

Crispina R. Corpuz, 2019

Volume 4 Issue 3, pp. 1652-1674

Date of Publication: 13th February, 2019

DOI- <https://dx.doi.org/10.20319/pijss.2019.43.16521674>

This paper can be cited as: Corpuz, C. R., (2019). *The Experience of Selected Typhoon Haiyan Survivors on Co-Operative Formation as Part of Their Rebuilding and Recovery Strategy (Case Study Approach)*.

PEOPLE: International Journal of Social Sciences, 4(3), 1652-1674.

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THE EXPERIENCE OF SELECTED TYPHOON HAIYAN SURVIVORS ON CO-OPERATIVE FORMATION AS PART OF THEIR REBUILDING AND RECOVERY STRATEGY (CASE STUDY APPROACH)

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Abstract

This paper was initiated as an offshoot to help selected Typhoon Haiyan survivors and to serve as a model to other calamity survivors who would like to help themselves after the devastation. It considered the experience of selected Typhoon Haiyan survivors on the co-operative formation. It also ascertained how cooperative formation could help create jobs as rebuilding strategy to help the survivors of calamities. The study used the case study methodology to develop a theory on cooperative formation for the survivors of calamities and to evaluate the cooperative entrepreneurship livelihood program as an intervention. Findings show that formation of coops could create jobs and contribute to helping the survivors to escape from poverty. The cooperative formation mobilized the selected typhoon survivors to be together and look for solutions that could help them rebuild what they had lost during the calamity. These outcomes support the literature review showcasing how cooperative formation is well suited to ordinary people, including survivors of calamities who do not have enough capital to put up their own

business. It would be to the advantage of survivors of different calamities to have similar studies that would support the identified research outcomes for easier replication and modeling.

Keywords

Cooperative Formation, Job Creation, Rebuilding Strategy, Typhoon Survivors

1. Introduction

Typhoon Haiyan ripped through the Philippines, bringing death and destruction on November 8, 2013. More than four years have passed since its landfall that affected more than 14 million people from the Visayas Region. As embodied in the report of World Bank (2014), the long-term effects of typhoons like this one include an increase in unemployment and underemployment and rise in poverty levels. This is brought about by job losses which are usually the common experience of calamity survivors. Before the typhoon, WB report stated that the poverty rate in areas affected by this super typhoon was already around 33 percent. Looking at the summary poverty assessment conducted by the emergency assistance for relief and recovery from Typhoon Haiyan, their analysis estimates that an additional 1.5 million people will experience poverty because of the typhoon.

Although livelihoods programs initiated by USAID and other non-government organizations can be considered successful, the U.N. reported that recovery and livelihood opportunities had remained not enough to help in the rebuilding efforts to help the victims.

Considering the losses incurred by the survivors, this study hopes to help determine a long-term rebuilding strategy for selected Typhoon Haiyan survivors. Secretary of Labor Rosalinda Baldoz aptly said that rebuilding strategy should not only focus on infrastructures but also in helping survivors find jobs or identify means to support their livelihoods. ILO Director Johnson aptly said, *“Ensuring all those affected have opportunities to engage in decent work to support themselves, their families, and their local communities is key to make sure the recovery is successful in the long run”* (OG, 2014).

After substantial relief operations for the survivors of Typhoon Haiyan in the Visayas, De La Salle Philippines (DLSP) started implementing its One La Salle Yolanda Rehabilitation and Recovery Project (OLSYRRP). The rehabilitation project focused on assisting three (3) public elementary schools and residents of the barangays (village) where these elementary schools are located. OLSYRRP adopted a comprehensive community development approach and created various interventions that will contribute to rebuilding disaster resilient learning communities

and in providing quality education for the children. They were selected after a thorough community profiling, assessment, ocular visits, and focused group discussions with the typhoon survivors, school teachers, school principals, and local government officials (One La Salle Yolanda Rehabilitation and Recovery Project (OLSYRRP).

The latest initiative included a co-op entrepreneurship training which is a low-cost, easy to implement the type of business organization that requires only a small amount of capital and that uses hands-on activity-based lessons while promoting dialogue and sense of ownership since membership in the co-op means being one of its owners.

Follow-up meetings with interested participants were also held together with the cooperative development specialist assigned in the area and the representative of DLSP from Tacloban City to discuss organized selected beneficiaries opportunities of venturing into a cooperative.

Cooperative is usually formed by ordinary people to help themselves and solve basic economic and social problems. Cooperatives are found all over the world engaged in all kinds of businesses, protecting their members from exploitative practices in the market and improving their lives in the process (ILO, 2011).

Cooperatives play a critical role in building community wealth for several key reasons (Overview of Cooperatives, n.d.):

- Because of co-ops distinguishing characteristics compared to other forms of business organization, they can provide quality goods and services to areas that may appear not too lucrative and profitable to other businessmen.
- They are usually concentrated in rural and agricultural communities. An example is the Lamac Multi-Purpose Co-operative formerly located in a very remote area in Cebu, Philippines, with no electricity and passable roads. With the initiative of the cooperative and the cooperation of its members, electricity was installed and passable roads were constructed.

Based on the ILO recommendations (1992) experts agreed that the co-operative sector can effectively mobilize the community to engage in profitable business which in turn can help unemployment problems through job generation.

