



Credit Unions: Making Positive Impact on the Lives of People

ANNUAL REPORT 2018/2019



ASSOCIATION OF ASIAN
CONFEDERATION OF CREDIT UNIONS



VISION

Integrated and Sustainable Credit Union Networks

ACCU promotes integration of the credit union networks characterized by pooling of resources, standardization, contractual solidarity and systems of governance. Collaboration is a powerful tool that can leverage credit union capabilities through networks. ACCU champions a vision, leadership, and effort for its members to achieve higher level of integration. An integrated network has more chances of helping its members achieve better living condition.

MISSION

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

CORE VALUES

- Dynamism
- Innovation
- Learning
- Quality Service
- Focus on Our Members' Success
- Integrity and Accountability
- Diverse, Inclusive and Rewarding Culture
- Solidarity and Teamwork

MISSION

VISION

CORE VALUES

About this Report

Our Annual Report provides an overview of the work of the Association of Asian Confederation of Credit Unions (ACCU) from July 1, 2018 to June 30, 2019. The report covers the work of ACCU, detailing our services to our member organizations and joint programs with them.

Founded on April 28, 1971, ACCU serves as the trade and development organization for credit unions in Asia. Our services are aimed to promote and strengthen credit union systems as vehicle for the socioeconomic development of people in Asia. ACCU is a think tank for the Asian credit unions.



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Younsik Kim
President



Elenita V. San Roque
Chief Executive Officer

“Cooperatives operate sustainably and responsibly, they promote their members and are firmly rooted in the region. Whether credit unions, rural and commercial cooperatives: behind each one are founders, members and a strong idea.” - F.W. Raiffeisen’s Strong Idea



Message from the Leadership

We are elated to be a part of this organization and happy to share our perspective on this year's impact report.

In our 48th year, we are now a network 36.1 individual members from 31,752 financial cooperatives in 23 countries. Furthermore, these financial cooperatives raised USD 185 billion in assets, involved at least 350,000 volunteers and created employment for at least 700,000 professionals. Most importantly, these financial cooperatives provided financial access to at least 17 million low-income and disadvantaged people.

In 2018-2019 we continued implementation of the Blueprint for Integration of Credit Unions in Asia 2020. The vision provided a framework for the transformation of the credit union networks that are truly leading and innovating to create lasting impact on the improvement of members' wellbeing.

The integration of credit unions remains our priority. These priorities align effectively with our mission of ensuring credit unions are vehicles for socioeconomic development of people in Asia.

Integration is a long journey. First, the leaders need to believe and demonstrate passion for the credit union principles of people helping people, for which integration is all about. It is about looking at the norms and systems of operations for the good of the network, not for a single credit union. Thus, this year we launch the Business solution no. 24 – Building Transformative Leadership who Drive the Integration of Credit Union Networks. We are happy to share that the training module generate very positive feedback from our members. In collaboration with the National Credit Union Federation of Korea (NACUFOK), an International Technical Officer from Korea is available to coach our members on integration.

In response to Sustainable Development Goals, we intensify our support to help credit unions create impact in economically empowering the financially excluded members of society. We launched the Credit Union Solution 2.1 -Business Development Services (BDS) aimed to institutionalize the service of advising unemployed women and youth members on starting and growing their businesses. We are grateful to the NACUFOK for its financial contribution to organize the Trainers Training on BDS.

We launched the partnership with the World Council of Credit Unions in expanding the Kaya Payment Platform piloted by the

National Confederation of Cooperatives and the Philippine Federation of Credit Cooperatives. With the support of Bill and Melinda Gates Foundation, ACCU and WOCCU are now building the foundations to enable affordable, safe, and life-enhancing digital payments for poor and lower income populations by deploying a credit union-led shared payment platform. The vision is for credit union members to transact instantly and digitally not only with each other, but also with all other actors in the payments ecosystem in a collaborative, transparent, and inclusive manner.

We are extremely delighted on the response of our members on the training programs we offered. The Development Education Program has become an institution of developing quality leaders who profess heart and mind commitment to create difference in the lives of others. We have certified 785 Development Educators from 25 batches since 1999. Thank you very much for the support and trust accorded to us.

The introduction of Sister Societies is gaining momentum in Cambodia, India, Indonesia, Philippines, Nepal, and Thailand. We encourage the leaders to support the establishment of Sister Society to inspire, motivate women in creating difference on the lives of others. We have 25 Sister Society Chapters with 1,561 members.

The Asian Credit Union Center is opened on March 1, 2019 located at the 5th floor of the Federation of Savings and Credit Cooperatives of Thailand (FSCT). We heartily thank FSCT for offering us a space at their prominent building.

We thank the Australian Mutuals Foundation for enabling us continue our development work in Myanmar, Laos and Bhutan. Our sincerest thanks goes to our members for their solidarity and sharing our vision for the Asian credit union movement. We thank the supporter members for their valuable financial contribution to our development work

Our mission is possible because of our strong vision for change in the lives of people. The gap of the present-day inequity can be bridged by credit unions working tirelessly to disrupt and demonstrate solutions. Our work, and our ability to innovate, are needed now more than ever.

Thank you all.

CREDIT UNIONS: BUILDING PEOPLE'S LIVES



Everyone in the planet deserves to live a better life.

Yet, Asia is home to nearly half of the world's poorest people, rendering poverty a key issue to be addressed.

According to World Bank's report in 2018, of the 783 million extremely poor who live below the poverty line of US\$1.9 a day, about 33% live in South Asia and 9% live in East Asia and the Pacific.¹

But we're determined to change that.

¹ Source: World Bank



ASIAN CREDIT UNIONS' IMPACT

36.1 Million Individual Members

are given opportunity to improve lives because of the affordable financial services of credit unions.

17 Million

low income and disadvantaged gain access to affordable and sustainable financial services.

350,000 Volunteers

who are willing to make personal sacrifice in favor of their community

31,752 Financial Cooperatives

are democratically owned by its members, and operated for the purpose of promoting thrift, providing credit at competitive rates and providing other financial services to its members.

700,000 Employees

created decent employment and opportunity for young people to create significance for others through their job.

USD 185 Billion

owned and managed by members themselves for the purpose of helping themselves improve lives.

Strategic Plan 2014 to 2020

Scorecard - June 30, 2019

FINANCIAL

STRATEGIC OBJECTIVE:		
Build strong financial base to support the mission – perpetuation of service to members (both trade & development)		
STRATEGIES	2020 KPIs	PERFORMANCE MEASURES
Grow the institutional capital	5 million US\$	ACCU Institutional Capital as of June 30, 2019 is US\$ 3.2 million = 64 % achievement.
Grow internally mobilized development funds	300 Supporter Members	174 Supporter members from 10 countries as of June 30, 2019
Increase cost coverage on core trade function	120% Coverage	135 % coverage
Expand relationship with international or bilateral development organizations	Two development partners continue to support development activities on the integration of CU Networks.	Developpement international Desjardins (DID) is supporting ACCU in the integration of credit union networks. Australian Mutuals Foundation provides funding for Laos, Myanmar and Bhutan.

