



 **COOPERATIVE ENTERPRISES BUILD A BETTER WORLD**    

ANNUAL REPORT 2011/2012



ASSOCIATION OF ASIAN CONFEDERATION OF CREDIT UNIONS

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 given focal point in whatever we do. We will strive to protect the solidarity of our people and there will be no room for division.



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cooperative awareness, growth & policies



Milestones of Credit Unions in Asia:

- **41.6** million individuals and their families enjoy the benefits of credit unions in 20 countries in Asia
- **6.9** million poor and disadvantaged served
- **22,019** self-reliant cooperative financial institutions owned and managed by its members and provide affordable financial services especially those who do not have access to formal financial institutions
- **330,000** (at least) volunteers involved
- **220,000** (at least) professionals employed
- **US\$ 89.8** billion Assets pooled to improve the moral and physical values of its members



I feel excited and honoured to be part of ACCU, an organization with such a rich history and strong reputation that has withstood the test of time for more than 41 years.

Though we respect the legacy of our former leaders and are extremely proud of where ACCU stands today, we have set our sights on the future of the credit union movement. With growing support of members, we are able to provide value to their membership through the platforms of learning and credit union solutions we offer.

I would like to draw your attention to the celebration of the International Year of Co-operatives in 2012. As cooperators, we should take pride that the United Nations has recognized the important role cooperatives are playing worldwide. The International Year of Co-operatives is the time to tell the co-operative story to a wider audience.

The credit union movement in Asia continues to grow and ACCU remains strong. We are proud of what has been accomplished by ACCU over the past year and are excited about what the future holds. We plan to continue to find new innovative ways to make our vision a reality.

We will put together all our efforts to achieve all the components needed to help build our community through credit unions: highly-skilled, knowledgeable and dedicated leaders.

Let us keep ourselves in the frontline of development and continue to foster cooperation to achieve our goals.

Thank you.

Chalermpol Dulsamphant, Ph.D.
President

Photo: ACCU President Dr. Chalermpol Dulsamphant (right) thank CARD-MRI Managing Director Dr. Aristotle Alip for highlighting in his speech the big role credit unions can play on poverty alleviation as compared with Microfinance Institutions at the 40th Anniversary celebration of ACCU in 2011.

chief executive officer's report



Ranjith Hettiarachchi
Chief Executive Officer

The 2011-12 ACCU year was significant in many respects, and I am pleased to highlight a few of the achievements. The ACCU management worked diligently to implement the Strategic Plan in an effective manner. More important, we improved the plan by creating forward-thinking goals to support our members and credit unions in responding to their challenges.

As the pictures captured in this annual report suggest, inherent in the work to build sustainable credit union system in Asia are exhilarating opportunities: to generate new insights; to strengthen existing partnerships and build new ones; to inspire creative new approaches; to benefit from knowledge shared. We will work to leverage all of these opportunities as we move into 2013.

As 2012 is the International Year of Co-operatives, we have been actively supporting our members to celebrate the year in meaningful way. We are proud that the Nepal Federation of Savings and Credit Cooperatives (NEFSCUN) was the first to celebrate IYC with its first SACCOS' Summit in February 2012. Our pledge in 2010 to reach additional 1 million 'have less' by 2012 through the Credit Union Microfinance Innovation bear results of reaching 1.6 million by December 31, 2011. In every event, we continuously communicate the need to revisit the credit union mission. F.W. Raiffesen founded the first credit union in 1854 to fight against poverty and social exclusion.

We always remind our credit union leaders that competition, growth, profits and ease in management system might unintentionally lead credit unions to deviate from their original mission. Our platforms for learning always incorporate topic that strike a chord on credit union mission – the reason of our existence.

We are very thankful for the trust that you have placed in us. The 13 regional programs we organized this year were





COOPERATIVE ENTERPRISES BUILD A BETTER WORLD

participated by 802 credit union leaders and professionals – a reason to be inspired. Thus, we promise to exert efforts to offer you need based learning experience in the years to come. Serving members as think tank for Asian credit unions, we will pursue our researches to discover creative solutions to help credit unions demonstrate their distinctive differentiation.

This year, we launched the Credit Union Business Solution no. 17 – Loan Officers' Competency Course attempting to cover the A to Z of lending. The solution provides practical tool for loan officers to perform their duties and responsibilities without losing grip to the original objective of credit union responsible lending. The first draft of the credit union business solution no. 18 – Diagnostics for Credit Union Federations is now available. The solution will be piloted with our members in the coming year.

Adopted from IYC, the theme of this annual report "Cooperative Enterprises Build a Better World" reflects

ACCU evolution that is producing these changes. It presents a high-altitude view of what we have learned and is learning about creating pathways to credit union success in Asia. We are astonished that more than 40 million people are now enjoying the services of credit unions as compared with small beginnings 41 years ago. We recognize that it is going to be a long journey as Asia is a vast continent. We need more committed and knowledgeable people in the credit unions to realize our aspiration of building a better world through cooperatives and credit unions.

We guarantee to our members that our partnership will make us all winners in the long term. ACCU, being of relevance and of value to our members and credit unions in Asia is our passion. Our energies will be dedicated to it.

Thank you very much for your support and cooperation with us.

SCORECARD 2011 - 2012

Financial Perspective

STRATEGIC OBJECTIVE:

Safety and soundness of established credit unions and sustainability of ACCU.