Several research studies conducted in different parts of the globe support the conclusion that cooperatives have the potential to promote employment that can help generate income. Here

in the Philippines, there are a lot of successful millionaire and billionaire co-operatives that started from the grassroots. Sorosoro Ibaba Development Co-operative (SIDC) and Lipa Multi-Purpose Co-operative (LIMCOMA) from Batangas were both organized by ordinary farmers. Tagum, Agdao, Sta. Ana, and Panabo Multi-Purpose Co-operatives in Davao; Baguio Benguet Credit Co-operative; UPLB Credit and Consumer Co-op; San Dionisio Credit Co-op; and Lamac Multi-Purpose Co-op are just some of the cooperatives in the long list that can be found in the website of the Cooperative Development Authority (CDA) (Selected Statistics, n.d.).

Cooperative members work together to achieve things they cannot achieve on their own. This is ideal for the victims of Typhoon Haiyan. Zeuli and Radel (2005) said that the co-op development process can be initiated by a group of people in a community who are interested in creating a co-op to meet a collective need or opportunity. This can be initiated by an external party, like the team from OLSYRRP who are interested in organizing a cooperative to meet the needs of its identified beneficiaries for the project. This makes it ideal for the survivors of typhoon Haiyan. Considering what they have experienced as a community, cooperative formation makes it ideal for them to work together as a community looking for means to rebuild and regain what they have lost in terms of livelihood.

The study conducted by Conover, Molina, and Morris (1993) twenty-two years ago was also worth mentioning despite being conducted several years ago. This was all about creating jobs through cooperative development. Findings show that cooperative ventures in the service sector have been effective in improving employment opportunities. The authors found out that the major factors which contribute to success in achieving both business and co-operative goals are the presence of strong and committed management personnel and the establishment of cooperative policies to which all members are held accountable. Their findings also show that cooperative formation has been successful in three major areas, namely: increasing members' income which significantly improves the quality of the life of the members since some of the members even double their earnings through the cooperative, increasing members' leadership skills within the cooperative, and giving members transferrable skills for personal development and growth since continuous training is provided not just for employees but for the cooperative members, as well. The findings can also serve as a basis for encouraging calamity survivors to organize themselves into a cooperative.

Babalola and Tihamiyu (2013) enumerated ways on how cooperatives can create employment. It is a business enterprise that employs personnel such as manager, bookkeeper, cashier, sales personnel, and even production workers depending on the nature of business and type of cooperative like a garment factory that can employ tailors, dressmakers, cutters, designers, helpers, drivers, etc. Cooperatives employ salaried staff who may not necessarily be members of the cooperative like a producer's cooperative that can employ production workers, sellers, accountant, managers, to name a few. Additional employees are added once the coop grows and expand like multi-purpose cooperatives. Below is the table representing the number of employment generated by cooperatives in the Philippines by region as of December 31, 2014.

Table 1: Employment Generated by Cooperatives by Region as of December 31, 2014

Regions	Total Reporting Coops	Total Number of Employees	Average Employee Per Coop
Region 1	795	4922	6
Region 2	326	3920	12
CAR*	509	2712	5
Region 3	1192	9445	8
NCR**	1287	131194	102
Region 4	1569	25064	16
Region 5	426	3750	9
Region 6	533	10378	19
Region 7	780	17858	23
Region 8	266	3290	12
Region 9	356	3302	9
Region 10	878	19820	23
Region 11	939	30812	33
Region 12	446	21358	48
CARAGA	446	2731	6
ARMM*** ¹	14	106	8

Grand Total	10762	290662	27
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Source: (Selected Statistics, n.d.)

To add, Basurto, Bennet, Rodriquez, Salvador, and Weaver (2013) conducted an investigation about the cooperative and non-cooperative strategies employed by Mexican fishermen included as respondents of the study. Respondents talked about the importance of working together to protect their livelihoods. Respondents had developed and instilled the value of cooperativism among themselves even before organizing as co-ops. This substantiates the importance of collective action among the residents of Diit, Tacloban City, Leyte and San Miguel, Dulag, Leyte when they planned to organize themselves into a cooperative that can engage in livelihood program for the community.

Cooperatives give individuals participation through ownership because, as members, they are also the owners. This makes them more engaging, more productive, and more involved since it is a business model that puts people at the heart of economic decision making. Those who started the concept of cooperatives the previous centuries could see that by getting people work together, it is easier for them to address both their individual and collective needs when they work as a group to provide their basic needs and services. (Mills, C & Davies, W., 2015).

All literature cited show how cooperative formation is extremely suited to ordinary people, just like the typhoon Haiyan survivors who do not have enough capital to put up their own business. Part of the investigation points to the role of each one to make this possible.