MEMBER - CUSTOMER

STRATEGIC OBJECTIVE:		
Assist credit union networks to build foundations for credit union growth and development and tools for integration.		
STRATEGIES	2020 KPIs	PERFORMANCE MEASURES
PARTICIPATION: Integration of credit union networks in Asia to elevate participation of credit unions in improving the lives of people	High level sharing of resources i.e shared technology in at least four countries.	ACCU partners with Temenos to build self-sustaining entity owned by members to provide technology and services to create a common payments platform. Bill and Melinda Gates Foundation through WOCCU is supporting the initiative to expand through the creation of an interoperability platform.
	Insurance services in at least four countries	Exploring possibilities with members - U Life and CARD MBA
	Online Annual Asian Credit Union Networks Performance Review	The online Credit Union Network Management Platform has been developed. Pilot testing in 3 countries.
	At least 4 countries deployed the 17 credit union business solutions and undergo certification process.	Philippines and Nepal started implementation
SUSTAINABILITY: Safety and soundness of credit unions. (ICA Blueprint: Co-operatives are better because their business model creates greater economic, social and environmental sustainability.)	At least 4 countries introduced Stabilization Fund	NATCCO has its Stabilization Fund and Supervision. Successfully lobbied the inclusion of Stabilization Fund and delegated supervision in the law in Nepal.
	At least 2 countries have the delegated authority on the supervision of credit unions.	Bangladesh has delegated supervision on audit.
IDENTITY: Build the co-operative message and secure the co-operative identity. The objective is the adherence to credit union mission as its differentiation.	Min. 10 million poor and disadvantaged reached by credit unions.	CUMI and other microfinance programs of credit unions have reached 17 million individual members.
	Asian credit unions using the global co-operative marque to differentiate them from other forms of business.	ACCU has started using the marque. The Coop marque is widely used by members.
	75 million members of 50,000 credit unions	As of December 31, 2019, the Asian CU has 36.1 million (48%) members from 31,752 (64%) credit unions in 23 countries.

	STRATEGIES	2020 KPIs	PERFORMANCE MEASURES
	LEGAL FRAMEWORK: Ensure supportive legal frameworks for co-operative growth.	Institutionalize ACCRA (Asian Credit Union/Cooperative Regulators Alliance) as regular platform for regulators.	ACCRA is formed. Prudential standards developed and endorsed by the regulators. ACCU and its members is lobbying for delegated supervision by the federations.
	CAPITAL: Quality assurance of credit unions and federations in four perspectives: finance, customer-member, internal business processes, and learning & growth.	100 credit unions received ACCESS branding	80 ACCESS accreditations issued. At least 100 credit unions in Philippines, Nepal, and Indonesia.
		5 federations received ACCESS branding	3 Federations: Introduced in NATCCO, FSCT and CCULB. Diagnosis carried out.
INTERNAL BUS. PROCESS	STRATEGIC OBJECTIVE: Develop a business model and execution systems that work SMART (Simple, Member driven, Accurate, Rapid, and Time conscious)		
	STRATEGIES	2020 KPIs	PERFORMANCE MEASURES
	Operational efficiency	Rapid & effective response to members needs and issues: shortened responses to e-mail, phones & letters	HR guidelines provided standards for external and internal communication. This is reviewed 2 times per year.
		Efficient organization of office environment	5 S Audit, ACCU office is becoming model for members
	Excellent membership relations	Above 85% Satisfaction rating on Services	85% Satisfaction rating. The management will use 'survey monkey' to get feedback from members.
	Continuing innovation	At least one new service offering or credit union solution per year	No. 2.1 – Business Development Services Training Manual, No. 24 – Building Transformative Leaders Who Drive the Integration of Credit Union Networks and No. 25 – Credit Union Label of Governance Excellence
	Ethical business compliance	Regulatory and social responsibility compliance: 100% compliance	100% compliance on Taxation, Board registration, Foreign staff Visas and Work Permits.
ORGANIZATIONAL CAPACITY	STRATEGIC OBJECTIVE: Develop and maintain cadre of competent, trustworthy, motivated and committed workforce & leaders and support them with resources and information for effective job performance.		
	STRATEGIES	2020 KPIs	PERFORMANCE MEASURES
	Intensify team members strategic skills	Above 85% performance management rating	Average 80 % rating of staff performance
		Diversity of Staff competence: Presence of Industry, CRM, negotiation, project management, consulting, technology and training	Though limited number of staff, existing staff possess competence required; the Asian Leaders and Managers Institute (ALMI) is tapped to fill in the gaps.
		Values: Team player and results oriented	ACCU Mirror has always been a reminder to the staff. It serves as ethical standards – dealing with members, colleagues and superiors.
	Ensure effective management	Above 85% of goals are met	Above 85% achievements
	Enhance technology capabilities	100% functioning of the technology used for office and program operations	Standards on maintenance strictly followed – 100% functioning
	Ensure active and involved board	Policies and Strategic Plan updated	Evolving – regular review – semi annually
	Deepen the sense of ownership of member organizations	Above 85% attendance and feedbacks in AGMs, consultations and workshops/trainings carried out	Average 85% satisfaction level, Forum evaluation shared with members for transparency

WE PERSIST

Lao PDR, Myanmar and Bhutan are countries where credit unions are at infant stage. It takes relentless efforts to build a principled secondary service organization dedicated to strengthen member owned financial cooperatives that elevate people's wellbeing every single day. Given the challenges faced in these countries, ACCU envisions of one day having a movement where members are taught on how to manage their money in a sensible fashion, with a philosophy based on a solid cornerstone of mutual support.

LAO PDR: From 2017, ACCU works in partnership with DGRV Deutscher Genossenschafts- und Raiffeisenverband e. V. (German Cooperative and Raiffeisen Confederation) and the Bank of Lao PDR towards establishing a network of SCUs encompassing all the 26 Savings and Credit Unions registered in the country. The network of SCUs has been organized, an approval to register was received and trained 16 SCU trainers to build the leadership capacity of volunteer Board of Directors of SCUs. The Project on the Savings and Credit Union Development in Laos or SACUDIL worked with 6 Savings and Credit Unions and 19 Village Development Funds (pre-UCs) in the four northern provinces of Laos with 4,471 members. The total savings and shares mobilized by the savings and credit unions (SCUs) amount to US\$ 1.2 million and loans outstanding of US\$ 1.1 million. ACCU role is to strengthen the association of savings and credit cooperatives to enable it build a strong network of financial cooperatives that help people improve lives.

