeting with the manager.
8. Preside overall meetings of the cooperative and the Board of Directors.

Vice Chairman

If the Chairman is absent in the case of disability or incapacity of the Chairman, the Vice Chairman shall perform the duties and responsibilities of the Chairman.

Treasurer

1. Take the custody of all money, securities and prepares list of acquired properties by the cooperative and maintain complete records of all its transactions.
2. Pay all financial obligations incurred by the cooperative approved by the manager/or board of directors.



3. Turn over all money, securities, papers books and other properties belonging to the cooperative in his possession to his/her successors upon the expiration/termination of his/her term of office.
4. Post an adequate bond to assure the faithful performance of his/her duties.
5. Sign and process pertinent documents upon authorization of the board of directors.
6. Keep a complete record of cash transactions for a proof of cash position at any given time and date.
7. Render reports and certify the correctness of cash position of the cooperative in all financial statements and other records submitted to the board of directors, the general assembly in the cooperative the CDA.
8. Perform duties of the secretary in the absence or inability to his/her duties as may be prescribed by the board of directors.

Secretary

1. Keep and maintain a complete registry of all members and record of all minutes of meetings of the board of directors and the general assembly.
2. Keep and maintain the share and transfer book, serve as custodian of the corporate seal of the cooperative.
3. Give notice of all meetings called.
4. Turn over all books and records and other properties belonging to the cooperative in his possession to his/her successor upon the expiration/termination of his/her term of office.



5. Perform the duties of the treasurer in the case of his/her absence to perform his/her duties.



APPENDIX D

DUTIES AND RESPONSIBILITIES OF THE MANAGEMENT STAFF

General Manager

1. Shall undergo policies set by the general assembly and the Board of Directors and has general charge of all the phases of the business operation of the cooperative.
2. Render reports monthly, annually or as may be required by the Board of Directors or the general assembly, and preserve the books, documents, correspondence and records of whatever nature concerning the operations of the cooperative which may come into his possession.
3. He may employ, supervise and/ or dismiss any agent or employee in the management force.
4. Shall maintain records and accounts of the cooperative in such manner that the true condition of its business may be ascertained at any timer.
5. Recommend policy to the Board of Directors based on the operations of the cooperative.
6. Post an adequate bond to assure the faithful performance of his duties.
7. Source out funds in cash or in kind (with the confirmation or approval of the Board of Directors).
8. Perform other duties as the Board of Directors may prescribe and turn over to his successor all properties belonging to the cooperative in his possession or over which he has control upon the expiration/termination of his services.



Accountant

1. Shall install an adequate and effective accounting system in the cooperative.
2. Render monthly reports to the general manager and board on the financial condition and operations of the cooperative and annual reports to the general assembly as required.
3. Contract and record whatever kinds pertaining to the business of the cooperative that may come to his possession.
4. Coordinate with the manager and the audit and inventory committee in assisting the board in the preparation of the annual budget.
5. assist the Chairman of the Inventory Committee in the preservation of the books of accounts, documents and vouchers.

Bookkeeper

1. Shall see to it that cash received by the treasurer, cashier, or collectors are properly receipted and duly accounted for.
2. Shall record in the books of accounts all transactions of the cooperative and see to it that they are properly supported by the prescribed accounting forms and supporting papers.
3. prepare monthly bank reconciliation of all cash in bank accounts.
4. Prepare the trial balance and financial statement monthly or quarterly as required and make available to the general manager and board of directors.
5. Check the daily summary reports required of these are submitted with the attached supporting papers.



6. Reconcile his/her records with the treasurer's or cashier's records on the cash position at least on a weekly basis.
7. Compute interest on savings accounts on a quarterly basis.

Storekeeper

1. Responsible for the proper display of goods and other commodities in the cooperative store.
2. Responsible for the sale of goods and other commodities in the consumer's store.
3. Sell goods over the counter for cash or on account depending on the policies formulated by the Board of Directors.
4. Record the purchases of the members indicating the member's name, goods purchased, amount of purchase and the date purchase.
5. See to it that the store is secured before leaving his/her workplace.
6. Prepare daily sales summary reports at the end of each day and submit to the treasurer/cashier together with the cash collectors.
7. Assist in the collection of store accounts if credit sales are allowed as per policy.
8. Make a periodic reports to the general manager regarding store operations.
9. Make a listing of goods and other items to be purchased.
10. Keep the store and premises clean and orderly at all times.

Cashier

1. Receive cash from all sources as determined by the Board as an accountable officer.



2. Assist the treasurer in the payments of obligations by issuing checks based on the approved vouchers and signed by the authorized signatories.
3. Ensure safety of all documents under his/her custody.
4. prepare daily summary report indicating the amount of cash received, the sources and the inclusive receipts issued, deposits and disbursements made during the day including the payees, voucher numbers and check numbers.
5. perform such other functions as may be assigned by the general manager or treasurer.

Collector

1. Responsible for the collection of payments of loans and other accounts and obligations payable to the cooperative.
2. Submit daily cash payment collections to the cashier or treasurer.
3. Make periodic reports to the Loans Officer and/or General Manager on the status of accounts.
4. Distribute collection letters, demand letters, statements of accounts and other notes.
5. periodic summary of collections indicating the payees name, amount paid, date of payment of an account classifications.
6. Perform such other functions as assigned by the Loans Officer or General Manger.



APPENDIX E
INTERVIEW GUIDE

1. Who initiated the organization of this cooperative?
2. What government agency and non-government organizations were involved in the organization?
3. What was the purpose of the cooperative?
4. Who were the first leaders of the cooperative?
5. Who were the first members of the Board of Directors and officers of the cooperative? Incorporators or cooperators?
6. How much was the initial capital? Initial members?
7. How was the operation started?
8. Did all the members attend the pre-membership education seminar?
9. Who conducts the PMES? How regular is the conduct of PMES?
10. Were there cases of withdrawal of members? What were the causes of withdrawal? How many members withdraw every year?
11. What factors affect the increase/decrease in your total asset?
12. Did you amend your by-laws? How many times?
13. Were there changes in your policies and practices? What old policies and practices were changed and what are the new ones?
14. Do you stick to your policies in your operation or were there cases that you disregard your policies to suit the situation?