Graphical Abstract/Conceptual Framework

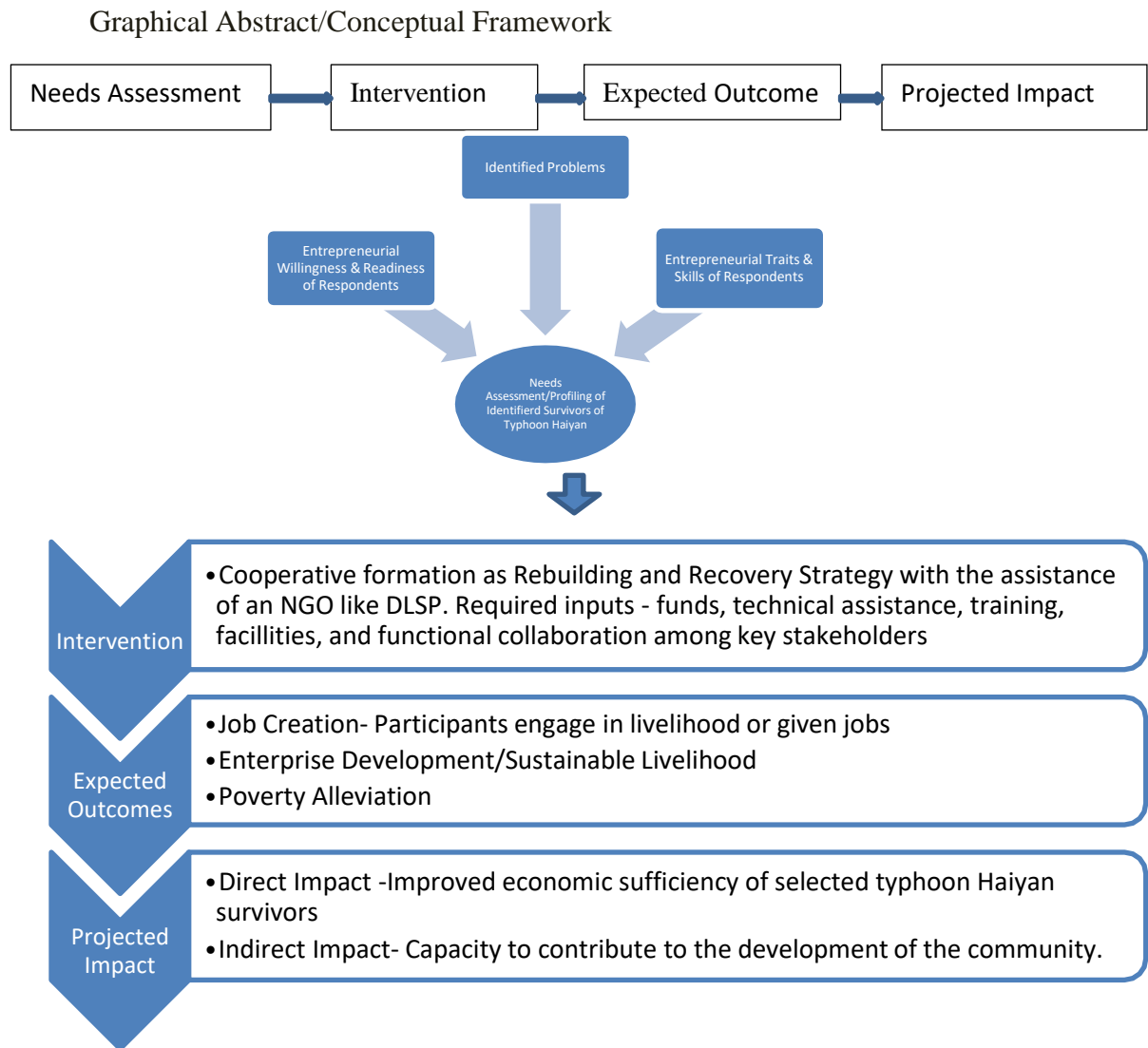


Figure 1: *Research Paradigm Based on the Framework of World Business Council for Sustainable Development (WBCSD, 2006)*

1.1 Research Objectives

1.1.1 Analyze the experience of selected Typhoon Haiyan survivors on co-op formation as part of their rebuilding and recovery strategy

1.1.1.2 Determine how cooperative formation and organization at Diit, Tacloban City, Leyte and San Miguel, Dulag, Leyte can help create jobs, develop small-scale enterprise/sustainable livelihood, and alleviate poverty in the identified communities

1.1.1.3 Identify the projected direct and indirect impact of the cooperative formation to the members and the community

2. Methodology

2.1 Population and Sampling

The research focused on the experience of 200 selected Typhoon Haiyan survivors on cooperative formation as part of their rebuilding and recovery strategy to overcome the effects of the calamity. Only the beneficiaries of OLSYRRP who were interested in cooperative formation were included in the sample. The data about the respondents were taken from Tacloban City, Leyte and Dulag, Leyte local government unit reports of 2013 and 2014, DLSP bulletin, websites and direct contacts with the selected survivors, local government employees and non-government employees from Tacloban City and Dulag, and community organizers from DLSP.

2.2 Instrumentation

Along with the questionnaire that was tested for its reliability and validity, interviews with the respondents were also conducted. Data were both quantitative and qualitative. They were analyzed based on the conceptual framework that was developed with reference to the framework of World Business Council for Sustainable Development (WBCSD, 2006) to help identify the projected direct and indirect impact of the co-operative formation to the members and the community.

2.3 Data Gathering Procedure

The study began March 2015, with the assessment of the selected beneficiaries of OLSYRRP from Diit, Tacloban City and from San Miguel Dulag. In-depth need assessment of the beneficiaries, including orientation and successive meetings with the group, was conducted with the assistance of the management group of OLSYRRP. Focus group discussion (FGD) was conducted with more than 200 household heads from both municipalities. Data gathering started March 2015. The author met with the beneficiaries of OLSYRRP to give orientation and seminars about the benefits of the cooperative formation. The respondents were asked questions to determine their entrepreneurial willingness and readiness to form themselves into a co-operative, their entrepreneurial traits and skills, and problems which they thought should be addressed prior to the formation of the co-op.

