Technical Report

Establishing Alternative Dispute Resolution (ADR) Mechanisms in the Cooperative Sector: 3-Year Development Plan & Training Modules

by the Conflict Resolution Group Foundation (CoRe Group)

Prepared for

DOF Undersecretary Gil S. Beltran
Executive Director, National Credit Council
Department of Finance (DOF), and
Ms. Lecira Juarez, Chairperson
Cooperative Development Authority
Republic of the Philippines

Submitted for review to

Office of Economic Development and Governance (OEDG), USAID/Philippines

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Preface

This report is the result of technical assistance provided by the Economic Modernization through Efficient Reforms and Governance Enhancement (EMERGE) Activity, under contract with the CARANA Corporation, Nathan Associates Inc. and The Peoples Group (TRG) to the United States Agency for International Development, Manila, Philippines (USAID/Philippines) (Contract No. AFP-I-00-03-00020-00, Delivery Order 800). The EMERGE Activity is intended to contribute towards the Government of the Republic of the Philippines (GRP) Medium Term Philippine Development Plan (MTPDP) and USAID/Philippines’ Strategic Objective 2, “Investment Climate Less Constrained by Corruption and Poor Governance.” The purpose of the activity is to provide technical assistance to support economic policy reforms that will cause sustainable economic growth and enhance the competitiveness of the Philippine economy by augmenting the efforts of Philippine pro-reform partners and stakeholders.

Department of Finance (DOF) Undersecretary Gil S. Beltran, Executive Director, National Credit Council (NCC), requested EMERGE, by letter dated September 25, 2006, to assist the Cooperative Development Authority (CDA), among other things, to develop an alternative dispute resolution (ADR) mechanism. The Conflict Resolution Group Foundation (CoRe Group) won a competitive contract to do the job. The first phase of its activities was previously reported (in February 2007) under the title, “Development of the ADR Framework and Implementing Guidelines for the Cooperative Sector.” This report is about its second contract, to develop a 3-year development plan and training modules for CDA to implement the ADR mechanism throughout the country. It also reports on the training of trainers program conducted by the CoRe Group for CDA personnel.

The views expressed and opinions contained in this publication are those of the CoRe Group and are not necessarily those of USAID, the GRP, EMERGE or the latter’s parent organizations.
# Establishing Alternative Dispute Resolution (ADR) Mechanisms in the Cooperative Sector: Three-Year Development Plan & Training Modules

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Establishing ADR Mechanisms in the Cooperative Sector

THREE-YEAR DEVELOPMENT PLAN
COOP ADR SERVICE PROVIDER PROGRAM (CASP)

A. BACKGROUND/RATIONALE

The Tri-Level Alternative Dispute Resolution (ADR) Guidelines was developed to install conflict resolution mechanisms in the primary, union/federation and Cooperative Development Authority (CDA) levels as a response to the debilitating effects of inter- and intra-cooperative disputes in the sector. Preceding the finalization of the Guidelines was the conduct of sector consultations in 6 regional centers of the country. These resulted in a resounding clamor from the sector for the immediate installation of ADR in their cooperatives and the CDA.

The articulated demand from the sector prompted the CDA to follow up on its efforts in promoting ADR by mobilizing its resources and the support of EMERGE-USAID for the conduct of 3 batches of Basic Training on Professional Mediation. The training series resulted in the development of mediation skills among 86 representatives of various cooperatives nationwide and 40 officers and staff of the CDA. Qualified individuals are to be selected from this roster for the enhancement of their skills in ADR service provision and training. The challenge is to sustain ADR promotion and institutionalization in the sector beyond the financial support of the Project. Thus, it is expected that within only 3 years these carefully selected individuals and the installation of sustainability mechanisms will cause the widespread promulgation of ADR-Mediation in coop localities and in the entire sector.
B. THE PROPOSED OUTCOMES

THE MISSION

➢ To ensure the continued growth of the cooperative sector through the mainstream implementation of Alternative Dispute Resolution (ADR) mechanisms in cooperatives and the CDA

PROGRAM MILESTONES

1. Installed efficient conflict resolution systems that ensure impartiality, confidentiality and mutual acceptance through institutionalized Conciliation-Mediation practice
2. Established multi-level access to conciliation-mediation services for the coop sector
3. Ensured effective delivery of ADR training and services through defined selection/screening criteria and recognition procedures for Con-Med practitioners
4. At least 1 Mediator trained and recognized by the CDA in all operational cooperatives registered under the Authority
5. Implementation of a viable model to facilitate the sustained practice and promotion of ADR in the coop sector

C. MAIN STRATEGIC THRUSTS

1. CREATING MAINSTREAM AWARENESS ON ADR

The finalization of the Coop ADR Framework and CDA Memorandum Circular Tri-Level ADR Guidelines provide the impetus for the promotion of ADR in the cooperative sector. Still, much effort is required to disseminate the guidelines and its significance. And it must be the CDA to pioneer efforts to educate the sector on the Guidelines’ effective implementation.

Over the next 3 years, the CDA shall employ various IEC (Information, Education and Communication) activities that should facilitate the increased awareness and acceptance of ADR among cooperatives and members of their communities.
The following activities are proposed for the conduct of CDA in the next 3 years:

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<th>Activity</th>
<th>Objective</th>
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<td>Dissemination of the CDA Memo Circular on the Coop ADR Tri-Level Guidelines</td>
<td>➢ To guide Primary and Union / Federation cooperatives in various aspects of installing and implementing ADR at each their levels as well as across levels (primaries - union/ feds - CDA)</td>
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<td>Approval and Distribution of the Primer on Coop ADR</td>
<td>➢ To supplement the ADR Memo Circular of the CDA; to provide cooperatives simplified material which they can disseminate to each their community</td>
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<td>Inclusion of strategic planning and reporting on ADR implementation in ManCom and regional mtgs</td>
<td>➢ To involve leaders and officers of CDA extension offices in the evaluation and continuous improvement of the Agency’s ADR Program</td>
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<td>Participation in the annual recognition of Conflict Resolution Day (October 19)</td>
<td>➢ To join the international community in promoting the use of Conflict Resolution in various aspects of human relationships</td>
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<td>Incorporation of ADR in the Agency's newsletters or publications</td>
<td>➢ To regularly update the regional offices and the sector on new ADR initiatives in coops and the Agency</td>
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<td>Holding of lectures, regional symposia or fora on ADR Implementation in the Sector</td>
<td>➢ To provide cooperatives with a secure venue to share learning and experiences in ADR</td>
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2. DEVELOPING CAPABILITIES FOR MEDIATION SERVICE AND ADR TRAINING PROVISION

A series of three 2-week training sessions were conducted in NCR, Cebu and Tagaytay between the period of May 15 to June 22. The 85 coop representatives and 37 CDA officers underwent 80 hours of combined classroom and practical training on Professional Mediation. The sessions culminated in written and practical assessments which served as the basis for qualifying 50 coop representatives and 10 CDA staff for Coop ADR Training for Trainers. (The ADR Training report is attached.)
Having been carefully selected and trained, these individuals of the pioneer batch are expected to conduct Coop ADR Trainings that will subsequently develop more mediation practitioners in coop communities nationwide. Future batches of practitioners and trainers shall be qualified based on Recognition Criteria and Procedures prescribed by the CDA. This shall ensure the quality of practitioners and trainers produced for the coop sector. And guided by the Code of Ethics for Professional Mediation Practice, coop ADR practitioners and trainers will assuredly conform to standards set on ensuring confidentiality, impartiality and mutual acceptance under the mediation process.

The features of the capability-program for Coop ADR practitioners include:

- Process design for efficient resolution of conflicts at the coop level
- Training modules based on Harvard training methods
- Conformity to global standards for Mediation training
- Combined remote and face-to-face modules for time and cost-effective training

In light of the logistical problems in training an average of 20,000 cooperatives per year, a Basic Mediation Distance Education packet was produced with the aim of providing remote access to Basic Mediation principles and skills as a prelude to face-to-face training for potential mediators in each cooperative. The manual and video-based distance education materials aim to boost the newly acquired skills of the pioneer coop sector-based service providers to effectively and conveniently train mediators in every cooperative. Through these, all operational cooperatives nationwide can be trained in Coop Mediation Practice within 3 years.

3. ENSURING SUSTAINABILITY THROUGH ENTERPRISE DEVELOPMENT

The number of registered cooperatives in the Philippines reached 73,630 in December 2006. Of these, 27,043 (37%) were identified as active or operating. This translates to an average of 1,700 operating cooperatives in all 16 regions of the country.

Applying the strategy of multiplying the training team by arming qualified members of the Cooperative to become future ADR Trainers, it is estimated that the target to install at least 1 Mediator in each cooperative in the country will be attained within 3 years. This is especially achievable as practitioners have been presented with a viable scheme to generate revenues for them and their cooperative. Ultimately, the coop can expand the ADR committee and spin off a
separate unit to focus on the business of providing ADR services and training to other neighboring cooperatives. As such, cooperatives may develop surpluses not only to sustain their program but invest in other relevant projects for the community as well.

Coop Practitioners may capitalize on the following opportunities to generate income that will profit the ADR Program in their cooperative:

a) Service fees for Mediation Service  
b) Training Fees for Face-to-face Basic Mediation Training  
c) Sale of the ADR Distance Education Kits

Mediation services in cooperatives have not been prescribed a standardized scheme nor fixed fees by the CDA. The cooperatives shall have this prerogative on service fees, if any are to be imposed at all, as well as on the prescribed incentive package for its Mediators (so long as it conforms to the ADR Law that fees of Mediators shall not be a factor of the case settlement amount). It is recommended, however, that levels of affordability must be considered for the service to remain attractive and accessible to the disputants. Likewise, the incentive package for the Mediator must be considerable of the fact that he or she possesses a specialized skill that will be very beneficial to those that require it. With some existing schemes, the disputants equally share the fees for the Mediator's services. Additional charges are then incurred should the Mediation proceedings extend beyond 3 sessions. It had been expressed, however, that cooperatives might subsidize the Mediation service and offer it FREE especially for disputants who are members of their cooperative.

Coop ADR Training, meanwhile, is an opportunity which cooperatives, particularly tertiary and secondary cooperatives, may find promising. Estimates show that every trainer may stand to generate an average of P675,000 per year on conducting ADR Training for its primary coops.

Consider the basic assumptions:

- 1 Coop ADR Trainer will conduct a minimum of 15 2-day training sessions per year over the next 3 years
- Training fee for every participant is at a minimum of P3,000
- Every training batch may be composed of a minimum 20 participants
- Estimated cost for trainers fee, meals and materials is at 25% of gross revenue
We then compute as follows:

- Gross Revenues:
  
  \[ 20 \text{ trainees} \times P3,000/\text{pax} \times 15 \text{ trainings} \times 3\text{yrs} = P2,700,000 \]

- Less: Estimated Cost*:
  
  \[ P2,700,000 \times 25\% = (P675,000) \]

- Net Profit:
  
  \[ = P2,025,000 \]

With potential profits of P2,025,000 for the conduct of Coop ADR Trainings, every cooperative and its trainer will possess substantial surpluses to invest in the continuous growth and promotion of its ADR Program.

Another promising source of revenues for the trainer and the cooperative is the sale of the Coop ADR Basic Mediation Workbook packet which is at a wholesale price of P400. At a suggested retail price of P500 each packet, a profit sharing scheme on the P100 surplus may be devised between the trainer and the cooperative. The trainer might receive 25% for marketing the product whereas the coop receives 75% as guarantor or financier.

The coop and the trainer, of course, may choose to devise other forms of profit-sharing which will be mutually satisfactory for them. However, based on the P25 – P75 share between the trainer and the coop, we compute for the following:

- Potential Market: at least 70,000 cooperatives registered nationwide, where 50% will decide to install a Con-Med Committee comprised of 3 members
- Each member will purchase 1 ADR workbook each in order to acquire the unique Mediator’s ID Number required for recognition by the CDA
- Estimated 70 pioneer trainers & cooperatives
- Suggested Retail Price of P500 where P100 goes to the trainer/coop

This is thus illustrated:

- Potential Market:
  
  \[ 70,000 \times 50\% \times 3 \text{ committee members} = 105,000 \]

- Potential Revenues:
  
  \[ 1,500 \text{ potential mediators} \times P100 = P150,000 \text{ income from Workbook sales which can be shared between the Trainer and Coop} \]
And in order for CDA to continue its efforts in ADR promotion and systems improvement beyond external assistance, it may also choose to adopt the coop model and generate revenues for the conduct of training sessions especially at the regional level. It may also market the Coop ADR Workbook, the sale of which may be used to fund future ADR activities of the Authority.

d) CONTINUOUS MONITORING AND QUALITY IMPROVEMENT
Key to the effective and efficient monitoring of system performance in ADR is the installation of an information management system linking data and information from the primary, federation-union and CDA Levels. The overall information management system will also track outcomes at all levels without compromising confidentiality. It shall also incorporate feedback on end-users’ satisfaction on the performance of the mediator and the conduct of the mediation proceedings.

Having installed a system where the provision of Mediation services should be more prevalent at the coop levels than the CDA, systems monitoring and evaluation now becomes the primary role of the Authority. Ensuring effectiveness of the mediation process and conformity to ethical standards of practice becomes its primary contribution to the overall implementation of ADR in the coop sector.

However, there remains a need to establish baseline information on the capacity of the coop sector in ADR. Initially, a correct listing of cooperatives with or without internal ADR mechanisms, particularly conciliation-mediation, must be spearheaded by the CDA. The cooperation of the sector must be solicited especially at the regional levels prior to the conduct of institutional reviews of primaries, federations and unions. The institutional reviews should determine their capacity for ADR service provision and system management. An inventory of coops which lack the readiness for ADR and in what areas will provide the springboard from which the Authority can guide the sector in ADR implementation and sustain system improvement initiatives.
Qualitative and quantitative assessments will be applied in monitoring systems at all levels. The following documentation forms and templates have thus been developed to guide in effective implementation and monitoring:

A. Process Forms
   - Mediation Request Form
   - Notice of First Mediation Conference
   - Agreement to Mediate Form
   - Agreement Form
   - Mediation Tracking Form
   - Mediator’s Report Form
   - Mediator’s Evaluation Form
   - Certificate of Non-Settlement
   - Certificate of Non-Resolution

B. Report Templates
   - CDA Quarterly, Semi-Annual and Annual Forms (for consolidating Conflict-Resolution Committee Reports)
   - Primary/Secondary Quarterly and Semi-Annual Report Forms
   - Conflict-Resolution Committee Monthly Report Form

The following key result areas shall be regularly monitored by ADR/Con-Med Committees at the Coop and CDA levels:
   - Outcomes of Cases Handled
     - Successful Outcomes
     - Failed Mediation
     - Returned without Action
     - Rate of Referrals
   - Common Nature of Complaints
   - Common Types of Complaints
   - Reasons for Non-Settlement
   - % of Trained Members of the ADR/Con-Med Committee and Unit
   - End-user’s satisfaction on the Mediator, the mediation process and the outcome
   - Advocacy activities conducted for the period

ADR/Con-Med teams at the coop and CDA levels shall also be required to internally assess their systems and recommend appropriate measures for improvement.
Figure: 3 - Year Coop ADR Roadmap

