



**CEOs Advisory Committee
Meeting and Workshop**

**Credit Union Business Model Management
– a defining topic for the next decade**

*September 16- 18, 2011
Malaysia*



**ASSOCIATION OF
ASIAN CONFEDERATION OF CREDIT UNIONS**

INTRODUCTION:

The Asian credit union movement as a whole faces major challenges in its efforts to reposition and professionalize. As identified by ACCU and its members, some of these challenges include:

- A social welfare image of credit unions in the market place - e.g., set up only for poor people with limited means.
- A lack of an enabling legislative and regulatory environment that could impose prudent operating standards on credit unions.
- A heavy reliance on volunteer management, rather than employment of professional financial managers.
- A highly competitive and rapidly evolving financial sector.

Repositioning the credit union movement in Asia is a long-term endeavor. Recognizing the constraints faced by ACCU, in terms of financial and human resources, the interventions that ACCU undertakes must be strategic and designed to create sustainable mechanisms, whereby national federations can build on the fundamentals of CU systems, development and strengthening, thereby increasing the competitiveness of established credit unions.

Staying ahead of competition and ensuring the relevance of credit unions require more than an impressive one-time business model innovation. It requires the careful evaluation and improvement of one's more established business model, while proactively playing with new management models. This can be presented ranging from "improving business models" to "disrupting/inventing business models".

Based on 40 years experience, ACCU deemed it necessary to provide tool or system as part of the training or technical assistance to members. ACCU began introducing the credit union business solutions in 2000 through its member organizations' training or technical department who in turn transfer the technology to credit unions on a fee for service basis.

The 16 Credit Union Business Solutions developed by ACCU are responses to the current and perceived challenges faced by credit unions. 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 –credit union principles and values.

The following are the business solutions developed by ACCU which serve as building blocks for credit union development in Asia:

1. Credit Union Management Tools (Model Policies)
2. Credit Union Business Development Center Operations Manual
3. ACCESS Diagnostic Tool (standards based on Balanced Scorecard)
4. Trainer's Manual on Credit Union Directors Competency Course (basic course)
5. Credit Union Promotional Manual

6. Trainer's Manual on Credit Union CEOs Competency Course (basic 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 Aids

ACCU and Développement International Desjardins (DID)¹ recently forge partnership on credit union development in Asia. DID shares with ACCU its training resources aimed to add value to the latter's current offerings. It is anticipated that the partnership will provide continuing professional development for credit union leaders and executives.

The workshop will also identify the necessary tools needed by the Asian credit union movement to address the gaps in its operation. The movement's share vision is a Sustainable credit union system in Asia.

OBJECTIVES:

The CEO workshop serves as platform to share DID's training resources and identify the necessary business solutions to fulfill the vision. At the end of the workshop, it is expected that ACCU gets an input from its members on DID's training resources and solutions that fill the gaps in credit union development in Asia.

At the end of the workshop, the participants are able to:

- Recognize the issues of credit unions as impediments to growth and sustainability
- Identify responses to credit union issues through continuing professional development of volunteers and executives
- Find out the missing training curriculum and solutions at the credit union national federations
- Determine DID's training modules that fill the gap on credit union development in Asia
- Provide inputs in the development of standards for credit union national federations

¹ DID is the development arm of the Desjardins, the largest financial cooperative group in Canada that offers complete banking services to nearly 6 million members and clients. Desjardins uses the strength of cooperation not only to provide its members and clients with a wide range of banking services, but also to contribute to the economic and social development of their communities.

- Prepare recommendations and action plan for the implementation of the DID resources and business solutions

WORKSHOP TOPICS:

1. Critical issues on credit union growth and sustainability in Asia
2. Responses on the credit union issues through continuing professional development of volunteers and executives
3. Missing Training Curriculum at Federations to Fill the Gaps
4. Introduction of DID's Training Packages
5. Sydney Credit Union CSR's Five Star Success
6. The Changing Financial Landscape of Australia and the Role of Credit Unions
7. Credit Unions: A Community Value
8. Recommendations: Adoption of Training Curriculum of DID

PARTICIPANTS:

The workshop will be attended by the Chief Executive Officers/General Managers or designated person of ACCU member organizations.