In each of the sites, key informant interviews were also conducted with some of the employees from the national and local government agencies. They were asked about the

prevailing local and national government programs applicable to the selected respondents, including documents and steps that should be followed to avail the identified programs.

The methodology includes assisting the respondents in preparing documents to avail the identified livelihood programs of LGU Tacloban and Dulag Leyte.

After going back and forth to Tacloban and Dulag Leyte and after more than one year of operation, the respondents who were able to organize themselves into a cooperative were again interviewed to assess their experience and feedback on the cooperative formation.

2.4 Statistical Treatment of Data

Simple frequency count tabulation, mean and weighted mean were used to analyze the data.

The following section summarizes and describes the overall results of the study, co-op formation as rebuilding strategy and how this can help create jobs, develop small-scale enterprise, and alleviate poverty in the process. Projected direct and indirect impact of co-op formation was also identified to show its benefits. The last section offers general conclusions and practical recommendations for those who are interested in assisting and organizing a community cooperative to help and assist victims/survivors of calamities.

This study was in collaboration with DLSP who can provide the necessary follow-up, monitoring, and evaluation of the program.

For the statistical tool, the weighted mean was used to determine the reaction or opinion of the respondents regarding the possibility of organizing a community co-op in their place.

Table 2: *Qualitative Description of Weighted Mean*

Descriptive Value	Numerical Value	Verbal Interpretation	Adjectival Rating
Strongly Agree (SA)	4.21- 5	Has extraordinary skill/To a very large extent	
Agree (A)	3.21 - 4.20	Skilled/Large Extent	
Moderately Agree (MA)	2.21-3.20	Has some skills/Moderate/To some extent	
Disagree	1.21-2.20	Has little skill	
Strongly Disagree (SD)	1- 1.20	No Skill/Poor	

Table 2 presents the qualitative description of computed weighted mean to help analyze the data gathered.

3. Results and Discussion

Tables 3-6 and Figures 1-8 present the results of the needs assessment phase conducted by the researcher.

Table 3: *Identified Entrepreneurial Traits and Skills of Selected Beneficiaries of Typhoon Haiyan at Diit, Tacloban Leyte*

Indicators	Mean	Verbal Interpretation
Creativity	3.364	Large Extent
Innovativeness	3.015	To some Extent
Business knowledge	3.652	Skilled
Strategist	3.962	Large extent
High determination to succeed	4.182	Large extent
Sourcing of capital	3.636	Skilled
Product making	3.530	Skilled
Managing employees	3.215	Skilled
Recording financial transactions	3.700	Skilled
Selling products and services	3.828	Skilled

Table 4: *Identified Entrepreneurial Traits and Skills of Selected Beneficiaries of Typhoon Haiyan at San Miguel, Dulag, Leyte*

Indicators	Mean	Verbal Interpretation
Creativity	3.086	To some extent
Innovativeness	2.982	To some extent
Business knowledge	3.652	Skilled
Strategist	3.500	Large extent
High determination to succeed	3.679	Large extent
Sourcing of capital	3.224	Skilled
Product making	3.339	Skilled
Managing employees	2.870	Has some skills

Recording financial transactions	2.251	Has some skills
Selling products and services	3.414	Skilled

Tables 3 and 4 present the entrepreneurial skills and traits of respondents from both Diit, Tacloban City and San Miguel, Dulag, measured in terms of their creativity, innovativeness, business knowledge, ability in sourcing capital, product making, managing employees, recording financial transactions, and the like. For most of the factors, both groups of respondents exhibited entrepreneurial skills and traits necessary to start the livelihood program as part of co-op formation. During the interview, they were honest enough to admit they lacked the necessary business skills needed in operating and managing a cooperative business, but all of them mentioned they were more than willing to learn through training.

Table 4: *Level of Entrepreneurial Willingness/Readiness of the Respondents from Diit*

Indicators	Mean	Verbal Interpretation
Willingness to be part of the program	4.284	To a great extent
Readiness to organize a community co-op	4.242	To a great extent
Willingness to give share capital	3.773	Large extent
Interest to learn about livelihood project	4.609	To a great extent
Interest to earn from the project	4.597	To a great extent

Table 5: *Level of Entrepreneurial Willingness/Readiness of the Respondents from Dulag*

Indicators	Mean	Verbal Interpretation
Willingness to be part of the program	4.284	To a great extent
Readiness to organize a community co-op	4.242	To a great extent
Willingness to give share capital	3.773	Large extent
Interest to learn about livelihood project	4.609	To a great extent
Interest to earn from the project	4.597	To a great extent

Table 5 shows that from Diit, *interest to learn about livelihood project* got the highest mean scores with 4.609. Likewise, Table 6 shows that for San Miguel, *interest to learn about livelihood project* and *interest to learn from the project* both got the highest mean scores of

4.328. They were followed by a *willingness to be part of the program* and *readiness to organize a community co-op* with mean scores of 4.246 and 4.175, respectively. This means that majority of the respondents were interested to organize a community co-op for their group to become part of the livelihood program that could help them earn from the project. This encouraged the researcher to push the group to organize themselves into a co-operative. It was difficult at first because some of the attendees during the first orientation and meeting were not interested in group activities, believing that it was better to get a grant or support as an individual, not as a group. There were some who do not believe in community-oriented activities like co-operative formation. Fortunately, for both Diit and San Miguel groups, there were attendees who believe in what the cooperative can do to help the community. These were the same people who were elected as their cooperative officers and were on top during the process of preparing for registration.