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<th>Structure</th>
<th>Process</th>
<th>Capability-Building</th>
<th>Advocacy</th>
<th>Monitoring &amp; Evaluation</th>
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<td>FIRST</td>
<td>Terms of reference of the CDA Con-Med Units/Sections defined</td>
<td>Code of Ethical Practice on Professional Mediation BOA approved for trained and recognized co-op ADR Practitioners</td>
<td>80 qualified representatives of the coop sector undergo Training of Trainers (TOT)</td>
<td>All active cooperatives furnished by CDA EO’s with the official primer on the Coop ADR Tri-Level Guidelines</td>
<td>Monthly, Quarterly and Annual Report templates approved by CDA BOA for use by the Agency and the sector</td>
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<td>All CDA Central and Extension Offices install Con-Med Section and Units</td>
<td>Conciliation-Mediation supersedes traditional adjudicatory processes at the CDA offices and cooperative levels</td>
<td>12 officers and staff of the CDA undergo Coop ADR TOT</td>
<td>At least 50% of active co-ops incorporate ADR Con-Med orientation in their PMES</td>
<td>CDA to conduct an inventory of cooperatives with or without internal ADR mechanisms, particularly conciliation-mediation</td>
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<td>ADR / Con-Med Committee supplants all existing coop Grievance Committees</td>
<td>All active cooperatives furnished by CDA EO’s with the Memo Circular Coop ADR Tri-Level Guidelines</td>
<td>Each ADR Trainer conducts at least 2 trainings for the year - aggregate of at least 190 trainings</td>
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<td>At least 50% of active cooperatives provide for the creation of the Conciliation-Mediation Committee in their By-Laws</td>
<td>Coops access distance education training materials to acquire Basic Mediation principles and skills as a prelude to a face-to-face training</td>
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<td>SECOND</td>
<td>100% of active cooperatives have provided for the establishment of the Con-Med Committee in their by-laws</td>
<td>Representations conducted with the Courts for the rules and procedures covering the deposit of Mediation Agreements in the RTCs as prescribed in RA 9283</td>
<td>Coop ADR Trainers conduct 1 training per month</td>
<td>Coop GA Meeting(s) incorporate ADR in the agenda</td>
<td>CDA utilizes their updated ADR inventory to promote the installation of ADR mechanisms in coops</td>
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<td>CDA develops a policy to make the incorporation of the ADR clause in the by-laws a requirement for coop membership registration</td>
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<td>The CDA develops a campaign / activity to encourage the sector to participate in the celebration of ConRes Day, October 19</td>
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<td>End-users mediation evaluation reveal HIGH level of satisfaction on the outcome and conduct of the Mediation process</td>
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<td>Efficient reports generation at the CDA and Coop levels facilitated by an electronic info mgmt system</td>
<td>Quarterly and Annual Reports incorporate reviews and action to be taken by coops for systems improvement</td>
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<td>All active coops have at least 1 Mediator trained and recognized according to CDA approved standards and criteria</td>
<td>CDA extension offices to conduct ADR form and symposiums for coops under their jurisdiction</td>
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<td>CDA recognized Mediators average a rank of 3.0 on End-users’ Mediator’s Performance Evaluation</td>
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<td>All members of the Coop ADR Committee have been trained in Con-Med practice</td>
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Alternative Dispute Resolution (ADR) Program for the Cooperative Development Authority (CDA)

PROGRESS REPORT NO.1

Period Covered: April 27 to May 10

Updates on Program Components:

I. ADR Consultancy
   a. ADR Primer, Forms and Code of Ethics

   Drafts of the primer, forms and code of ethics have been submitted to the CDA Board of Administrators (BOA) for comment. It was reported to the CoRe Group that the CDA BOA had made no comments or suggestions on the materials.

   b. 3-year Development Plan

   Prof. Abaya met with Chairperson Juarez to consult her on the CoRe Group’s plan for the expansion and sustainability of the ADR Program in the sector through the Trainer’s Program and distance learning materials. The 3-year development plan is currently being drafted.

II. ADR Training for the Cooperatives

   The training for the CDA was initially set for May 15. However, due to conflicts in their schedule, they requested that it be moved to the month of June. Thus, it was agreed that the training for cooperatives be conducted first on the following dates:

   NCR Training: May 21 to June 2, 9:00am to 6:00pm
   (with the exception of Day 1)
   Venue: Gaite and Soriano rooms, NATCCO, JP Rizal Street, Cubao, Quezon City

   The first day of training shall begin at 1:00pm to accommodate participants who shall be traveling from faraway provinces. To date, the CDA reported about 10 participants coming from Baguio City, Tarlac and Nueva Ecija.

   Cebu Training: May 28 to June 9
   Venue: Ecotech (tentative)

   To assist the CDA in the recruitment process, the CoRe Group initiated a small gathering of representatives from federations and large cooperatives to discuss the benefits of sending participants to the ADR Program. The meeting, which was held last May 8 at the CDA Headquarters, was attended
by 6 officers of various federations who were all excited about the program. They expressed their intention to help promote the program among their membership and send trainees.

III. ADR Training for the CDA

The CDA training will be held on June 12 to 23. Participants have been short-listed and will be submitted to the CoRe Group once finalized. Tentative venue is PHINMA Tagaytay.

IV. Trainer’s Training Program

The Trainer’s Training Program will be held on June 25 to 26. Tentative venue is PHINMA Tagaytay.

V. Distance Learning

The video shoot was conducted last April 30 to May 1. Editing for the first video deliverable (which is a re-enactment of a coop-related case) is currently underway and will be submitted on May 12 in time for use during the Coop Sector Training on May 15. (NOTE: This simple video will be further edited to include the instructional portions for use during the Trainer’s Training in June.)

The workbook is currently being drafted.
I. TRI-LEVEL ADR GUIDELINES

A. What are the functions of the Tri-level ADR Guidelines?

The Tri-Level ADR Guidelines was formulated to respond to the apparent need for mechanisms to mitigate the debilitating social and economic effects of conflicts in the cooperative sector. This was a result of consultations facilitated by the CDA in 6 regional centers nationwide.

The Tri-Level ADR Guidelines seeks to effectively establish Conciliation-Mediation systems in the following levels:

1. primary cooperatives
2. union/federations
3. the CDA

B. What are the principles behind the Coop ADR Guidelines?

The Conciliation-Mediation Process shall be conducted in accordance with the following principles:
a) Subsidiarity - all disputes shall be primarily resolved amicably at the Cooperative Level;

b) Confidentiality - no transcript of the proceedings shall be taken during the conciliation-mediation process and that all notes and admissions of the parties shall be inadmissible in any other proceedings;

c) Speedy inexpensive conciliation-mediation process - no technical rules of evidence shall be applicable including presence of counsel;

d) Flexibility - the Conciliation-Mediation Section/Unit, Con-Med Officer and any other party involved in the process shall be vested with ample discretion to conduct the Con-Med process and to pursue whatever Conciliation-Mediation options as agreed upon by the parties;

e) Liberal Construction - these guidelines shall be liberally construed in favor of attaining the paramount objective of amicably settling disputes at the lowest levels;

f) Independence and Autonomy - the members of the Con-Med Section/Unit, the Con-Med Officers and Conciliator-Mediators shall be insulated from all types of external influences and pressures;

g) Accessibility - the process is open to all disputants desirous of solving their disputes and/or problems amicably as the CDA recognizes the need to make justice accessible as widely as possible to all members of the cooperative;
h) Voluntariness - submission to the conciliation-mediation process shall be completely voluntary.

C. What are the legal foundations for the implementation of ADR in the coop sector?

The use of Conciliation-Mediation is mandated under the following laws:

**R.A. 6939, Section 8. Mediation & Conciliation by the CDA**

Upon the request of either or both parties, the Authority shall mediate and conciliate disputes within a cooperative or between cooperatives.

**R.A. 6938, Article 121. Settlement of Disputes by Cooperatives**

Disputes among members, officers, directors and committee members, and intra-cooperative disputes shall, as far as practicable, be settled amicably in accordance with the conciliation or mediation mechanisms embodied in the by-laws of the cooperative, and in applicable laws. Should such a conciliation/mediation proceeding fail, the matter shall be settled in a court of competent jurisdiction.
D. **What disputes are covered by the ADR Tri-level Guidelines?**

All cooperative disputes and issues between and among cooperative members, board/directors, committee/member, other officers, employees, clients and/or beneficiaries of the cooperative. However, Conciliation-Mediation will not prevent coop management from implementing sanctions and penalties against violations of its rules and regulations.

E. **Where can one go in case of a coop-related dispute?**

Level 1 – Primary Cooperative: in accordance to the principle of subsidiarity, disputants should first exhaust all efforts to settle the dispute amicably at the primary level.

Level 2 – Union/Federation: Only if the dispute was not resolved at the primary level or if the dispute is between 2 cooperatives (inter-cooperative) will one have the option to elevate the dispute to the union/federation. At this level, parties also have the option to file the dispute with the Coop Development Council or other ADR providers instead of the Union/Fed.

Level 3 – Only disputes not resolved at the secondary level may be filed for conciliation-mediation with the CDA.
F. How and when will the Guidelines be implemented?

The Guidelines will be implemented through the amendment of the coop by-laws. The amendment should be accomplished within 2 years from the effectivity of the ADR Guidelines.

II. The Conciliation-Mediation Committee

A. What is Conciliation-Mediation?

Conciliation-Mediation is a process of ADR wherein a neutral third party facilitates non-adversarial communication between parties to achieve the amicable and efficient settlement of their disputes. The process results in a voluntary and mutually satisfactory outcome decided upon by the parties themselves.

B. Who will implement Conciliation-Mediation in the cooperative?

A Conciliation-Mediation Committee shall be formed by the primary or union/federation to develop, manage and institutionalize ADR in the cooperative.

The Con-Med Committee shall be composed of at least 3 members elected by the GA or appointed by the BOD. They shall elect among themselves a Chairman, Vice-chairman and a Secretary.
What are the functions of the Con-Med Committee?

1. Formulate and develop the Conciliation-Mediation Program and ensure that it is properly implemented;
2. Monitor Conciliation-Mediation operations (entry of new cases, status of pending cases, performance of Conciliator-Mediators);
3. Submit semi-annual reports to the CDA within fifteen days after the end of every semester;
4. Accept and File Evaluation Reports;
5. Submit recommendations for improvements to the BOD; and
6. Recommend to the Board any member of the cooperative for Conciliation-Mediation Training as Cooperative CA

C. How can one be qualified to be a member?

An individual must possess the following qualifications to be a member of the Con-Med Committee:

1. A legitimate cooperative member
2. A member in good standing
3. NOT a coop officer

D. Can a member of the Con-Med Committee be terminated?

Yes. A member of the Committee may be terminated on the following grounds:
✓ violation of the Code of Ethical Standards,
✓ breach of the provision on confidentiality,
✓ manifestations of partiality
✓ conduct undermining the integrity of the Conciliation-Mediation process
✓ other grounds as may be provided in the coop by-laws

E. Will the Committee require the involvement of the coop management staff?

Yes. One (1) member of the management staff shall be designated by the BOD to serve as the Conciliation-Mediation Coordinator.

The Coordinator shall work with the members of the Committee in effectively implementing the ADR Program in the cooperative. His specific functions are to:

1. Receive complaints, and assist the disputing parties in reducing their complaints in writing;
2. Confirm parties’ request to participate in Conciliation-Mediation;
3. Assist parties in the selection of a Conciliator-Mediator;
4. Monitor and report on the outcome of Conciliation Mediation conducted by non-pool Conciliator-Mediators;
5. Receive and file the Conciliator-Mediator’s evaluation form;
6. Submit to the Committee the monthly report summarizing status of all cases processed and the results of the evaluation of the Conciliation-Mediation Process;
7. Facilitate the issuance of the Certificate of Non-Settlement from any failed or refused Conciliation-Mediation;
8. Monitor and fill-up the documents on the Conciliation-Mediation process;
9. Send communication to the disputants; and
10. Maintain an updated list of Conciliator-Mediator.

F. What will happen to the existing Grievance/Arbitration Committee of the cooperative if a Con-Med committee will be established?

The existing Grievance/Arbitration Committee of the cooperative shall continue to operate for a period of 2 years from effectivity of the ADR Guidelines. It shall be replaced upon amendment of the coop by-laws and the constitution of the Conciliation-Mediation Committee.

III. The Mediator

A. Who will mediate cases filed with the cooperative?

Only Mediators mutually selected by the parties will be allowed to mediate cases. The Mediator should be
selected from the Pool of Recognized Mediators, preferably from the cooperative and within the area. However, a conciliator-mediator who is not a member of the Pool may serve as Mediator provided his/her selection is mutually agreed upon by both parties.

B. How can one become a Conciliator-Mediator?

Any individual may apply to be a Conciliator-Mediator through a CDA-prescribed recognition process. The recognition process of the CDA includes compliance with training requirements and successful completion of evaluation instruments and standards. An individual may also be nominated for recognition by a primary cooperative. Once recognized by CDA, he/she shall be included into the Pool of Conciliator-Mediators. A Mediator will also be required to strictly adhere to a Code of Ethics and Standards of Mediation Practice prescribed by the CDA.

C. Can a member of the Con-Med Committee be permitted to mediate disputes filed at her/his cooperative?

Yes. A member of the Committee may provide Conciliation-Mediation services during and after his/her term, provided he/she is selected by both parties.
D. Can the Mediator be terminated by the disputant in case of unsatisfactory performance?

Yes. One or both parties may request the replacement of the Conciliator-Mediator at any time during the Conciliation-Mediation proceedings, due to loss of confidence and partiality.

E. How will the performance of a Mediator be monitored?

Parties will be required to fill-out an Evaluation Form for feedback on the effectiveness and quality of the Conciliation-Mediation Process as well as the Mediator’s performance. The accomplished forms shall be forwarded to the Conciliation-Mediation Coordinator for filing and monitoring. If it has been found that the Mediator has been consistently performing poorly, he/she may be terminated from the Pool of Recognized Mediators.

F. What is the compensation for Conciliator-Mediators?

There is no standardized compensation package for Conciliator-Mediators. It the prerogative of the cooperative what fees or wages will be provided to their Mediators.
PRIMARY LEVEL

COOP
Con-Med Committee
receives complaint

Con-Med Coordinator assists

Option to undergo CON-MED

Conduct of CON-MED

SUCCESSFUL

Parties fill-out Con-Med Evaluation Form

Parties Sign Agreement

Submit to CDA Con-Med Officer for RECORDING

Submit to RTC for deposit (at the parties’ option)

FAILED

Submission of Certificate of NON-SETTLEMENT

Unioin/Fed

Coop Dev Council

OTHERS
IV. The Mediation Process

A. Who can file a complaint with the cooperative?

Any member or non-member of the cooperative may file a dispute before the Con-Med Coordinator, provided it is determined by the Conciliation-Mediation Committee that the dispute, if remained unresolved, will directly affect the operations of the cooperative.

B. What are the steps involved in the Conciliation-Mediation proceedings?

Conciliation-Mediation shall proceed in the following order:

1. Filing of Complaint with the Con-Med Coordinator
2. Issuance of Notice of Preliminary Conference to the parties
3. Conduct of preliminary conference by the Coordinator
4. Contacting of the Parties for Conciliation-Mediation
5. Conduct of the Conflict Coaching Session
6. Signing of the Conciliation-Mediation Agreement
7. Accomplishment of the Evaluation Forms

C. What shall be done with the Signed Conciliation-Mediation Agreement?

In case of settlement, the Agreement shall be:

a) Submitted to the CDA for recording
b) Deposited at the parties’ option with the RTC where one of the parties reside

D. What will happen in case the parties fail to reach an agreement?

If the Conciliation-Mediation is not successful at the first or second levels, the Conciliation-Mediation Committee shall issue a Certificate of Non-Settlement. The Certificate of Non-Settlement is necessary for the dispute to be referred to the Conciliation-Mediation Committee at:

1. The Federation or Union level; or
2. The Cooperative Development Council; or
3. Other ADR providers for arbitration, private Conciliation-Mediation, counseling, social services, etc, at the parties’ option.