STRATEGIES:

- Standardization and monitoring strategy
- Grow ACCU institutional capital to USD 3 million by 2014
- Grow internally generated funds

IMPROVEMENT ACTIONS:

- Advocacy to credit union regulators
- Development of standards and policies for self-regulation
- Increasing supporter membership
- Capitalize the Reserve Funds

PERFORMANCE MEASURES:

Credit Union Movement Resources

as of December 31, 2011 compared with 2010

- Assets increased by 2.6 % - USD 89.8 billion
- Savings & Shares decreased by 27.5 % - USD 78.3 billion
- Loan Outstanding decreased by 38 % - USD 31.7 billion
- ACCU Reserve Fund is USD 2.5 million as of June 30, 2012 83 % achieved

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 Credit Unions

Member-Customer Perspective

STRATEGIC OBJECTIVE:

Safety and soundness of established credit unions and sustainability of ACCU.

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 and credit union solutions
- Marketing credit unions and the International Year of Cooperatives 2012
- 1 million additional outreach of the poor through Credit Union Microfinance Innovation (CUMI) Program by 2012

PERFORMANCE MEASURES:

Credit Union Movement Outreach

as of December 31, 2011 compared with 2010

- Individual Members is 41.6 million (6.9 million belongs to low-income sector)
- Number of credit unions is 22,019 in 20 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 Software
- No. 9 - CU Marketing to Youth
- No. 13 - Credit Union Product Catalogue
- No. 15 - CU Promotion Visual Aids

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 and 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 MEASURES:

Credit Union Solutions Developed

- CU Solution 3 - ACCESS Brand Diagnostic Tool - 3 Credit unions renewed Bronze ACCESS Accreditation
- CU Solution 10 - Credit Union Governance Checklist
- CU Solution 12 - ACCESS Auditor's Manual
- CU Solution 16 - Trainers Manual on 360 Degrees Financial Literacy for Credit Union Members

Future Actions:

- Establishing Brand Department at the national federation
- National Federation Standardization
- Mainstreaming of ACCESS branding and accreditation of pilot credit unions
- Integration of Financial Literacy in CU Education

Learning & Growth 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 MEASURES:

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)
- CU Solution 17: Loan Officers Competency Course

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
- Mini Master Program on Credit Union Management
- Competency Course for Loans Officers
- Competency Course for Audit Committee



Money is not an end in itself, but a means to an end.

"Repeatedly we have pointed to the fact that money does not represent an end in itself, as far as the Credit Unions are concerned, but that it is the means to improve the condition of all participants (members) in every respect. The main target is the development of the moral and physical forces. This is the prerequisite of all progress." F.W. Raiffeisen



increasing credit union attention on poverty alleviation

Inspiring Credit Unions to realize their mission: Baridhara Mohila Samobaya Samity Ltd. from Bangladesh received the 2011 CUMI Performance in recognition of the fulfillment of its social responsibility through the provision of affordable financial services, education on the value of thrift and generating means to create wealth to more than 25,000 'have less' families.

Championing Financial Literacy Education: CUMI practitioners from the Philippines identified the inability of credit unions to educate the 'have less' on financial literacy as impediment to the sustainability of the program and members. Present education to members is focused on credit. The trainers training on the CUMI Learn and Save Session on February 2012 provided skills on training needs analysis, training design and session guidelines. The exercise on training needs, identified the gaps to bring the 'have less' to the expected behavior, skills and knowledge. The trainers have adopted the Solution No. 16 – 360 Degrees Financial Literacy for CUMI.

Highlighting the Advantages of Credit Union's Microfinance: ACCU conducted a study of the CUMI Awardee Paglaum Multi-Purpose

Cooperative (PMPC) in the Philippines. The study highlighted the advantages of credit union's microfinance. ACCU forged partnership with PMPC as its training ground for CUMI. PMPC has reached 35,000 low-income people in the poverty-stricken southern Philippines.

Expanding CUMI to AgriFinance. ACCU recognizes that credit unions do provide loans to farmers. However, credit unions should be more active in making use of the available technical expertise of specialized agencies to address watershed development, livelihood promotions, organic farming, agriculture extension services, environmental impact assessments, training and capacity building, and financial literacy among farmers. The AgriFinance Methodology will be introduced by ACCU to its members on the 2nd half of 2012.

Sharing the Differentiation of CUMI at the world stage: ACCU shared the credit union experience on the topic "Microfinance as a Vehicle to Create a Platform for Ownership of Financial Institutions by the Poor" at the Global Microcredit Summit 2011 in Valladolid, Spain on November 15-18, 2011.



helping people build their own cooperative enterprises

»» Lao PDR

The five project staff of the ACCU Savings and Credit Cooperative Development in Laos (SACUDIL) has been working to improve the capacity of SCCs through trainings and consultations. SCU Committees, staff along with SACUDIL Promotions Officer pensively acquired knowledge on significant topics that would capacitate them in carrying out their duties effectively and efficiently.

SACUDIL was visited by Rabobank Foundation Director and technical staff to witness some activities being carried out by the project. They highlighted the experience of their own country during the time they started the Savings and Credit Union concept to the farmers in The Netherlands. It was not as easy as they thought it would be and the most challenging part was convincing the people that the system works to help them in their financial troubles. Rabobank recognizes the need to promote the principle of self-help and self-sustainability.

Specialized resource materials and training manuals in Lao context were developed since

last year and it was distributed and made available to SCUs. The manuals are expected to provide knowledge and fundamentals of basic SCU operations. Through the assistance of SACUDIL's Promotions Officers, 13 SCUs will be able to guide committees and managers in the implementation of essential policies and procedures for savings and credit union operations. ACCU-SACUDIL's assistance donated equipment (computers, printers, fax machines) furniture and fixtures (Office tables and chairs, white board and security vaults).