MYNAMAR: In collaboration with Central Cooperative Society, the apex organization of cooperatives in Myanmar, ACCU under the UNCDF project has organized 38 savings and credit cooperatives with total membership of 21,400. The project on Savings and Credit Promotion and Microfinance Innovation under the MicroLead Expansion Program of the United Nations Capital Development Fund (UNCDF) funded by Livelihood and Food Security Trust Fund (LIFT) has generated total Shares and Savings in the amount of US\$ 787,188 and loans outstanding of US\$ 872,311.

The project officially ended on December 31, 2017. The Glory Federation of Savings and Credit Cooperatives was formed and subsequently registered to assume the role of the project office in the promotion and strengthening of credit unions. The 38 savings and credit cooperatives formed by the project are the initial members and with potential to extend membership to other townships.

ACCU in partnership with the Australian Mutuals Foundation provides financial support to the federation allowing them to expand membership and provide technical assistance and training to credit unions. At this stage, the credit unions do not have capacity to pay for the services of the federation.

BHUTAN: ACCU started to work in Bhutan in 2013. Five credit cooperatives are formed with average membership of 150. Bhutan has 760,000 population with an area of 14,824 square kilometers. Bhutan's population density is 18 people per square kilometer, which is one of the lowest population densities in the world. An operating model for credit unions remains to be explored due to its population and geographical condition. Seventy percent of the terrain is coated with forests, while seven percent is pressed beneath glaciers.





WE DISRUPT

“OUR MOVEMENT SHOULD HAVE A PROCESS OF CONSTANT INNOVATIVE REVIEW OF THE STATUS QUO, A PROCESS OF CREATIVITY WHERE NEW TECHNOLOGIES, NEW PRODUCT AND NEW PROCESS ARE PIONEERED AND BROUGHT TO THE MARKET TO SERVE MANKIND.”

Andrew So, Founding President of ACCU

Digital innovations have the potential to reach new markets, disrupt existing markets and value networks, and displace established firms, products, and alliances. Fintechs, which at their foundation embrace the use of digital not as an add-on but as an integral aspect of their business models, are rapidly gaining traction and are growing their user bases at exponential rates. As end-users become more accustomed to fully digital experiences and real-time transactions, traditional financial institutions are left with the challenge of modernizing to keep up in the digital age.

Across Asia, we are seeing an ever-increasing penetration of our membership base by mobile money providers, banks, microfinance institutions, and remittance companies. In some cases, these financial institutions are competing directly with credit unions. In other cases, these financial institutions are partnering with credit unions – for example, mobile money providers leveraging our members as “agents” for their payment platforms.

Despite the rapid growth of fintechs and other digital financial institutions, recent research with our individual members emphasizes the critical market gap that credit unions fill in meeting our members’ financial services needs. At the same time, there is a great demand from our members for more convenient, accessible, and faster financial services.

To address this pressing need for credit union modernization, ACCU, with pilot federations in the Philippines – PFCCO and NATCCO, have stepped in to disrupt the disruptors by creating its own payment platform, called the Kaya Payment Platform. As such, our strategy has been to establish a “best of breed” platform. This solution is currently gaining traction despite many challenges.



By June 2019, 100 plus cooperatives with 218 branches have signed up for Kaya Payment Platform. It has 25,000 plus accounts enrolled. Pay bills, top-ups, send money, and bulk pay are the use cases for now. The POS kicks off in August 2019. Both NATCCO and PFCCO recognize the need to educate the leaders, managers and staff of credit unions to embrace Kaya. A marketing campaign is required to increase the uptake and usage of the platform. Kaya PP is facing competition with three top 3 payment gateway providers in the Philippines.

WOCCU and ACCU have seen an opportunity to expand Kaya. With the support of Bill and Melinda Gates Foundation, ACCU and WOCCU are now building the foundations to enable affordable, safe, and life-enhancing digital payments for poor and lower income populations by deploying a credit union-led shared payment platform. The vision is for credit union members to transact instantly and digitally not only with each other, but also with all other actors in the payments ecosystem in a collaborative, transparent, and inclusive manner.

A much-needed cooperation is vital to demonstrate the power of credit unions to serve the underserved using technological innovation. Cooperative principles and values are old fashioned soft skills that differentiate us from the rest; when honestly put in action can make an immense difference to humanity.

KAYA PAYMENT PLATFORM

Delivery Channels



Teller Services



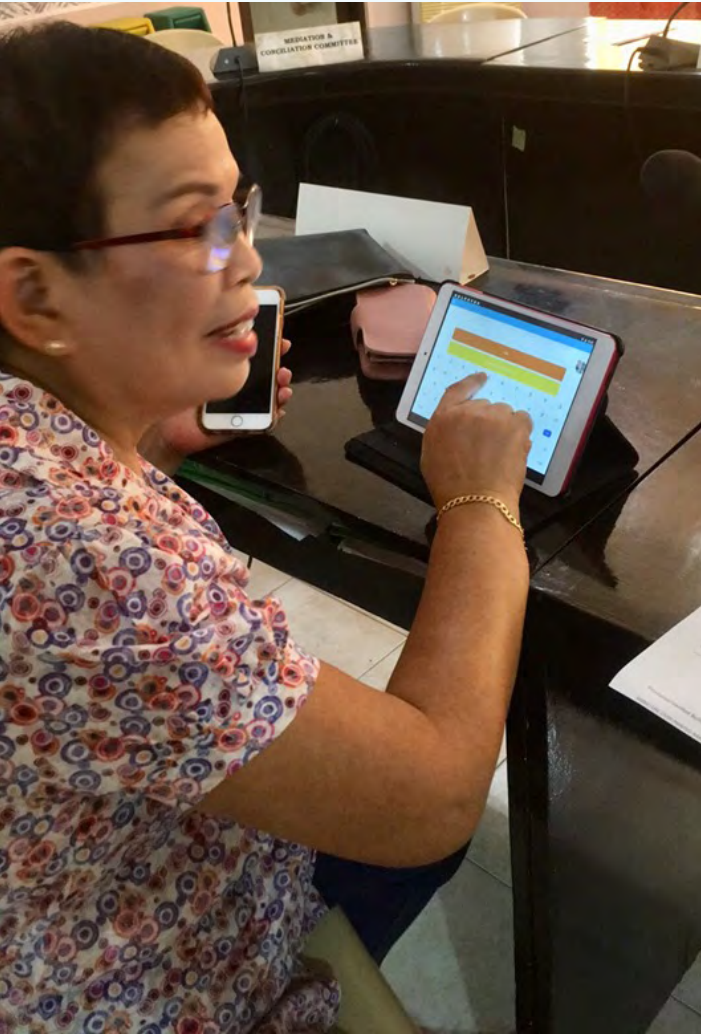
Mobile Banking



Automatic Teller Machine



Point of Sale



WE EVOLVE

**“WHAT ONE MAN
CANNOT DO ON
HIS OWN, MANY
WILL SUCCEED.”**

Freidrich W. Raiffeisen

“DID believes that the federated model allows networks to perform better than the atomized model, in terms of market penetration stability, financial efficiency, service extension and target clientele outreach.”