E. How is confidentiality ensured during the Conciliation-Mediation proceedings?

Candor and spontaneity should be encouraged during the Mediation proceedings for the process to be effective. Therefore, Mediation strictly prohibits the following:

a) Disclosure by the Mediator of any communication made by one disputant, either during conflict
coaching or at anytime during the Conciliation-Mediation proceedings, which are not intended to be known by the other party or by anyone
b) Taking of transcript, minutes or any record of the Conciliation-Mediation proceedings
c) Preserving any personal notes taken by the Conciliator-Mediator even after the termination of the proceedings
d) Using notes, transcripts, minutes or any disclosed information gleaned during the Mediation proceedings as evidence in court
e) Coercing of the Mediator to present evidence or testify in court

F. **What is the maximum duration for Conciliation-Mediation?**

The Con-Med proceedings should not exceed 30 days from the signing of the Agreement to Mediate. However, a 15-day extension may be granted if a valid reason is presented.

G. **When is Conciliation-Mediation considered as failed?**

Conciliation-Mediation is declared as failed:

a) When no settlement is reached by the parties after 30 calendar days from the start of the conflict coaching.
b) When any or both of the parties or the Conciliator-Mediator decide to terminate the proceedings if, in his/her judgment, further efforts at Conciliation-Mediation are unlikely to lead to a resolution of the dispute.

H. How much will disputants pay for Mediation services?

There is no standardized fee for Mediation services. It is at the option of the cooperative how much will be charged or if there will be a fee charged at all.

V. ADR Implementation and Monitoring

A. Are cooperatives required to submit ADR program monitoring and evaluation reports to the CDA?

Yes. All Conciliation-Mediation Committee of every cooperative shall submit semi-annual and annual written reports to the CDA Conciliation-Mediation Unit on the status of Conciliation-Mediation. Reports shall follow a prescribed CDA format, covering information regarding common issues of disputes, monthly account of complaints received, number of mediated cases, report of outcomes and referrals and an assessment of client satisfaction with the process. Recommendations based on their experience on how to improve the ADR
Program and its operative system is also part of each coop’s annual requirements.

B. **How will cooperatives advocate ADR to its members?**

The cooperative shall advocate ADR to its members through the following measures:

a) Incorporation of a report on the status of the Conciliation-Mediation Program in its General Assembly meetings.

b) Dissemination of article(s) on the availability, benefits, status and advantages of Conciliation-Mediation in its newsletters and other modes of communication to the general membership.

C. **How long does a cooperative have to install an ADR system?**

Cooperatives are provided 2 years to amend its by-laws and constitute its Conciliation-Mediation Committees. These may be facilitated either by election during their General Assembly or by appointment of the Board of Directors. Within the same period, it shall also endorse for training its Conciliator-Mediators in accordance with the CDA prescribed education and training program for Conciliator-Mediators.

**Approval/Effectivity**
AGREEMENT TO MEDIATE

The undersigned parties agree to mediate the dispute within thirty (30) days from the date of the initial mediation session.

By my signature below, I attest, understand, and agree that:

1. I choose mediation VOLUNTARILY – out of my own free will.
2. I intend to settle my differences with the other party using a collaborative method.
3. I, the other party or the Mediator may stop the mediation at any point for any reason. Upon termination of the mediation process, I may still pursue my case through arbitration and litigation.
4. I am entering mediation in good faith and I shall make my mediation proposals in earnest.
5. If I reach an agreement through the mediation process, I bind myself legally to fulfill my commitments.
6. I may return to mediation as agreed by the other party, should a change in the mediation agreement be needed.
7. I agree not to use any of the information gained in the mediation session against the other party.
8. The mediation process is strictly confidential, and that no part of the discussion with the mediator, excluding child abuse and domestic violence, threats of violence, or intention to commit a crime, shall be disclosed without prior approval of the mediator or the pertinent parties.
9. I shall not ask or cause the mediator to testify in any court proceedings to disclose any information revealed in mediation.
10. I have the full authority to commit resources to an agreement, which may result from mediation.

PARTY A:      PARTY B:

___________________________________  ____________________________________
Signature over Printed Name

___________________________________  ____________________________________
Name of Primary/Federation/Union

___________________________________  ____________________________________
Representative’s Designation

PARTY C:      PARTY D:

___________________________________  ____________________________________
Signature over Printed Name

___________________________________  ____________________________________
Name of Primary/Federation/Union

___________________________________  ____________________________________
Representative’s Designation

ATTESTED BY:

__________________________________________
Mediator / Mediation Coordinator
Signature over Printed Name

* Should representatives appear for principal parties, notarized Special Power of Attorney and Board Resolution stating that representative/s have the full authority to enter into mediation and signed agreements must be submitted.
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<th>Request Reference No.</th>
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<tr>
<th>Name of Requesting Party</th>
<th>Age</th>
<th>Sex</th>
<th>Status</th>
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<th>Landline No.</th>
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<th>Name of Cooperative</th>
<th>Type of Cooperative</th>
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**Type of Membership of Cooperative**
- [ ] Primary
- [ ] Secondary
- [ ] Tertiary (Federation)
- [ ] Tertiary (Union)

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<th>Designation in the Cooperative</th>
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<tr>
<th>Name of Responding Party/ies</th>
<th>Occupation</th>
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**Type of Membership of Cooperative**
- [ ] Primary
- [ ] Secondary (Federation)
- [ ] Secondary (Union)
- [ ] Tertiary (Federation)
- [ ] Tertiary (Union)

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<th>Designation in the Cooperative</th>
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| Address of Cooperative | |
|------------------------| |
|                        | |

**NATURE OF COMPLAINT/S**
- [ ] Legitimacy of coop leadership or authority
- [ ] Violation of coop by-laws
- [ ] Election Protest
- [ ] Employment
- [ ] Termination in the coop organization
- [ ] Others

<table>
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<tr>
<th>TYPE OF COMPLAINT</th>
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</table>

- [ ] Member vs. Member
- [ ] Member vs. Officer
- [ ] Officer vs. Officer
- [ ] Member vs. Cooperative
- [ ] Cooperative vs. Cooperative
- [ ] Cooperative vs. Federation
- [ ] Federation vs. Federation

**SPECIFY REASON FOR THE REQUEST**

_________________________________________________________________

Signature over print of requesting party

Assisted by: __________________________
Date: __________________________

Referred by:

[ ] Private Individual/Institution
[ ] Primary Level Con-Med Committee
[ ] Union/Fed Con-Med Committee
[ ] Non-Coop based Mediation service provider
SETTLEMENT/ AGREEMENT FORM

AGREEMENT

By my signature below, I attest, understand, and agree to the following:

The compromise was executed voluntarily and out of our own volition. We have read and understood the contents thereof.

The Parties agree that this constitutes full and final settlement of any complaint each may have against the other in relation to this case.

PARTY A
_______________________
Signature over Printed Name
Date

PARTY B
_______________________
Signature over Printed Name
Date

PARTY C
_______________________
Signature over Printed Name
Date

PARTY D
_______________________
Signature over Printed Name
Date

Assisted by:

___________________________
Mediator
Date
MEDIATOR: __________________________

I am PARTY  [ A ] [ B ] [ C ] [ D ]

**EVALUATION OF MEDIATION**

Rate the following statements accordingly. Check ONLY ONE box opposite the statement that corresponds to your answer. There are no right or wrong answers.

5 STRONGLY AGREE    4 AGREE    3 NEUTRAL    2 DISAGREE    1 STRONGLY DISAGREE

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<tr>
<th>MEDIATION</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
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<tbody>
<tr>
<td>1. I am well-informed about the mediation process.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<td>2. I voluntarily joined/participated in the process.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>3. Mediation helped identify the problem.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>4. Mediation aided in identifying the issues related to the problem.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<td>5. I successfully expressed my feelings.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>6. I understand the point of view of the other party.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<tr>
<th>MEDIATOR</th>
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<th>4</th>
<th>3</th>
<th>2</th>
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<tbody>
<tr>
<td>1. The mediator did not show bias towards any involved party.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>2. S/he is perseverant.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>3. The mediator listened attentively.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>4. S/he is sensitive to my feelings.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>5. I was not forced by the mediator to agree to a settlement.</td>
<td>☐</td>
<td>☐</td>
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**CONCLUSION** *Continue ONLY IF mediation resulted to an agreement.*

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<th>4</th>
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<tbody>
<tr>
<td>1. I am satisfied of the results of the Mediation process.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>2. No one forced me to agree to a settlement.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>3. I believe the other party will abide by the terms of our agreement.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>4. I will abide by the terms my agreement with the other party.</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>5. I believe I am in good terms with the other party.</td>
<td>☐</td>
<td>☐</td>
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</table>

1. Would you recommend mediation to those who have cases?  ☐  ☐  ☐  ☐  ☐
2. Do you agree to pay for Mediation services?  ☐  ☐  ☐  ☐  ☐
   If yes, how much will you pay?  ☐ P500  ☐ P1000  ☐ P2000+
   If appropriate, percent of the payment agreed upon  ☐  ☐
3. Will you agree to subscribe to the services of a private mediator?  ☐  ☐

**COMMENTS & SUGGESTIONS:**

Evaluation Form - DRAFT
MEDIATION TRACKING FORM

Reference No: __________________________

REQUESTING PARTY: ____________________________________   MEDIATOR:   __________________________________

PARTY A     PARTY B     PARTY C     PARTY D

Signature over Printed Name   Signature over Printed Name   Signature over Printed Name   Signature over Printed Name

Name of Primary/Federation/Union   Name of Primary/Federation/Union   Name of Primary/Federation/Union   Name of Primary/Federation/Union

Representative’s Designation   Representative’s Designation   Representative’s Designation   Representative’s Designation

---

APPEARANCES

<table>
<thead>
<tr>
<th>Date</th>
<th>Signature of Parties to the Dispute</th>
<th>Re-Set Date agreed upon</th>
<th>Reasons for Re-setting</th>
</tr>
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<tr>
<td>1st</td>
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<td>4th</td>
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RESULT

SUCCESSFUL MEDIATION

Parties reached an Agreement

FAILED MEDIATION

Due to: ___________________________

RETURNED WITHOUT ACTION

Party/ies declined Mediation

Party/ies did not appear

Others: ___________________________
**NOTICE FOR MEDIATION**

<table>
<thead>
<tr>
<th>Reference No.</th>
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<table>
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<tr>
<th>DATE:</th>
<th>Mediation Conference</th>
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<tr>
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<td>1st 2nd 3rd 4th 5th</td>
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| TO: |

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<tr>
<th>RE: INVITATION TO MEDIATE</th>
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</table>

Greetings!

You are hereby notified that a request for Mediation/Conciliation is set for conference on _______________________________, ________ AM/PM at the _____________________________________________________________.

We highly appreciate it if you attend this conference in person. Otherwise, you may send a duly authorized representative.

By:

_________________________
Coordinator
Conciliation-Mediation Unit

Noted by:

_________________________
CODE OF ETHICAL STANDARDS OF PROFESSIONAL MEDIATION PRACTICE

This Code shall be observed by all Mediators recognized by the Cooperative Development Authority (CDA).

DECLARATION OF COMMITMENT

1. I shall abide by the Code and other requirements prescribed by the CDA.
2. I shall uphold the integrity and fairness of the Mediation process.
3. I shall observe proper conduct befitting a Professional Mediator.
4. I shall ensure that the parties involved in Mediation are fairly informed and are made to adequately understand matters on the mediation proceedings.
5. I shall conduct the mediation proceedings based on the principle of party self-determination.
6. I shall maintain complete impartiality at all times and act fairly towards the parties.
7. I shall keep in utmost confidence all confidential information disclosed during or in relation to the mediation proceedings.
8. I shall refrain from giving legal or technical advice and engaging in counselling or advocacy.
9. I shall accept cases only when I can satisfy the parties’ reasonable expectation concerning the schedule and duration of the mediation.
10. I shall maintain and continually upgrade my mediation skills in order to enhance my competence.
11. I shall promote the practice of mediation in a manner respectful of this Code.
12. I shall abide by rules and policies on fees and compensation implemented by the cooperative in which roster I belong.

STANDARDS OF PRACTICE

A. Good Conduct

1. Avoidance of activities in violation of law or which result to public scandal
2. Avoidance of membership (or representation) in organizations contradicting CDA practices and ethics.

B. Self-Determination

A mediator shall ensure that parties make free and informed choices as to the process and outcome of the Mediation. He/shall shall establish an environment where parties may exercise uncoerced and voluntary decisions on mediator selection, process design, participation in or withdrawal from the process, outcomes or any other stage of the Mediation proceedings.
C. Impartiality and Conflict of Interest

1. The Mediator shall not act for any of the Parties individually in connection with the dispute while acting as the Mediator or at any time thereafter, without the written consent of all the other Parties.

2. Before accepting an appointment to act as mediator, he/she shall make an objective inquiry to determine whether there are known facts or matters that would likely affect his/her impartiality and which could be regarded as a possible conflict of interest situation such as but not limited to:
   2.1. Financial or personal interest in any of the parties
   2.2. Existing or past relationship with a party

3. He/she shall avoid conduct that gives the appearance of partiality which may include acting with prejudice or bias based on any party’s background, values, beliefs or characteristics, or accepting a gift, favour or loan.

4. The Mediator shall also desist from establishing any personal or professional relationship with any of the parties subsequent to the Mediation for any matter that would compromise the integrity of the Mediation.

D. Confidentiality

1. The Mediator shall keep in utmost confidence and not use for any collateral or ulterior purpose all confidential information (whether given orally, in writing or otherwise) obtained or disclosed during or in relation to the mediation proceedings without the consent of the parties.

2. A mediator who meets with any person in private session during mediation shall not convey to any other person, any information arising from that session without the consent of the disclosing party.

3. The mediator shall comply with the applicable provisions of the ADR Law and its implementing rules and guidelines on Confidentiality.

E. Separation of Mediation from Counselling and Legal Advice

1. Except in evaluative mediation, or when the parties so request, the mediator shall:
   1.1. Refrain from giving legal or technical advice and engaging in counselling or advocacy; and
   1.2. Abstain from expressing his personal opinion on the rights and duties of the parties and the merits of any proposal made.

2. Where appropriate and where either or both parties are not represented by counsel, a mediator shall:
   2.1. Recommend that the parties seek outside professional advice to help them make informed decision and to understand the implications of any proposal;
   2.2. And to suggest that the parties seek independent legal and / or technical advice before a settlement agreement is signed.

F. Competence

1. A mediator need not possess special qualifications in terms of background or profession unless such special qualifications are required in the mediation agreement or by the parties to the mediation. However, a Mediator
1. Should have completed the 40 hours of required classroom training
2. Should have gone through an internship of 40 hours with at least 3 cases mediated
3. Should have passed the written examination administered by the training provider recognized by the CDA
4. Should have passed the practical exam conducted by the training provider recognized by the CoRe

2. Upon the request of a party, a mediator who is requested to act as such shall disclose his qualifications to mediate a dispute.

G. Promoting the Practice of Mediation

1. A mediator should act in a manner that advances the practice of mediation. A mediator promotes this Standard by engaging in some or all of the following:
   1.1. Fostering diversity within the field of mediation.
   1.2. Striving to make mediation accessible to those who elect to use it
   1.3. Participating in research when given the opportunity
   1.4. Participating in outreach and education efforts to assist the public in developing an improved understanding of, and appreciation for mediation.
   1.5. Assisting newer mediators through training, mentoring and networking.

2. A mediator should demonstrate respect for differing points of view within the field, seek to learn from other mediators and work together with other mediators to improve the profession and better serve people in conflict.

H. Fees and costs of mediation

The Mediator shall strictly adhere to and observe the fee structure that shall be set and advised by the Coordinator of the Con-Med Committee/Unit to which the dispute was filed. He/she shall not request, solicit, receive, or accept any gift or any type of compensation other than the agreed fee and expenses set by the Coordinator for the mediation he/she is handling.

