



ASSOCIATION OF ASIAN CONFEDERATION OF CREDIT UNIONS
Annual Report 2008/2009

Building Lives through the Credit Unions



VISION & MISSION

Our Vision

Sustainable Credit Unions in Asia

We believe that ACCU's primary purpose is to ensure credit unions are continually providing affordable financial services to their members. To perform its purpose, credit unions have to achieve financial viability, operational efficiency, member-customer and employee satisfaction, competitive position, knowledgeable and involved boards of directors and quality products & services. ACCU's value added services to members are all directed toward the shared vision.

Our Mission

ACCU works in partnership with its members to strengthen and promote credit unions as effective instruments for socio-economic development of people.

Our Core Values

- **Dynamic Regional Organization for Credit Unions.**
We will strive to expand our human resources by mobilizing competent people who can deliver value-added services to our members in a timely manner.
- **Leading Organization for Credit Union Innovation in Asia.**
We believe that innovation is central to helping our members and credit union movements achieve breakthrough and sustainable results. We will fearlessly question the status quo and stretch ourselves and our members outside of our comfort zones to advance new ideas and solutions. We will innovate to advance the strategic goals of our members. We will intentionally network and explore opportunities to learn from different experiences and perspectives in solution development process for credit unions.
- **Learning Organization for Credit Unions in Asia.**
We will be the resource center or facilitator for credit union best practice, management tools, systems, guidelines and technology.
- **Highest Quality Service Possible.**
We will provide highest possible service at all times to our members and stakeholders. These services are characterized by responsiveness, accuracy, reliability and professionalism. We will strive for quality improvement.
- **Focus on Our Members' Success.**
We understand that our members ask us to assist them with some of their most challenging business concerns. We recognize and value the trust they place in us and understand that our success as an organization begins with their success. We will understand their specific and unique business needs and objectives and will tailor culturally appropriate solutions focused on the current challenges of credit unions. We will strive to create uncommon value in the work that we do by leveraging the best that our organization has to offer for every member.
- **Operate with Integrity and Accountability.**
We understand that our members expect us to uphold the highest ethical standards and best business practices in our delivery of services to them and in the management and operation. We will share the truth, as we see it, with our members and with each other. We will only make realistic commitments and then we will honor them. We will hold ourselves and our organization accountable for our actions and our results.
- **Sustain a Diverse, Inclusive and Rewarding culture.**
We understand that our ability to create uncommon value for our members starts with sustaining an inclusive culture internally. We believe that such an environment is key to attracting, retaining, growing and inspiring our members. We will practice what we teach, inspire credit union leaders and professionals and assist members regardless of their resources constraints. We will collaborate and support each other in our work and extend that spirit of partnership to the working relationship with our members and credit unions.
- **Foster Solidarity and Teamwork.**
We will take personal responsibility for continuing to improve the unity of the Asian credit union movement. Our mechanisms, policies and programs will at all time harness unity. We will always recognize that the people are the most important asset in the credit union movement, and thus relationship and teamwork within the people of the credit union should be give focal point in whatever we do. We will strive to protect the solidarity of our people and there will be no room for division.

Credit Union:
People Helping People Help Themselves

President's Message



Oh-man Kwon
President

“ ACCU will continue to serve millions of people in Asia through our national federations. We always depend on our members' partnership to play a positive role beyond our immediate contribution as a development and trade organization for credit unions. ”

Improving market integrity and transparency, with a special emphasis on fostering the application of appropriate regulations at the global level, as a response to the current financial crisis has been one of the main points of discussion at the G8 Finance Ministers meeting last February 2009 in Rome. As credit union leaders, it is very important for us to be aware of the impacts of the global financial crisis to our institution and to our members.

We are very proud of the performance of credit unions worldwide. Despite the crisis, credit unions are growing because of our business model that is true to its global values and principles of self-help, sustainability, community ownership and control, democratic participation, fairness and transparency. Majority of our credit unions in Asia are serving low-income people – providing banking services in areas where poor people cannot afford or are not provided services by formal financial institutions.

Even though credit unions have endured the impacts of the financial crisis, credit unions must stay heedful of their mission and institutional viability. For 38 years, ACCU has continuously provided credit union innovations to capture members' confidence and build safe and sound credit union system in Asia.

In this fiscal year, ACCU had focused on good governance and risk management for credit unions. The Good Governance Framework for Credit Unions was developed as another credit union business solution. We encourage our members to adopt the framework in

their federations as well as to promote to credit unions. ACCU has adopted the framework to guide the Board in governing our organization with high ethical standards and accountability to our stakeholders.

ACCU has advocated with the regulators the need for supervision on governance and risks to ensure the safety and soundness of the credit union movement. Even our foundations have made us unique, credit unions equally need proper business acumen to protect the interest of members and ensure sustainability.

The ACCU Forum 2009 will provide us an opportunity to share experiences in outsmarting the impacts of the global financial crisis. We encourage you to generate as much learning as you can and translate them into actions that will benefit your members.

ACCU will continue to serve millions of people in Asia through our national federations. We always depend on our members' partnership to play a positive role beyond our immediate contribution as a development and trade organization for credit unions.

We, in ACCU are confident that by working with all our members and partners hand in hand, we can draw attention to the contribution of credit unions in building our communities.

We thank all our members and partners who unselfishly support and cooperate with ACCU all through these years. Thank you very much.

CEO's Report



Ranjith Hettiarachchi
Chief Executive Officer

“Credit union success is not measured on the amount of assets and number of members. It is measured on how many lives they have changed through their financial services.”

ACCU has been existing for the last 38 years with a strong commitment on members' partnership. In this annual report, we attempt to highlight the achievements of the Strategic Plan 2004-2009 as we move on the next chapter of the new Road Map that will be implemented in July 2009 to June 2014. We sincerely thank our members for their inputs to the plan.

Credit Union Business Solutions: I am very proud to report that the 15 Credit Union Business Solutions we developed are resources available for our members and credit unions. These sound business practices are compilation of our experience working in credit unions for the last 38 years, combined with modern management technologies deployed within the unique environment of credit unions across Asia. The business solutions are practical tools credit unions can adopt to build the institution, create lasting impact to members' well-being, and equip human resources without losing grip of our differentiation – our principles and values.

We have just kicked off with the solutions development and that a lot of work has still to be done. Our new strategic plan will continue to forge partnership with our members to ensure that these business solutions add value to credit unions. ACCU is committed to exert more efforts in developing business solutions to address the current and perceived challenges of credit unions. We sincerely thank our members for adopting the solutions such as the Credit Union Directors and CEOs Competency Courses, ACCESS Branding, Credit

Union Microfinance Innovations, Professionalization, Management Tools, Credit Union Governance Framework, Stabilization Fund and Risk Based Supervision.

Reaching out the 'have less': Credit union was organized to fight against poverty more than 150 years ago. The reason of credit union existence has not changed as the world setting changes. With our knowledge, credit unions in Asia will have to work hard to develop financial literate membership - the sustainable way of elevating the 'have less' from the vicious cycle of poverty. We have to retool credit unions, not just an institution for easy loan but also most importantly, an institution that creates better life for people. Our main mandate is to help members develop the habit of thrift so that they can improve their moral and physical values. We need to ensure credit unions are pursuing this mission.

The introduction of the Credit Union Microfinance Innovations (CUMI) has heightened the need for greater conviction to reach the poor. ACCU has supported pilot projects with our member organizations to prove CUMI's viability and value as a business model. With the 553 credit unions implementing CUMI in seven countries, 295,707 new members have been reached. Meanwhile, our members have reported that more than 5 million poor have been reached by credit unions in developing countries through the financial services they provide.

Despite our achievements, ACCU recognizes that Asia is the home for more than 800 million poor people in

the world. Our new plan targets to reach 1 million poor people by 2012 under the CUMI program. We consider this as a wake up call for all credit union leaders and managers to demonstrate our value as credit unions. The year 2012 would be meaningful date as the United Nations is currently deliberating to declare 2012 as the International Year of Cooperatives. We urged our members to make this year meaningful by demonstrating our commitment to reach the poor – our tangible contribution to the International Year of Cooperatives and to the Millennium Development Goals.