*- Développement International Desjardins Policy
Statement on Integrated Networks – May 2005*

For 2018 to 2019, we focused our energies in developing and testing the Business Solution No. 24 on Building Transformative Leaders Who Drive the Integration of Financial Cooperatives in Asia. The CEOs of the federations are convinced on integration (pooling of resources, standardization, contractual solidarity, and systems of governance), however, the support of the leaders to achieve higher level of integration is dependent on the political will of the leaders. As F.W. Raiffeisen said “What one man cannot do on his own, many will succeed.”

The shared vision defined by ACCU members in 2014 requires leaders who can transform vision to reality. The leaders need first to believe and demonstrate passion on the credit union principles of people helping people. They set direction, build an inspiring vision,

create something new and challenge the status quo. Leadership is about mapping out where you need to go to “win” as a team or an organization; and it is dynamic, exciting, and inspiring.

Credit unions can only provide exceptional leadership if it is led and staffed by people with exceptional ideologies, beliefs and understanding of themselves and others. Skills and competence are important, but it is very critical that people leading the credit unions have their purpose and values in life aligned to that of the credit unions’.

Behind each credit union hides founders and founding members with strong idea of self-help and mutual help. ACCU recognizes that the strong idea may dissipate as the credit unions grow and achieve financial sustainability. The ‘not for profit, but for service’ intent of credit unions may be endangered because of the changes in people’s values as influenced by the fast-changing market environment.

Owing to the fact that leadership can be manifested in every individual, the program is designed for volunteers (Board and Committee members) as well as employees of the national federations and credit unions. Focus on emotional intelligence, deepened relationships, social cohesion and strong values-culture are some of the anticipated long-term impacts of the program.

The program on building transformational leadership aims to focus on the key leadership attributes required by leaders to support the long-term vision of the Credit Union movement in Asia – Sustainable and Integrated Credit Union Network.

The training manual was tested at the HRD Workshop held prior to the Forum on September 10-12, 2018. It was attended by 45 leaders and staff of credit unions from Bangladesh, Indonesia, Nepal and the Philippines.





During the year, we certified 35 trainers from Indonesia, Nepal and the Philippines on a four-day training. The training hopes to build leaders who are emotionally and socially intelligent – these are attributes that are very closely connected to effective and sustainable leadership. ACCU also brought the message to the Board of Directors of its member organizations at the Board Development programs and Annual General Meeting.

From February 2019, ACCU and the National Credit Union Federation of Korea (NACUFOK) commenced the implementation of the Technical Assistance Program to increase the level of integration of CU networks. A credit union expert from NACUFOK was posted in Mongolia from February 22 to March 31, 2019 and in the Philippines for two months starting June 2019. NACUFOK is the only integrated network in Asia and ranks the 4th largest credit union movement in the world.

DIMENSIONS OF INTEGRATION

Pooling or sharing resources	<ul style="list-style-type: none"> • Grouping of services (sharing of expertise, purchasing) • Access to support services (liquidity management, exchange rates, payroll, training, staffing) • Collective ownership (insurance company, ATMs)
Standardization of Operations	<ul style="list-style-type: none"> • Standardization of operating systems: accounting, information technology, control, MIS • Standardization of policies and standards: credit, financial. • Standardization of products: rates, term, collateral, fees • Institutional image: logo, advertising, representation
Contractual Solidarity	<ul style="list-style-type: none"> • Control of the opening of points of service • Balancing the size of the first-tier credit unions • Fair membership fees paid to the network • System of interconnecting vessels • In-house security mechanisms: insurance, contingency funds, Stab Fund • Central Liquidity Facility: external funds, risk sharing
Governance and self-discipline	<ul style="list-style-type: none"> • Structure of democratic representation and centralization of power • Principle of subsidiarity: 2nd tier ≠ substitution of the credit unions • Risk Based Supervision, sanctions • Affiliation and disaffiliation mechanisms

“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 (THE CREDIT UNIONS, P. 59)

WE PROTECT



Out of 25 Credit Union Business Solutions, 7 of which are meant to protect the credit union's safety and soundness. It is the fiduciary responsibility of the Board to ensure that members' hard-earned money is safeguarded. In the absence of enabling regulatory environment for credit unions, ACCU has developed mechanisms to fill the gap in regulations. These are the business solutions available for member organizations:

1. Solution 3 - ACCESS Quality Standard Toolkit
2. Solution 12 – ACCESS Auditor's Manual
3. Solution 11 – Risk Based Supervision System
4. Solution 13 – Stabilization Fund Manual
5. Solution 18 - National Federation Quality Assurance Standards
6. Solution 21 – Supervision Tool for credit unions
7. Solution 25 – Credit Union Label of Governance Excellence

In this reporting period, ACCU has accredited 23 financial cooperatives from Indonesia, Nepal and the Philippines. These credit unions met the standards set out for outstanding performance under the ACCESS (A1 Competitive Choice for Excellence in Service and Soundness).

ACCESS has proven to increase solvency of credit unions through delinquency measurement and provisioning. It pushes credit unions to increase the level of institutional capital to secure its members interest. Most importantly, credit unions are required to be responsible lender by promoting wealth building instead of debt creation products. As of June 30, 2019, ACCU has given 80 accreditations. Unprecedented growth, financial soundness, professionalism, efficiency, and quality services are some of the qualities exemplified by ACCESS CUs.



For this year, ACCU has developed the quality assurance tool on good governance assigned as Credit Union Business solution no. 25. The poor performance of a credit union is the reflection of the quality of its governance. Ten principles of Good Governance sound business practices (see table) are used in the toolkit. Measurable standards are identified in each principle.

ACCU anticipates that the solution could assist the national federation of credit unions in rating their affiliates to elevate the level of governance in the credit union networks. The tool will be introduced in a trainers training in 2020 after the tool has been reviewed and tested.

ACCESS ACCREDITATION September 1, 2018 to August 31, 2019

SILVER

Philippines

1. Tagum Cooperative
2. San Jose Del Monte Savings & Credit Cooperative

Indonesia

3. Credit Union Sauan Sibarrung Cooperative

Nepal

4. Janasachetan SACCOS
5. Bindhavasini SACCOS
6. Samudayik SACCOS
7. Kalyankari SACCOS
8. Milijuli SACCOS

BRONZE

Nepal

1. Budol Samudayik SACCOS
2. Siddhi Ganesh SACCOS
3. Kisan SACCOS
4. VYCCU SACCOS
5. Shree Barahi SACCOS
6. Mahila SACCOS
7. Kishan Kalyan SACCOS
8. Gaindakot Swabhimman SACCOS
9. Upakar SACCOS
10. Hamro Janakalyan SACCOS
11. Itahara SACCOS
12. Manakamana SACCOS
13. Janakalyan SACCOS
14. Janautthan SACCOS
15. Koliya SACCOS

10 PRINCIPLES OF GOOD DEMOCRATIC GOVERNANCE

1. PARTICIPATION
2. TRANSPARENCY
3. ACCOUNTABILITY
4. CONSENSUS ORIENTATION
5. EFFICIENCY AND EFFECTIVENESS
6. EQUITY - FAIRNESS TO ALL
7. RESPECT FOR RULES, POLICIES AND REGULATIONS
8. STRATEGIC AND VISIONARY LEADERSHIP
9. KNOWLEDGE AND SKILLS IN LEADERSHIP
10. ORGANIZATIONAL PERFORMANCE

We are not here to stay content. We are here to do better. The call of credit union leadership is to make a difference in the life of others.



