

ASIAN CREDIT UNION FORUM 2009 & PRE-FORUM WORKSHOPS

Recommendations

1. Pre-Forum Workshop – September 21-23, 2009

YOUTH

Areas	CU Level	Federation Level	ACCU Level
<p>Repackaging youth savings products with Aflatoun. Introducing the Aflatoun concept to the different stakeholders (credit union leaders' and management)</p> <ul style="list-style-type: none"> Forming a committee Designing an operating model If applicable, sign a memorandum of agreement 	<p>Adapt the Aflatoun program with existing youth programs and co-branding.</p> <p>Discuss with primary societies, managers and chairpersons</p>	<p>Introduce Aflatoun program in order to strengthen/ amalgamate with existing youth products</p> <p>Present to Federation leaders about the Aflatoun program</p> <p>Provide technical assistance to CU's</p>	<p>Prepare materials and provide technical support</p> <p>Adapt the Aflatoun with existing youth programs and co-branding</p> <p>Point person in ACCU to coordinate Aflatoun program</p>
<p>Adaptation of the Children Workbooks (1-8 Formal, Aflatoun, Non Formal, Children's Activity Book)</p> <ul style="list-style-type: none"> conduct pre-contextualization activities Adapt the learning materials Print materials based on budget and need 	<p>Adapt the output of the ACCU and Federation</p> <p>Give feedback from the material and help develop new materials</p>	<p>Translate the materials to the local language, if needed</p> <p>Give feedback from the material and help develop new materials</p>	<p>Provide technical support and help the federation gain access to funding organizations in the translation of materials</p> <p>If ACCU has resources for the translation, provide financial access.</p>
<p>Marketing Strategies for the Child Social and Financial Education and Products (Schools/ organizations, Communities, Parents, Teachers, and Children)</p>	<p>Education committee with youth members and designate point person for the Aflatoun program</p> <p>To implement the action plan</p>	<p>Introduce the program in the Annual General Assembly</p> <p>There should be a youth education committee to handle the Aflatoun program</p> <p>Development and reproduction of marketing materials to be distributed to CUs</p> <p>Support the CU's in the implementation of Aflatoun</p>	<p>Assign a point person to oversee/monitor/ evaluate the progress of the Aflatoun program</p>

Areas	CU Level	Federation Level	ACCU Level
Preparing National Policy documents on Implementation of Child Social and Financial Education (CSFE) in Credit Union	Youth representative in the CU Board AGA Resolution adopting the implementation of the Aflatoun program	Youth representative in the Federation Board AGA Resolution adopting the implementation of the Aflatoun program	Youth representative in the ACCU Board AGA Resolution adopting the implementation of the Aflatoun program
Trains Trainers on CUs staff on implementation of the CSFE, at least 10 CU first • Conduct training needs analysis • Train the Trainers • Train the teachers	Train people in the CU who will directly implement the Aflatoun program (teachers, volunteers, staff)	Set criteria and select CUs who will implement the Aflatoun program Provide trainings in the CU level	Continue training the trainers to implement the Aflatoun program
Monthly monitoring of the implementation of the CSFE in CU (at least 10 CU) • Conduct visits • Conduct surveys and questionnaires • Review the program for scale-up	Assign an Aflatoun coordinator	Assign an Aflatoun coordinator Provide technical support during evaluation	Assign an Aflatoun coordinator Provide technical support during evaluation

WOMEN

Areas	CU Level	Federation Level	ACCU Level
Promotion of Gender fair Human Resource Policies	<ul style="list-style-type: none"> • Mainstream GST (Gender Sensibility Training) • Seminar on gender fairness in the workplace toward formulation of gender sensitive policies on Human Resource • Promotion of GST using publications and websites 	<ul style="list-style-type: none"> • Coordinate Gender and Development program • Maintain linkages • Conduct seminar on gender fairness in the workplace Gender Lens: <ul style="list-style-type: none"> • Revisit the Vision, Mission and Goals statements • Review organizational policies 	Provide technical assistance to national federations on Gender Manual and trainers training
Increase women representation in governance	<ul style="list-style-type: none"> • Formation of women or gender committee • Assign Gender Empowerment focal person • At least one woman representative in the Board 	<ul style="list-style-type: none"> • Coordinate women's congress in 2010 • Retain balance representation of men and women in the board 	<ul style="list-style-type: none"> • Push women representation in the Board, at least one • Revision of policies and bylaws
Areas	CU Level	Federation Level	ACCU Level
Explore possibility to initiate study visits to		• allocate budget for study visits	• help to coordinate