I. Commitment and Availability

Before accepting an appointment, the Mediator must be satisfied that he/she has time available to ensure that the Mediation can proceed in an expeditious manner.

J. Decline or Withdrawal of Mediator

A mediator may decline from acting as such, or withdraw from a mediation proceeding only under the following circumstances:

1. If any of the parties so requests the Mediator to withdraw;
2. Where the Mediator’s impartiality is in question or where any of the parties alleges that the mediator is in material breach of this code;
3. Any of the parties requires the mediator to act in violation of any ethical standard provided in this code;
4. If the safety of the parties would be jeopardized;
5. In case of conflict of interest;
K. Suspension or Termination of the Process

Mediation may be suspended or terminated in any of the following instances:

1. If any of the parties is in breach of the Mediation Agreement;
2. The parties’ agreement would be illegal or would involve the commission of a crime;
3. Continuing the dispute resolution would give rise to an appearance of impropriety or is unlikely to result in a settlement;
4. Continuing with the process would cause significant harm to a non-participating person, or the public or;
5. Continuing discussions would not be in the best interest of the parties, their minor children, or the dispute resolution process.

Sources:

CoRe Guidelines for CTM Mediators
ACR Model Standards of Conduct for Mediators (Sept 2005)
GUIDELINES FOR THE SELECTION OF TRAINEES FOR COOP MEDIATION UNDER THE COOPERATIVE DEVELOPMENT AUTHORITY

A. PRELIMINARY

These guidelines shall provide the basis for the selection and recruitment of Mediators to be trained and recognized by the Cooperative Development Authority (CDA) and its accredited service provider(s).

The guidelines may be reviewed at any time as the CDA may deem appropriate. No person may be exempted from the selection requirements or criteria stated in these guidelines.

B. ROLES AND RESPONSIBILITIES

The candidate shall preferably be a member, officer or member of the coop staff who shall be designated to develop and implement the program which will promote the practice of Mediation in his/her cooperative.

The responsibilities of the Coop Mediator will include the following:
1) Complete all academic and non-academic preparation for Coop Mediation
   o Participation in the 5-day (40 hours) classroom training
   o Serve as an intern for 40-hours and handle at least 4 disputes
2) Plan and lead the full implementation of the ADR Program within the cooperative
3) Submit a Milestone Report after one (1) month from his/her completion of the academic and non-academic training in ADR-Mediation.
4) Upon completing the mandatory skills training, he or she may serve as a Mediator for disputes filed in the primary or union/federation in which he/or she belongs. As a Mediator, he/she shall be guided by the Code of Ethical Standards and Practice prescribed by the CDA.

C. BASIC QUALIFICATIONS

- At least 30 years old with a mature disposition
- Member of a cooperative for at least three (3) years
- Literate
- Possesses the capacity and position to lead the program in his cooperative
- Has a desire and general interest to be a Mediator
- An effective team player
D. IMPORTANT CHARACTERISTICS

- A good listener
- Non-judgmental and tolerant
- Open-minded
- Able to remain calm and positive under pressure
- Patient and persevering
- Trustworthy
- Organized

E. APPLICATION / NOMINATION REQUIREMENTS

1. Accomplished Application Form
2. Application Essay
3. Bio-data / CV
4. Photocopy of Coop ID

F. QUALIFICATIONS OF COOP ADR TRAINORS

- Successfully completed the academic and non-academic preparations for ADR-Mediation prescribed by the CDA
- High School Graduate
- Experienced in training and facilitation
- High level of willingness and commitment to ADR training

Mar2005
Pakay ng pag-aral na ito ang tumulong sa pagdadalubhasa ng bagong tagapamagitan sa mga kailangan ngunyang kahusayan.

Nakabalangkas ito sa walang kabanata na maari nyong isa-isang tutukan o balik-balikan.

Ipakikita dito ang mga bahagi ng prosesong pagpapamagitan:
- Pang-unang usapan
- Paglalahad na walang patid
- Palitan at Usapang Sarilinan
- Pagsulong ng Kasunduan, at
- Pagkakasundo

Malugod po sana ninyong matutunan ang hinanda namin sa inyo.

ANG PAGPAPAMAGITAN AT TAGAPAMAGITAN

Instructor: Kamusta po kayo! Ako po si Belle Abaya. Ipakikilala ko kayo sa isang mabisa at mapayapang paraan ng pagbabalik-looban – ang Pagpapamagitan!

Kakaiba po ang pagpapamagitang ito. Nagpapalakas ng kapangyarihan sa mga kalahok - una, na kaya nilang tapusin ang alitan...at pangalawa, na kilalaning kailangan nila ang isa’t isa para magtagumpay sila.


Pero mahirap mag-usap pag may alitan, di po ba? Bigkas natin ang galit, sama ng loob, puot at pait.

Kaya’t nariyan ang Tagapamagitan – isang taong parehong pinagkakatiwalaan ng nag-aalitan...nag-sanay sa kakaibang paraan ng pag-uugnay.
<table>
<thead>
<tr>
<th><strong>Ano po ang mga katangian ng isang mahusay na tagapamagitan?</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Siya’y marunong makinig,</td>
</tr>
<tr>
<td>• Dumama</td>
</tr>
<tr>
<td>• Magparaya,</td>
</tr>
<tr>
<td>• Patas,</td>
</tr>
<tr>
<td>• Organisado, at</td>
</tr>
<tr>
<td>• Mahusay palabasin ang magandang kaloooban ng bawa’t isa.</td>
</tr>
</tbody>
</table>

**Kaya nyo ‘tong matutunan.**

Sa pagsunod natin sa kwento ni Tagapamagitang Jun kasma nina Nico at Tessa ng Mapayapa Vendors Cooperative.

Sa pagtanggap pa lamang ng kaso, inoorgganisa na ni Jun ang kanyang papeles. (fills up tracking form)

**Pagdating ng mga partido, pinapanatag niya ang loob nila at kung may mga abogado…**

Jun: Attorney, salamat sa pagsama nyo. Malaki ang maitutulong nyo sa magandang katapusan sa alitan ng mga kliyente nyo? Yun ba ang pakay nyo?

Lawyers: Ah, opo naman.

Jun: Ang gusto ko pong marinig magsalita mamaya eh yung mga kliyente nyo. Maari po ba?

Lawyer 1: E mahiyain po ang kliyente ko at natatakot baka magkamali.


Lawyer (nods): Ah OK.

Lawyer 2: Yun lamang po namang legal ang idadagdag ko.

Maari bang tulungan nyo ko sa pagkakaroon nila ng kasiya-siyang kasunduan?

Lawyer: E di sigue po.

**OPENING STATEMENT (PANG-UNANG USAPAN)**

**INSTRUCTOR:** Mahalagang maagapan ni Jun ang proseso, kaya gagamit sya ng Pang-umpisang usapan. Ipalahad nina:

- Ang Proseso
- Ang tungkulin niya
- Ang pagsisikapan ni Tessa at Nico
- Ang pagkakalihim ng lahat ng pag-uusapan
- Ang pagiging patas
- At ang mga patakarang sa pag-uusap.

Ito ang mga halige ng magagamit na pagpapamagitan. Ito rin ang palatandaan ng isang propesyonal at pinagpipitagang tagapamagitan.

Jun: Magandang umaga, Tessa, Nico. Salamat sa inyong tiwala at ako ang inyong napiling tagapamagitan. Kayo’y kapwa miyembro ng Mapayapa Vendors Cooperative?

Nico: Opo

Tessa: Hindi po.

Jun: (perplexed) Ah, o sige…sama-sama natin. Nakagamit natin na ba kayo ng pagpapamagitan? (Pause)

Jun: Proseso ito ng pagtutulungan para matapos ang inyong di-pagkakaintindihan sa kasiya-siyang kasunduan. Ito ba ang gusto nyo?


Jun: Magiging patas ako…walang papanigan sa inyo o ano mang posisyon ninyo. Ang mahalaga sa akin ay magkasundo kayo. Naintindihan nyo ba ‘to?
<table>
<thead>
<tr>
<th>Close-up Agreement to Mediate that Jun makes Nico and Tessa sign</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nico, Tessa nod.</td>
</tr>
<tr>
<td>Nico, Tessa nod.</td>
</tr>
<tr>
<td><strong>Jun</strong>: Aalamin ko kung ano ang mga kagustuhan nyo at saan nanggagaling ito. Kaya aasahan ko ang pagiging bukas. Kaya nyo ba ito?</td>
</tr>
<tr>
<td>Tessa, Nico nod</td>
</tr>
<tr>
<td><strong>Tessa, Nico</strong>: Opo.</td>
</tr>
<tr>
<td>Tessa, Nico nod</td>
</tr>
<tr>
<td><strong>Jun</strong>: Para maging maayos ang proseso natin, may mga kasunduan akong hihilingin sa inyo: Una: Makikining tayo sa isa’t isa. Walang sabatan. OK ba ito? (Wait for their nod or agreement)</td>
</tr>
<tr>
<td>Tessa, Nico nod</td>
</tr>
<tr>
<td><strong>Jun</strong>: Pangalawa, talagang mahirap makinig sa isa’t isa dahil sa mga damdamin. Kaya pag-ingatan sana natin ang mga salitang nakasasakit. Maasahan ko ba ito? (wait for agreement)</td>
</tr>
<tr>
<td>Tessa, Nico nod</td>
</tr>
<tr>
<td><strong>Jun</strong>: Pangatlo, kung sa aking palagay kailangan ko kayong makausap ng sarilinan, palalabasin ko ang isa. Payag ba kayo? (wait for agreement)</td>
</tr>
<tr>
<td>Tessa, Nico nod</td>
</tr>
<tr>
<td><strong>Jun</strong>: Meron ba kayong mga tanong?</td>
</tr>
<tr>
<td>Nico: Kung magkaroon kami ng kasunduan at yung isa eh di tumupad, kaya niyo po bang pasunurin?</td>
</tr>
<tr>
<td>Jun: Kung gusto ninyo, maaring i-deposito ang kasunduan ninyo sa Regional Trial Court, at kung di hindi tumupad ang isa, maaring hingin ang pagpapatupad sa hagsado.</td>
</tr>
<tr>
<td>Tessa: Bibigyan nyo po ba kami ng opinion kung ano ang tama naming gawin?</td>
</tr>
<tr>
<td><strong>Jun</strong>: ‘Di mahalaga ang opinion ko. Mas mahalaga na tulungan ko kayong isipin ang makabubuti sa inyo.</td>
</tr>
<tr>
<td><strong>Jun</strong>: Kung wala na kayong mga tanong, maari na ba tayong magumpisa? Maari bang lagdaan nyo itong Kasunduang Pagpapamagitan?</td>
</tr>
</tbody>
</table>

**Instructor:** Maselan ang Pang-unang Usapan o Opening Conversation ng Tagapamagitan. Napabatid ni Jun ang mahalagang malaman nila tungkol sa proseso – pakay nito,
CHAPTER 3

Graphics:
- Problem
- Demand
- Interest
- Options
- Solution

gagampanan niya at ng mga partido, at pagkakaroon ng talakayan. Nakuha din niya ang kasunduan nila sa 3 patakaran sa maayos na usapan.

PAGLALAHAD NA WALANG PATID AT PDIOS

Ngayon, palalahad na ni Jun ang uga't ng di pagkakaintindihan ni Tessa at Nico. Bibigyan nya ang bawa't isa ng pagkakataong gawin ‘to na walang patid o abala. Mahalagang magkarinigan sila.

Simula dito, i-pa-PDIOS na ni Jun ang proseso. (smiling) Ah, hindi po yung ipasasabi marahil iniisip nyo. Ang PDIOS po ay proseso na kikilalanin ang:

- P - Problema
- D - Demanda o kagustuhan
- I - Interes o pinanggagalingan ng kagustuhan
- O - Opsiyon o pag-iisip ng mga paraan para makuha ang pangangailangan nila
- S - Solusyon o ang pinakamahusay na kasunduan kapwa katanggap-tanggap sa kanila

PDIOS

Mula sa problema, di maaring tuulan agad sa solusyon. Maski may kahawig ang problema, iba di maaring kagustuhan at pangangailangan dahil magkakaiba ang tao. Pagsisikapang i-PDIOS ‘to ni Jun. At kung magtatala sya, ang PDIOS lamang ng bawa’t isa ang isusulat nya.

Sa yugtong ‘to, tutuklasin ni Jun ang P - problema – ang pinakamalapit na pinagsimulan ng alitan.

Jun: Nico, maari mo bang ikwento ano ang nangyari?


Tessa: Sinungaling ka. Sabihin mo ang mga panggigipit na ginawa mo.

Jun: Tessa, bibigyan kita ng pagkakataon mayamaya na magpaliwanag, pero bayaan muna natin si Nico, puede ba?

Tessa: Basta po magsabi lang siya ng tototoo.
<table>
<thead>
<tr>
<th>Tessa, angered, breaks into frown.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nico is angry</td>
</tr>
<tr>
<td>Nico is irritated.</td>
</tr>
<tr>
<td>Nico’s lawyer is agitated. Jun ignores him.</td>
</tr>
</tbody>
</table>


At para manggipit …pinaputol ang ilaw ng 3 naming miyembro. Sa akala niya matatakot kami.

Tessa’s Lawyer: Nagfile po kami ng injunction sa korte.


Nico’s Lawyer: Opo, pero pinabalik po kami sa CDA dahil wala pa kaming Certificate of Non-resolution galing sa CDA?

Jun: At pinapunta kayo sa Pagpapamagitan?

Nico: Ganun na nga po daw ang proseso.

Jun: Meron ka pa bang idadagdag?

Nico: Yun na muna po.

Jun: O, Tessa, sa iyong pagkaalala, ano ang nangyari?

Tessa’s Lawyer: Nagfile po kami ng injunction sa korte.
Attorney nods and keeps quiet.

Nico finds it hard to keep his cool but…

Nico blurtingly fights back…

Nico hesititatingly nods…

Tessa is agitated and forceful.

Nico, indignant. Nico stands up, challenging.

Tessa: At madaling naibalik ang ilaw. Talo si Nico kaya nagpuputok ang butsi nya.


Nico’s Lawyer: Injunction lang yan para sa 15 araw.


Nico: (keeping his temper) Sigue po.

Tessa: Ngayon para manggipit muli, tinututulan nya ang kooperatiba namin sa CDA nang nalaman niya nagre-register kami. Takot dahil marami na ang sumapi sa ‘min. (mocking)

Nico: Bakit, di po ba tama ako? Ayon sa CDA bawal magtayo ng kooperatiba na may parehong gawa sa loob ng 50 metro ng isa’t isa? Di po ba, Mang Jun, tama ako?

Jun: Teka, Nico, mahirap magkadinigan sa paulit-ulit na sabatan. Paalala ko lang ang kasunduan natin kanina. Maari bang makinig ka muna at mamaya pakikinggan naman kita?


Jun: Teka. Teka.

Instructor: Naguguluhan na si Jun. Ano ba ang problema? Tungkol lang sa pagtatayo ng bagong kooperatiba ang akala nya. May iba pa palang kaso …laban ba ‘to tungkol sa pera o kapangyarihan? Pamumuno o pagkakaibigan?