Three SCUs in Luang Prabang received their temporary registration from Bank of Lao PDR (BOL). Permanent Certification will be obtained after submission of some reports and validation are done. SACUDIL Team is concentrating on helping additional 4 SCUs to achieve the minimum requirement for registration set by BOL.

SACUDIL is currently supported by Rabobank Foundation (starting 2011). The project maintains five staff and one external advisor. There are 28 savings and credit unions with 13,556 members.



"Co-operatives are reminder to the international community that it is possible to pursue both economic viability and social responsibility."

*Ban Ki Moon
UN Secretary General*



»» Mongolia

ACCU provided technical assistance to the Mongolian Confederation of Credit Unions (MOCCU) on March 25-29, 2012 aimed to build its capacity as federation of credit unions in Mongolia. The November 2011 approved law on savings and credit cooperatives (SCCs) allows the registration of MOCCU as national service organization for SCCs. At the end of the mission, MOCCU has developed its service framework, which was also confirmed by the Finance Regulatory Commission, the SCCs regulator. MOCCU is currently registered as an NGO in the absence of the SCC law. Meanwhile, attending 48 SCCs on the Stabilization Fund seminar on March 29, 2012 understood that the fund is meant to protect the credit union system by ensuring its safety and soundness.

»» Timor Leste

Federação Cooperativa Crédito Hanai Malu (National Federation Credit Union Hanai Malu) in Dilli, Timor Leste has become an affiliate member in March 2012. It will open the door to a continued collaboration to strengthen credit unions in Timor Leste.

»» Myanmar

The Central Co-operative Society Ltd. (CCS), a non-governmental organization and is the apex organization of Myanmar Cooperative Movement joined as Affiliate member in April 2011. Currently, 1,897 societies are operating in Myanmar. In 2007, ACCU introduced the Credit Union Microfinance Innovation which today has reached 94,691 'have less' individuals organized into 71 self-help groups. After meeting the minimum requirements for registration, the SHGs will be registered as credit cooperatives.

»» Cambodia

Lobbying for credit union law remains vital to the growth of 46 credit unions (with more than 45,000 members) promoted by the three partners of ACCU: Cambodian Community Savings Federation (CCSF), Socioeconomic Development Organization of Cambodia (SEDOC) and Farmer Life Improvement & Future Light Youth (FLIFLY). ACCU continues to provide unique learning opportunities through trainings and deployment of credit union solutions to its partners in Cambodia.



leadership development: *deepening leaders' commitment to credit union principles and values*

➤➤ Asian Credit Union Forum

Considered as the most attended in 22 years, the Asian Credit Union Forum in Malaysia on September 19-21, 2011 drew 540 credit union leaders and professionals from 25 countries. The forum on the theme Reflections on Asian Credit Union Movement's Past, Present and Future was hosted by the Association of Co-operative Credit Union of Malaysia. The forum featured resource persons from the best and the brightest in credit union industry across the world. Breakout session presenters were selected from caliber credit union practitioners and international experts in the field. The learning tracks represented high interest issues on Governance, Products and Services and Movement. Recommendations emanating from the topics discussed were adopted at the closing program. Addressed to all levels, ACCU considers these recommendations as inputs to its programming. The forum is another means for ACCU and its member organizations to solicit inputs pertinent to the current needs and issues faced by credit unions.

➤➤ Exposure Programs

Besides the ACCU sponsored programs, members learn from each other through the ACCU coordinated exposure programs. For the last 26 years, the National Credit Union Federation of Korea has extended its generosity hosting the credit union leaders and professionals in Korea for a five-day full pack learning and cultural experience. On June 11-16, 2012, seven delegates from Mongolia, Nepal, Philippines and Thailand participated in the program.

ACCU, the Federation of Savings and Credit Cooperatives of Thailand, Credit Union League of Thailand, Klongchan Credit Union and St. Peter Credit Union offered learning opportunities to at least 200 credit union leaders from Indonesia, Nepal, Philippines, Vietnam, Sri Lanka and Kenya. The exposure helped the credit union leaders to have deepened awareness on the realities in operating credit unions. They indicated that the learning will be applied in their training to inspire and motivate leaders to excel.

"The executive board should take into consideration that the credit unions are not ordinary banks, and that they are bound to work toward higher ends, i.e. the improvement of the members' moral and material standing." F.W. Raiffeisen

➤➤ CEOs Development Program

ACCU seeks every learning opportunity for the CEOs of its member organizations. DID's (Développement International Desjardins) Seminar on Financial Decision Making held on April 27 to May 1, 2012 in Bangkok enabled the attending 18 CEOs to explore and apply management strategies associated with the organization's financial situation through the available financial information and possible levers of action. At the end of the seminar, the attendees are able to interpret and analyze the

financial information of an organization and make strategic and enlightened decisions aimed at improving financial performance and identify and apply relevant and adapted solutions.

DID has set up training program in strategic management on Financial Decision Making, governance and development. With ACCU and DID partnership, CEOs will have opportunity to expand their knowledge. CEOs are the backbone of the credit union movement in their country.



➤➤ Development Education Program

ACCU welcomed the 14 DE Alumni at the 1st DE Continuing Professional Development on January 24-26, 2012 in Bangkok. It was 3 days introspection and constructive brainstorming of the credit union challenges and DE roles.

The 14th batch of the Development Education Workshop on June 7-13, 2012 turned out to be the largest group since 1999. The 46 newly certified DEs from 7 countries (Bangladesh, Hong Kong, Indonesia, Korea, Philippines, Singapore and Thailand) join the 380 graduates from 1999 - now 426.