countries showing good Gender Empowerment practices (within Philippines, between federations and other Asian countries)		<ul style="list-style-type: none"> • in CULT, continue for second batch 	
Promote gender sensitive language			<ul style="list-style-type: none"> • Revise ACCU hymn – “nations, sisters and brothers in unity”
Integration of gender concerns in education modules			<ul style="list-style-type: none"> • Revise modules to incorporate gender equality sensitivity concerns in Development Education, Credit Union Directors & CEOs Competency Courses
Review of structures	<ul style="list-style-type: none"> • Women’s association to prepare women to assume leadership position 	<ul style="list-style-type: none"> • Formation of women’s committee 	<ul style="list-style-type: none"> •
Training and education for women	<ul style="list-style-type: none"> • Provide more training on leadership and GST • Promotion of GST using publications and websites • Develop leadership development programs • Training to enhance thrift and savings skills 	<ul style="list-style-type: none"> • Provide more trainings • Allocate financial support • Make available special fund • Nepal will promote one book from the materials in the workshop 	<ul style="list-style-type: none"> • Provide technical support to federations (manual and Trainers training) • Organize more training
Coordination, collaboration with different groups		<ul style="list-style-type: none"> • Coordinate with various women’s organizations in each country 	<ul style="list-style-type: none"> • Coordinate with ICA regional program, AWCF for the promotion of gender programs.

HRD

Areas	CU Level	Federation Level	ACCU Level
Adaptation of Governance Framework for CU country context with the regulation and the law.	<ul style="list-style-type: none"> • Study the good governance framework • Establish/adapt good governance policy • Ensure board orientation and evaluation on implementation of governance policy 	<ul style="list-style-type: none"> • Cross checked the tool with country law/code and prepare organizational policies incorporating the governance framework • Negotiate with regulators to get support for implementation • Conduct workshops to introduce the governance framework to credit unions • 	Monitor National Federation and provide advice and training.
Translation of the Governance Manual	<ul style="list-style-type: none"> • Request/support from the national federation for translation of the manual 	<ul style="list-style-type: none"> • Translates the governance manual and other CU solutions developed by ACCU 	
Conduct Master TOT for Governance Framework	<ul style="list-style-type: none"> • Participate in the governance training and adapt the organizational policies • Request assistance from national federation for the installation of the tool. • 	<ul style="list-style-type: none"> • Identify and provide qualified Trainers for Master Training • Create trainers' pool and conduct trainers' training for good governance. • Assist primary credit unions in the installation of organizational policies incorporating the good governance framework 	Conduct master Trainers' Training for National Federation
Preparation of national policy documents on implementation.	<ul style="list-style-type: none"> • Review present organizational policies and revise incorporating the governance framework • 	<ul style="list-style-type: none"> • Resolution to adapt and pass to primary credit unions the governance framework • Create governance standards for all credit Union and get support from regulator 	Provide support: <ul style="list-style-type: none"> • Guidance • supervision • - information and regular update of governance
Pilot Implementation of the Governance Framework at least 10 credit unions	<ul style="list-style-type: none"> • Encourage credit unions to join the pilot project • Orient board and other officers and staff on good governance. 	<ul style="list-style-type: none"> • Select at least ten credit unions to pilot the implementation • 2. Monitor and supervise credit unions 	<ul style="list-style-type: none"> • Provide qualified trainers and other resources. • Advise and monitor • Field visit of pilot credit unions

Areas	CU Level	Federation Level	ACCU Level
Monthly monitoring of the implementation	<ul style="list-style-type: none"> • Incorporate governance framework as strategy in strategic plan. • Implementation of practices in policies in operational plan. 	<ul style="list-style-type: none"> • Set target of credit unions that will implement. • Identify credit unions that can immediately implement this CU solution • Strictly monitor implementation • Improve capacity of over-all monitoring and follow-up 	<ul style="list-style-type: none"> • Provide monitoring template. • Regularly update the governance framework