Platforms for Learning: Being good is not enough in today's market place. Even the best person in the world never stops learning. ACCU recognizes the need to build the competence of leaders and professionals. This year, we have offered 12 regional learning platforms availed by 631 leaders, professionals and regulators. We are very committed to expand the education opportunities so that credit unions will continue to thrive in this challenging market environment.

We are currently exploring possibilities of offering mini Master Program on Credit Union Management in partnership with a prominent university in Thailand. This will give opportunity for our credit union professionals to earn educational qualification as credit union manager or board.

Our Future: The Board has approved the Road Map of ACCU for 2009-2014 based on our understanding of the challenges posed to credit unions inside

and out. We are extremely excited of the task placed on us for setting the direction for the Asian credit union movement. We will continue to focus our work in building the competitiveness and quality of credit unions in Asia so that they can respond to the changing and growing needs of their members.

Building ACCU financial capabilities to support our mission, providing total credit union solutions to members, developing effective execution systems, and maintaining competent people to deliver services to members are in the core of the Strategic Plan.

ACCU will search for synergies and explore achievements that are possible at organizational level through partnerships with members and the development of entirely new growth opportunities for credit unions.

ACCU places highest value in our partnership with members, global credit union/cooperative networks and development organizations. We sincerely thank them for supporting us in fulfilling our mission.

I personally thank the Board of Directors of ACCU, delegates and CEOs of member organizations and development partners for supporting us in every endeavor we present to you. ACCU is your own organization. We are very grateful of the solidarity we profess and demonstrate over the last 38 years. We look forward to working with you in partnership in the years ahead.

Thank you very much.

Credit unions for everyone



Measuring up the Achievements Strategic Plan 2004-2009

Financial Perspective

Strategic Objective

Safety and soundness of established credit unions.

Strategy:

Standardization and monitoring strategy

Improvement Actions:

- Advocacy to credit union regulators
- Development of standards and policies for self-regulation

Performance Measure

Credit Union Movement Resources as of December 31, 2008 compared with 2007

- Assets increased by 2% - USD 56 billion
- Savings & Shares decreased by 6.8% - USD 45 billion
- Loan Outstanding decreased by 5.5% - USD 37 billion

Business Solutions:

- Asian Credit Union/Cooperative Regulators Alliance (ACCRA) organized
- No.1 - Credit Union Management Tools
- No. 11 - CU Risk Based Supervision Service
- No.14 - Governance Framework for CUs

Member-Customer Perspective

Strategic Objective

Image building by demonstrating the credit union difference.

Strategies:

- Need based and competitively priced products & services
- Customer Relationship Management
- Repositioning Strategy as Trusted Wealth Creation Advisor for members
- Reaching Out - Poor, Women, Youth and 'Economies in Transition'
- Market Segmentation Targeting

Improvement Actions:

- Developing tools & credit union solutions
- Marketing credit unions

Performance Measure

Credit Union Movement Outreach as of December 31, 2008 compared with 2007

- Individual Members increased by 60% - 21,529,348 members
- Number of credit unions increased by 17% - 21,827 credit unions in 19 countries

Credit Union Solutions Developed

- No. 2 - Bus. Dev't. Center Operations Manual
- No. 5 - Credit Union Promotion Manual
- No. 7- Credit Union Microfinance Innovation (CUMI) Manual
- No. 8 - Tools on Poverty Alleviation Impact Assessment
- No. 9 - CU Marketing to Youth
- No. 13 - Credit Union Product Catalogue
- No. 15 - CU Promotion Visual Aids



Three Goals:

Movement Growth, Competitiveness and Sustainability

Internal Business Processes Perspective

Strategic Objective

Credit union excellence in service and soundness

Strategies:

- Branding
- Connectivity and convenience

Improvement Actions:

- Formulate and communicate credit union tools & solutions
- Forging and facilitating partnership with reputable IT players in the market
- Execute and study credit union best practices
- Equip trainers of members organizations

Performance Measure

Credit Union Solutions Developed

- CU Solution 3 - ACCESS Brand Diagnostic Tool
- CU Solution 10 - Credit Union Governance Checklist
- CU Solution 12 - ACCESS Auditor's Manual

Future Actions:

- Establishing Brand Department at the national federation
- Branding pilot credit unions

Knowledge & Learning Perspective

Strategic Objective

Optimize people resources

Strategies:

- Changing Leadership Competencies

Improvement Actions:

- Formulate and communicate credit union competency skills for volunteers and professionals
- Develop competence profiles required for volunteers and general managers of credit unions
- Train the trainers
- Provide opportunity for advance training to build the competitive advantage of credit unions based on knowledge, skills, and capabilities of its people.

Performance Measure

Credit Union Solutions Developed:

- CU Solution 4 - Credit Union Directors Competency Course Trainer's Manual (CUDCC)
- CU Solution 6 - Credit Union CEOs Competency Course Trainer's Manual (CUCCC)

Training Opportunities

- Annual Asian Credit Union Forum
- Annual Workshop on Human Resource Development, Youth and Women
- Semi-annual Workshop for CEOs of member organizations
- Asian Development Education Program
- South-Asia Sub-Regional Program
- Exposure Programs in Korea, Taiwan, Nepal, Philippines and Thailand



Unwavering Obligation is Required from Credit Unions to Fight Social Exclusion

The foregoing report outlines the achievements of credit unions in improving lives for the most disadvantaged groups but also set out the challenges in reaching those hard to reach groups, caught in the cycle of poverty.

ACCU addresses to fight social exclusion – the original root for which the credit union was founded. In the sphere of credit union operation, a number of people or areas have a combination of problems, such as unemployment, discrimination, poor skills, low income, poor housing, high crime rate and family breakdown. Credit union attempts to

bring opportunities to socially excluded people so that they get a fair deal throughout their lives. Ideally, credit union breaks the cycle of poverty that can be transmitted from one generation to the next.

In 1994, ACCU and its members defined the need for credit unions to refocus its services on the socially excluded sector – the poor or the 'have less.' The product introduced by ACCU in 1999 named Credit Union Microfinance Innovation (CUMI) is a sustainable provision of financial services to the poor market segment. Wealth building savings, affordable terms on loans, education

on thrift, entrepreneurship, and credit union involvement in the financial lives of members, focused on their long-term well-being are the advantages CUMI offers to the low-income poor. CUMI aims to integrate low-income members into the mainstream of society.

CUMI has considerably increased credit unions' responsiveness and care of the financial needs of people belonging to the poor market segment. With the CUMI methodology, seven credit union movements namely Bangladesh, Cambodia, Indonesia, Nepal, the Philippines, Sri Lanka and Vietnam have successfully adopted CUMI. Under

the project supported by ACCU, new members from CUMI are 295,707 in 553 credit unions. In addition to the direct impact in the pilot projects, national federations have replicated CUMI as part of their regular program. Based on the 2008 statistics, credit unions in 12 developing nations in Asia have poor outreach of more than 5 million members in more than 19 credit unions. ACCU has also developed a tool to assess the impact of CUMI to its members. The CUMI Software is available to members.

ACCU constantly supported its members in the implementation of CUMI such as the SHACTEE Summit in Bangladesh in August of 2008 and program evaluation in Indonesia and the Philippines. In collaboration with USC Canada Asia on Food Security last February 2009, ACCU has defined the role of credit unions in ensuring that members have access to safe and nutritious food at all times.

Despite the progress that has been made, significant outreach remains a lingering challenge considering that Asia is the home for more than 800 million poor people. Number of credit unions has adopted CUMI and other microfinance methodologies; however,

enormous task to capture their achievements is critically important to show the significant contribution of credit unions to the achievement of Millennium Development Goals. Lack of consistent, reliable and timely information on poverty and inequality are making it difficult to establish the credit union outreach. Undeniably, leaders of credit unions require more convictions to go back to the roots for which the credit union was formed – to fight against poverty.

Empowering Women through WECUMI:

More than 80% of CUMI members are women. Their contributions are needed in tackling the economic and financial crisis in their respective families. Credit unions need to ensure that actions related to economic empowerment of women and their families are inclusive and geared towards sustainability. That is why ACCU introduced the Business Development Center (BDC) since year 2000 to help women entrepreneurs gain economic security from their jobs. Women gaining access to market; maximizing the use of local materials for global market; obtaining market information; taking advantage of forward



and backward linkages; and producing fashionable local products are only some of the benefits the center delivers to the entrepreneurial poor.