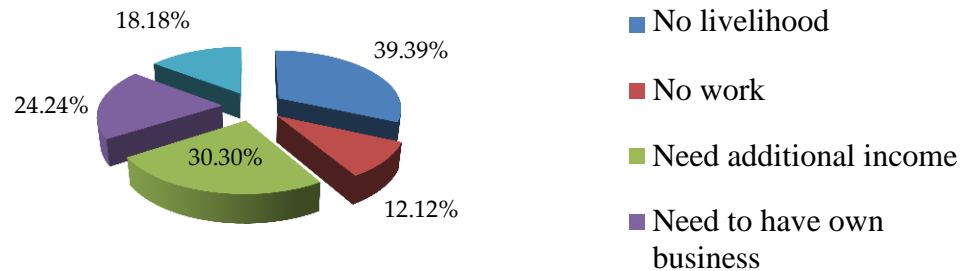


Figure 2: Identified Problems -Diit

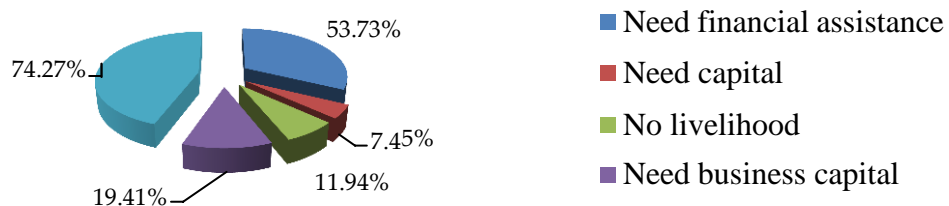


Figure 3: Identified Problems – San Miguel

Figures 2 and 3 present the identified problems that should be addressed before the implementation of the program. Questions about problems were raised during the interview. As shown above, when the respondents were asked about the problems that should be addressed prior to the implementation of the program, For Diit group, *no livelihood* and *need additional income* got the highest percentage of 39.39% and 30.30%, respectively. For San Miguel group,

74.27% indicated *no work*. This was followed by another problem which was a *need for financial assistance* with 53.73%. All the identified problems had to do with the need to have a source of income that could help them feed their families. During the series of meetings conducted, problems raised by the group were addressed by identifying possible solutions that could help the group overcome these problems through the cooperative formation. People empowerment is the correct path to solving these twin problems of poverty and income inequity experienced by the residents of Diit, Tacloban City and San Miguel, Dulag (Sibal, 2011). The Haiyan survivors could be at a loss as to what to do to help themselves as individuals but community initiated cooperative could empower them to harness their full potential.