CEOs

Areas	Recommendations
Asian Credit Union/Cooperatives Regulators Alliance (ACCRA)	<ul style="list-style-type: none"> • Annual meeting of ACCRA in conjunction with the Forum (Joint meeting with CEOs) • Prepare ACCRA Charter or Working Principles, or Protocol or Procedures • Network with the regulators of developed countries such as Canada, Korea, Australia
Technological Competence of the Credit Union System	<ul style="list-style-type: none"> • Working towards standard IT system • National federation responsible for setting the direction and strategy of technological development of the credit union system • National federation standardize the key IT architecture and reporting system • Prepare technical guidelines on best practices in IT
Good Governance Framework for Credit Unions	<ul style="list-style-type: none"> • Consultation and adoption – in country translation and TOT - Thailand 100; Bangladesh 20, Philippines 30, Mauritius 10, Sri Lanka-100, Nepal 25; Indonesia 100, India 5; Taiwan 336 • National policy on Good Governance
Blue Ocean Strategy – LLL Market (Least, Last, Lost)	<ul style="list-style-type: none"> • Minimum target of CUMI & Microfinance : Indo – 150,000; India 25,000; Bangladesh 100,000; Philippines 300,000; Nepal 100,000; Sri Lanka 80,000= Total 755,000 (currently 300,000) • Institutionalize a Regional and National Award system for Credit unions in CUMI • Adopt CUMI Impact Assessment Tool by all Credit Unions involved in CUMI (ACCU will be provided) – at least 100 credit unions
Risk Based Supervision System	<ul style="list-style-type: none"> • Stabilization Fund – NATCCO, PFCCO, FSCT, CULT, CCULB and CUCO • Provide additional inputs to the Risk Based Supervision Manual from Canada's Deposit Guarantee Corporation
Repositioning Credit Unions – Wealth Creation Advisor	<ul style="list-style-type: none"> • Wealth Creation Advisory Manual for Members developed • Trainers Training

2. Asian Credit Union Forum 2009: Outsmarting the Impacts of the Global Financial Crisis

Topics	Recommendations
Plenary 2 - The Credit Union Response to the Global Financial Crisis	<ul style="list-style-type: none"> • Increase flexibility in adjusting interest rate • Focus on mobilization of long-term capital • Grant loans more carefully • Seek revenue from other sources
Plenary 3 – Support a Self-Sufficiency Economy for Every Household, the Thai Experience	<p>Credit Unions consider the self-sufficiency economy theory in fulfilling its mission of helping members improve their lives:</p> <ul style="list-style-type: none"> • Planned according to existing resources, culture, people wisdom and comparative advantage of each household and community. • People-centered education and participation are the main factors of effective planning. • Apply the inside-out development approach, meaning development basically from household needs, not from the government outside-in policy. • Life learning process for every household member is the heart of development success and sustainability. • Sustainable sufficiency development can be used to modify the free market economy to be <i>the social market economy</i>.
Plenary 4 – Credit Union Outlook: Maintaining Distinctiveness or Transform as Bank?	<p>For the movement as a whole to take its great assets and values forward, to demonstrate that credit unions are truly different to make a difference in the marketplace of people. Unity is strength.</p> <p>Retain the democratic control and ownership of credit unions and of their apexes.</p> <p>In its policy and programme decisions, the movement must not forget its values, assets, social and purposes and commitment to serve people. These assets and values will propel credit unions to the forefront of the market place.</p>
Breakout 1 – Members	
Exploring & Enhancing Entrepreneurial Opportunities for Members	<ul style="list-style-type: none"> • Establish strategic alliances and partnership with private and government institutions to create entrepreneurial opportunities for members • Innovative services: ATMs, money remittances, bills payment, internet • Reaching out to the poor is the fulfillment of mission NOT a charity activity of credit unions • Never be complacent, be cautious and prudent in operation and be pro-active to be able to outsmart the impact of the Global Financial Crisis.