The workshop is an intensive personal motivation and awareness raising process that begins with

the participation in a six days residential workshop conducted by ACCU. The program emphasizes on the enhancement of presentation skills and burning issues affecting the viability and growth of credit unions. Credit union contribution to poverty alleviation, mission, values and principles, governance, lending practices, and financial literacy are among the topics.

Every participant emerges as a renewed credit union advocate being able to pinpoint the issues that restraint credit unions to align its actions according to its mission. Understanding the development issues will keep the DEs more appreciative of the value of their jobs as they play an important role in building strong credit unions.

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 2011/2012:

Programs in 2011/2012	Strategic Objective	Milestones
EXPOSURE PROGRAMS		
Credit union study visit in Thailand for Laos promoters on August 22-25, 2011.	Inspiring leaders to enable them to articulate bold vision and set the direction of their credit unions as sustainable cooperative financial institutions.	Five officers of the Financial Institution Supervision Department of the Bank of Lao PDR (BoL), one from the Prime Minister's Office, and 3 from the provincial government office of the southern province of Laos enthusiastically learn from FSCT, CULT, Klongchan CU, Soonklang Thewa CU and Thamasart University SCC.
Exposure of leaders from National Confederation of Cooperatives in Philippines, October 26-30, 2011 in Thailand.		The 23 cooperative leaders and professionals valued the 6 months continuous education and training required of members, the compulsory monthly savings, the counseling to members, the Board of directors who serve totally on voluntary basis (without honorarium), numerous welfare to members, and their adherence to the credit union mission despite their bigness.
South Sulawesi Indonesian credit union visit to Thailand on March 19-23, 2012.		21 credit union leaders studied from Klongchan Credit Union, St. Peter Credit Union and Credit Union League of Thailand.
Nepal exposure (NEFSCUN) on April 23-30, 2012.		37 SACCOS leaders and staff learn from Klongchan Credit Union, St. Peter Credit Union and Credit Union League of Thailand.
Bogor Banten Chapter Exposure and AGM in Thailand on April 24-27, 2012.		Hosted the AGM and study visit of 78 credit union leaders and staff.
Study visit of Central People's Credit Fund (CCF) in Thailand on April 23, 2012.		37 CCF's leaders and staff and regulators exchange experience with ACCU and FSCT.

Programs in 2011/2012	Strategic Objective	Milestones
REGIONAL PROGRAMS		
22nd Asian Credit Union Forum on Reflections on Asian Credit Union Movement's Past, Present and Future, Malaysia - September 19-21, 2011.	To increase leaders and professionals' awareness on the current issues that affect credit union growth and sustainability.	Attended by 540 participants from 25 countries, the learning tracks represented high interest issues on governance, products and services and credit union movement.
Human Resource Development Workshop on Loan Officers Competency Course (Business Solution No. 17) on September 16-18, 2011 in Malaysia.	To sharpen and update knowledge of HRD officers at national federation on sound business practices for credit unions.	61 technical staff of member organizations in 7 countries attended. The training marks the start of the full deployment of the solution to member organizations. ACCU anticipates that the training solution will influence responsible lending practices in credit unions.
Youth Marketing: Enrichment Strategies for Youth Outreach, September 16-18, 2011 in Malaysia.	To develop programs and strategies to increase youth participation and leadership in credit unions.	Attended by more than 20 youth, the workshop provided an opportunity to analyze the leadership involvement, issues and future direction of youth in credit unions.
CEOs workshop on the Credit Union Business Model Management – a defining topic for the next decade, September 16-18, 2011 in Malaysia.	To sharpen and update the knowledge of CEOs on sound business practices as solution to current issues of credit unions.	Attended by 23 CEOs, the workshop presented the training solutions of Développement international Desjardins (DID), due diligence on mergers, community value of credit unions and standardization of national federations.
12th Regional Women Workshop on September 16-18, 2011 in Malaysia.	To develop programs and strategies to increase women participation and leadership in credit unions.	18 women from five countries attended recommend that the respective credit unions, federations and ACCU should have women empowerment and gender equality program, formulate annual plans, and allocate budget for the implementation.
Development Educators Continuing Professional Development, January 24-26, 2012.	Renewal of Development Educators designation.	The DEs indicated that they were energized with the 3 days introspection and constructive brainstorming of the credit union challenges and DE roles. The reunion can be described as an intellectual, spiritual and cultural journey rolled into one.
14th Asian Development Education Workshop, June 7-13, 2012 Bangkok, 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.	46 Development Educators joined the ranks (now 426). The DEs turned advocates set high standards for their respective credit unions and the movement as a whole.



ensuring highest integrity and competence of the asian credit union system



Loan Officers Competency Course: ACCU recognizes that Loan Officers play vital role in ensuring that loans are properly written and managed; not only to guarantee collection, but most importantly its purpose is met - creating wealth for members rather than creating additional financial burden. Members receiving loans on the basis of share leveraging instead of capacity based lending is a common issue in many credit unions. Due to this practice, credit unions are dealing with high delinquency affecting its long-term sustainability.

ACCU developed the Credit Union Business Solution No. 17 – Credit Union Loan Officers' Competency Course attempting to cover the A to Z of lending. The Solution provides practical tool for loan officers to perform their duties and responsibilities without losing grip to the original objective of credit union lending. 61 technical staff of member organizations in seven countries attended the HRD workshop in September 2011 that introduced the manual. The training marked the start of the full deployment of the solution to member organizations. ACCU anticipates that the training solution will influence responsible lending practices in credit unions.