CHAPTER 4

THE PROBLEM (ANG PROBLEMA)

Bubusisiin ni Jun ang problema – ano ang nangyari kaya’t sila’y naron ngayon. Kakailanganin ni Jun ang mahusay na pakikinig at pagtatanong. Pupulsuhan nya ang kanilang
<table>
<thead>
<tr>
<th>SUPERLATIVE</th>
<th>DAMDAMIN. AT SA LAHAT NG ORAS, SISIKAPIN NYA MAGING PATAS.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrelenting and determined...</td>
<td>Jun: Pero meron pa kayong mga kasong nasa husgado – ang injunction na “fi-nile” nina Tessa laban sa ‘yo, Nico… at ang Oral Defamation na hinain naman ni Nico laban kay Tessa. Ganyan nga ba?</td>
</tr>
<tr>
<td>Tessa - Sarcastic..</td>
<td>Jun: Maari bang isama na natin sa usapan pati ang mga kaso nyo sa korte? Magkakaugnay naman ito.</td>
</tr>
<tr>
<td>Tessa’s lawyer:</td>
<td>Tessa’s lawyer: Aba, eh di mas lalo na ang kliyente ko…libo ang nawalang kita!</td>
</tr>
<tr>
<td>Jun:</td>
<td>Jun: Mukhang nagkakasundo kayo, Attorney. Pero ang dapat kong marinin ay si Nico at Tessa. (Turning to Tessa and Nico) O ano, payag ba kayo?</td>
</tr>
</tbody>
</table>

**CHAPTER 5**  
**Graphics:** Palitan at Usapang Sarilinan  
**Scene frozen as:**  

**EXCHANGE & PRIVATE CAUCUS**  
**PALITAN AT SARILINANG USAPAN**  

**Instructor:** Hirap si Tessa at Nico sa tuwirang palitan.
Cut to mediation scene

Tessa leaves.

Nico nods…

<table>
<thead>
<tr>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Jun: Ah…gusto ko sana kayong makausap ng isa-isa para lubos ko kayong maintindihan. Tessa…maari bang lumabas ka muna kasama ng abogado mo?</td>
</tr>
<tr>
<td>Jun: Nico, gusto mong ipatigil ang kooperatiba nina Tessa. ..Meron ka pa bang gusto?</td>
</tr>
<tr>
<td>Nico: Dapat magbayad-pinsala sila – P400,000 ang hiningi ko sa husgado.</td>
</tr>
<tr>
<td>Jun: Ano ang kahulugan ng bayad-pinsala sa ‘yo?</td>
</tr>
<tr>
<td>Jun: Ah…malalim ang sama ng loob mo dahil may pinagsamahan pala kayo ng kumare nyong si Tessa. Dangal mo ang nakataya. Ganun ba?</td>
</tr>
<tr>
<td>Nico: Tama po… gusto kong maramdaman niya ang sakit na dinanas ko.</td>
</tr>
<tr>
<td>Jun: Meron bang ibang magagawa si Tessa para ipakitang tinatanaw niya ang hirap mo?</td>
</tr>
<tr>
<td>Nico: E di, humingi siya ng tawad sa ‘kin at sa lahat ng miyembro ng kooperatiba?</td>
</tr>
<tr>
<td>Jun: Ano ba ang magagawa ng paghingi nya ng tawad sa lahat?</td>
</tr>
<tr>
<td>Nico: Para makitang nagsisisi siya at di siya tularan ng iba. Itigil din nya yang illegal na pagtatayo ng kooperatiba nila. Wala yang tatayuang batas sa CDA.</td>
</tr>
<tr>
<td>Jun: Hmmm.mahalaga pala sa ‘yo ang pabuya at paghingi ng tawad ni Tessa. (pause) …</td>
</tr>
</tbody>
</table>
| Nico defensive and dismissive. | Jun: Ah… Nico, maiba ako. Kanina nanggit ni Tessa na may mga tanong sila tungkol sa paghawak ng pondo ng kooperatiba. Anong alam mo dito?  
Nico: Gawa-gawa lang nila yan dahil natalo sila sa eleksyon.  
Jun: Nadinig ko kanina na may kaugnayan ito sa “unliquidated expenses” at ang pagkalugi kada taon. Ano ba ang masasabi mo dito?  
Jun: Pero, Nico, ang kawalaan ng impormasyon ang karaniwang ugat ng di-pagkakaintindihan.  
Jun: So nagkataon lamang na kayo ang may hawak ng pera sa katapusan ng taon kung kelan ginagawa ang financial statements nyo? Kaya natala ito na “unliquidated” pa?  
Jun: E yung pagkalugi?  
Jun: Maari bang pakita mo ang mga records nyo kay Tessa?  
Jun: Ganun pa man, kung ito ang ikakaliwanag ng ating usapan, payag ka ba? |
Cut to Jun and Tessa

Nico: E di sigue po. Pero mangako muna siya na lalansagin nya ang peke nilang kooperatiba. Magbayad siya ng P400,000 na danyos at hummingi ng tawad sa lahat ng miyembro.

Jun: Kakausapin ko si Tessa tungkol sa mga hinaing mo.

Jun: Tessa, inaanak mo pala si Choy, ang bunso ni Nico.


Jun: Mukhang malalim ang sugatan nyo ng kumpare ah.


Jun: May nangyari ba bago lumubha ang alitan nyo?

Tessa: Tumakbo nga po ako laban sa kanya sa halalan. Natalo daw po ako...pero may dayaan...kasi 5 boto lang ang pagitan namin. Siempre naman po, noh...di naman tayo tatanggap agad na talo tayo...dapat merong panindigan muna. E nagkaasiman kami ng salita...at...ayon, lumala na.

Jun: So anong ginawa nyo?

Tessa: E simple lang po...pinagre-resign nam in siya. Dahil totoo naman pong may katiwalian sa gamit ng pondo.

Jun: Yun ba ay paratang lang or napatunayan nyo na?

Tessa: Eh ayaw nya po kaming sag uitin. Paulit-ulit kaming humingi ng paliwanag, pero nagbingi-bingihan. Walang mapakita...so malamang guilty, di po ba? Sa kawalaan namin ng tiwala, nagtayo na lang kami bagong kooperatiba.

Jun: Ayon kay Nico, ang unliquidated expenses daw ay dahil nagkataong katapusan ng taon nang hawak niya ang pera sa mga pagpapagawa ng opisina at pagpapatubig. Kaya ito ang nakikita nyo sa financial statements. Resibado naman daw ang lahat ng gastos at payag siyang ipakita ‘to sa inyo.

<table>
<thead>
<tr>
<th>Scene frozen as Instructor moves in.</th>
</tr>
</thead>
</table>

### CHAPTER 6

#### DEMAND AND INTEREST

**DEMANDA AT INTERES**

<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Jun: Dahil maraming nawalan ng tiwala?</td>
<td>Tessa: Siempre naman po. Anong gugustuhin nyo sa presidenteng ayaw magpaliwanag samantalangugi ang kooperatiba?</td>
</tr>
<tr>
<td><strong>Instructor:</strong> Ang daming nalaman ni Jun sa paghihiwalay nya kay Tessa at Nico. Lubos nyang naintindihan ang nais nilang mangyari at bakit. Dahil malaya silang nakakapagsalita. Walang panganib na makasakit. Ito ang isa sa pinakamahalagang kasangkapan ng magaling na tagapamagitan.</td>
<td></td>
</tr>
</tbody>
</table>
Cut to Jun in mediation scene with Tessa.
Tessa nods sheepishly and embarrassed.

Tessa (as if whispering)

Instructor: Sa nakaraang yugto, nakita ni Jun na ang kagustuhan ni Nico ay pagtigil nina Tessa sa pagtatayo ng bagong kooperatiba at paghingi nya ng tawad sa lahat. Ang interes niya o pinanggagalingan nito ay dangal ay dangal niya. Pero pangangalaga din ng dangal ang ugat ng di niya pagsagot sa mga paratang nina Tessa.


Mahalagang mapaintindi ni Jun ang mga interes nila sa isa’t isa.

Jun: Sigue imumungkahi ko kay Nico na payag kayong bumalik sa Mapayapa kung ibigyan kayo ng tinig sa pagpapatakbo ng kooperatiba…at…kung di na siya siya muling mag-pe-presidente.

Jun: Pero alam mo, Tessa, ang naging mabigat kay Nico e yung sugat sa karangalan niya.

Tessa: Kung totoo po yan, e bakit siya nanggipit? Dapat magbayad siya ng P50,000 para sa pinsala sa pagkawala ng kita ng 3 miyembro namin na pinutulan niya ng ilaw.

Jun: Ito ba ang hiningi nyo sa husgado laban kay Nico?


Jun: Ano ba ang hiniling ni Nico sa inyo sa kasong Oral Defamation nya?

Tessa: P400,000 po.

Jun: Anong tingin mo dito?

Tessa: Nababaliw po siya.

Jun: Paano sa palagay mo malulutas itong alitan ninyo?
Scene frozen as Instructor enters.

Cut to Nico and Jun

Nico smiles wryly but a bit encouraged.

Tessa: (Sighing) Heto po...iuriog niya ang kasong Oral Defamation niya laban sa 'min at iuriog din namin ang fi-nile naming bayad pinsala laban sa kanya.

Jun: So kung magkakaurungan kayo ng kaso, tapos na ba ang mga alitan nyo?


BUILDING THE AGREEMENT (PAGSULONG NG KASUNDUAN) THRU OPTIONS (OPSIYON)


Jun: Umuusad ang ating usapan, Nico. Matanong kita...ano ang naging karanasan mo bilang pangulo ng kooperatiba?


Jun: Nararamdaman kong pagod ka na...

Nico: Hay, talaga...alam nyo naman malaking abala. Wala akong maasahan dahil maliit lang ang kooperatiba. Ako na halos ang gumagampan sa lahat. Lalo na ngayon, pagkaraan ng tatlong buwan, mag-iibang bansa na si Alex, ang tesorero namin...malaking sakit ng ulo talaga! Walang may gustong mag-tesorero. Pinag-umpisahan lang daw ng gulo ang pera.

Jun: Ah ganun ba? Si Tessa...naisip mo na bang makakatulong dito kung babalik sya sa kooperatiba?
<table>
<thead>
<tr>
<th>Nico:</th>
<th>Alam ko namang yan ang gusto niya...kaya lang marami syang naisumbat na masasakit.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jun:</td>
<td>Kung iuurong nila ang kaso nilang bayad-pinsala laban sa ‘yo, magbabago ba ang loob mo sa kanya?</td>
</tr>
<tr>
<td>Nico (surprised &amp; suddenly conciliatory):</td>
<td>Ha? Aba e, oo naman.</td>
</tr>
<tr>
<td>Jun:</td>
<td>Tama ba ang pagtingin ko na ang katapat nito eh yung pag-urong din nyo ng oral defamation laban sa kanila?</td>
</tr>
<tr>
<td>Nico:</td>
<td>(hesitates) Sigue, payag ako basta humingi siya ng tawad sa lahat ng miyembro na sinaktan nila dahil sa paninira nya.</td>
</tr>
<tr>
<td>Jun:</td>
<td>Paano nya ‘to gagawin?</td>
</tr>
<tr>
<td>Nico:</td>
<td>Tatawag ako ng general assembly…at doon humingi siya ng tawad…o di kaya’y magpaskel siya ng sulat para mabasa ng lahat.</td>
</tr>
<tr>
<td>Jun:</td>
<td>Sa pag-urong nyo ng kaso, kapwa nyo malalampasan ang kahihiyan na inabot nyo. Ano naman kayang buti ang idudulot ng paghingi ng tawad ni Tessa sa harap ng lahat?</td>
</tr>
<tr>
<td>Nico:</td>
<td>Magsisilbi itong aral sa iba na di sila dapat tularan.</td>
</tr>
<tr>
<td>Jun:</td>
<td>Pero kayo ang pangulo…bilang kinatawan ng lahat ng miyembro, sapat na kaya na kayo na rin ang tumanggap ng paghingi niya ng tawad sa lahat…at nang di na siya mapahiya?</td>
</tr>
<tr>
<td>Jun:</td>
<td>E kung imumungkahhi ko ito kay Tessa. ..na payag kayong makipag-urungan ng kaso at magbigay sa kanya ng tinig bilang tesorera kung babalik sya sa kooperatiba. .. ?</td>
</tr>
<tr>
<td>Nico:</td>
<td>Basta magsanay muna sya ngayong susunod na 3 buwan, at pag-alis ni Alex, tumakbo siya bilang tesorera. Susuportahan ko pa sya...Pero ipangako nyang magiging matulungan at masunurin sa pangangailangan ng lahat. Kaya…gusto kong humingi sya ng tawad.</td>
</tr>
<tr>
<td>Jun:</td>
<td>Pero sa inyo na lang para di siya mapahiya ng husto?</td>
</tr>
<tr>
<td>Character</td>
<td>Dialog</td>
</tr>
<tr>
<td>-----------</td>
<td>--------</td>
</tr>
<tr>
<td>Nico</td>
<td>(hesitantly…scratches his head) E sigue, nang matahimik na kami.</td>
</tr>
<tr>
<td>Jun</td>
<td>Nico, kung humingi ng paumanhim ni Tessa, puede mo bang tanggapin nang buong-buo, at walang pasubalit?</td>
</tr>
<tr>
<td>Nico</td>
<td>(confused and fearful): Ah..e..di sigue po.</td>
</tr>
<tr>
<td>Jun</td>
<td>Maari ko rin bang sabihin kay Tessa na wala ka nang balak tumakbo sa susunod na halalan?</td>
</tr>
<tr>
<td>Nico</td>
<td>Oo… para malaman niyang di ako kapit tuko gaya ng hinala nila.</td>
</tr>
<tr>
<td>Jun</td>
<td>Tessa, nakakatutuwang may liwanag na ang usapan nyo.</td>
</tr>
<tr>
<td>Jun</td>
<td>Natuwa si Nico na magkakaurungan kayo ng kaso.</td>
</tr>
<tr>
<td>Tessa</td>
<td>Mabuti po naman.</td>
</tr>
<tr>
<td>Jun</td>
<td>May mungkahi si Nico…alam mo bang mag-iibang bansa na ang tesorero nyo sa kooperatiba?</td>
</tr>
<tr>
<td>Tessa</td>
<td>Si Alex? Sya nga po ba? Kung sa bagay matagal na nyang balak yan.</td>
</tr>
<tr>
<td>Jun</td>
<td>Oo…kaya iniisip ni Nico na sa pagbabalik loob mo sa kooperatiba, ikaw na kaya ang kumatawan dito…mag-understudy ka sa loob ng 3 buwan para makatakbo ka bilang tesorera pag alis ni Alex.</td>
</tr>
<tr>
<td>Tessa</td>
<td>(surprised and pleased) Hah? Ah eh…(trying to overcome excitement) Maganda naman…masisiguro namin ang tiwala ng mga miyembro sa paghawak ng pera nila.</td>
</tr>
<tr>
<td>Jun</td>
<td>O, anong masasabi mo tungkol sa paghihinala nyo kay Nico ngayong pumayag siyang ibigay sa ‘yo ang pinakamaselang posisyon sa kooperatiba?</td>
</tr>
<tr>
<td>Tessa</td>
<td>(ashamed) Siguro po nagkamali ako sa pagturing ko sa kanya.</td>
</tr>
<tr>
<td>Jun</td>
<td>Ano kaya kung ipaalam mo sa kaya ang damdamin mo?</td>
</tr>
<tr>
<td>Tessa</td>
<td>Nakakahiya po…baka pagsalitaan pa ko ng masama.</td>
</tr>
</tbody>
</table>
CHAPTER 8


Tessa leans forward, whispering

Nico relaxes, puts his hands on his lap

Jun congratulates them…Nico & Tessa shake hands.

Fearful but upbeat…

Jun: Hindi naman siguro dahl mukhang handa na siyang makipag-isa.

Tessa: Sigue po…susubukan ko.

Jun: Pero kung mag-uusap kayo nang harapan, maari bang buong puso kang humingi ng paumanhin?

Tessa: (sheepish and worried) Paumanhin?? As in tawad?