WE GROW



Challenging the Status Quo

ASIAN CREDIT UNION FORUM: Every single leader and credit union that has ever wanted to create greatness has had to challenge the status quo. The annual forum serves as platform for leaders to confront the challenges and choices - to test the unproven, dive deep in the unspoken, and challenge the unchallenged. 560 attendees from 22 countries attended the 28th Asian Credit Union Forum that celebrated the 200th Anniversary of Raiffeisen under the theme "Rekindling Raiffeisen's Ideologies in the Heart of Every Credit Union" on September 13-15, 2018 in the Philippines. The forum culminated with recommendations to achieve greatness on Governance, Wealth building services, Mission, Millennials Marketing, Digitalization, Sustainable Development Goals, Purpose Driven Leadership, CU Differentiation and Promoting Women Entrepreneurship.

Inspiring Leaders to Create Significance

DEVELOPMENT EDUCATION PROGRAM: Two workshops were organized on November 25 to December 1, 2018 and June 9 to 15, 2019. A total of 71 Development Educators were certified, making it 785 Development Educators certified since 1999 from 19 countries. The Development Education Program is an intensive personal motivation which creates awareness on the development issues and challenges affecting the viability and growth of credit unions. Understanding the development issues will keep the DEs more appreciative of the value of their job and the important role they play in building strong financial cooperatives.

Influencing Direction of Social Change:

SISTER SOCIETY: ACCU takes advantage of the World Council's Global Women Leadership Network (GWLN) to empower women. Though they represent more than 50% of credit union membership across Asia, we still experience gender imbalance at the board table. Women's sense of self-worth; their right to have and to determine choices; their right to have access to opportunities and resources; their right to have power to control their own lives, both within and outside the home; and their ability to influence the direction of social change to create a more just social and economic order, nationally and internationally are the five components of women empowerment. We envisioned the Sister Societies could pave the way to education, training, awareness raising, building self-confidence, expansion of choices, increased access to and control over resources, and actions to transform the structures and institutions that reinforce and perpetuate gender discrimination and inequality are important tools for empowering women and girls to claim their rights. 25 Sister Society Chapters with 1,561 members from 6 countries were organized.

Sound Business Practices: Deepening CUs Differentiation

CREDIT UNION BUSINESS SOLUTIONS: Three Business Solutions were launched this year: No. 2.1 – Business Development Services Training Manual, No. 24 – Building Transformative Leaders Who Drive the Integration of Credit Union Networks and No. 25 – Credit Union Label of Governance Excellence. ACCU has developed 25 business solutions to ensure credit unions are continuously improving the lives and economies of common people.

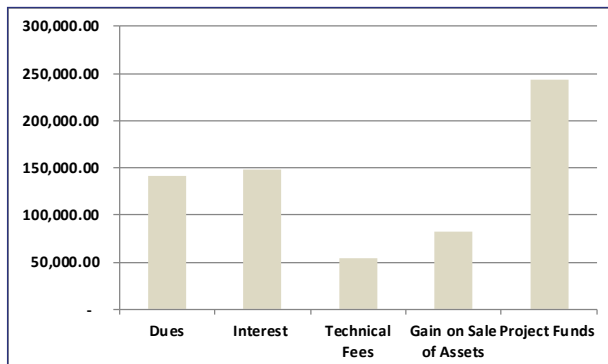
FINANCIALS 2018/2019

Thai Audit Ltd. audited the financial statements of the Association of Asian Confederation of Credit Unions for the fiscal year ended June 30, 2019. The external auditor expressed an unqualified opinion stating that the financial statements present fairly, in all material respects, the financial position of the Association of Asian Confederation of Credit Unions, as at 30 June 2019 and its financial performance for the year then ended in accordance with Thai Financial Reporting Standards for Non-Publicly Accountable Entities.

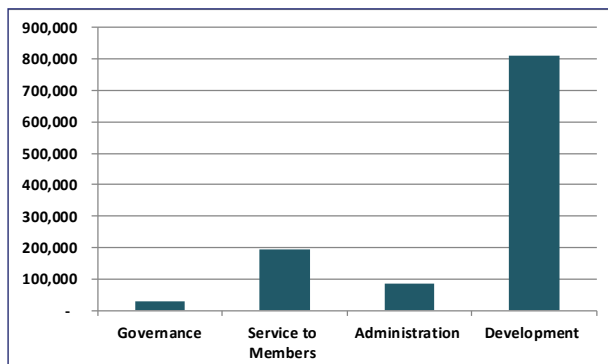
The total Project Fund received from development partners during the financial year was US\$421,344. Currently, ACCU has USD 3.2 million in Reserve Funds equivalent to 50% of the total assets. The Reserve Fund in the form of liquid funds are invested in term deposits with member organizations in Thailand. Increasing the Reserve Fund to generate revenue to cover the core and development costs is a long-term strategy.

Key Financial Indicators

SOURCES OF FUNDS



USES OF FUNDS

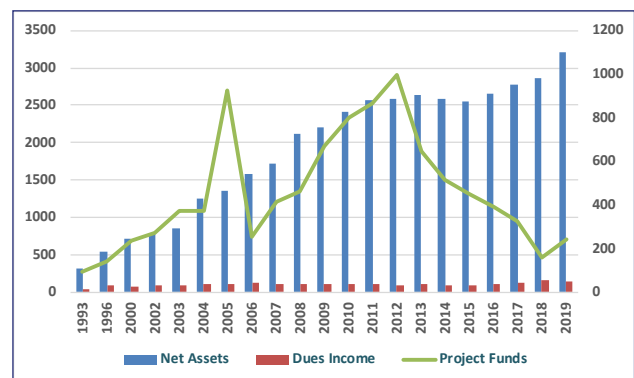


Summary of Financial Position

as of June 30, 2019
with comparative figures of June 30, 2018

(figures in 000 US Dollars)	June 30, 2019	June 30, 2018
ASSETS		
Current Assets		
Cash & Cash Equivalents	6,206	5,383
Receivables	103	20
Total Current Assets	6,309	5,403
Property & Equipment (net)	57	107
Other Assets	47	23
Total Assets	6,413	5,533
LIABILITIES		
Project Fund	3,040	2,541
Other Liabilities	172	129
Total Liabilities	3,212	2,670
FUND BALANCES	3,201	2,863
Total Liabilities and Fund Balances	6,413	5,533

Sustainability Graph 1993 to 2019





The 37th General Meeting was attended by 12 voting delegates from regular members and 6 non-voting delegates from affiliate members held on September 16, 2018 in Manila, Philippines.