The BDC initiated by the Credit Union League of Thailand (CULT) serves as an action research initiative for Asia. CUCO Flores Chapter in Indonesia, the Cooperative Credit Union League of Bangladesh (CCULB) and the Philippine Federation of Credit Cooperatives (PFCCO) have also taken steps to replicate BDC. With the financial support of Agriterro, ACCU assists CULT in the development of on-line BDC - www.e-coop.cultthai.coop. Launched in 2009, the website provides market outlet for small entrepreneurs to sell their products globally. Meanwhile, PFCCO has also launched an e-commerce site to cater to coop entrepreneurs. Preparations are underway for the on line BDC of SANASA Federation in Sri Lanka.

The improved earning power of women raises the household income, boost women's participation on the decision-making in the household - in turn into enhanced prospects and better well-being of children and reducing poverty of future generations.



People with limited opportunity needs a credit union for their advancement.



Credit unions enhance the prospects and better well-being of children and reducing poverty of future generations.

ACCU upholds the credit union ideals that can truly make a difference in the lives of people. ACCU vision is the sustainability of credit unions so that they can play an effective role in enhancing the quality of life of its members and their families, and lifting them to dream and achieve their goals.

Marketing the credit union model to countries in transition and underserved market is a well-meant initiative that was given due attention in the ACCU Road Map 2004-2009. The credit union can provide a vehicle; that people can use to arrive at their financial destination.

Cambodia: Considering the dark past of the 1975-1979 genocide - one of the worst human tragedies of the last century, Cambodian credit union promotion appears to be an enormous challenge. Nevertheless, ACCU and CARE Cambodia Small Economic Activity Development project in Battambang province embraced the credit union model to foster community development. The project evolved to Cambodian Community Savings Federation (CCSF) established in 2003 and now has an affiliation of 36 Savings Banks (credit unions) with 31,481 individual members. CCSF pioneered the credit union model in Cambodia – where credit oriented poverty alleviation programs extensively subsist. CCSF instills to its members the value of financial discipline instead of taking refuge on credit for short-term sustainability.

ACCU supports the Socio-Economic Development Organization of Cambodia (SEDOC) and Farmer Life Improvement & Future Light Youth (FLIFLY) to transform its self-help groups into eleven full pledged Community Based Financial Institutions (CBFIs) or credit unions. Maintenance of proper accounting and reporting system have been the spotlight of the work this year. The designing and printing of accounting documents and books of accounts standardized the recording system of CBFIs. The two on the job trainings for the Treasurers, Managers and SEDOC/FLIFLY staff were able to update the CBFIs financial records as of April 2009. Eleven CBFIs have membership of 2,327 with shares and savings of US\$ 44,077.

ACCU also advocates the credit union regulation in Cambodia. At the regulators conference on May 15-17, 2009, representatives of the Bank of Cambodia indicated green light on the credit union regulation for which ACCU will surely pursue.

Laos: With the work of ACCU in Laos since 1992, the credit union model has been widely promoted across the

country. Recognizing that strong Savings and Credit Unions (SCUs) are the foundation of a sustainable movement, ACCU focuses its development support to build full-pledged SCUs in selected locations – north of Laos. The partnership with Department of Planning and Investment (DPIs) of Luang Prabang province has been extended to three more provinces [Oudomxay, Luang Namtha and Xayaboury] with the same target – establishing five full pledged SCUs in each province or 20 SCUs in four provinces.

In partnership with Agriterria, the project recruited and trained 4 project staff who will carry out training and consultancy support. Full-swing training programs were carried out right after the signing of MOU between ACCU and DPI in December 2008. The project ensures that the leaders of SCUs ascertain the need for a secondary level organization that can provide support in strengthening and expanding the movement. The project anticipates that at the end of third year, the 20 SCUs form a secondary level organization, a manifestation that grassroots people can be empowered to manage and control their own

organization. The project is currently supporting twenty-one SCUs with total membership of 3,607 and Shares and Savings of US\$ 442,832.

Mongolia: For its two years operation, MOCCU has reached only 30% of the potential SCUs as members. The Board of MOCCU visualized the confederation's direction based on the recommendations provided by ACCU. ACCU recommended translating the 14 Credit Union Solutions - a valuable resources for training and technical tools for members and potential members. Securing a secondary level SCU registration, lobbying for enabling legal environment for SCUs, institutionalizing consulting and training services and pooling human resources within the movement to deliver services on behalf of MOCCU are some of the recommendations made by ACCU.

The two training programs organized in October 2008 and May 2009, prepared the trainers to deploy the fourteen credit union solutions to SCUs. Twelve SCU leaders and professionals trained as ACCESS specialist volunteered to diagnose fifteen SCUs in May 2009 training. SCUs would be able to address opportunities for improvement starting July 2009.

Pakistan: With a short-term project supported by Irish League of Credit Unions (ILCU), ACCU carried a development work with the Catholic Social Services (CSS), a religious organization promoting credit unions in Pakistan. ACCU facilitated the leadership and credit union management training during the year. Seventeen community and institutional based credit unions took advantage of the training. Two leaders of CCS took the advantage of the learning opportunities ACCU offered at the Asian Credit Union Forum



2008 and the General Secretary for the ACCESS Auditors Training held in Bangkok on January 2009.

India: ACCU reached out to two members in India. In a two-day workshop organized by Development Promotion Group (DPG) in Chennai, ACCU explained the functions of credit union system at different levels i.e primary and federation. DPG has taken a big change of converting their self-help groups into a cooperative. In MAFCOCS (Pune), ACCU presented the concept of Stabilization Fund, ACCESS and Credit Union Microfinance Innovations at the two-day Strategic Planning meeting of Maharashtra Federation of Co-op Credit Societies (MAFCOCS).

Iran: The mission in Iran on August 21-25 submitted recommendations to the Central Credit Cooperative Union of Iran strategies to strengthen the federation's functions on representation, development, liaison and coordination on behalf of Iranian credit union movement. ACCU has three members in Iran: CCCUI, Molah – AI – Movahedin Credit Coop and Samen – AI – Aemeh Credit Coop.



Mauritius: The first technical mission to Mauritius on June 28-July 4, 2008 included a two-day workshop with the Coop Department and consultations with regulators and credit union leaders. ACCU offered suggestions to the Ministry of Industry, Small and Medium Enterprises, Commerce and Cooperatives on how to achieve the target of 5% market share of credit unions. Sound business practices such as ACCESS Branding, Competency Courses for Directors and CEOs, Prudential Standards and Stabilization Fund were introduced to the regulators. The exposure visit of Air Mauritius Air Employees Credit Coop leaders to Thailand created a window of learning opportunities through ACCU network.



ACCESS serves as management system that can channel the energies, abilities, and specific knowledge held by people in credit unions toward achieving long-term strategic goals. Achieving every indicator will build long-range competitive capabilities, value and differentiation of credit unions in the marketplace.

With the desire of the Asian credit union movement to raise the value of credit unions, ACCU develops the quality assurance standards called ACCESS (A1 Competitive Choice for Excellence in Service and Soundness) - Credit Union Solution No. 3.

Branding is about getting the members see their credit union as the only one that provides a solution to their problems. ACCESS confirms the credit union credibility, solidifies member loyalty, connects to members emotionally, and ensures quality of people in management and leadership.

Adopted from the Balanced Scorecard, ACCESS comprises of 86 measurable indicators on Financial, Customer/Member, Internal Business Processes and Learning & Growth Perspectives.

ACCESS intends to certify credit unions achieving the standards on ranking of Bronze, Silver, Gold and Platinum.

Besides certification, ACCESS aims to provide road map to build credit union excellence. ACCESS can present an opportunity for improvement to credit unions in the absence of external regulatory environment on prudential norms and operational standards.

A strong brand is invaluable and so the CEOs of member organizations defined two pre-requisite standards for accreditation: Delinquency ratio is equal or less than 5% of loan portfolio and Net Institutional Capital is minimum 10% of total assets. ACCESS brand has uncompromised value and that the latter two standards are tests of institutional strength.