Jun: Ah…gusto rin niyang naalam sa ‘yo na huli na nyang termino ng paninilbihan sa kooperatiba. Naipangako na pala nya ‘to sa pamilya nya. At kung tumakbo ka bilang tesorera, susuportahan ka pa daw nya.

Tessa: (relieved) Ganun po ba…sigue po…lubusan po ako hihingi ng tawad.

**Instructor:** Paminsan-minsang pagbubuod ni Jun at magaang pagbalangkas nya ng kwento at mungkahi nila – yan ang nakatulong kay Tessa at Nico na umisip ng mga iba’t ibang paraan para makuha ang gusto nila, habang iniisip din ang kapalanan ng kabila. Pinabatid nya na ang hiya ay kapwa mahalaga sa kanila. At sa napapanahong pagbibigay ng impormasyon na sasagot sa interes nila, nakukuha ni Jun ang pag-ayon nila.

**THE AGREEMENT (PAGKAKASUNDO)**

**Instructor:** May kasunduan na…kaya’t isasagawa na nang harapan ang pagbabalik-loob nya Tessa at Nico. Hinanda na sila ni Jun sa kanilang ugnayan.

Jun: Nico…merong gustong sabihin ang kumare nya.

Tessa: Pare, pasensiya ka na…nagkamali ako sa mga paratang sa iyo. Mapapatawad mo ba ako?

**Instructor:** May kasunduan na…kaya’t isasagawa na nang harapan ang pagbabalik-loob nya Tessa at Nico. Hinanda na sila ni Jun sa kanilang ugnayan.

**Instructor:** Paminsan-minsang pagbubuod ni Jun at magaang pagbalangkas nya ng kwento at mungkahi nila – yan ang nakatulong kay Tessa at Nico na umisip ng mga iba’t ibang paraan para makuha ang gusto nila, habang iniisip din ang kapalanan ng kabila. Pinabatid nya na ang hiya ay kapwa mahalaga sa kanila. At sa napapanahong pagbibigay ng impormasyon na sasagot sa interes nila, nakukuha ni Jun ang pag-ayon nila.

**THE AGREEMENT (PAGKAKASUNDO)**

**Instructor:** May kasunduan na…kaya’t isasagawa na nang harapan ang pagbabalik-loob nya Tessa at Nico. Hinanda na sila ni Jun sa kanilang ugnayan.

Jun: Nico…merong gustong sabihin ang kumare nya.

Tessa: Pare, pasensiya ka na…nagkamali ako sa mga paratang sa iyo. Mapapatawad mo ba ako?

Nico: Mare, kung ang Diyos nagpapatawad…ang tao pa kaya?
Scene frozen as Instructor walks in.
Graphics:
- Patas
- Kilos lamang
- Walang paninisi
- Walang salitang legal
- Wakas
- Walang pasubali
- Tiyak sa oras, petsa, pook at mga detalye

CU to Nico and Tessa signing agreement.

Jun: Siguro maari na nating isulat at pirmahan ang kasunduan.

Instructor: Ang kasunduang matibay ay:
- Patas sa lahat
- Nagsasaad lang ng kilos; walang paninisi o mga salitang legal
- Wakas at walang pasubali
- Tiyak sa petsa, oras, halaga at lugar.

Palagdaan at bigyan lahat ng kopya.

Tandaan – may 5 baytang ang proseso ng Pagpapamagitan.
Pang-unang usapan
Paglalahad ng kwento
Palitan at Usapang Sarilinan
Pagsulong ng Kasunduan
Pagkakasundo

Ginamit ni Jun ang PDIOS bilang balangkas sa pagpapausad ng usapan…
P- problema
D- demanda o kagustuhan
I – interes o pangangailangan
O – opsiyon o iba’t ibang paraan marating ang pangangailangan
S- solusyon o pinakamahusay tumugon sa interes

Sa wakas katahimikan sa Kooperatiba at mabuting pagsasama nina Nico at Tessa!

Isang halimbawa po lamang ng bisa ng pagpapamagitan.

Ako po ang inyong tagapamagitan…si Belle Abaya.
TRAINING COURSE OUTLINE FOR
THE COOPERATIVE SECTOR

The Dynamics of Conflict
- Definition
- Basic Conflict Issues
- Ways to respond to conflict
- Conflict responses and outcome
- Thomas Kilman Management Style Instrument
- Conflict Resolution spectrum

Includes lectures, exercises aimed at working from within to enable the individual to recognize the sources of conflicts, their responses to them and the distinction of mediation from other forms of ADR (Alternative Dispute Resolution).

Negotiation Skills
- Distributive Bargaining
- Integrative Negotiations
- Integrative Negotiation Analysis Framework
- What can and cannot be negotiated
- Reality Testing

Includes lectures and group exercises, which allow participants to use the skills of negotiation as foundation for understanding the dynamics of conflict. Here, various maneuvers are discussed, analyzed and practiced. The two types of negotiations are distinguished and compared.

Non-Violent Communication
- The Language of the Heart
- The components of NVC
- Receiving emphatically
- Components that disrupt Communication

A lecture on the application of NVC, which when used in daily life, can create a change not only from the giver but the receiver as well. Exercises are provided to enable participants to relate and put to best practice the core skills learned.

Mediation
- Definition
- The appropriateness of mediation
- The Mediation Process - 6 stages
- Basic Skills of a Mediator (8 skills including)
  - Listening (Levels 1-3)
  - Questioning (Types of Questions)
  - Reframing
  - Summarizing
- Special Challenges of a Mediator
- Multi-party mediation
Lectures are followed by application through group activities and exercises. Each participant is given the chance to play the role of mediator. Readings and take home assignments are given in advance to allow ample preparation time, and to encourage reflection on roles and application to the mediation process. Videos on how and how not to mediate are shown to enable observation on the do’s and don’ts in the mediation process through its various stages. All cases are based on true to life situations, highly applicable in the workplace, inter-personal relationships and the day-to-day activities and conflicts.

The overall design of the program is aimed at equipping participants with conflict resolution skills. Discussions encourage participation and sharing of experiences in a safe place, where confidentiality and mutual respect are asked as commitments. Exercises are designed for mental and physical activity.

The program is an adventure in self-discovery and human understanding. It recognizes the reality that we cannot avoid conflict, but we can manage it, if we accept human diversity!
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ALTERNATIVE DISPUTE RESOLUTION (ADR) TRAINING FOR THE COOPERATIVE SECTOR

BACKGROUND ON THE TRAINING PROGRAMS

Three Basic Mediation Training batches have been designed for the Cooperative Development Authority (CDA). The first two training batches covered participants coming from the Cooperative Sector while the last batch consisted of representatives of the CDA.

At the end of the three Basic Mediation Training programs, a special 2-day Training of Trainers program was designed to develop future Coop Sector ADR Trainers. 60 scholars from the 3 batches were given advanced courses that equipped them with skills necessary to propagate trained ADR practitioners across coop sectors nationwide.

1. PROFILE OF TRAINEES

The first batch of Basic Mediation Training was held at the NATCCO Office in Cubao, Quezon City followed by training for Visayas-Mindanao participants held at Crown Regency Residences, Guadalupe, Cebu City. The third batch was held at the PHINMA Training Center, Tagaytay City. A total of 123 individuals completed the program which consisted of a 5-day classroom training and another 5 days of internship activities. Table 1 shows the number of participants per batch:

<table>
<thead>
<tr>
<th>BATCH #</th>
<th>DATE</th>
<th># OF TRAINEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - NCR</td>
<td>May 15 to 26</td>
<td>23</td>
</tr>
<tr>
<td>2 - CEBU</td>
<td>May 28 to June 9</td>
<td>62</td>
</tr>
<tr>
<td>3 - CDA</td>
<td>June 12 to 22</td>
<td>37</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>122</td>
</tr>
</tbody>
</table>
An account of the participants registered 41 females (34%) and 81 males (66%). Meanwhile the mean age of the group is at 48 years majority of the batch (32%) are classified within the 48-56 bracket. This is a youngest participants are age 31 while the most senior is at age 71.

All regions were represented during the 3 Basic Mediation Programs. Aggregates show that majority of the trainees hailed from Luzon at 40% (40). While Region IX sent the most number of participants at 13% (16) followed by Regions VIII (11%) and XI (10%). Insufficient data had failed to place at least 14% of the participants. See figure below.

Table 1. Participants' profile, PER REGION for Batch 1 to 3

<table>
<thead>
<tr>
<th>Region</th>
<th>COOP</th>
<th>CDA</th>
<th>TOTAL</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>3</td>
<td>2</td>
<td>5</td>
<td>4%</td>
</tr>
<tr>
<td>II</td>
<td>5</td>
<td>2</td>
<td>7</td>
<td>6%</td>
</tr>
<tr>
<td>III</td>
<td>3</td>
<td>2</td>
<td>5</td>
<td>4%</td>
</tr>
<tr>
<td>IV</td>
<td>4</td>
<td>2</td>
<td>6</td>
<td>5%</td>
</tr>
<tr>
<td>V</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>2%</td>
</tr>
<tr>
<td>NCR</td>
<td>5</td>
<td>4</td>
<td>9</td>
<td>7%</td>
</tr>
<tr>
<td>CAR</td>
<td>3</td>
<td>2</td>
<td>5</td>
<td>4%</td>
</tr>
<tr>
<td>VI</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1%</td>
</tr>
<tr>
<td>VII</td>
<td>7</td>
<td>1</td>
<td>8</td>
<td>7%</td>
</tr>
<tr>
<td>VIII</td>
<td>9</td>
<td>2</td>
<td>11</td>
<td>9%</td>
</tr>
<tr>
<td>IX</td>
<td>14</td>
<td>2</td>
<td>16</td>
<td>13%</td>
</tr>
<tr>
<td>X</td>
<td>7</td>
<td>1</td>
<td>8</td>
<td>7%</td>
</tr>
<tr>
<td>XI</td>
<td>8</td>
<td>2</td>
<td>10</td>
<td>8%</td>
</tr>
<tr>
<td>XII</td>
<td>5</td>
<td>1</td>
<td>6</td>
<td>5%</td>
</tr>
<tr>
<td>CARAGA</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>2%</td>
</tr>
<tr>
<td>ARMM</td>
<td>2</td>
<td>0</td>
<td>2</td>
<td>2%</td>
</tr>
<tr>
<td>insufficient data</td>
<td>7</td>
<td>10</td>
<td>17</td>
<td>14%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>85</strong></td>
<td><strong>37</strong></td>
<td><strong>122</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
Data also show that all representatives have completed at least the tertiary level of formal education. 45% (56) have, in fact, accomplished post-graduate studies.

Table 2. Profile by Highest Educational Attainment

<table>
<thead>
<tr>
<th>Elementary</th>
<th>High school</th>
<th>College</th>
<th>Post-graduate</th>
<th>Vocational</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>1</td>
<td>67</td>
<td>56</td>
<td>0</td>
<td>122</td>
</tr>
<tr>
<td>0%</td>
<td>0%</td>
<td>55%</td>
<td>45%</td>
<td>0%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Data also show that majority of the trainees are either officers of the coop (34%) - Chairpersons, mostly - or members of the Senior Management Staff (24%) - General Managers. 26% of participants left out indicating their position in the cooperative leading to 30 data undetermined.

Table 3. Profile by COOP POSITION

<table>
<thead>
<tr>
<th>Member</th>
<th>Junior Mgr</th>
<th>Senior Mgr</th>
<th>Officer</th>
<th>Undetermined</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>14</td>
<td>30</td>
<td>41</td>
<td>32</td>
<td>122</td>
</tr>
<tr>
<td>4%</td>
<td>12%</td>
<td>24%</td>
<td>34%</td>
<td>26%</td>
<td>100%</td>
</tr>
</tbody>
</table>
2. QUANTITATIVE TRAINING RESULTS

2.1 Academic (Classroom Training on Basic Mediation)

Coop Sector trainees underwent 5 days or 40 hours of classroom training which essentially covered modules on the Self, Conflict, Conflict Resolution Styles, Non-Adversarial Communication (NAC) and Basic Professional Mediation Practice. For the CDA batch, these modules were condensed into a 4-day program to give way to a discussion of the ADR system during the 5th day.

The primary trainer-facilitators were Prof. Annabelle Abaya and Mr. Tristan Besa, seasoned facilitators and experts in the field of Conflict Resolution-Mediation. Secondary facilitators were Ms. Patricia Castillo and Mr. Ricardo Santos, both of whom are trained Professional Mediators of the CoRe Group and career trainer-facilitators.

A seminar evaluation was filled out by all trainees at the end of the 5-day classroom session to determine their satisfaction in the content and execution of the first part of the program. The training evaluation applied a 1-5 Likert Scale with 5 as the highest. Based on the tabulation of results, the training could be rated as very successful as the participants gave high satisfaction ratings on the content and execution. Here is a summary of the results:

2.1.1. Achievement of over-all program objectives:

- A question on over-all effectiveness of the workshop scored an average of 4.6.
- When asked if the training indeed achieve its program objectives, the participants also posted an average rating of 4.46.
2.1.2. **Effective execution of the training is further illustrated by the high ratings garnered by the 4 facilitators.**

- Data show a 4.95 rating for Professor Abaya, 4.78 for Mr. Besa, 4.27 for Ms. Castillo and 4.56 for Mr. Santos.
- Presentation of the lectures was given a rating of 4.62 by the participants while over-all impression of the training team is at 4.7.

Here are qualitative accounts that further illustrate the high-level of effectiveness of the CoRe Group trainer-facilitators:

- Effective lecturer and facilitator!
- Excellent speaker!
- Simply the best!
- The best training I’ve attended.
- “what struck me most was the influence the facilitators pointed on me. They were just exemplary. The manner they delivered the lectures, respond to questions, the way they handle group dynamics and workshops was most impeccable and perfect.”
- “I admired the way the facilitators made the trainees participate and get involved in the entire classroom discussions. That was just a great experience listening to professionals.”
- “All of my apprehensions dissipated because our second team of facilitators oriented the trainees adequately paving the way for our academic preparation to naturally flow.”
- “So far, this is the best training I have ever attended. A paradigm-shifting one!”

It was apparent that the participants were very receptive to the interactiveness and fun deliberately designed into the training activities. Participants were constantly encouraged to participate in every activity and to exclude no one from the merriment. This resulted in a pervading sense of
camaraderie among participants which contributed to a general openness and acceptance towards insights and personal experiences shared in group discussions.

2.1.3. **Training design garnered a general ranking of 4.6.**

- When asked if the case discussions effectively delivered the lessons, average score was at 4.7 making it the most effective learning tool for the batch.
- The lecture-method received a score of 4.6.
- The various group exercises also received a score of 4.5.

2.2. **Internship (Practical Training)**

Following the first phase of training is 5 days of internships wherein trainees were required to handle actual mediation cases under the supervision of Mentors designated by the CoRe Group. The Supervisors served to ensure that the trainees effectively employ the principles and skills imparted to them during their classroom training. The internships were held at the Philippine Overseas Employment Agency (POEA) for trainings conducted in NCR. During the week, trainees were also given written and practical examinations which partly serve as basis for their final grade.

The Interns were encouraged to engage the assistance of their supervisors or consult them whenever they were faced with a problem in their mediation conferences. But for the most part, interns were merely observed by the mentors at a distance and very discreetly at that. It was usually during debriefing sessions were they advised of their performance gaps or lauded for their effectiveness.

**First Batch:**

A total of 70 cases were handled for Mediation by the 23 trainees, 46% of which were successfully resolved, 39% were rescheduled for follow-up sessions, while 16% were docketed for adjudication. It was observed that
there might have been better odds for settlement of cases if the trainees had more days to handle resets of their cases as standard internships programs run for at least 2-weeks.