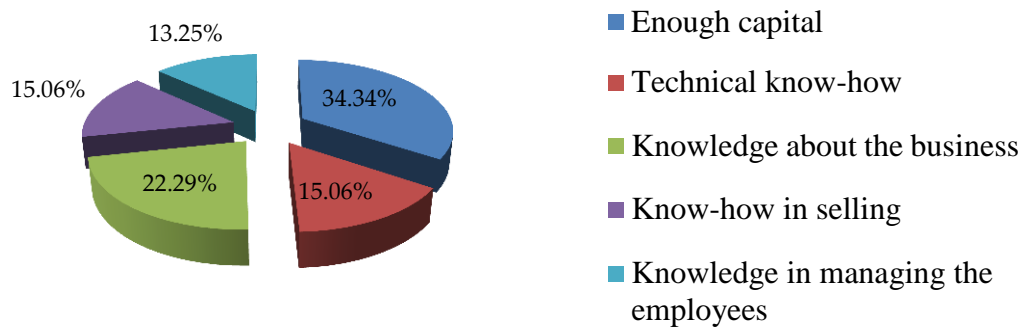


Figure 4: Needed to Implement the Program at Diit

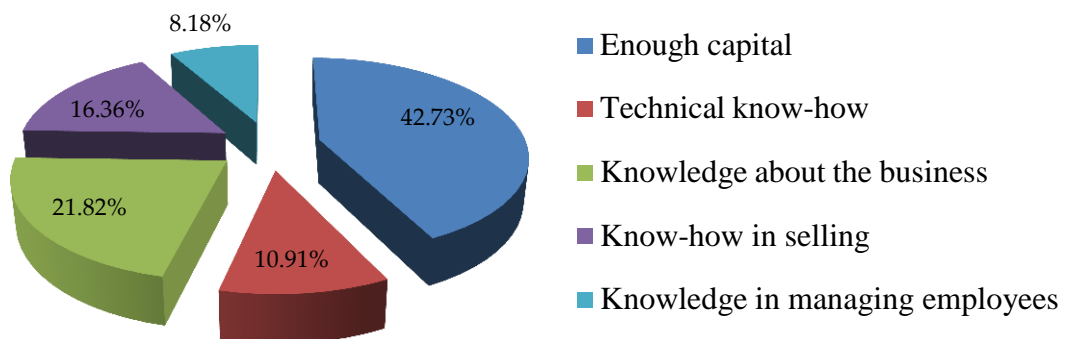


Figure 5: Needed to Implement the Program –San Miguel

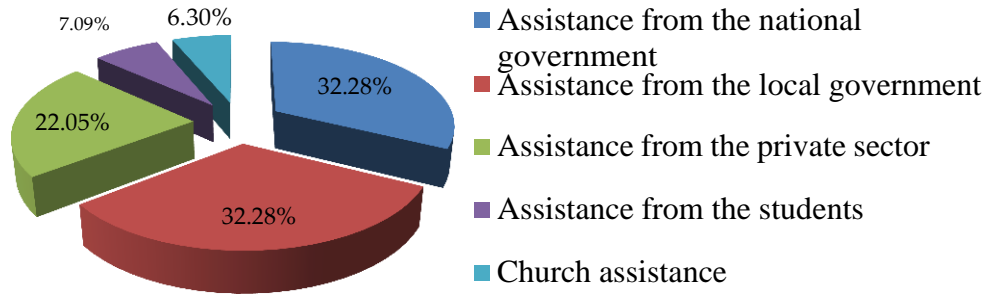


Figure 6: Source of Assistance Needed to Implement the Program – Diit

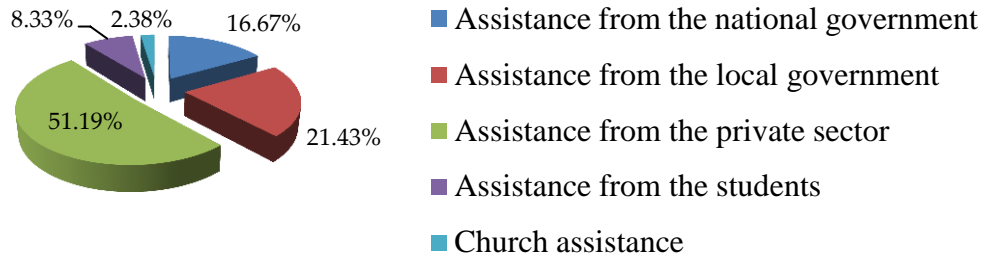


Figure 7: Source of Assistance Needed to Implement the Program – San Miguel

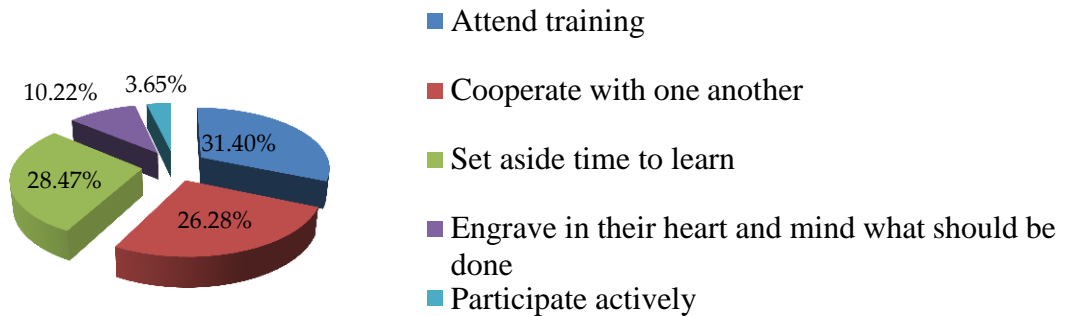


Figure 8: What the group needs to do to implement the Program – Diit

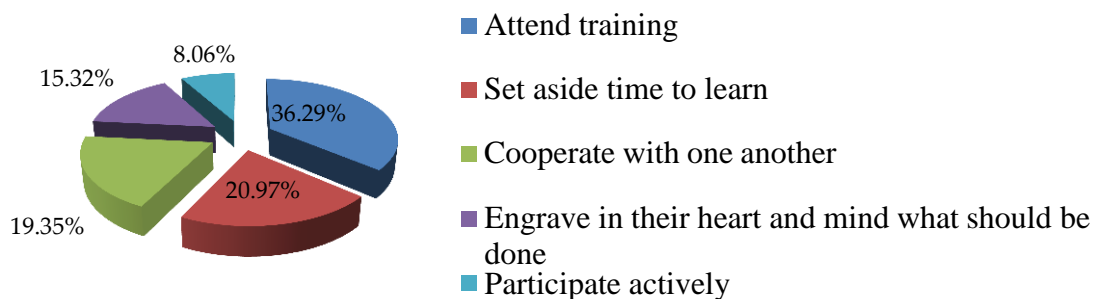


Figure 9: *What the group needs to do to implement the Program – San Miguel*

Figures 4 to 9 show detailed information about the needs assessment phase prior to co-op formation. Both Diit and Dulag respondents believed that enough capital was required to be able to implement the program. To be able to raise this, the Diit group indicated that assistance should be provided by either the local or national government. In terms of what the respondents had to do to implement the program, both groups indicated that attending training and setting aside time to learn got the highest percentage. Included in the objective of the project was to teach the member's coop skills that could be used in their livelihood activities. Those who were trained was asked to participate collectively in sewing with the sewing machines provided by the Department of Labor and Employment (DOLE) through the cooperative office of LGU Tacloban. DOLE provided not just the sewing machines but the sewing materials and supplies and then their finished products were purchased by the LGU at a profit margin so that the sewer members will have income. It must be noted that the sewer members were the unemployed members during the conduct of the study.