ACCU works with the Philippine Federation of Credit Cooperatives, National Confederation of Cooperatives and Nepal Federation of Savings and Credit Cooperatives on ACCESS accreditation of 11 credit unions. The credit unions were faced with rigorous

tasks of building policies, procedures, products, training staff and leaders, increasing loan performance and institutional capital.

Forty credit union professionals from 11 member organizations were certified by ACCU as ACCESS Brand Master Auditor after successfully attending the five days training on January 26-31 in Bangkok, Thailand. Countries represented in the training were Bangladesh, Indonesia, Laos, Mongolia, Myanmar, Nepal, Pakistan, Philippines, Russia, Sri Lanka, and Thailand. One hundred twenty nine ACCESS master auditors have been certified to date excluding those trained by the auditors in their respective countries.

ACCESS Branding Self-Assessment Tool has been translated in Thai, Indonesian, Bangla, Nepali and Russian language. FSCT has printed the tool, which have been distributed to its member savings and credit cooperatives.

The ACCESS Diagnostic Tool (Credit Union Solution 3) and the ACCESS Auditors Systems and Procedures Manual are resources available for members. The Audit Manual establishes guidelines on general standards, ethical considerations, reporting and documentation by Auditors.

ACCU is building the members technical skills in implementing ACCESS Branding through trainings and actual diagnosis.

Branding



In-country training and review workshops on ACCESS branding were organized for the Credit Union Central of Indonesia – Kalimantan Chapter, Mongolian Confederation of Credit Unions, Nepal Federation of Savings and Credit Cooperative Unions, Credit Union League of Thailand and Cooperative Credit Union League of Bangladesh.

Positioning ACCESS:

Branding strategy is part of the 2009-2014 ACCU Road Map. Obviously, the gaps between the current performance of credit unions as against ACCESS standards are opportunities for improvement. ACCU will focus its efforts to assist its member organizations to fill the gap through the development of solutions that could be in ranges of management technologies, tools and training.



ACCESS CERTIFICATION

	Score	Equivalent % *
Bronze	207 - 241	60 - 70%
Silver	242 - 275	71 - 80%
Gold	276 - 310	81 - 90%
Platinum	above 310	above 90%

* provided no percentage lower than 50% in any perspective

Leadership Competencies



Building Leadership Competencies at the Changing Times

Credit union leaders must be able to adapt and acquire competencies required in responding to challenges presented by such forces as technology, changing demographics, economy, competitors and politics.

Envisioning the nature of credit unions of the future largely depends on the competencies of its leaders who possess business knowledge, skills, abilities, attitudes, traits and values whilst preserving credit union principles. As a minimum, credit unions will need to thrive on uncertainty, have considerably greater capacities for collective problem solving than they do at present, and meet a much wider array of members needs.

ACCU provides ranges of opportunities to build the competencies of leaders to be productive in sustaining credit unions. The challenge faced by credit unions today is fostering competent leaders from across organization. As addressed in the Road Map 2004-2009, ACCU offers programs to develop leadership competencies critical for the outstanding performance of credit unions - both observable and measurable.

Asian Credit Union Forum

Credit union leaders and professionals explore unique solutions, new ideas and changes required to the challenges brought by changing market environment. For that last 19 years, the Forum provided inputs in the development of the 14 Credit Union Solutions now available to Asian credit unions. The 2008 forum on 'Credit Unions Growing to New Heights' advised the attendees that solution to growth is the significant outreach of the poor, youth and women market. Challenges seen were; how to increase efficiency, sustain growth, innovate products & services, develop highly creative teams, and enhance profitability while maintaining balance on social responsibility. The Cooperative Credit Union League of Bangladesh Ltd. hosted the forum on September 25 to 27 in Dhaka, Bangladesh attended by 381 delegates from 24 countries.

Development Education Workshop:

326 Development Educators (DEs) graduated in the 10 Asian Development Education workshops organized by ACCU since 1999. The Development Education Program provides Asian credit union movement with a larger base of professionally skilled volunteers and professionals who can actively promote the unique role of credit unions by communicating cooperative principles to both member and non-member groups.

Exposure Programs: ACCU continued to forge partnership with the National Credit Union Federation of Korea and Credit Union League of the Republic of China for exposure programs for Asian credit union leaders. In addition, the Nepal Federation of Savings and Credit Cooperative Unions and The Cooperative Credit Union League of Bangladesh established their Friendship Exposure Program. The exchange of experience had served as an inspiration to create a bold vision for the participating leaders.

Credit Union Directors and CEOs Competency Course (CUDCC and CUCCC):

The program ensures that elected leaders and CEOs of credit unions are competent in carrying out responsibilities. ACCU developed the CUDCC and CUCCC Trainers Manual considering the diversity of educational background, experience, and culture in Asia. Since its introduction in 2006,

members have trained 1,035 Directors and CEOs of 195 credit unions.

South Asia Sub-Regional Conference:

ACCU, USC Canada - Asia and NEFSCUN organized a workshop on the Role of Credit Unions in Achieving Food Security 2020 on February 19-21, 2009 attended by 40 representatives of credit unions and INGOs in Nepal, Bangladesh, India and Pakistan. The workshop recognized the contribution of credit unions towards achieving food security at individual, community and national level since 1854. Credit union leaders realized the urgency of the issue and the role credit unions should play to ensure members have available and staple food on their table.

The CEOs Workshop on the Asian Credit Union Future 'a destination of choice, not chance' in September 2008 reviewed the achievements of the Road Map 2004-2009 at both national and regional level. The workshop solicited inputs for the 2009-2015 Road Map of the Asian credit union movement. The CEOs identified programs to build the credit union system such as the Stabilization Fund, Risk Based Supervision, Microfinance Fund and increasing poor outreach. Meanwhile, the CEOs Workshop on Building Incentive Asian Credit Union System on May 14-15 presented the Aflatoon Children Literacy Program, Governance Framework for Credit Unions, Policy on



Microfinance for Credit Unions in Asia, Asian Credit Union Road map 2009 to 2014 and Supervision/Stabilization Fund.

The HRD Workshop on the In-System Supervision and Monitoring of Credit Unions underscored the critical role of national federations in espousing a self-regulated supervision in the absence of external regulation. Attending 21 professionals and leaders from 12 countries recommended the establishment of risk based supervision system. ACCU shared the first draft manual on Credit Union Risk Based Supervision Service (CURBBS) at the workshop.

Women Workshop: The three days workshop in September brought together 17 technical staffs, specialists and practitioners of CUMI from nine countries. The workshop theme was Building Vibrant Solutions to Reach and Empower Poor Women through Credit Unions. Recommendations consisted of providing opportunities for women on training, entrepreneurship and leadership development.

The Youth Workshop on the theme Winning the Hearts of the Future Adult Market was attended by 15 youth from 8 countries. A renewed commitment to put in place youth programs in credit unions is part of the recommendations of the workshop.



Leadership Competencies

Platforms for Learning

ACCU creates customized learning solutions in response to the most urgent and relevant needs of credit unions. The designs of the learning platforms are based on the specific priorities of credit unions' business as aligned with its unique culture, vision and objectives. ACCU is committed to provide learning opportunities to improve the performance of both individual and organizational level. The training for directors and staff of credit unions is expected to improve their engagement to create high performance culture in credit unions.

The following are learning opportunities ACCU offered in the year 2006/2007:

Programs in 2008/2009	Strategic Objective	Milestones
EXPOSURE PROGRAMS		
23rd National Credit Union Federation of Korea Exposure Program, March 30-April 4, 2009	Inspiring leaders to enable them to articulate bold vision and set the direction of their credit unions as sustainable cooperative financial institutions.	15 leaders and professionals from 7 countries learned the ingredients of a successful credit union system.
Study visit of leaders from Indonesia and Sri Lanka to Thailand, January 10-15, 2009		26 credit union leaders and professionals enabled to introduce new products and services and improve professionalism in their operations.
NEFSCUN and CCULB Mutual Exchange Program, March 13-19, 2009 in Bangladesh		16 leaders, professionals and regulators exchange best practices with Bangladesh counterparts.
Study visit of Air Mauritius Employees Credit Cooperative in Thailand, March 29-April 1, 2009		Five Board and senior staff committed to adopt wealth creation products and prudential standards for operations.
REGIONAL PROGRAMS		
Indochina Regulators Conference July 29 - 31, 2008, Hanoi, Vietnam	To create platform to bring change to the current legislative and regulatory absences in economies in transition.	24 regulators and credit union representatives from 'economies in transition' to map out regulatory environments that would stimulate growth and sustainability of credit unions.