Federation's Capacity Building: Adhering to the mission of a credit union federation, the Board of The Cooperative Credit Union League of Bangladesh, Ltd (CCULB) crafted the three-year strategic direction of the credit union movement for 2012 to 2015. Facilitated by ACCU on October 12-22, 2011, the significant number of interviews, workshops, and information analysis carried out were participated by the Board, committees, senior management, and credit union leaders. Following was a workshop attended by 150 Board and managers of 53 credit unions who actively took part in setting the benchmark for model credit union on February and March 2012. The six standards to be implemented on the first year are: 1) deployment of five basic policies 2) preparation of Strategic Plan, 3) reaching at least 1,000 members, 4) analyzing performance using PEARLS-GOLD 5) reduction of delinquency and 6) computerization. ACCU also assisted in training CCULB staff aligning their skills with the strategic plan.

responsible lending: *"Help is required under any circumstances for members who offer the necessary guarantee for good use of the money they want to borrow. Guarantee is made on the evidence of sound personality, the reliability of their character and a serious effort to work their way up. If they are able, in addition thereto, to offer satisfactory security, the board should do what is in its power to procure the money required." F.W. Raiffeisen*

Board Competency Course: The Board of Directors and Audit Supervisory Committee of the Nepal Federation of Savings and Credit Unions (NEFSCUN) attended the four days Competency Course on November 29-December 2, 2011 facilitated by ACCU. The Credit Union Directors Competency Course module, meant for primary credit unions, was attuned to federation level organizational needs. The Board had completed the post course project work in January 2012, which are all meant to improve NEFSCUN's operations.

Forum Replication: Government, development organizations and SACCOS supported the first ever SACCOS summit on February 11-12, 2012 organized by the National Federation of Savings and Credit Cooperatives (NEFSCUN). The two days conference attended by more than 400 credit union leaders and managers discussed standardization of credit unions, regulations, mergers, Credit Union Microfinance Innovation, stabilization fund, and self-regulation.

Prudential Standards: SANASA Federation in cooperation with ACCU and the Cooperative Development Department (CDD) of Sri Lanka organized the Trainers Training on Operational Performance Standards for Prudent Management of Credit Unions on May 28-30, 2012. Fifty officers of CDD from four provinces attended the training. The officers are responsible to train the government officers in their respective provinces. It is anticipated that COOP-RUPEES will be widely used by credit unions as mandated by CDD. SANASA is working closely with CDD to get regulatory support for the operation of its Stabilization Fund for which adherence to prudential standards by credit union is a must.



developing mechanisms to highlight the credit union difference through quality performance

ACCESS-A1 Competitive Choice for Excellence in Service and Soundness, a widely accepted concept drawn by ACCU's member organizations arms the credit unions in Asia with critical insight needed to build the optimal organization wide quality standards. Developed in consultation with member organizations, ACCESS diagnostic tool measures four key building blocks: finance, customer, internal business process and learning & growth. Besides tool for certification, ACCESS also serves as scorecard in evaluating management performance and credit union success as a whole.

Philippines: ACCU renewed the certification granted to three cooperatives in the Philippines for September 2011 to August 2012. The ACCESS Auditors Training conducted by ACCU and its members: Philippine Federation of Credit Cooperatives (PFCCO) and National Confederation of Cooperatives (NATCCO) on August 16-20, 2011 is seen to boost the number of credit unions meeting the standards. Attended by 36 technical persons, the training concluded that federations' staff should target at least three coops – approximately 18 coops (9 from NATCCO and 9 from PFCCO). Members in the Philippines are supporting at least 15 credit unions undergoing ACCESS branding. ACCESS

is also used by credit unions as monitoring and planning tool.

Sri Lanka: ACCU facilitated the ACCESS Training for the newly appointed monitoring team of SANASA Federation on July 15-16, 2011. The team is using ACCESS as tool for monitoring credit unions and in setting up the Stabilization Fund. SANASA considers ACCESS as comprehensive tool as it also include financial measurements plus indicators on member, operational efficiency and human resources.

Nepal: The final audit of the seven SACCOS undergoing ACCESS branding was carried out on November 22-26, 2011. Compared with the performance before ACCESS branding, tremendous improvements can be clearly measured in the participating SACCOS such as decrease and full provisioning of loan delinquency, almost 100% increase in assets and members, member oriented services, face-lift of the office environment and adoption of comprehensive policies and procedures.

ACCU also supported the Nepal Federation of Savings and Credit Cooperatives (NEFSCUN) for the review of ACCESS compliance of the 11 new SACCOS under accreditation process



in December 2011. Even prior to NEFSCUN's diagnosis, the SACCOS have started products, systems and process documentation. NEFSCUN attributed the achievements to the inspiration derived from the seven SACCOS piloted for ACCESS branding. By the end of 2011, 13 SACCOS have signed up for accreditation. ACCESS accreditation has been integrated as a regular program of NEFSCUN and is now getting very popular among SACCOS in Nepal. ACCESS accreditation is offered by NEFSCUN on a fee for service basis, which the credit unions are willing to pay. NEFSCUN is assisting 31 SACCOS for accreditation.

Indonesia: CUCO Indonesia is supporting three credit unions for ACCESS branding accreditation. The meeting with the Managers and Chairmen of the credit unions agreed that verification audit by ACCU will be carried when the minimum requirements are met: Net Institutional Capital of 10% and delinquency of 5%. Initial verification was made for Angkara Credit Union in June 2012; however, more time is needed to comply with the standards.