For the 2nd and 3rd objectives about determining how cooperative formation and organization can help create jobs, develop small-scale enterprises, and alleviate poverty in the identified communities, one must take note of the fact that for producers, marketing, and multi-purpose cooperatives, they are usually labor intensive and cost-effective because of member commitment and participation in coop related activities. Relative to this is the signing into law of Republic Act (RA) 9520, which encourages and supports the creation and formation of cooperatives to help the poorest members of our society. The cooperatives in many instances mobilize the local economy by not only mobilizing savings from members but also by investing in economic and business ventures that will go back to the members and the community alike.

In the case of the two newly organized cooperatives assisted by the author, namely: Diit Producers Cooperative (DPC) at Diit, Tacloban City, Leyte and Yolanda Survivors Community Producers Cooperative (YSCPC) at San Miguel, Dulag, Leyte, both groups have already submitted documents to their respective LGUs to avail the Department of Labor and Employment (DOLE) Integrated Livelihood Emergency and Employment Program (DILEEP) as proposed/recommended by the proponent to the group. This is part of the Bottom-Up Budgeting (BUB) program of the national government which calls on the municipal local government units to prepare Local Poverty Reduction Action Plan (LPRAP) and to identify the most urgent anti-poverty priority projects that will be funded by national government agencies under the BUB. Both groups decided to avail the livelihood formation for tailors and dressmakers. As of this writing, DPC has already been awarded 6 sewing machines and another 10 high-speed sewing machines to follow, including materials and accessories for sewing like cloth for uniform, curtains, bed sheets, and pillows to name a few. Aside from attending the training provided by the local government unit (LGU) of Tacloban through its City Cooperative Development Office (CCDO), another intensive training for sewers has been provided by Technical Education and Skills Development Authority (TESDA), a national government agency in the Philippines mandated to provide skills training for Filipino workers.

For San Miguel, Dulag, Leyte, the newly organized and registered YSCPC is still awaiting the awarding of their 15 high-speed sewing machines, materials, supplies, and accessories. This is because their accredited co-partner, LGU Dulag, can't provide a certification that their LGU does not have any unliquidated cash advance from the previous projects awarded. As per Commission on Audit (COA) report, although the concerned LGU had already submitted their liquidation for previously awarded BUB projects, reports submitted were non-compliant in terms of the required purchase order, bidding, and the like. As per DOLE Tacloban Office report, once LGU Dulag is given clearance by COA, the sewing equipment and supplies will be given to the group. DLSP is now helping LGU Dulag to facilitate compliance with audit requirements. Despite this problem, the newly organized co-op still opted to start a small business while waiting for their sewing equipment and supplies by using the membership fee and share capital collected from their 80 members. They started selling rice to the community. As of this writing, the co-op has already generated more than \$435 surplus or profit from the rice retailing business.

Aside from this, the group is also awaiting the grant from DLSP that will be used by the group to start a bakery business for the community. This would also entail hiring bakers and ambulant vendors to take care of sales and marketing of bread produced. Aside from hiring 25 employees for the sewing business just like the DPC co-op, the YSCPC co-op would also be employing 3 bakers and 10 ambulant vendors. This would mean total job creation for both co-ops will be equivalent to 63 jobs.

The opening and blessing of the garment shop of Diit Producers Cooperative took place last May 23, 2016, to signify the start of its operation. Based on the business plan of the group, for its initial operation, this would mean hiring 25 production workers and 5 administrative personnel. Job creation is not automatic once the cooperative is already organized and registered at CDA, but hiring workers and personnel are both necessary once the cooperative is already fully operational and is planning for expansion.

When one looks at the projected direct and indirect impact of the intervention and on the actual figures, it may be considered small vis-à-vis 589 households at Diit and 399 at San Miguel and a total population of 3,580 at Diit and 1848 for San Miguel with more than 50% composed of children, according to barangay officials. It must be noted, however, that job creation is a key contribution of any type of business like cooperatives. Equally, employment generation is considered a key factor in the efforts of any country like the Philippines to develop.

When one looks at the indicators to monitor the progress or impact of the co-op formation, the following are considered valuable in projecting its direct and indirect impact. The twenty-five jobs created for Diit as a result of co-op formation means that the jobs created can provide an opportunity for these 25 people to enter the cash economy and generate income for purchasing the basic necessities in life like food, clothing, and shelter to support their family.

This would also have an indirect impact on the family members of those who are able to find a job as a result of co-op formation. Supporting this is the study of Chavis and Wandersman (1990) that found the comparative advantages of cooperatives in the field of employment creation and stabilization of the community. The Diit and Dulag groups may have difficulty at present because of the devastation brought about by typhoon Haiyan, but when they pool their resources together, they can accomplish more.

Related to this is the finding of Ogbeide (2015) showing the positive assessments of the ability of a cooperative strategy to contribute to rural development. The results indicated a very high positive correlation between the variables used to assess the contribution of co-operatives to rural development. It means that as the members pooled their resources together, they were able to increase internal capacity to produce more (increased business size). The core of the study's paradigm was based on the cooperative's role to improve the quality of life for the rural people through the internal capacity building, employment generation, and management skills.