Programs in 2008/2009	Strategic Objective	Milestones
REGIONAL PROGRAMS		
19th Asian Credit Union Forum on Credit Unions Growing to New Heights in Dhaka, Bangladesh on September 25-27, 2008	To increase leaders and professionals' awareness on the current issues that affect credit union growth and sustainability.	Attended by 381 participants from 24 countries, the forum recommended credit unions to adopt programs to reach significant number of poor people.
Human Resource Development Workshop on In-System Supervision and Monitoring of Credit Unions September 22-24, 2008, Dhaka, Bangladesh.	To sharpen and update knowledge of HRD officers at national federation on sound business practices for credit unions.	21 professionals committed to introduce the Credit Union Solution developed by ACCU - Credit Union Risk Based Supervision Service
Women Workshop on Building Vibrant Solutions to Reach and Empower Poor Women through CUs, September 22-24, 2008, Dhaka, Bangladesh.	To develop programs and strategies to increase women participation and leadership in credit unions.	17 women presented recommendations to increase women leadership and involvement in credit unions.
Youth Workshop on the Winning the Hearts of the Future Adult Market, September 22-24, 2008, Dhaka, Bangladesh.	To develop marketing strategies to ensure the relevance of credit unions with the youth market segment.	15 youth presented recommendations to increase youth members in credit unions.
CEOs workshop on Building the Asian Credit Union Future, September 22-24, 2008 and Building Inventive Asian Credit Union System on May 14-15, 2009, Bangladesh and Bangkok respectively.	To sharpen and update the knowledge of CEOs on sound business practices as solution to current issues of credit unions.	New services and tools for credit unions such as Stabilization Fund, Microfinance Fund for Asia, Governance Framework for Credit Unions and Risk Based Supervision System.
ACCESS Master Auditors Training, January 26-30, 2009, Thailand	To develop the capacity of member organizations to implement and monitor ACCESS branding.	40 credit union professionals from 11 member organizations were certified by ACCU as ACCESS Brand Auditors.
4th Regulators Conference, May 15-17, 2009, Bangkok, Thailand	To institutionalize platform for regulators and credit unions to bring change to the current legislative and regulatory absences in economies in transition.	Formation of the Asian Credit Union/ Cooperative Regulators Alliance (ACCRA) and commitment of regulators and members to work in partnership.
11th Asian Development Education Workshop, June 26 - 30, 2009, Thailand	To develop a larger base of professionally skilled volunteers and professionals who can actively promote the unique role of credit unions by communicating the coop principles to both member and non-member groups.	31 Development Educators joined the ranks (now 326). The DEs turned advocates set high standards for their respective credit unions and the movement as a whole.

Working Together to Add Value to the Communities Credit Unions Serve

The combined work of ACCU and its member organizations brought about changes in the ways cooperative regulators support credit union development. This was evident in the way regulators see the role of the national federations as partners in promoting prudential norms for credit unions and demonstrates new development possibilities, in which member organizations of ACCU are the leading actors.

The Credit Union Monitoring and Standardization strategy aims to promote the safety and soundness of Asian credit union system enabling them to fulfill its social responsibility by ensuring its financial services are available for everyone. In the absence of a regulatory framework that monitors the performance of credit unions based on industry standards, a very significant aspect of the work of ACCU is developing internal regulation system and advocacy for external prudential standards.

Significant milestones have been achieved in this line of work as ACCU is building up policies, mechanisms and systems for the good governance of credit unions in Asia. All are heading to the vision of Sustainable Credit Unions in Asia. Credit Union solutions serving as standards and self-regulations have been developed:

- Credit Union Solution 1 - Credit Union Management Tools: The manual would allow a broader impact on the standardization of the operating systems and procedures of credit unions across Asia. The tools cover areas on: Governance, products and services, human resource, financial & credit management and planning.
- Credit Union Solution 2 – ACCESS Diagnostic Tool and Credit Union Solution 12 – ACCESS Audit Procedures Manual can be used as accreditation measurements and management tools for credit unions. ACCU website also offers an on line ACCESS self-diagnosis.
- Credit Union Solution 10 – Governance Checklist and Credit Union Solution 14 – Governance Framework for Credit Unions serve as guide for individual credit unions and second level credit union organizations to assist its Board of Directors in the performance of their duties and the exercise of their responsibilities. The framework is a guideline — not rigid restraints — and believes they are evolutionary in nature. The framework is subject to review and modification from time to time by the credit unions' Board.
- Credit Union Solution 11 - Credit Union Risk Based Supervision System aims to identify as efficiently as possible the areas of the credit union's operation that present the greatest financial risk to its continued viability. CURBSS is a service of the national federation that intends to back up the Stabilization Fund.
- Web Based Benchmarking Service provides an on-line timely assessment and reporting of PEARLS ratios to assist credit union's Board and management to develop strategies to optimize performance and to address areas where performance is below standard, thereby limiting the potential risk to depositors and shareholders and improving the credit union's competitiveness and sustainability. The service is available at www.aaccu.coop - 'Benchmark Service.'



Regulators Network:

Renowned as the world of ACCU acronyms for prudential standards (such as PEARLS-HIMAL, PEARLS-GOLD, PEARLS-RUPEES, GLARES, COOP-PESOS), ACCRA is added for the regulators to keep in mind. ACCRA (Asian Credit Union/Cooperative Regulators Alliance) was formed at the 4th Regulators Conference held in Bangkok on May 15-18, 2009.

Attended by 42 regulators and CEOs of ACCU member organizations in 13 countries, the regulators recognized the need to institutionalize a network that will serve as platform to continue the dialogue, collaboration and exchange of regulations and supervision's best practices, share information and technology. On behalf of their institutions, the regulators commit to involve actively in all the undertakings of ACCRA on its yearly gathering.

The milestones of the past regulators conference in 2003, 2005 and 2007 are manifested through the adoption of prudential standards in Bangladesh, Hong Kong, Nepal, Philippines, Sri Lanka, and Thailand. The 2007 Bangkok Declaration recognized the efforts made by ACCU and its members to self-regulate the credit unions through the competency courses for Board and CEOs, Stabilization Fund and ACCESS Branding. The regulators suggested that these tools become administrative requirements for credit unions.

The fourth Conference considered the urgent need to promote a separate law for Credit Unions, shared the progress on the implementation of the 2007 Action Plan, regulatory initiatives and best practices. The conference culminated with a declaration.

“

The 2009 Bangkok Declaration affirmed the higher level of commitment of regulators to work for enabling regulatory environment for credit unions/cooperatives. It further recognized the remarkable initiatives of the Asian credit unions in their goal to build sustainable credit union system in Asia. ”

The 2009 Bangkok Declaration affirmed the higher level of commitment of regulators to work for enabling policy and regulatory environment for credit unions. It further recognized the remarkable initiatives of the Asian credit unions in their goal to build sustainable credit union system in Asia, particularly the standardization, risk based supervision, stabilization fund, competency courses and branding. The regulators stated to support, complement and endorse the credit union movement's initiatives.

Meanwhile, the Indochina regulators conference on July 29 to 31, 2008 in Hanoi, Vietnam was attended by 24 regulators and credit union representatives from 'economies in transition' to map out regulatory environments that would stimulate growth and sustainability of credit unions. Credit unions being regulated by the Central Bank are a common characteristic for these countries - Vietnam, Cambodia, Laos and Mongolia. The regulators were able to share cross cutting issues and best practices.





Credit Union Product Positioning: *Enabling Members and their Families Gain Financial Independence*

Credit unions bridge the gap between the rich and the poor to achieve a more just and equitable society. Credit unions must provide financial counseling to members on a prompt, practical, and professional level. Credit unions are to facilitate innovative financial products to empower members and eventually enable them to take control of their own financial lives.