Table 5. Summary of Outcomes of Cases Handled

<table>
<thead>
<tr>
<th>Outcome</th>
<th>f</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cases Handled</td>
<td>70</td>
<td>100%</td>
</tr>
<tr>
<td>Settled</td>
<td>32</td>
<td>46%</td>
</tr>
<tr>
<td>Reset</td>
<td>27</td>
<td>39%</td>
</tr>
<tr>
<td>For Adjudication</td>
<td>11</td>
<td>16%</td>
</tr>
</tbody>
</table>

Internship performance was assessed based on a 5-point system employed by the supervisors which considered the intern’s actual handling of cases and performance during the Fishbowl exam. Passing score is 2.5.

Trainees received ratings ranging from a high of **3.8 to a low of 2.5.** Majority (55%) fall within the range of 3 - 3.4, 24% were between 2.5 - 2.9, while 21% range within 3.5 - 3.8. Average score across all 23 interns is at 3.2 which suggests an over-all good performance by the group.

**Significant Outcome for Batch 1:**

1. All participants of Batch 1 successfully completed the academic and internship phases of their training which qualified them to the Training for Trainers’ Program.

2. As early as the end of Phase 1 - Academic Training, the trainees had decided to organize themselves into an Association of coop ADR practitioners to be duly registered with the Securities and Exchange Commission (SEC). The mission of the group is to sustain efforts at advocating Mediation among coop communities in Luzon as well as to
synchronize efforts at continuously enhancing capabilities of the coops as well as the providers themselves.

3. The Pledge of Commitment was finalized and presented during the closing ceremony held on June 9, Saturday. The Pledge was formally presented to the CDA and EMERGE, each represented by Administrator Segfredo Buagas and Mr. Mario Lamberte, respectively. The Ceremony was concluded by statements from the participants which essentially reinforced their commitment to ADR practice and advocacy for the sector.

**Second Batch:**

Due to the large number of participants in batch 2, more exercises were given to the group during their internship week to ensure maximum understanding of ADR concepts. Modules such as the Exercise on the Opening Statement (EXOS), Questioning Exercise (Quest) and mock mediation cases were given.

Similar to Batch 1, the internship phase culminated in the Fishbowl exam in which 8 batches of 8 interns went through a round-robin simulation of a mediation session where a pair of mentors acted as the disputants. The same 5-point system was employed by the supervisors to rate the trainees.

Ratings for the batch range from a high of 4.48 to a low of 1.5. One participant had been unable to follow through with the fishbowl exam because of a sudden ailment due to stress. Majority (61%) fall within the range of 3 - 3.4, 28% received scores above 4.0, 11% received scores below 2.5, while 0% range within 3.5 - 3.8. Average score across all interns is at 3.32, slightly higher than the first Batch.

Consolidated results show that 6 individuals (of the 62 total participants) had failed to meet the minimum requirements for the practical exam including 1
who had not been able to take it at all. For these individuals, a re-take of the fishbowl will be required and its successful completion a must. The issuance of Certificate of Completion shall be held in abeyance until they successfully meet this requirement.

**Significant Outcomes for Batch 2:**

1. Fifty-eight percent (58%) or 36 trainees of the batch had successfully qualified for the scholarship granted to the Top 50 trainees of Batches 1 & 2. These exceptional individuals garnered the highest combined scores for the written and practical assessments conducted by the CoRe Group. Still on a positive note, an additional 32% or 20 trainees had successfully met the minimum requirements of CoRe and earned passing marks on their combined written and practical assessments. And regardless of whether or not they were granted a scholarship, the trainees were generally enthusiastic about attending the Special Coop ADR Training of Trainers scheduled on June 28 – 29 to be held also in Cebu. All participants were furnished written communication which they’re to present to their BOD for approval.

2. Furthermore, ten representatives were elected among the batch to stand as officers for the organization / association of Coop ADR Practitioners that the group had decided to establish. Taking their cue from the Luzon group, a Vis-Min Chapter shall be established by the Batch with an action plan to be discussed during a special meeting planned on the 28th of June.

**Third Batch:**

Similar to Batch 1, the third batch of trainees which consisted of CDA officers and personnel conducted their internship program at the POEA. Participants were able to handle a total of 42 cases of which 43% (18) were settled. The high number of resets at 48% (20) is seen as a result of the very
short internship period. 9% of the cases were forwarded to the next level for adjudication.

Table 5. Summary of Outcomes of Cases Handled

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<th>Outcome</th>
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<tr>
<td>Cases Handled</td>
<td>42</td>
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<tr>
<td>Settled</td>
<td>18</td>
<td>43%</td>
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<tr>
<td>Reset</td>
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<td>48%</td>
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<tr>
<td>For Adjudication</td>
<td>4</td>
<td>9%</td>
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Batch 3 received ratings ranging from a high 4.6 to 2.52 which include fishbowl assessment and case-handling scores. The most number of participants at 67% (25) fell within the range of 2.5-2.9; 10% (4) received scores between 3.0-3.4 and another 10% got 3.5-3.9, and only 8% (3) received scores above 4.0.

2.3. Training of Trainers Program

50 top trainees from the coop sector and 10 graduates from the CDA were invited to participate in the Training of Trainers program held on June 25-26 at the Tiara Oriental Hotel, Makati City.

The most number of scholars came from Batch 2 / VisMin group with -- ( ) of participants.

Of the 60 invited scholars, 38 attended comprising cooperative members from Luzon ( ), Visayas ( ) and Mindanao ( ), and the 10 persons from the CDA.
3. QUALITATIVE PROGRAM RESULTS:

Trainees were also asked to submit essays where the extent of learnings can be further explained. It was evident from the qualitative accounts that the training affected the participants on a personal level. Testaments to the training’s impact on the breaking down of previously held beliefs, perceptions and adversarial behavior illustrate the program’s successful achievement of its transformative purpose. Trainees shared the following feedback:

3.1. Personal Realizations:

- “It taught me the importance of self-control and made me understand that indeed observation without evaluating is the highest form of intelligence.”
- “I have re-evaluated the value and role of mediation in the judicial system and a part of me is thinking about the feasibility of getting more involved and learning more about mediation.”
- “I learned with immense impact that human beings are not feeling-less statistics that can be dealt with like objects but are men and women with feelings and sensitivities / needs that must be listened to and acknowledged and empowered.”
- “I value the learning that I have on NAC which has great bearing on my relationships with other people... it improved my personality.
- “We should have the perspective that people can solve their own conflicts peacefully and effectively if they themselves be reminded of the core values in them.... ”
- “With my age, experience and academic preparation..., I realized that there are still a lot of things I do not know and would hunger to re-learn. With my onerous assumptions, I allowed myself to be limited and inadequate. However, I felt fortunate because I gradually moved forward to come to terms with my prejudices.”
- “The lessons I gained from the ADR training have transformed my ‘biased-laden’ notion for the better. I learned to appreciate that the other person has that innate goodness everyone has to respect.”
- “I realized that mediation is not an exclusive work of legal officers. Instead, it is a work of every peace-loving individual!”
“ADR training... is something that the cooperatives in the Philippines really need.”

“Mediation is my new venue of contributing peace in this conflict-ridden world.”

“I am all the more convinced that mediation is the best alternative to the resolution of conflicts and other negotiation styles or adversarial approaches. The knowledge of PDIOS is foremost!”

“A rméd with my realizations, I look back at key moments in my life and got to view them from a different perspective. Suffice to say that a lot of things I finally understood. I realized why I acted the way I did. A rméd with my new-found self-awareness, I believe that relationships in all levels will improve from now on.”

### 3.2. Development of new skills

“My new skills now would make my workplace more profound and my professional relationships more improved. My mindset would be broader then before and the degree of my understanding would be at a higher level.”

“By these new skills, I can improve communication with my children and husband... Hopefully, conflict between my family members can easily be resolved.”

### 3.3. Development of a new and better person

“It (training) gave me a higher perspective on the way I look at myself and other people. I am stronger and better person with the knowledge I gained from the facilitators and from my classmates.”

“I will be more compassionate this time. Since I have a wider perspective of things, I will not subject myself to the things I see on the surface but go deeper beyond the façade.”

“Professionally, I will consciously depart from the adversarial and confrontational mode of solving conflicts and adopt the non-adversarial, human-needs focused orientation of resolving conflict.”

“I can now be more patient and humble enough to understand my peers and superiors. And whenever somebody needs my expertise on mediation I will make myself available to them for ‘free’.”

“If people see the change in me, their reaction to me will also be on the positive way. And in this way, the change in them also starts…”
3.4. Benefits to the organization

- “Now, with the ADR Training, we can resolve cases promptly and minimize the pending in the office for resolution. This will create a good image for the office and (lead to) better performance.”

- “The current conflict-handling system at (name of organization)... needs to be replaced with mediation... it is not only speedy, inexpensive, impartial and informal - but more humane. Above all, it works to improve and strengthen relationships and therefore improve the cooperative immeasurably.”

- “The conflict-handling system (in my organization) is AIDS (Avoid, Ignore, Deny Syndrome). ADR can provide a venue for communication (in my organization.)”

- “Right now, our cooperative has no mechanism on how to resolve conflicts. ADR should first be in place in order to have a smooth and harmonious relationship within our workplace.”

- “We don’t have a mediation/conciliation arm in our organization but with ADR in-place, the conflict resolution (system) will no longer be probing and fault-finding, instead uplifting and liberating.”

- “The Conflict Handling System in our organization was not being given much attention. Maybe because the Management does not know how to go about it and they lack the complete information, the knowledge and even the interest on the merit of every complaint. However, with this ADR technique and if our management really intend to resolve existing conflicts, it may no longer be a problem for them to resolve employees and cooperative disputes met by the Agency by utilizing us, the graduates of this Course.”

- “ADR will somehow invite more parties to come to (our organization) because of the reality that parties are now respected, heard and could possibly arrive at a win-win solution.”

- “By applying ADR, the system would certainly improve, as to the process of handling the case and will promote better employees or management.”

- “ADR can help in improving the current CDA system by providing another dimension to the already existing system. It can be utilized as a first level wherein the current system can take place if mediation fails... In addition, mediation can again take place if
while within the process undertaken after the failure in mediation, the parties so agreed to go back to the mediation table."

- "ADR will create an ideal and harmonized environment for people to work with a goal in heart and that is to serve well the interest of the cooperatives and the communities that it caters. It gives us the opportunity to build bridges more than walls and to emphasize the beauty of life and living towards peace."

- "The agency’s (current) mediation process seemed not as clear as ADR so that many of coops have failed to settle the problems. As a result, it derails the functions and effectiveness of the agency. ADR will really help make the agency an effective and efficient mediator when it comes to coop problems because of its clarified and well-tested principles and theories."

- "(our system) is more of avoiding process and sometimes if we are trapped in a situation which we think we cannot resolve, we do it in a violent way - litigation process... that’s the only process we have learned from the past."

### 3.5. Gratitude for the opportunity

- "Thank you for the opportunity and more power."

- "I’m very thankful because our trainers in the internship are good, generous, considerate and approachable."

- "I consider myself the luckiest employee... for giving me the chance, the trust and confidence to attend this very significant seminar / training."

- "I would like to express my whole gratitude to the CoRe Group for sharing their ideas to us. Thank you very much!"

- "I would like to thank the CoRe Group and EMERGE for arriving at this kind of endeavor which will help a lot of people in resolving conflict in a non-adversarial way. I hope that your mission will continue until all the cooperative sectors will be imparted with your skills to ensure full cooperation and success. Your way of handling disputes is very progressive because it entails a win-win solution to disputants, thus, ensures harmonized relationships."
3.6 Learning and Other Comments

- “The skills learned in this training will help smoothen and harmonize the relationships I have with my wife and hopefully we’ll remain with each other until death.”
- “What I enjoy most in the ADR Training is the experience that I am getting to know myself more during the process and more so, I like that state when I am learning to be detached from myself when relating to other people, especially during mediation.”
- “The skills I’ve learned from the training will never be taken away from me. As a good mediator, I will listen better. I will be looking at a person in a different way. I expect myself to be more self-managed from now on. This will enhance my relationship with other people, especially those around me...”
- “The new skills I have learned will benefit me in the form of being an expressive and more feeling person... and that is how peace and harmony can truly stay within me and my relationships with others.”
- “In my workplace, the new skills of better communication and teamwork are greatly appreciated.”
- “The weeklong classroom training was fruitful, enriching and successful. I had a lot of learning...”
4. Recommendations

4.1. Recommendation for Coop Mediator:

The CoRe Group recommends the following graduates to the CDA for “recognition” as a Coop Mediator under the following criteria:

a. Successful completion of the 40-hour classroom training:
   - Ability to imbibe the skills and concepts brought forth by the program
   - Effective communication skills
   - Effective and immediate application of skills and concepts learned during the training
   - Overall class performance

b. Passing the assessment activities:
   - 175-point written examination
   - Fishbowl examination
   - Performance during mediation exercises / Actual handling of mediation cases

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<td>79</td>
<td>Yringco, Luz H.</td>
<td>2 - vismin</td>
<td>Passed</td>
</tr>
</tbody>
</table>

Those who were given a grade of NEEDS IMPROVEMENT due to failure to pass the examinations shall be given a chance to re-take the examinations at a future time. The person who received an INCOMPLETE will also have to complete both the written and practical examinations should he wish to pursue recognition as a Coop Mediator.

### 4.2. Recommendations for ADR Trainer:

Those who successfully passed the Basic Mediation Training and belong to the Top 50 were automatically allowed to attend the Training of Trainers (TOT) Program in NCR.

Those who did not belong to the Top 50 and those who received a Needs Improvement mark in the previous modules were allowed to attend a special TOT held in Cebu City with the understanding that any certification shall be held in abeyance until successful completion of the requirements. The Special TOT was requested by the CDA, as well as the participants, to cater to Basic Mediation graduates who were unable to receive scholarship to attend the TOT in NCR.
The TOT in NCR produced 38 graduates who all passed and are therefore recommended to the CDA for “recognition” as ADR Trainer. More graduates are expected to be added to the list upon completion of Special TOT in Cebu on June 28-29.