The Board of Directors regularly meets in person two times each year and an electronic meeting in between as the need arises. A regular Board meeting was held on May 17, 2019.

The electronic board meeting held on November 14, 2018 approved the offer to buy the ACCU building located at Ramkhamhaeng 60, Bangkok, Thailand. A special Board meeting was held on January 15, 2019 in conjunction with the Board's interview by the Administration Department of the Royal Thai Government for the registration in compliance with the Association Act in which ACCU is registered.

ACCU started operating at the 5th floor of the Federation of Savings and Credit Cooperatives of Thailand (FSCT) on March 1, 2019. The office was inaugurated on May 17, 2019.

The Audit and Supervisory Committee members – President and Treasurer performed the audit task. The committee met on January 15 and May 17, 2019. The Treasurer conducts supervision of ACCU financial operations on January 14, 2019, May 16, 2019 and August 12-13, 2019.

The monthly management report provided to the Board of Directors, Delegates, and CEOs of member organizations is the means of communicating and soliciting feedback on the activities of ACCU. The management carries out its programs based on the Strategic Plan 2014 to 2020 aimed at building an integrated and sustainable credit union networks in Asia.

2018 to 2020 BOARD OF DIRECTORS

(Seated L-R):

Atty. Soledad de la Vega- Cabangis

2nd Vice President - Philippines

Mr. Kim Younsik

President - Korea,

Elenita V. San Roque

Ex-Officio - CEO

Standing (L-R):

Tien-Ten, WU

Treasurer, - Taiwan ROC

Adjaop. Lt. Gen. Dr. Weera Wongsan

1st Vice-President - Thailand

Mr. A.D. Walisinghe

Treasurer - Sri Lanka



Our Influencers

Presidents & CEOs of Regular Members

CCULB - The Cooperative Credit Union League of Bangladesh

Jonas Dhaki, Chairman

Romel Hubert Cruze, Acting General Manager

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

Omprakash Dadappa Alias Kaka Koyote, President

Surekha Lawande, Chief Executive Officer

CUCO - Credit Union Central of Indonesia

Drs. V. Joko Susilo, President

Basilius Puspo Cahyo, General Manager

NACUFOK - National Credit Union Federation of Korea

Chul-Sang, Moon, Chairman and President

Youngbum Park, Chief Executive Officer

NEFSCUN - Nepal Federation of Savings and Credit Cooperative Unions Ltd.

D. B. Basnet, Chairman

Shivajee Sapkota, Chief Executive Officer

NCBL - National Cooperative Bank Ltd.

K.B. Upreti, Chairman

Badri Guragain, Chief Executive Officer

PFCCO - Philippine Federation of Credit Cooperatives

Atty. Gloria Futralan, Chairperson

Emma S. Dela Cerna., Chief Executive Officer

NATCCO - National Confederation of Cooperatives, Philippines

Marlene Celo, Chairperson

Sylvia O. Paraguay, Chief Executive Officer

FTCCS - Federation of Thrift & Credit Cooperative Societies Ltd., (SANASA Federation), Sri Lanka

Dr. P.A. Kiriwandeniya, President

A.M.A.N.M.P. Ambanwala, General Manager

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

Tien-Ten WU, President

Wang, Yung-Yu, Chief Executive Officer

CULT - Credit Union League of Thailand Ltd.

Jaran Aiamsamang, President

Dabchai Jaisusuk, General Manager

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

Police Lieutenant Gen. Viroj Sattayasansakun, President

Dr. Somnuk Boonyai, General Manager

CBV - Cooperative Bank of Vietnam

Nguyen Quoc Cuong, Chairman

Do Manh Hung, General Director

Management Team

We strive to expand our human resources by mobilizing competent people to deliver value-added services to our members in a timely manner. Volunteering for international mission provides an opportunity of being able to problem solve the diverse challenges of credit union operations while gaining understanding of different cultures. Being in a new place by yourself can be overwhelming at times, and it tests the volunteer's ability to adapt to diverse situations.

Thailand Based Team

Elenita V. San Roque	Chief Executive Officer
Ranjith Hettiarachchi	Chief Technical Officer
Nutchakarn Toscha	Administrative Officer
Kamon Kiattisirikumpon	Member Services Officer
Kunkanya Saramanee	Secretary/Program
Seksan Seenil	Office Assistant
Ratana Boongchoo	Office Helper



Savings & Credit Union Development in Laos

Choua Va Xiong Project Manager

Technical Assistance Program

Sedong Oh International Technical Advisor



Asian Leaders & Managers Institute (ALMI)

Development Educators who volunteered in 2018/2019

- **Australia** - Paul Dawson, Adam Milbank & Mark Worthington
- **Indonesia** - Fr. Fredy Rantuk & Stephanus T. Siagian S.I.P.
- **Nepal** - Shivajee Sapkota, Durga Prasad Dhakal
- **Malaysia** - M. Arumugam, M. Annamalai
- **Philippines** - Daisybelle M. Cabal, Ernan Palabyab, Maribel Gulay-Isidro, Cielito Garrido, Gadwin Handumon, Lecira Juarez, Cliffordson Lariosa, Kairos Le Lesta, Lillian D. Sullibrico, Dindo Meroy
- **Thailand** - Pattareepan Pongwat, Kruewan Chonlanai



Members

13 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.



NCBL-National Cooperative Bank Limited, Nepal



NATCCO-National Confederation of Cooperatives, Philippines



PFCCO-Philippine Federation of Credit Cooperatives



SANASA-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.

 Co-opBank CBV-Cooperative Bank of Vietnam

Membership Glance

Regular Members	13
Affiliate Members	15
Supporter Members	174
TOTAL	202

15 Affiliate Members

1. AMF - Australian Mutuals Foundation
2. DoC - Department of Cooperatives of Bangladesh
3. CCSF - Cambodian Community Savings Federation
4. IRU - International Raiffeisen Union, Germany
5. CULHK - Credit Union League of Hong Kong
6. ACCUM - Association of Cooperative Credit Union of Malaysia
7. KKP - The Workers Co-operative Credit Society Ltd., Malaysia
8. MOCCU - Mongolian Confederation of Credit Unions
9. CCS - Central Cooperative Society of Myanmar
10. FICS - The Federation of Ismaili Cooperative Societies, Pakistan
11. FESALOS - Federation of Savings and Loan Societies Ltd., Papua New Guinea
12. CARD-MRI - CARD Mutually Reinforcing Institutions, Philippines
13. IACUFEZ - Interregional Association of Credit Unions of the Far East and Zabaikalye, Russia
14. SNCF - Singapore National Cooperatives Federation Ltd.
15. FCCHN -Federação Cooperativa Crédito Hanai Malu, Timor Leste

PARTNERS

174 Supporter Members 2018/2019

AUSTRALIA - 4

1. Endeavour Mutual Bank
2. First Choice Credit Union
3. WAW Credit Union
4. Unity Bank

BANGLADESH - 1

The Christian Co-operative Credit Union Ltd.