The strategy on Need Based and Competitively Priced & Packaged Products and Services aims that credit union builds on its distinctive differentiation as solutions provider to members financial problems. The strategy is in response to the traditional product offerings of credit unions, particularly build on loans inclined to create debt instead of wealth for members. The products and services of credit unions are means to an end, and the end was for members to reach financial independence, which enable them to act by themselves and improve



Friedrich Wilhelm Raiffeisen
(1818 - 1888)

“Credit Unions must not confine themselves to granting loans. Their main objective should be to control the use of money, to improve the moral and physical values of people, and their will to act by themselves.”

their moral and physical values. In response to this challenge, ACCU supports its member organizations by strengthening the competence of credit unions to deliver financial counseling services and wealth building products to members.

Product Catalogue: Based on experience and research, ACCU developed a sample Product Catalogue that serves as a guide for national federations to promote products and services, meeting the needs of members and potential members at every stage of life. The catalogue can be used by credit unions in providing financial counseling to members. By building the credit union competence as a trusted wealth creation advisor for members, credit unions can demonstrate its uniqueness with other financial institutions through their care and guidance to their members to reach their financial destination and ultimately their financial dreams - the credit union serves as vehicle.

Youth Financial Products:

The support to the Credit Union League of Thailand (CULT) on the youth financial products is on going. Four brands of Youth Financial Products were unveiled: Youthbee Savers for kids 12 below, Smarteens Savers for age 13-19, Gen X for age 20-35 and EASY Program for 20-35 out of school youth. CULT and ACCU developed marketing materials to communicate the benefits of the product brands to young people and their parents. During the year, ACCU supported CULT in carrying out activities for the program such as the Youth Camp, program evaluation and training. The experience of CULT was shared with other member organizations at the Regional Youth Workshop in Bangladesh.

As of June 30, 2009, 10 credit unions recruited new 10,857 youth members with accumulated savings of Baht 27.6 million (US\$ 811,764). A specially designed website [www.cuyouth.culthai.coop] provides information of the program and youth blog.

ACCU signed a Memorandum of Associate Partnership with Aflatoun Child Savings International in the Netherlands to co-brand the current youth financial products with Aflatoun. Thus, the financial products currently offered by credit unions would be combined with social and financial education for the youth. ACCU places great importance in educating the future generations to become financially responsible adults.

The Credit Union League of Bangladesh Ltd. has signified its intent to implement the new program. The National Confederation of Cooperatives (NATCCO) is also an Aflatoun partner.



Co-branding with



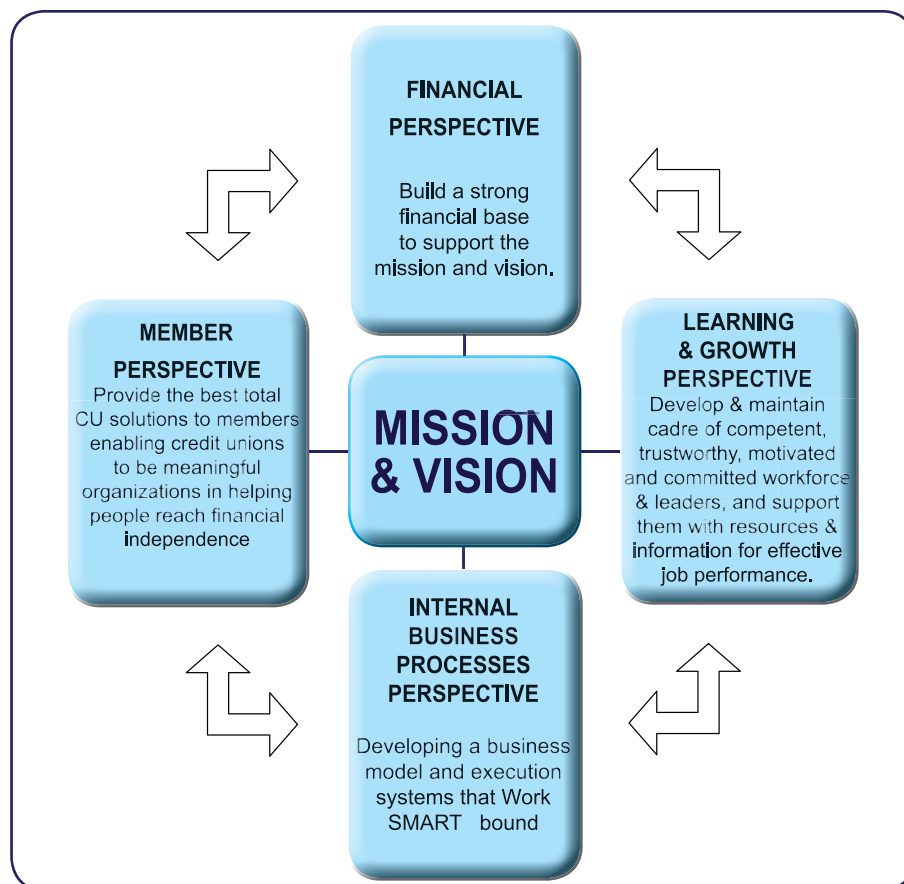
Strategic Direction 2009-2014 - A fresh perspective of the Mission

Organized on April 28, 1971, ACCU has 38 years of evolving experience in credit union development, starting from promotion, to developing leadership, to institutional development and professionalization (see the illustration on the right hand side).

Today, ACCU can be considered as matured organization but maturity does not only reflect on the capacity of the organization to innovate its product and services, but the most important is its capability to maintain an appropriate structure to fulfill its mission effectively.

The Strategic Plan is anchored on the Vision of ACCU – Sustainable Credit Unions in Asia and its mission – to work in partnership with its members (national federations of credit unions) to promote and strengthen credit unions as effective instruments for socio-economic development of the people.

Mapping the future of credit unions in Asia is a collaborative approach. ACCU ensures that Board of Directors and CEOs of member organizations as well as technical persons within Asia are



consulted on the strategic direction of ACCU for 2009 to 2014. The CEOs of member organizations, in their meetings on September 2008 and April 2009 provided major suggestions on the strategic plan. The recommendations of the Asian Credit Union Forum on September 2008 also offered clear suggestions on what ACCU has to focus in the next five years.

The management of ACCU in their semi-annual planning sessions held in October and December 2008 assessed the internal weaknesses and strengths of the organization and incorporated the inputs from members and leaders to the planning document.

ACCU dedicates its efforts to the achievement of solutions to critical

problems confronted by credit unions in Asia. Thus, the strategic plan continues to address the wide-ranging development of tools to address vital problems and to focus on strategic themes, which will guarantee the competitiveness of credit unions in this tough market environment.

Direction and Results:

The strategic direction and goals included in the Strategic Plan are response to the understanding of what members and credit unions require from its regional level organization. The Strategic plan focuses on three major goals: growth, competitiveness and sustainability. The achievement of the goals will contribute to the achievement of the long-term vision.

“

With a fresh perspective on its mission, understanding what it does well, and the environment in which it operates, ACCU will pursue the strategic direction of building a strong credit union system in Asia.

”

The following are the Credit Union Business Solutions developed by ACCU:

1. Credit Union Management Tools (Model Policies)
2. Credit Union Business Development Center Operations Manual
3. ACCESS Diagnostic Tool
4. Trainer's Manual on Credit Union Directors Competency Course
5. Credit Union Promotional Manual
6. Trainer's Manual on Credit Union CEOs Competency Course
7. Credit Union Microfinance Innovation Methodology
8. Tool on Poverty Alleviation Program Impact Assessment Software
9. Credit Union Product Catalogue
10. Credit Union Governance Checklist
11. Credit Union Risk Based Supervision Service Manual
12. ACCESS Audit Procedures Manual
13. Stabilization Fund
14. Governance Framework for Credit Unions
15. Credit Union Promotion Visual Aid

In the pipeline are: Credit Union Financial Counseling Training Manual, Risk Management Systems and Training Manual and Credit Union CEO Toolkit.





ACCU Board of Directors 2008/2009

Seated (L-R)

Mr. Chuang Chin-sheng - 2nd Vice-President, Taiwan ROC)

Mr. Oh-man Kwon - President, Korea

Ms. Norma Pereyras - 1st Vice-President, Philippines

Standing (L-R)

Mr. Ranjith Hettiarachchi - CEO, Ex-Officio Member

Mr. Gunarathna Perera - Secretary (Sri Lanka)

Mr. Suriya Montripak - Treasurer (Thailand)

ACCU Board, like the Board of other credit unions and cooperatives, need to have a shared sense of purpose, an exceptional level of commitment, a willingness to accept personal responsibility and accountability for work, and ability to compromise. Although the Board is a volunteer position, the job they perform should be exceptionally professional.