4. Conclusions

In the needs assessment phase, both groups of respondents exhibited entrepreneurial skills and traits necessary to start the livelihood program as part of co-op formation. Majority of the respondents were interested to organize a community co-op for their group to become part of the livelihood program that could help them earn from the project. All the identified problems had to do with the need to have a source of income that could help them feed their families. Both Diit and San Miguel respondents believed that enough capital was required to be able to implement the program.

The data gathered in the needs assessment phase show the willingness and readiness of both groups to start a cooperative business.

For the 2nd and 3rd objective, the data gathered also show that the community cooperative could help employment facilitation or job creation and enterprise development by being part of the livelihood program which could help earn income for their families.

The viability of the project would depend on the support and cooperation of the different sectors, the national and local government, and the respondents' themselves. The respondents who were interviewed had a positive impression of the program. All of them were grateful for the assistance provided by DLSP and said that it was of great help to them.



Organizing a community cooperative can help create jobs as part of community rebuilding strategy. The cooperative development process can be initiated by a group of people in the community just like the survivors of Typhoon Haiyan who were interested in organizing a cooperative to meet a collective need or opportunity. This could help develop among them a shared feeling of ownership.

In terms of impact, the creation of 63 jobs for both Diit and San Miguel, as a result of co-op formation, means that the jobs created could provide an opportunity for these 63 people to earn income needed to buy their basic needs. This would also have an indirect impact on the family members of those who are able to find a job as a result of co-op formation. The Diit and San Miguel groups may have difficulty at present because of the devastation brought about by typhoon Haiyan; but when they pool their resources together, they can accomplish more.

5. Recommendations

In a crisis situation like what happened in the Visayas region after typhoon Haiyan, the survivors are often at a loss in terms of what they are supposed to do after the calamity. The local government should be aware and knowledgeable of different methods and strategies to help rebuild and rehabilitate the devastated community. Organizing a cooperative is one option. As shown in the findings, the cooperative formation can help mobilize the members of the community to work together to achieve more.

For other organizers/community builders who are really after helping survivors of calamities, one good option is cooperative formation. The researcher is not saying the two newly organized cooperatives are already successful since they have just started operating their producers' cooperative, but the researcher can proudly say that these two cooperatives are the result of this investigation. This research made it possible for the members of these cooperatives to be together to look for solutions that can help them rebuild what they have lost as a result of typhoon Haiyan.

Cooperatives are also given access to government funds that can help finance their livelihood undertakings. RA 9520 or the Cooperative Code of 2008 recognizes that cooperatives have a valuable role in developing viable and responsive economic enterprises. Furthermore, the law ensures that there ought to be no impingement upon the integrity of cooperatives, and in fact, the government should extend assistance to cooperatives in the form of training and research,

audit, and support services if necessary. It provides a new lease on the life of cooperatives by granting and recognizing their power and potentials as important players in pushing for economic development and entrepreneurial initiatives, which is ideal for small groups who don't have enough capital to start a small business. The tax treatment of cooperatives also includes favorable provisions for cooperatives by exempting those whose accumulated reserves and net savings do not exceed P10 million. The exemption is from all national, city, provincial, municipal, or barangay taxes.

All of these make them favorable to form and organize cooperatives here in the Philippines. Moreover, cooperatives are given the opportunity to consider their relationship with LGUs as far as local development and economic promotion at the local level are concerned. Unfortunately, because of lack of information, understanding, and orientation about what the cooperative can do to help mobilize and empower the community due to weak advocacy on who they are and what they are capable of, forging the relationship between the cooperative sector and the LGU remains a big challenge that cooperatives need to overcome.

Considering what has happened in the Visayas region after typhoon Haiyan, collaboration and partnership of different sectors can be of help to overcome the crisis. In most cases, cooperatives and LGUs do things separately and with very little interaction with each other. The absence of collaboration calls for a partnership that ought to be strengthened as specified in the Local Government Code.

To this, the researcher would like to propose a strong partnership between the community cooperative for the survivors of calamities and their respective LGUs. This partnership can open a lot of opportunities for the community cooperative to engage in livelihood projects with the assistance of the national and local government. Cooperatives are eligible to apply for loans and grants from a number of government agencies designed to support cooperative development just like what the two newly organized coops have done.

There are so many opportunities available- internal and external funding that can help organized group like cooperatives. It is just a matter of knowing what they are, how to avail them, and the process how to make them possible. These opportunities are more accessible to organized groups like cooperatives. Hence, right after the group (Diit and San Miguel) registration at CDA that gave the two co-operative groups their legal personality, they were immediately advised to prepare the documents for the DOLE livelihood program.

Considering the important role played by cooperatives in community building and employment generation, the researcher would like to call the attention of the Department of Education (DepEd) and Commission on Higher Education (Ched) in including basic cooperative management course in the curriculum.

The ILO recommendations 193 provides guidance to cooperative stakeholders on what measures to take. With the right support and progress in addressing this concern, knowledgeable youth sector can be at the forefront in mobilizing the survivors of stricken calamity areas like the Visayas region after typhoon Haiyan and in organizing themselves into a cooperative that can help rebuild and regain their lost livelihood.

The researcher would also like to recommend future studies that would measure/quantify the economic impact of cooperatives. Such studies would be useful because they could provide some basic data for policymakers. The continued collection and analysis of comprehensive cooperative data could help policymakers and community development practitioners like DLSP to make more informed decisions regarding the support of cooperatives as alternative business development options to help survivors of stricken calamity areas.

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