INDIA - 1

Buldana Urban Credit Cooperative Society Ltd.

INDONESIA - 11

- | | |
|-------------------------------|---|
| 1. BKCU Kalimantan | 7. Pintu Air Credit Union |
| 2. Betang Asi Credit Union | 8. Puskopdit Khatulistiwa Chapter |
| 3. Sejahtera Credit Union | 9. Sauan Sibarrung Credit Union |
| 4. Keling Kumang Credit Union | 10. Mekar Kasih Credit Union |
| 5. Lantang Tipo Credit Union | 11. Swadaya Utama Maumere Flores Credit Union |
| 6. Pancur Kasih Credit Union | |

KOREA - 125

1. An Dong Haeng Bok Credit Union
2. Buk Dong Credit Union
3. Chang Won Mi Rae Credit Union
4. Cheong Ju Sang Dang Credit Union
5. Cheong Ju Seong Dong Credit Union
6. Choung Un Credit Union
7. Ggul Bull Credit Union
8. Gu Mi Credit Union
9. Gwang Ju Mun Hwa Credit Union
10. Hwa Seong Credit Union
11. In Hhu Credit Union
12. I Ri Credit Union
13. Jung Nang Credit Union
14. Ju Sung Credit Union
15. Kim Cheon Credit Union
16. Mil Yang Credit Union
17. Mok Po Credit Union
18. Nae Su Credit Union
19. Chung Ju Seo Won Credit Union
20. Dal Gu Bul Credit Union
21. O Song Credit Union
22. Pal Gong Credit Union
23. Seong Nam Jung Ang Credit Union
24. Seo Won Ju Credit Union
25. Won Ju Credit Union
26. Yeong Dong Jung Ang Credit Union
27. Chung Ju Ya Hyeon Credit Union
28. Chun Cheon Credit Union
29. Je Min Credit Union
30. Jangan Credit Union
31. Incheon Credit Union
32. Sam Ik Credit Union
33. Bia Credit Union
34. Buksung Credit Union
35. Busan-Sungeui Credit Union
36. Busansijungang Credit Union
37. Chung Ju Hyo Seong Credit Union
38. Daegu Daeseo Credit Union
39. Daeguhanil Credit Union
40. Daejeondongbu Credit Union
41. Dang Jin Credit Union
42. Gwangju Eo Ryong Credit Union
43. Gwang Jang Credit Union
44. Gwangju Wongwang Credit Union
45. Gyeong Nam Dong-bu CU
46. Gyeongnam Jungang Credit Union
47. Haeundae Credit Union
48. Jagalchi Credit Union
49. Jeonju Fatima Credit Union
50. Jeonju Jungang Credit Union
51. Kwangan Credit Union
52. Mi-So Credit Union
53. Namcheoncheon Credit Union
54. Sangjin Credit Union
55. Seo-Gu Credit Union
56. Seodaegu Credit Union
57. Wae-Gwan Credit Union
58. Wonju Balkeum Credit Union
59. Yeo Su Cham Jo Eum Credit Union
60. Yeonsusongdo Credit Union
61. Yesanjungbu Credit Union
62. Ansanjungang Credit Union
63. Balan Credit Union
64. Bukbusan Credit Union
65. Buksuwon Credit Union
66. Dae Sung Credit Union
67. Daegu Credit Union
68. Daegu Daegun Credit Union
69. Daejeon Onnuri Credit Union
70. Dongdaegu Credit Union
71. Dongjak Credit Union
72. Dongseoul Credit Union
73. Guk II Credit Union
74. Gwang-Ju Joong Ang CU
75. Gyeongnam Credit Union
76. Halla Credit Union
77. Hanwoori Credit Union
78. Hwaseo Credit Union
79. Jeju Credit Union
80. Jeong Rak Credit Union
81. Jeonju Daegun Credit Union
82. Joong Do Credit Union
83. Kimje Credit Union
84. Kyeyang Credit Union
85. Kyung Buk O-Cheon CU
86. Ma Jang Credit Union
87. Man Su Joongang Credit Union
88. Mun Chang Credit Union
89. Namgwangju Credit Union
90. Onnuli Credit Union
91. Saejinju Credit Union
92. Samwon Credit Union
93. Sangnok Credit Union
94. Seogwipo Credit Union
95. Serim Credit Union
96. Sinmok Credit Union
97. Sinu Credit Union
98. Song Rim Credit Union
99. Sung Sim Credit Union
100. Su-Won Jung Ang Credit Union
101. Ui-Wang Credit Union
102. Ulsan-Nambu Credit Union
103. West Suwon Credit Union
104. Wondang Credit Union
105. Woosan Credit Union
106. Yeong Il Man Credit Union
107. Neulpurun Credit Union
108. Eunpyeong Credit Union
109. Hwagok Credit Union
110. Muhak Credit Union
111. Busanjin Credit Union
112. Busan Happy Credit Union
113. Ulsan Happy Credit Union
114. Dongsuwon Credit Union
115. Bupyeong Credit Union
116. Sae-Osan Credit Union
117. Yesung Credit Union
118. Naju Credit Union
119. Banglim Credit Union

120. Jeonju Credit Union

121. Medeim Credit Union

122. Gang Jim Credit Union

123. Jong Yeong Bok Eun Credit Union

124. Byeong Jeon Credit Union

125. Gyeong Son Credit Union

MALAYSIA - 1

Malaysia Workers Multi-purpose Cooperative Society Ltd.

NEPAL - 4

1. Bhindhavasini Savings & Credit Cooperative Society Ltd.
2. China Trade Multi-purpose Cooperative Ltd.
3. Kumari Savings & Credit Cooperative Ltd.
4. Sahara Savings & Credit Cooperative Ltd.