As recommended by the Asian Credit Union Forum as well as the CEOs of member organizations, ACCU has developed the Good Governance Framework for Credit Unions as Credit Union Solution No. 14. It is a big step towards influencing a big change on how credit unions in Asia are governed.

Credit union governance is seen as the most democratic style; however, it is also, perhaps, the most difficult models to maintain. Thus, the framework is a big help for the Board of Directors to perform their duties and responsibilities without undermining their accountability with the members with whom they represent.

The Board on its meeting on May 18, 2009 adopted the Framework as a demonstration of their desire for effective governance in ACCU.

The 27th Annual General Meeting of ACCU was held on September 28, 2008 in Bangladesh. In attendance of the meeting were 15 Regular, 4 Affiliate and 2 Supporter Members. The General Meeting elected the Board members who will serve for two years (2008-2010). The five members of the Board represent 33% of the regular members.

The Board of Directors meet twice a year - April or May and one in conjunction with the Annual General Meeting in September.

The 66th Board of Directors Meeting of ACCU was held in Bangkok, Thailand on May 19. The Board was in full attendance.

Prior to the meeting, the management provided a detailed information on ACCU evolving role in credit union development, services, partners, financial performance, governance, issues of credit unions in Asia and future direction.

The Board set the direction of ACCU in the next five years through the approval of the Strategic Plan for 2009 to 2014. The plan is set around the framework of Balanced Scorecard: Financial, Member, Internal Business Processes and Learning and Growth perspectives. The plan was developed in consultation with member of member organizations.



FINANCIALS

Financial Highlights

The financial statements of the Association of Asian Confederation of Credit Unions were audited by **Bunchikit Co., Ltd.** The external auditor expressed unqualified opinion stating that the financial statements fairly present the financial position and results of operation in accordance with generally accepted accounting standards.

The total Project Fund received from development partners was **USD 326,320**. The management ensured proper utilization of resources based on the approved budget. Consulting services and high yielding yet secure investments generated maximum net surplus for ACCU. Despite low interest income on investments, the income for this year has increased by **47% (USD 172,225)** compared with last year. Increasing the Reserve Fund to generate income to cover the core and development costs is a long-term strategy of ACCU.

SUMMARY OF FINANCIAL POSITION

as of June 30, 2008

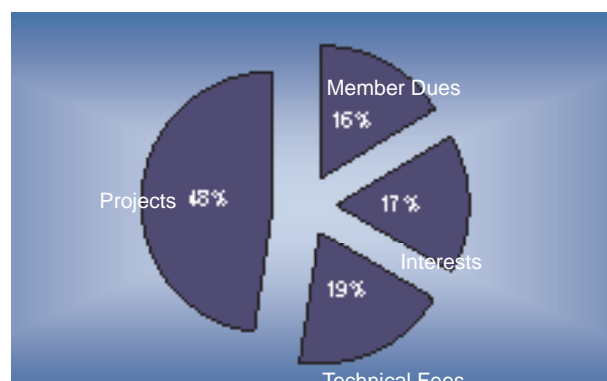
with comparative figures of June 30, 2007

(figures in 000 US Dollars)

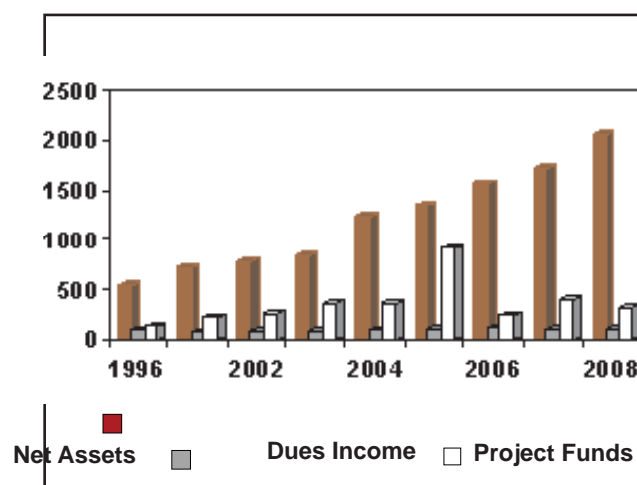
	June 30, 2009	June 30, 2008
ASSETS		
Current Assets		
Cash	2	2,787
Receivables	2,787	3
Total Current Assets	2,787	2,800
Property & Equipment (net)	2,787	2,787
Other Assets	2,787	4
Total Assets	2,787	2,852
LIABILITIES		
Project Fund		467
Other Liabilities		319
Total Liabilities		786
FUND BALANCES		2,066
Total Liabilities and Fund Balances		2,852

Key Financial Indicators

Revenues in Fiscal year 2007/2008



Expenditures in Fiscal year 2007/2008



Chairman/President & CEO/General Manager of Member Organizations

John F. Rodrigues, Chairman
Ratan F. Costa, General Manager
The Cooperative Credit Union League of Bangladesh

Atty. Proculo T. Sarmen, Chairperson
David J. Pajaron, Jr., General Manager
Philippine Federation of Credit Cooperatives

Jimmy Yeung Tat-wing, President
Lee Yuen Cheong, Senior Manager
Credit Union League of Hong Kong - CULHK

Reynaldo Gandionco, Chairperson
Cresente C. Paez, Chief Executive Officer
National Confederation of Cooperatives, Philippines

Omprakash Dadappa Alias Kaka Koyote, President
Girish Vishnu Tulpule, General Secretary
Maharashtra State Federation Cooperative Credit Societies Ltd.

Gunarathna Maddumage Perera, President
L.B. Dasanayaka, General Manager
Federation of Thrift & Credit Cooperative Societies Ltd., Sri Lanka

Drs. F.X. Siman, President
Abat Elias, SE, General Manager
Credit Union Central of Indonesia

Walis Pelin, President
Ko, Yen-Hui, Chief Executive Officer
Credit Union League of the Republic of China, Taiwan

Oh-man Kwon, Chairman and President
Jong-jun Park, Chief Executive Officer
National Credit Union Federation of Korea

Kiengheng Sae-tung, President
Dabchai Jaisusuk, General Manager
Credit Union League of Thailand Ltd.

T. Kesavan, Chairman
M. Annamalai, General Manager
Workers Co-operative Credit Society Ltd., Malaysia

Chalernpol Dulsamphant, President
Anan Chatruracheewin, General Manager
Federation of Savings and Credit Cooperatives of Thailand Ltd.

Min Raj Kadel, Chairman
Kuber Niroula, Chief Executive Officer
Nepal Federation of Savings and Credit Cooperative Unions Ltd.

Tran Quang Khanh, Chairman
Do Manh Hung, General Director
Central People's Credit Fund, Vietnam

Michael Koisen, Chairman
Paulus Laveil, Managing Director/Secretary
Federation of Savings and Loans Societies Ltd., Papua New Guinea

ACCU Management Commitment
Positive Attitude, Innovation, Service Mind, Responsible,
Accountable, Self-Esteem, Communication, Integrity,
Professionalism and Teamwork.

Team Members in Thailand Office

Ranjith Hettiarachchi - Chief Executive Officer
 Elenita V. San Roque - Manager, Member Services
 Porramaphorn Artrit - Secretary/Program
 Samorn Toscha - Assistant Administrative Officer
 Kamon Kiattisirikumpon - Program Assistant
 Sathianphan Khunmontri - Intern
 Seksan Seenil - Office Assistant

ALMI Members

Members of the Asian Leaders and Managers Institute (ALMI)

Ratan F. Costa - CCULB, Bangladesh
 M. Munaldus - Indonesia
 Daisy Belle M. Cabal - NATCCO, Philippines
 Veerayut Ruchirek - CULT, Thailand
 Somjit Kaewooun-reun - CULT, Thailand

Note: Carried out volunteer assignments in 2008 to 2009

Project Staff

Bangladesh

- Rommel H. Cruze – Project Coordinator - ACCESS
- Hubert Sukumar Palma – Project Coordinator - CUMI

Cambodia

- Soung Karukomar – Project Coordinator - CBFi Promotion

Indonesia

- Kosmos Lawa Bagho - Manager, CUCO Ende-Ngada

Lao PDR

- Chanphet Bounvilay - Project Coordinator, Luang Prabang
- Bounpheng Sithiphone - Field Staff
- Bunthan Bounthongphet - Field Staff
- Southida Xaiongsa - Field Staff

Nepal

- Rambabu Neupane – Management & Finance Specialist - ACCESS

Philippines

PFCCO

- Carlos Samson - Management & Finance Specialist - National

NATCCO

- Daisy Belle M. Cabal - Management & Finance Specialist - ACCESS



MEMBERS

15 Regular Members



CCULB-Cooperative Credit Union League of Bangladesh Ltd.