Topics	Recommendations
Lessons on the Value of Thrift – the way out to Personal Financial Trouble	<p>Financial literate Membership of credit unions</p> <ul style="list-style-type: none"> • Encourage and promote thrift by educating members • Develop initiatives that encourage and reward savings • Incorporate savings plan as condition of loan approval • Support members who fall on hard times • Sponsor micro-financing initiatives in conjunction with savings plans. • Educate youth on the benefits of thrift and savings.
Addressing Impacts of Financial Crisis to the Bottom-line Pyramid – Food Security & Poverty	<p>Actions to be taken:</p> <ul style="list-style-type: none"> • More flexible loan policies • Higher loan amounts • Responsible lending • Working together with relief organisations
Breakout 2 – Credit Unions	
How to Maintain Safe & Sound Credit Unions during the Financial Crisis	<p>Credit Unions must:</p> <ul style="list-style-type: none"> • Adopt member participation and highly innovative relationship building programs to demonstrate the credit union's willingness to grow and care of its members • Build public trust with Social responsibility • be more transparent (e.g. CU governance) • Provide education to staff, committees, members (e.g. CU philosophy) • Adopt risk management (i.e. procedures to impose risk assessment before making decisions) • Adopt crisis management (i.e. immediate action to respond to customer problems/concerns) <p>National Federations expand its competence to meet the growing needs of credit unions on customer service, risk and crisis management.</p>
Non Traditional Mergers – An Innovative Opportunity for Credit Unions to Grow	<p>Develop a Manual on Credit Union Merging portraying innovative ways to win-win approaches. The following lessons from Envision credit unions can be captured:</p> <ul style="list-style-type: none"> • Name: Allow the two merging credit unions to retain their names in signs, billboards, brands except on legal contracts • Ideally, one GM must step down and the retiring GM can serve as “special advisor” or “community president” • BODs of the merging credit unions can remain as board but decisions on the number of boards should be made after the merger. • CEO should initiate the merging • Credit unions should audit their internal and external capacities before merging • There must be an evaluation mechanism to check if the merging really benefited the members-e.g. surveys <p>National federations promote and encourage mergers of small credit unions and thereby makes its services available in the merging process.</p>

Topics	Recommendations
Knowledge Management for Improved Performance, Competitive Advantage and Innovation	<ul style="list-style-type: none"> • Develop guide on the deployment of Knowledge Management in credit unions to include: <ul style="list-style-type: none"> ➤ central documentation of knowledge of products and processes ➤ Promotion and rewards system for employees for transfer of knowledge ➤ Informal or formal meetings between departments and divisions ➤ Database of knowledge about members and customers ➤ Adjustment of the Information and Communication Structures of the organization to include knowledge Management ➤ For federations and credit unions to form/organize knowledge and learning groups with regular opportunities for exchange (by E-Mail) • Inclusion of Knowledge Management in the HR Manual • Build the competence of Federations on Knowledge Management systems and procedures
Breakout 3 – Credit Union Movement	
The Need for Visionary Leadership in Outsmarting Credit Union Challenges today & tomorrow	<ul style="list-style-type: none"> • Intensify the implementation of the Credit Union Directors and CEOs Competency Course (CUDCC and CUCCC) • Devise a system or mechanism to monitor the impact of CUDCC and CUCCC • Board of Directors and CEOs report to their members in the Annual Report the professional development undertaken during the year (accountability) • National federations espouse a national credit union policy making CUDCC and CUCCC compulsory for directors and CEOs • Regular review on the CUDCC and CUCCC courses to ensure its relevance to the current market trends and governance issues in credit unions • Continuously develop modules on the continuing professional development of directors and leaders
Sustained Action of the National Federation to Financial Crisis	<ul style="list-style-type: none"> • For the Credit Unions to adopt the Business Solutions that ACCU is providing like Professionalization Program, CUDCC and CUCCC, ACCESS Branding and Stabilization Fund and monitor its implementation • Strengthening of the supervisory service system of the Federation
In-System Protection: Credit Union Risk Based Supervision & Stabilization Fund	<ul style="list-style-type: none"> • Establishment of the Risk Based Supervision System and Stabilization Fund as an in-system protection for credit unions • Lobby with the regulators to endorse the protection mechanism of the movement (Risk based and Stab Fund) • Institutionalize a technical assistance service at federation level to deploy risk management structures and systems in all credit unions.