METHODOLOGY:

The workshop serves as a platform to share and exchange experiences and best practices. Thus, a highly interactive participatory approach will be adopted. An experienced resource person will facilitate the workshop.

The participants will have an opportunity discuss, share the experience and analyze the effectiveness of the present training programs of the federation in response to challenges faced by credit unions.

The participants will be attending the field visit and Asian Credit Union Forum 2011.

DATE AND VENUE:

The workshop will be organized on September 16-18, 2011 in Malaysia.

Tentative Daily Schedule

Resource Person: Ms. Linda Bergeron, DID Specialist, Mr. Mark Worthington, Chief Executive, Sydney Credit Union, Mr. Peter Challis, Chief Executive Officer, WAW Credit Union

Coordinator: Ms Elenita V. San Roque Manager Member services –

Thursday Sunday, September 15, 2011	
15:00 – 17:00 hrs.	Arrival and Registration
Monday, September 16, 2011	
08:30 – 10:00	Joint Opening Session (with other workshop groups – Youth, Women and CEOs)
10:00 – 10:30	AM Break
10:30 – 11:00	Introductions and Orientation
11:00 – 11:45	Group Work: <ul style="list-style-type: none"> • Critical Issues credit union growth and sustainability in Asia • Responses on the credit union issues through continuing professional development of volunteers and executives • Missing Training Curriculum at Federations to Fill the Gaps
11:45 – 12:00	Present ACCU's Business Solutions
12:00 - 13:00	Lunch
13:00 - 15:00	Presentation of DID's training solutions: General presentation of DID's Training solutions: presentation of the Professional financial cooperative management program; the Training Program for director of financial cooperative, International seminars and thematic seminars (main content, objective and approaches of these solutions).
15:00 – 15:30	PM Break
15:30 – 16:30	Return on DID's training solutions - Discussion led to identify the training solutions more relevant for the vast majority of these institutions. Emphasis on the needs for their implementation. Which one of these materials will be transferred through ACCU and what can be the next step to transfer it? (this part can be led by ACCU & DID taking into account DID' solution and the training needs identified by ACCU for their members to oriented the discussion)
16:30 – 17:30	DID Training Modules Required by Asian Credit - Selection of one training solution to be added to ACCU's business solutions in priority. This part will be a decisional one, following the previous discussion.
Friday September 17, 2011	
9:00 – 10:00	ACCESS Adaptation to the Credit Union National Federation
10:00 – 10:30	AM Break
10:30 - 12:00	ACCESS Adaptation to the Credit Union National Federation
12:00- 13:30	Lunch
13:30 – 15:00	Sydney Credit Union CSR's Five Star Success Mark Worthington, Chief Executive, Sydney Credit Union
15:00 – 15:30	PM Break

15:30 - 17:00	<p>Credit Unions: A Community Value</p> <p>WAW CU Community Support policy means commitment to:-</p> <ul style="list-style-type: none"> • Community Engagement • Stakeholder Involvement • Employee Wellbeing • 'Buy Local' Approach • Regional Employer • Corporate Governance Approach <p>Peter Challis, CEO – WAW</p>
Saturday , September 18, 2011	
08:30 – 10:00	CEOs Advisory Committee Meeting
10:00- 10:30	AM Break
10:30 – 12:00	CEOs Advisory Committee Meeting
12:00 – 13:30	Lunch Break
13:30 – 14:30	Preparation of Recommendation on the Continuing Professional Development of Leaders and Executives of Credit Unions (to the Joint Closing Program)
14:30 – 15:00	Action Plan and Evaluation
15:00 – 15:30	PM Break
15:30 – 17:00	Presentation of Recommendations (Joint – CEOs, Youth, and Women)