CULHK-Credit Union League of Hong Kong



MAFCOCS-Maharashtra State Federation of Cooperative Credit Societies Ltd., India



CUCO-Credit Union Central Indonesia



NACUFOK-National Credit Union Federation of Korea



WCCS-Workers Co-operative Credit Society Ltd., Malaysia



NEFSCUN-Nepal Federation of Savings and Credit Cooperatives Union Ltd.



FESALOS-Federation of Savings and Loan Societies Ltd.-Papua New Guinea



NATCCO-National Confederation of Cooperatives, Philippines



PFCCO-Philippine Federation of Credit Cooperatives



FTCCS-Federation of Thrift and Credit Cooperative Societies, Sri Lanka



CULROC-Credit Union League of the Republic of China, Taiwan



CULT-Credit Union League of Thailand Ltd.



FSCT-Federation of Savings and Credit Cooperatives of Thailand Ltd.



CCF-Central People's Credit Fund Vietnam

1 Associate Member

- **CCC** - Central Credit Cooperative Union of Iran

14 Affiliate Members

- **CUFA** - Credit Union Foundation Australia
- **CCSF** - Cambodian Community Savings Federation
- **IRU** - International Raiffeisen Union, Germany
- **DPG** - Development Promotion Group, India
- **NACCFED** - National Association of Co-operative Credit Societies and Federations, India
- **MAM** - Mol-AI-Movahedin Credit Cooperative, Iran
- **SAMEN** - Samen Al Aemeh Credit Cooperative, Iran
- **RILB** - Research Institute of Labour Banks, Japan
- **VPMPCS** - Vacoas Popular Multi-Purpose Co-operative Society Ltd., Mauritius
- **MOCCU** - Mongolian Confederation of Credit Unions
- **CSS** - Catholic Social Services, Pakistan
- **CARD-MRI** - Center for Agriculture and Rural Development - Mutually Reinforcing Institutions, Philippines
- **IACUFEZ** - Interregional Association of Credit Unions of the Far East and Zabaikalye, Russia
- **SNCF** - Singapore National Cooperatives Federation, Ltd.

Membership At Glance

	Organizations
• Regular Members	15
• Associate Member	1
• Affiliate Members	14
• Supporter Members	28
TOTAL	58

28 Supporter Members

- **AUSTRALIA**
Maritime Workers Credit Union
The NSW Teachers Credit Union
Select Credit Union, Ltd.
SGE Credit Union Ltd.
WAW Credit Union Co-operative, Ltd.
Victoria Teachers Credit Union
- **Bangladesh**
The Christian Co-operative Credit Union Ltd.
- **INDONESIA**
Betang Asi Credit Union
Canaga Antuntn Credit Union
Keling Kumang Credit Union
Lantang Tipo Credit Union
Pancur Dangeri Credit Union
Pancur Kasih Credit Union
Pancur Solidaritas Credit Union
Puyang Gana Credit Union
Semandang Jaya Credit Union
Sumber Rejeki Credit Union
Tilung Jaya Credit Union
Tri Tapang Kasih Credit Union
- **JAPAN**
Japan Credit Union
- **PHILIPPINES**
Aurora Integrated Multi-purpose Cooperative
Baguio Benguet Community Credit Cooperative
Paglaum Multi-Purpose Cooperative
St. Martin of Tours Credit & Development Cooperative
Tagum Cooperative
PFCCO-Visayas Credit Union League
- **THAILAND**
Klongchan Credit Union, Ltd.
Soon Klang Thewa Credit Union Cooperative, Ltd.

International Affiliations

- International Co-operative Alliance (ICA)
- International Raiffeisen Union (IRU)
- United Nations Economic and Social Council (UN-ECOSOC) - Special Consultative Status

Development Partners

- Agriterra, the Netherlands
- Canadian Co-operative Association
- Cordaid, the Netherlands
- Irish League of Credit Unions
- Rabobank Foundation, the Netherlands

Strategic Partners

- Aflatoun Child Savings International, the Netherlands
- Asia Pacific Rural and Agricultural Credit Association (APRACA)
- Asian Women Cooperative Forum (AWCF)
- Cooperative League of Thailand (CLT)
- Cooperative Promotion Department-Thailand
- Food and Agriculture Office-FAO
- International Cooperative Mutual Insurance Federation (ICMF)
- International Labour Organization (ILO)
- International Network of Alternative Financial Institutions (INAFI)
- Micro Credit Summit Campaign
- Mongolian Cooperative Training Institute
- United Nations-Economic and Social Commission for Asia and the Pacific (UN-ESCAP)
- Vaikunth Mehta National Institute of Co-operative Management, India
- Vietnam Cooperative Alliance (VCA)

Credit Union Development Initiatives

- Consolidation of Credit Union Development in Asia, Phase 2 - Cordaid
- Credit Union Promotion in Lao PDR - Agriterra
- Credit Union Development in Asia - Agriterra
- Credit Union Strengthening in Asia - Canadian Co-operative Association
- Credit Union Strengthening & Promotion in Pakistan - Irish League of Credit Unions
- Technical assistance in rebuilding credit unions in Timor Leste

Statement on the Co-operative Identity

DEFINITION

A co-operative is an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise.

VALUES

Co-operatives are based on the values of self-help, self-responsibility, democracy, equality, equity and solidarity. In the tradition of their founders, co-operative members believe in the ethical values of honesty, openness, social responsibility and caring for others.

PRINCIPLES

The co-operative principles are guidelines by which co-operatives put their values into practice.

▲ 1st Principle:

Voluntary and Open Membership

Co-operatives are voluntary organizations, open to all person able to use their services and willing to accept the responsibilities of membership, without gender, social, racial, political, or religious discrimination.

▲ 2nd Principle:

Democratic Member Control

Co-operatives are democratic organisations controlled by their members, who actively participate in setting their policies and making decisions. Men and women serving as elected representatives are accountable to the membership. In primary co-operatives members have equal voting rights (one member, one vote) and co-operatives at other levels are also organised in a democratic manner.

▲ 3rd Principle:

Member Economic Participation

Members contribute equitably to, and democratically control, the capital of their co-operative. At least part of

that capital is usually the common property of the co-operative. Members usually receive limited compensation, if any, on capital subscribed as a condition of membership. Members allocate surpluses for any or all of the following purposes: developing their co-operative, possibly by setting up reserves, part of which at least would be indivisible; benefiting members in proportion to their transactions with the co-operative; and supporting other activities approved by the membership.

▲ 4th Principle:

Autonomy and Independence

Co-operatives are autonomous, self-help organisations controlled by their members. If they enter to agreements with other organisations, including governments, or raise capital from external sources, they do so on terms that ensure democratic control by their members and maintain their co-operative autonomy.

▲ 5th Principle:

Education, Training and Information

Co-operatives provide education and training for their members, elected representatives, managers, and employees so they can contribute effectively to the development of their co-operatives. They inform the general public - particularly young people and opinion leaders - about the nature and benefits of co-operation.

▲ 6th Principle:

Co-operation among Co-operatives

Co-operatives serve their members most effectively and strengthen the co-operative movement by working together through local, national, regional and international structures.

▲ 7th Principle:

Concern for Community

Co-operatives work for the sustainable development of their communities through policies approved by their members.

For more information contact:

ASSOCIATION OF ASIAN CONFEDERATION OF CREDIT UNIONS

24 Soi 60, Ramkhamhaeng Road, Bangkapi, Bangkok 10240, Thailand

Tel. +662 374 3170, +662 372 374 5101 Fax: +662 374 5321

E-mail: accu@aaccu.coop Website: www.aaccu.coop