Federation's Diagnostics

The Federation's Diagnostic tool is developed with the support of the technical team of PFCCO and NATCCO. The tool is an adaptation of ACCESS for the national level credit union organization. The first draft was presented at the CEOs workshop in April 30, 2012. The team in the review meeting in June 2012 incorporated the comments of the CEOs. The name of the diagnostic tool is yet to be conceptualized. It is expected that the federation's standardization will commence on the second half of 2012.



meeting the 'real-world' challenges to improve credit unions' value proposition

CREDIT UNION BUSINESS SOLUTIONS:

As think tank for Asian credit unions, ACCU seeks out solutions to the challenges faced by credit unions. The Credit Union Business Solutions developed are resources available for members and credit unions. These sound business practices are compilation of ACCU experience working in credit unions for the last 4 decades, combined with modern management technologies deployed within the unique environments of credit unions across Asia.

1 Credit Union Management Tools (Model Policies). Policies are the basis with which the Directors and management govern credit unions in professional manner. ACCU has developed and compiled basic credit union policies in 6 areas: Organization, Financial Management, Credit Management, Human Resource Management, Products and Services and Strategic Planning.

2 Credit Union Business Development Center (BDC) Operations Manual. This Toolkit will help the National Federation to take the first step in establishing its BDC. The center provides assistance to credit unions, members and micro entrepreneurs enabling them to carry out management and marketing support to current and prospective small business owners who maybe are members or potential members of the credit union.

3 ACCESS Diagnostic Tool. This diagnostics tool will help national federations in developing branding strategies for credit unions capitalizing on its competitive advantage. This would also be the basis for ACCU member organizations in

providing technical assistance for members to implement the branding strategies and developing advertising materials that will serve as model for credit unions.

4 and 6 Trainer's Manual on Credit Union Directors and CEOs Competency Course. The manual is a complete trainers' guide that provides critical knowledge and competencies needed to develop active and involved boards & CEOs. The manual includes Lesson Plans, PowerPoint and Handouts with pre-course and post-course project work. The course combines elements of pre and post-course projects, presentations, group discussion, case study examination and syndicate/team exercises.

5 Credit Union Promotional Manual serves as guide for promoters of credit unions. The manual also include template on credit union Bylaws and policies.

7 Credit Union Microfinance & AgriFinance Innovation (CUMI) Methodology is a guideline for credit unions on the implementation of a especially designed product for 'have less'.

8 Tool on Poverty Alleviation Program Impact Assessment Software helps credit unions assess the impact of CUMI to members based on the human indicators: house condition, family basic needs, access to financial services, income and community involvement.

9 Product Catalogue an easy adaptable template of wealth building savings and loan products for credit unions.

10 Governance Checklist is a quick guide on the policy areas required for good governance in credit unions.

11 Risk Based Supervision Service Manual. RBS presents a framework with which credit unions are assessed regarding the probability and impact of risks as opposed to the intuitive assessment by the traditional approach.



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.



12 ACCESS Audit Procedures Manual is an audit systems and procedures for conducting audit of credit unions seeking for accreditation.

13 Stabilization Fund is a sample Bylaws of the Stabilization Fund System for credit unions.

14 Governance Framework for Credit Unions. The Governance Framework for Credit Unions will serve as guides for individual credit unions and second level credit union organizations to assist its Board of Directors in the performance of its duties and the exercise of its responsibilities.

15 Credit Union Promotion Visual Aid are compilation of colored drawings that can be used to promote credit unions to members with low level of education.

16 Trainers' Manual on 360 Degrees Financial Literacy for Credit Union Members. Anticipates to set the tone for standard financial literacy education in Asian credit unions. Financial illiteracy of members contribute to the increasing delinquency in credit unions.

17 Trainers Manual on Credit Union Loan Officers Competency Course. The course attempts to cover the A to Z of lending. The solution provides practical tool for loan officers to perform their duties and responsibilities without losing grip to the original objective of credit union lending.

18 CU Federation's Diagnostic Tool. The adaptation of ACCESS branding for national service organization for credit unions.



ACCU Board of Directors 2010-2012: (L-R) Mr. Tae-jong Zhang, Treasurer - Korea, Mr. Min Raj Kadel, 2nd Vice-President - Nepal, Dr. Chalernpol Dulsamphant, President - Thailand, , Mr. Walis Pelin, 1st Vice-President - Taiwan, Mr. Reynaldo Gandionco, Secretary - Philippines, Mr. Ranjith Hettiarachchi, CEO/Ex Officio

governance

Our capable, highly independent Board of Directors leads our system of corporate governance and ensures that ACCU's affairs are conducted ethically and for the benefit of all members. The members of the Board, each of whom is an experienced credit union leader, also provides Management with valuable advice and counsel on matters of major strategic significance.

The Board of Directors regularly meets in person two times each year and in between electronic meetings as the need arises. The CEO seeks the President's advice on sensitive matters affecting membership and relationship with external parties. The Board sets the direction of ACCU 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.

Delegates of 12 Regular, 9 Affiliate and 5 Supporter Members attended the 30th Annual General Meeting of ACCU held on September 22, 2011 in Malaysia.

In compliance with the policy, the Audit Committee (President and Treasurer) met on August 12, 2011 in Bangkok. The Treasurer Mr. Tae-jong Zhang with two assistants from NACUFOK performed an internal audit of the financial operation of ACCU.

The 73rd Board meeting was held on September 17, 2011 in Malaysia and the 74th Board meeting was held on March 14, 2012 in Thailand.

FINANCIALS

Financial Highlights

The financial statements of the Association of Asian Confederation of Credit Unions were audited by Thai Audit 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 289,202. 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 amounting to USD 39,287. Increasing the Reserve Fund to generate income to cover the core and development costs is a long-term strategy of ACCU. As of the end of fiscal year ended June 30, 2012, the Reserve Fund balance is USD 2.5 million.