Criteria to be recommended as an ADR Trainer are as follows:

- Successful completion and active participation in all modules
- Ability to effectively communicate the modules across during the teaching exercises
Here is a partial list of the graduates recommended to become ADR Trainers:

<table>
<thead>
<tr>
<th>Name of Participant</th>
<th>Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  Antonio C. Clarito</td>
<td>Region IX</td>
</tr>
<tr>
<td>2  Ma. Teresa P. Ragay</td>
<td>Region VII</td>
</tr>
<tr>
<td>3  Maria Lolita S. Decano</td>
<td>Region IV</td>
</tr>
<tr>
<td>4  Manuel S. Mabini</td>
<td>Region VIII</td>
</tr>
<tr>
<td>5  Luz. H. Yringco</td>
<td>Region VIII</td>
</tr>
<tr>
<td>6  Venus A. Moreno</td>
<td>Region VII</td>
</tr>
<tr>
<td>7  Napoleon M. Cortes,Jr.</td>
<td>Region IV</td>
</tr>
<tr>
<td>8  Segfredo O. Buagas</td>
<td></td>
</tr>
<tr>
<td>9  Ray R. Elevazo</td>
<td>Region I</td>
</tr>
<tr>
<td>10 Franco Bawang Jr.</td>
<td>CAR</td>
</tr>
<tr>
<td>11 Artemio n. Guzman</td>
<td>Region II</td>
</tr>
<tr>
<td>12 Margie James-Lumasag</td>
<td>Region IX</td>
</tr>
<tr>
<td>13 Imelda M. Ramos</td>
<td>NCR</td>
</tr>
<tr>
<td>14 Anabelle D. Tuy</td>
<td>NCR</td>
</tr>
<tr>
<td>15 Emerita C. Fuerte</td>
<td>CAR</td>
</tr>
<tr>
<td>16 Bernardita S. Fernandez</td>
<td>CAR</td>
</tr>
<tr>
<td>17 Cresencia L. Segui</td>
<td>Region IV-A</td>
</tr>
<tr>
<td>18 Fe D. Caingles</td>
<td>CO</td>
</tr>
<tr>
<td>19 Michelle B. Lee</td>
<td>CO</td>
</tr>
<tr>
<td>20 Angelito U. Sacro</td>
<td>CO</td>
</tr>
<tr>
<td>21 Jose Victor P. Picar</td>
<td>Region I</td>
</tr>
<tr>
<td>22 Roberto R. Cruz</td>
<td>Region I</td>
</tr>
<tr>
<td>23 Arnold D. Abalos</td>
<td>Region II</td>
</tr>
<tr>
<td>24 Archie Piga</td>
<td>NCR</td>
</tr>
<tr>
<td>25 Iluminada V. Gomez</td>
<td>Region IV</td>
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<tr>
<td>26 Elvira R. Castillo</td>
<td>Region I</td>
</tr>
<tr>
<td>27 Corazon G. Alesna</td>
<td>Region II</td>
</tr>
<tr>
<td>28 Marciana D. Foryasen</td>
<td>Region II</td>
</tr>
<tr>
<td>29 Pedro S. Mateo</td>
<td>Region II</td>
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<tr>
<td>30 Joyce A. Uri</td>
<td>Region IV</td>
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<tr>
<td>31 Nonie Hernandez</td>
<td>NCR</td>
</tr>
<tr>
<td>32 Ma. Rose Teresa Bartolata</td>
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<tr>
<td>33 Marta D. Bautista</td>
<td>NCR</td>
</tr>
<tr>
<td>34 Rubi Mayor</td>
<td>NCR</td>
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<tr>
<td>35 Amelia Bojo</td>
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<tr>
<td>36 Agnes Yambao</td>
<td>Region II</td>
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<tr>
<td>37 Erming Mabunga</td>
<td>Region XI</td>
</tr>
<tr>
<td>38 Imelda B. Yaban</td>
<td>Region II</td>
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</tbody>
</table>
Task 4.2.1.2.f. Promoting and Instituting Alternative Dispute Resolution Mechanisms for the Cooperative Sector - Phase 2: Development of Training Modules and Conduct of Training

General Information

| EMERGE Counterpart | Mr. Gil Beltran  
|                    | Undersecretary, Department of Finance, and  
|                    | Executive Director, National Credit Council  
| Team Leader        | Dr. Mario B. Lamberte  
| Reform Theme       | Vibrant Financial Markets  
| Strategic Objective (RO) | 4.2  
|                    | Develop competitive parity across sub-markets  
| Intermediate Result (RR) | 4.2.1  
|                    | Impediments to the primary markets removed  
| Task Number        | 4.2.1.2 b - 1  
|                    | Technical assistance to develop training modules on alternative dispute resolution mechanisms for the cooperative sector and conduct of training  
| Counterpart Letter | 25 September 2006  
|                    | Submitted to USAID  
| First Draft        | Approved by USAID  
| Final Draft        | Implementation  

Description of the Task

Background

Intra-cooperative disputes, which reached more than 500 cases brought to the CDA in 2005, have debilitating effects on the operations of cooperatives and taken away much of CDA’s time and resources that could have been devoted to supervision and regulation of cooperatives. CDA has recently made significant steps towards addressing this problem. With TA provided by EMERGE, CDA has developed a framework for developing alternative dispute resolution (ADR) mechanisms and issued the following three memorandum circulars:
Prior to the adoption of the ADR framework and issuance of the Implementing Guidelines, the CDA, with the assistance of CoRe Group, conducted a total of twelve (12) consultation workshops to solicit views of stakeholders on the draft ADR framework and Implementation Guidelines. A total of 1,203 participants representing various levels of cooperatives across the country attended these consultation workshops. All of them wholeheartedly support CDA’s effort to institute ADR mechanisms for the cooperative sector.

To fully institute the ADR mechanism for the cooperative sector, however, more need to be done. First, standardized forms and reports implied in the Guidelines need to be developed. Second, a Code of Standards and Ethical Practice for mediators has to be developed. Third, CDA needs to widely disseminate the ADR mechanisms for the cooperative sector, which calls for the formulation of a primer. Fourth, conciliation-mediation capacity has to be developed at all levels of the cooperative sector through the conduct of appropriate and effective training programs. During the consultation workshops, participants are eagerly looking forward to a training program for mediators. Fifth, considering that there are more than 20,000 operating cooperatives in the country each requiring at least one well-trained mediator each, there is a need to develop a core of trainers who can provide training services to cooperatives. This task therefore aims to address these needs.

In his letter to C. Stuart Callison dated 25 September 2006, DOF Undersecretary and NCC Executive Director Gil S. Beltran has already requested this follow-on activity contingent upon the completion of the Phase 1.

**Objectives**

The general objective of this TA is to assist CDA implement the three newly issued ADR Implementing Guidelines. The specific objectives are to:

1. widely disseminate CDA-approved ADR framework and Guidelines;
2. develop standardized forms and reports required in the Guidelines; and
3. develop a conciliation-mediation capacity of the cooperative sector through the conduct of training programs appropriate for the CDA and cooperatives.
Scope of Work

The Consultant shall:

1. Assist CDA in developing standard templates for the forms and reports needed for each of the three ADR Implementing Guidelines;
2. Assist CDA in formulating the Code of Standards and Ethical Practice for mediators;
3. Prepare a Primer for the three Implementing Guidelines that will serve as a reference for the installation, maintenance and monitoring of the cooperatives’ Conciliation-Mediation Program;
4. Assist CDA in formulating plans and programs including a 3-year mediation development and training program to make the ADR system for the cooperative sector sustainable.
5. Design training modules including training manuals for:
   a. the CDA Mediation Unit Training Program for CDA staff, which will include a 5-day training program inclusive of a 1-day training on how to manage and institutionalize the ADR program, 5-day internship and 2-day assessment;
   b. the Coop Mediator’s Training Program for primary cooperatives and unions/federations, which will include a 5-day classroom training, 5-day internship and 2-day assessment;
   c. the ADR Trainer’s Training Program for selected mediators, which will be a 2-day training program on how to use the multimedia materials in developing mediators;
6. Develop and produce multimedia training materials for use in the Trainer’s Training Program.
7. Recommend to CDA sets of criteria for the selection of trainees for the CDA Mediation Unit Training Program, Coop Mediator’s Training Program, and ADR Trainer’s Training Program;
8. Conduct two (2) training sessions for the Coop Mediator’s Training Program and one (1) training session each for the CDA Mediation Unit Training Program and ADR Trainer’s Training Program;
9. Assist CDA in developing the criteria and procedure for the recognition of qualified mediators and trainers to be included in the pool of mediators and trainers; and
10. Coordinate with CDA in implementing the activities of this task.

Reports/Deliverables

1. Standard templates for the forms and reports needed for each of the three ADR Implementing Guidelines approved by CDA.
2. Code of Standards and Ethical Practice for mediators approved by CDA.
3. Primer for each of the three ADR Implementing Guidelines approved by CDA and conduct of training for the CDA implementation team.
4. A plan and programs including 3-year mediation development and training program to make the ADR system for the cooperative sector sustainable.
5. Design of training modules, including training manuals, for the Coop Mediator’s Training Program, CDA Mediation Unit Training Program and ADR Trainer’s Training Program.
6. Multimedia training materials for the ADR Trainer’s Training Program.
7. Criteria for the selection of trainees for the Coop Mediator’s Training Program, CDA Mediation Unit Training Program and ADR Trainer’s Training Program.
8. Conduct of:
   a. the CDA Mediation Unit Training Program for one (1) batch of trainees with at most forty (40) trainees from CDA central office and extension offices;
   b. the Coop Mediator’s Training Program for two (2) batches of trainees with at most sixty (60) trainees from the cooperative sector per batch; and
c. the ADR Trainer’s Training Program for one (1) batch of trainees with at most sixty (60) trainees consisting or fifty (42) participants from the cooperative sector and ten (18) participants from CDA.

9. Criteria and procedure for the recognition of qualified mediators and trainers to be included in the pool of mediators and trainers.

10. Progress and Final Reports on activities conducted for this task.

Administration of the Task

Implementation Modality

EMERGE will issue a sole-source Purchase Order (PO) to The CoRe Group Foundation to undertake the activities and submit the required deliverables of this TOR. The NCC and CDA have expressed strong preference to engage again for this task the CoRe Group Foundation for the following reasons: (a) NCC and CDA were very much satisfied with the performance of the CoRe Group in assisting them to develop the ADR Framework and the Implementing Guidelines; (b) CoRe Group has excellent trainers on mediation and has a very good track record in training mediators; and (c) CoRe Group has already accumulated stock of knowledge about the Philippine cooperative sector especially types of disputes confronting many cooperatives which it can readily use in developing the training modules appropriate for the sector.

Having been the vendor of the first PO that saw the development of the ADR framework and guidelines, the CoRe Group Foundation is in the best position to implement the training component of the ADR. This second PO serves as a follow on engagement of the CoRe Group Foundation who now has the expertise, recognition and respect of the counterparts and the cooperative sector to implement the training component of the ADR.

Reporting Conditions and Other Procedures

<table>
<thead>
<tr>
<th>Counterparts</th>
<th>DOF Director Joselito Almario</th>
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<tr>
<td></td>
<td>Deputy Executive Director</td>
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<td>National Credit Council</td>
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<td>Ms. Lecira Juarez</td>
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<td>Chairperson</td>
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<td>Cooperative Development Authority</td>
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<tr>
<th>EMERGE</th>
<th>Mario B. Lamberte</th>
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<td></td>
<td>Team Leader</td>
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<td>Banking and Capital Markets</td>
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This task is part of NCC’s larger effort to help CDA institute reforms aimed at strengthening its capacity to supervise and regulate cooperatives. NCC shall therefore have overall supervision of this task while CDA shall implement the task. The Consultant shall work closely with the CDA in implementing this task.
CDA shall be responsible for disseminating information about the training program to the cooperative sector, selecting trainees using the selection criteria developed by the Consultant, identifying appropriate training sites and making necessary arrangements with training site providers.

**Task Duration**

| Start date: | End date: 30 June 2007 |

**Resource Requirements**

An estimated budget for the P.O. is attached

**Other costs:**

1. CDA staff's participation in the training
   a. CDA ADR Unit Training:
      i. Board and lodging (including all meals): 40 participants for 14 days (to arrive on Sunday and leave on the third Sunday), to be shouldered by **EMERGE**
      ii. Transportation from training site to internship site: 40 participants for 5 days, to be shouldered by **EMERGE**
      iii. Transportation from home base to training site: to be shouldered by **CDA**
   b. Trainer's Training Program:
      i. Board and lodging (including all meals): 10 participants for 3 days (including day of arrival), to be shouldered by **EMERGE**
      ii. Transportation from home base to training site: to be shouldered by **CDA**

2. Primary cooperatives and Unions/Federations:
   a. CDA ADR Unit Training:
      i. Board and lodging (including all meals): to be shouldered by the **trainees**
      ii. Transportation from training site to internship site: to be shouldered by the **trainees**
      iii. Transportation from home base to training site: to be shouldered by the **trainees**
   b. Trainer's Training Program:
      i. Board and lodging (including all meals): to be shouldered by the **trainees**
      ii. Transportation from home base to training site: to be shouldered by the **trainees**
25 September 2006

Dr. C. Stuart Callison
Chief of Party, EMERGE
Unit 2003, 139 Corporate Center, Valero St.
Salcedo Village, Makati City 1227

Dear Dr. Callison:

As you may be aware, the Department of Finance—National Credit Council (DOF-NCC) is currently pursuing initiatives to develop and strengthen the institutional capability of the Cooperative Development Authority (CDA) to effectively regulate and supervise the financial operations of cooperatives engaged in savings and credit operations. This is in line with NCC's mandate to come up with an enabling policy environment that would encourage greater private sector participation in the delivery of financial services to the marginalized sectors in a sustainable and efficient manner.

Following several discussions with Dr. Mario Lambert, certain critical areas were identified that will fill the gaps and complement activities under the ADB's Microfinance Development Program and the Japan Fund for Poverty Reduction grant assistance (Developing Financial Cooperatives) being undertaken by the NCC. It is in this regard that we are requesting the following activities be taken into consideration under EMERGE:

1. Evaluation and Assessment of the Database for the Cooperative Sector with Savings and Credit Services;
2. Promoting and Instituting Alternative Dispute Resolution Mechanisms for the Cooperative Sector; and
3. Basic Training Courses for CDA on Supervision and Regulation of Cooperatives with Savings and Credit Services.

With regard to items 1 and 2 above, we believe that follow-on activities will have to be pursued contingent upon completion of the projects and the availability of resources and time. We are therefore attaching, for your consideration and ready reference, the Terms of Reference for the aforementioned activities.

Thank you for your kind consideration of this request.

Very truly yours,

[Signature]

GIL S. BELTRAN
DOF Undersecretary and
NCC Executive Director
Analysis of Supervisory and Regulatory Issues
Using the Newly Developed Database System

indicative Scope of Work and Deliverables

Scope of Work

Given the newly developed database for the cooperatives with savings and credit services, the Consultant shall provide empirical analysis of the following supervisory and regulatory issues:

1. Appropriate size and level of resources for a cooperative to be under systematic regulation and supervision by the CDA considering that cooperatives are member-owned and that the members are supposed to guard their stake in the organization.
2. Safeguards to be adopted for those that will not be under systematic supervision by the CDA.
3. Differences in the regulatory and supervisory framework for institution-based (closed-type) cooperatives and community-based (open-type) cooperatives considering that they face different types of risks.
4. Appropriate level of supervision fee that should be charged to the cooperatives.

Deliverable

A report containing empirical analyses and recommendations on the following:

1. Appropriate size and level of resources for a cooperative to be under systematic regulation and supervision by the CDA.
2. Safeguards to be adopted for those that will not be under systematic supervision by the CDA.
4. Appropriate level of supervision fee that should be charged to the cooperatives.

This is the proceed follow on work of the TA Evaluation and Assessment of the Database for the Cooperative Sector with Savings and Credit Services.
Promoting and Instituting Alternative Dispute Resolution Mechanisms for the Cooperative Sector, Phase 2

Indicative Scope of Work and Deliverables

Scope of Work

Based on the CDA-approved framework and implementing rules and regulations for promoting and instituting alternative dispute resolution mechanisms for the cooperative sector developed in Phase 1 of the project, the Consultant shall:

1. Develop criteria for choosing mediation facilities and mediators to be trained
2. Assist the CDA in choosing mediation facilities and mediators to be trained using the criteria developed in item 1
3. Develop an advocacy course on ADR aimed at enhancing the awareness and appreciation of the CDA staff and members of cooperatives on the value of ADR mechanisms for settling intra-cooperative disputes.
4. Conduct six (6) regional workshops for CDA staff and selected members of the cooperative sector using the advocacy course being developed
5. Develop a Mediation Course for Professional Practice aimed at equipping selected members of the cooperative sector with mediation skills.
6. Conduct three (3) training workshops using the Mediation Course for Professional Practice being developed.

Reports/Deliverables

1. Criteria for choosing mediation facilities and mediators to be trained.
2. Report on the assistance provided to CDA in choosing mediation facilities and mediators to be trained.
3. Advocacy course on ADR
4. Conduct six (6) regional workshops for the advocacy course.
5. Mediation Course for Professional Practice
6. Conduct of three (3) training workshops for the Mediation Course for Professional Practice