SUMMARY OF FINANCIAL POSITION

as of June 30, 2012

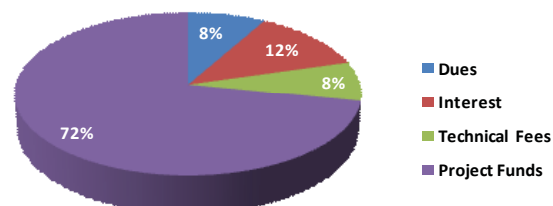
with comparative figures of June 30, 2011

(figures in 000 US Dollars)

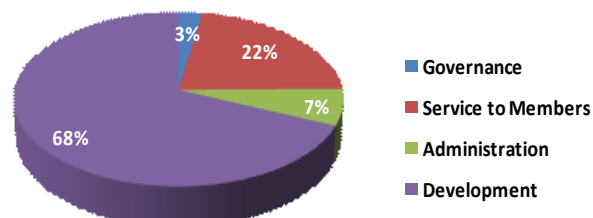
	June 30, 2012	June 30, 2011
ASSETS		
Current Assets		
Cash	3,645	3,553
Receivables	101	95
Total Current Assets	3,746	3,648
Property & Equipment (net)	169	193
Other Assets	9	5
Total Assets	3,924	3,846
LIABILITIES		
Project Fund	995	863
Other Liabilities	414	415
Total Liabilities	1,409	1,278
FUND BALANCES	2,515	2,568
Total Liabilities and Fund Balances	3,924	3,846

Key Financial Indicators

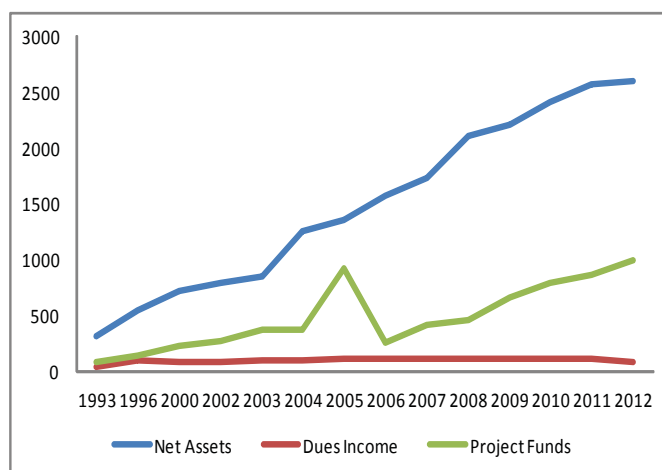
Revenues in Fiscal year 2011/2012



Expenditures in Fiscal year 2011/2012



Sustainability Graph 1993 to 2012





Our Underlying Bond

ACCU is unique because of its human richness and diversity. ACCU resembles a family which varies widely in age, appearance, taste, talent and temperament. We have no difficulty in recognizing each other as relatives and in putting a value upon our kinship. We appreciate each other's special qualities and distinctiveness. We complement other's weaknesses by other's strengths. We are ready to lend a hand, share and care for one another. This is the nature our underlying bond which we treasure so much in the past 40 years and which will continue to give ACCU life and bring our future success in helping to improve the quality of life of the people in Asia.

presidents & CEOs of regular members

Simon A. Pereira, Chairman
Ratan F. Costa, General Manager
The Cooperative Credit Union League of Bangladesh

Omprakash Dadappa Alias Kaka Koyote, President
Vithal T. Salunkhe, General Secretary
Maharashtra State Federation Cooperative Credit Societies Ltd., India

Romanus Woga, President
Abat Elias, SE, General Manager
Credit Union Central of Indonesia

Tae-jong Zhang , Chairman and President
Hee-yong Lee , Chief Executive Officer
National Credit Union Federation of Korea

Min Raj Kadel, Chairman
Bishnu Prasad Pathak, Chief Executive Officer
Nepal Federation of Savings and Credit Cooperative Unions Ltd.

Oscar Adversalo, Chairperson
David J. Pajaron, Jr., General Manager
Philippine Federation of Credit Cooperatives

Amneris G. Gabriel, Chairperson
Sylvia Paraguya, Chief Executive Officer
National Confederation of Cooperatives, Philippines

Dr. P.A. Kiriwandeniya, President
L.B. Dasanayaka, General Manager
Federation of Thrift & Credit Cooperative Societies Ltd., Sri Lanka

Walis Pelin, President
Wang, Yung-Yu, Chief Executive Officer
Credit Union League of the Republic of China, Taiwan

Mana Sudsanguan, President
Dabchai Jaisusuk, General Manager
Credit Union League of Thailand Ltd.

Kouk Donsumran, President
Anan Chatruprachewin, General Manager
Federation of Savings and Credit Cooperatives of Thailand Ltd.

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



MANAGEMENT COMMITMENT

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

Team Members -Thailand Office

Ranjith Hettiarachchi - Chief Executive Officer
Elenita V. San Roque - Manager, Member Services
Nutchakarn Toscha - Administrative Officer
Kamon Kiattisirikumpon - Program Assistant
Sukmeet Sohal - Secretary/Program
Seksan Seenil - Office Assistant
Ratana Boongchoo - Office Helper

Asian Leaders & Management Institute (ALMI)

Members of the Asian Leaders and Managers Institute (ALMI)

Ratan F. Costa - CCULB, Bangladesh
M. Munaldus - CUCO, Indonesia
Tutuk Ekawati - Indonesia
M. Annamalai - Malaysia
Daisybelle M. Cabal - NATCCO, Philippines
Norma Pereyras - NATCCO, Philippines

Note: Carried out volunteer assignments in 2011-2012

Country Coordinator - Projects

Bangladesh	- Vincent Chisim - CUMI
Cambodia	- Rin Po (FLIFLY) Sil Vineth (SEDOC)
Indonesia	- Kosmas Lawa Bagho - CUMI
Nepal	- Rambabu Neupane - ACCESS - Shiva Adhikari - CUMI
Philippines	- Russel Pelongo - CUMI in PFCCO - Daisybelle M. Cabal - ACCESS in NATCCO

SACUDIL Project (Savings & Credit Union Development in Laos)

Maribel R. Gulay - Advisor Institutional Development
Choua Va Xiong - Project Manager
Fong Yangyongvue - Promotions Officer

MEMBERS

12 Regular Members



The CCULB-Cooperative Credit Union League of Bangladesh Ltd.



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



CUCO-Credit Union Central Indonesia



NACUFOK-National Credit Union Federation of Korea



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



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

21 Affiliate Members

1. **CUFA** - Credit Union Foundation Australia
2. **ACUA** - Azerbaijan Credit Unions Association
3. **CCSF** - Cambodian Community Savings Federation
4. **IRU** - International Raiffeisen Union, Germany
5. **CULHK** - Credit Union League of Hong Kong
6. **DPG** - Development Promotion Group, India
7. **MAM** - Mol-AI-Movahedin Credit Cooperative, Iran
8. **SAMEN** - Samen Al Aemeh Credit Cooperative, Iran
9. **RILB** - Research Institute of Labour Banks, Japan
10. **ACCUM** - Association of Cooperative Credit Union of Malaysia
11. **VPMPCS** - Vacoas Popular Multi-Purpose Co-operative Society Ltd., Mauritius
12. **MOCCU** - Mongolian Confederation of Credit Unions
13. **CCS** - Central Cooperative Society of Myanmar
14. **CSS** - Catholic Social Services, Pakistan
15. **FICS** - The Federation of Ismaili Cooperative Societies
16. **FESALOS**-Federation of Savings and Loan Societies Ltd.-Papua New Guinea
17. **CARD-MRI** - Center for Agriculture and Rural Development - Mutually Reinforcing Institutions, Philippines
18. **IACUFEZ** - Interregional Association of Credit Unions of the Far East and Zabaikalye, Russia
19. **FCCHN** -Federação Cooperativa Crédito Hanai Malu, Timor Leste
20. **SNCF** - Singapore National Cooperatives Federation, Ltd.
21. **ULIC** - Union Life Insurance Co. Ltd. Thailand

Membership At Glance

	Organizations
• Regular Members	12
• Associate Member	1
• Affiliate Members	21
• Supporter Members	35
TOTAL	69

PARTNERS

35 Supporter Members

AUSTRALIA - 6

1. Maritime Workers Credit Union
2. Teachers Credit Union
3. Select Credit Union, Ltd.
4. WAW Credit Union Co-operative, Ltd.
5. Victoria Teachers Credit Union
6. My Credit Union

BANGLADESH - 2

1. The Christian Co-operative Credit Union Ltd.
2. Baridhara Mohila Samobay Samity Ltd.

INDONESIA - 9

1. Keling Kumang Credit Union
2. Lantang Tipo Credit Union
3. Pancur Kasih Credit Union
4. Puskopdit Khatulistiwa Chapter
5. Puskopdit Kalimantan Chapter
6. Nyai Natia Credit Union
7. Banuri Harapan Kita Credit Union
8. Semarang Credit Union
9. Mura Kopa Credit Union

Nepal - 2

1. Bhindhavasini Savings & Credit Cooperative
2. Janasachatan Savings & Credit Cooperative

New Zealand - 1

Westforce Credit Union

Malaysia - 2

Koperasi Telekom Malaysia Berhad
Malaysian Workers Multipurpose Cooperative Society Ltd.

PAPUA NEW GUINEA - 1

PNG Police & State Services Loans Society

PHILIPPINES - 10

1. Agusan Del Norte Teachers, Retirees, Employees and Community Cooperative
2. Aurora Integrated Multi-purpose Cooperative
3. Baguio Benguet Community Credit Cooperative

4. Dumaguete Cathedral Credit Cooperative
5. Fairchild Cebu Community Credit Cooperative
6. Mindanao Alliance of Self-Help Societies - Southern Philippines Educational Center
7. St. Martin of Tours Credit & Development Cooperative
8. Tagum Cooperative
9. PFCCO-Visayas Credit Union League
10. Panabo Multi-Purpose Cooperative

SINGAPORE - 1

Telecoms Credit Cooperative Ltd.

THAILAND - 1

1. Klongchan Credit Union, 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

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

Strategic Partners

- 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)

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 organisations, 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.



Sustainable Credit Union System in Asia

E-Business Solutions:

On line training, consulting, & business solutions.

QUALITY ASSURANCE:

Branding, Benchmarking, Stabilization Fund, Risk Based Supervision, Credit Union Law, CRM.

PROFESSIONALIZATION:

System development, policies, products & services, prudential standards, management training, strategic planning, good governance, HRM, market segmentation.

LEADERSHIP DEVELOPMENT:

Formation of credit union national federations (the service organization for credit union promotion and strengthening) and training of leaders.

MOTIVATION:

Credit Union Philosophy, principles, and values (still being continued in economies in transition)

1971 - 1980

1981 - 1992

1993 - 2005

2006 - 2012

2013 onwards