NEW ZEALAND - 1

Westforce Credit Union

PHILIPPINES - 25

1. San Dionision Credit Cooperative
2. ACDI Multipurpose Cooperative
3. Baguio General Hospital & Medical Center Employees MPC
4. Fairchild Cebu Community Credit Cooperative
5. Lamac Multi-Purpose Cooperative
6. Notre Dame of Jolo Multi-Purpose Cooperative
7. Nueva Segovia Consortium of Co-operatives
8. Paglaum Multi-Purpose Cooperative
9. Panabo Multi-Purpose Cooperative
10. San Jose Del Monte Savings and Credit Cooperative
11. St. Martin of Tours Credit & Development Cooperative
12. Sta. Ana Multipurpose Cooperative
13. Tagum Cooperative
14. Perpetual Help Community Cooperative
15. Iwahori Multi-Purpose Cooperative
16. Excellent People's Multi-Purpose Cooperative
17. Sacred Heart Savings and Credit Cooperative
18. PFCCO Visayas League
19. DCCCO Multi Purpose Cooperative
20. Silliman University Multi Purpose Cooperative
21. Aurora Integrated Multipurpose Cooperative
22. MASS-SPECC
23. Holy Cross Savings and Credit Cooperative
24. Sta Cruz Savings and Credit Cooperative
25. Sacred Heart Parish Development Cooperative

SINGAPORE - 1

1. Telecoms Credit Cooperative Ltd.

International Affiliations

- International Co-operative Alliance (ICA)
- World Council of Credit Unions (WOCCU)
- International Raiffeisen Union (IRU)
- United Nations Economic and Social Council (UN-ECOSOC) - Special Consultative Status
- Proxfin (Canada)

Development Partners

- Australian Mutuals Foundation
- Cooperative Development Foundation - Canada
- Développement International Desjardins (DID)
- United Nations Capital Development Fund (UNCDF)
- LIFT Myanmar
- International Credit Union Leadership Development & Education Foundation, United Kingdom

Technical Assistance to Members & Partners

BANG- LADESH	The Bangladesh Credit Union Forum organized by The Credit Union League of Bangladesh on July 7 & 8, 2018 drew more than 700 leaders and professionals from across Bangladesh.
Indonesia	<ul style="list-style-type: none"> Attended as a resource person at the national seminar of the Credit Union Central of Indonesia on June 22-27, 2019. The topic presented by Rekindling Raiffeisen Ideologies in the Midst of Digital Age. Mr. Andrew So was a resource person at the BKCU Kalimantan chapter seminar. He spoke on the Raiffeisen's Ideologies and how these are used to improve the lives of people reached by credit unions.
KOREA	<ul style="list-style-type: none"> Coordinated the selection of participants for 31st NACUFOK Exposure Program on November 12-16, 2018 Coordinated the Asian Credit Union Leadership Program on November 26 to December 5, 2018 and presented the Asian Credit Union movement to the participants.
Malaysia	Facilitated the one day retreat for the Board and Senior management of the Workers' Cooperative Credit Society or KKP on June 16, 2019. The retreat reminded them on the mission of credit unions, the qualities and values needed by an efficient and effective director, and the future of KKP.
Mongolia	ACCU International Technical Expert was posted for two months (February to March) at the Mongolian Confederation of Credit Unions (MOCCU). He was tasked to assess the operation of the largest credit union experiencing financial difficulties. His scope of work includes identifying problem areas, recommendations and action plans.
NEPAL	<ul style="list-style-type: none"> Facilitated the Orientation and Continuing Professional Development Program for the National Cooperative Bank on February 13-14, 2019. Facilitated the SACCOS Supervision Workshop for the 20-member supervision team of the Nepal Federation of Savings and Credit Unions on February 16-17, 2019. Organized NEFSCUN's study visit to Thailand and Vietnam on May 9 to 15, 2019. It was participated by 33 leaders and managers. Presented the Risk Management for SACCOS at the CEOs workshop organized by NEFSCUN on May 30-31, 2019.
PHILIPPINES	<ul style="list-style-type: none"> Coordinated the study visit of 15 NATCCO delegates to Nepal on November 21 to 25, 2019 Assisted in the launch of Sister Society for PFCCO Member coop - San Jose Del Monte Savings and Credit Cooperatives on December 17, 2019. The launch served as template for the promotion of Sister Society at PFCCO. Presented the concept of the Business Development Services at NATCCO Education Forum on April 28, 2019. Resource speaker at the PFCCO Annual Education Forum on Rekindling Raiffeisen's Ideology on May 2, 2019. Welcome the staff of CARD - MRI on June 27, 2019.
TAIWAN ROC	Coordinated the CULROC Exposure Program on November 5-9, 2018 participated by 6 delegates
Timor Leste	Conducted a training program for the Board and staff of credit unions organized by Hanai Malu Credit Unions Federation of Timor Leste on June 29 to 30, 2019.
Thailand	<ul style="list-style-type: none"> August 23, 2018, the CEO was a resource person on the Importance of Shared Technology at the seminar on Sustainable CU Development organized by CULT. Represent the Asian Credit Union Movement at the Annual General Meeting of CULT on April 27, 2019 and at FSCT on June, 2019.
SRI LANKA	The Chief Technical Officer supported the SANASA team in making significant progress on the integration of the movement. On April 11, 2019 he had a brainstorming session with the team to look into the possibility of developing online monitoring system and training to elevate the professional capacity of the Board and staff of primary societies.

CO-OPS FOR 2030 CAMPAIGN



CREDIT UNIONS SDG CONTRIBUTION MONITOR:

ACCU and its members agreed to cooperatively contribute to the achievements of the Sustainable Development Goals. Below are 8 goals to be focused and indicators to be tracked. ACCU encourages every credit union to report the achievements on these goals in

Priority SDGs	Strategies	Sample Indicators
End poverty in all its forms everywhere	Pro poor policy, products and services to reach more needy communities.	1. # of members below national poverty level. 2. # of loans granted to members below national poverty line. 3. Total savings from members below poverty line.
End hunger, achieve food security and improve nutrition and promote sustainable agriculture	Policy and products and services that encourage agricultural production and organic farming.	4. Amount of loans granted to agricultural sector. 5. # of agricultural loans granted to members. 6. Amount of loans granted for organic farming. 7. # of loans granted for organic farming. 8. # of technical services for farmer members.
Ensure healthy lives and promote well-being for all ages	Policy on welfare services for members.	9. # of health & wellness programs for members. 10. # of members benefited on health and wellness programs.
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	Policy on products and services and welfare on education.	11. # of members with education savings. 12. # of members who received educational loan. 13. # of children who received educational loan.
Achieve gender equality and empower women and girls	Policy on governance, HR, and member services.	14. % of women in the Board. 15. % of women in management. 16. % of women members. 17. Total amount of loans to female members. 18. # of female members with loans. 19. # of women members engaged in enterprises.
Ensure availability and sustainable management of water and sanitation for all.	Policy on products and services on sustainable management of water and sanitation for all.	20. # of members who received education on sanitation and water management. 21. # and amount of loans of members who received loans for sanitation and water.
Ensure access to affordable, reliable, sustainable, and modern energy for all.	Policy on products and services for renewable energy.	22. # of members and percentage to total membership who received loan for renewable energy. 23. Amount of loans granted for renewable energy and its % to the total loans.
Promote sustained inclusive, and sustainable economic growth, full and productive employment, and decent work for all.	Policy on products and services promoting entrepreneurship.	24. # of jobs created: self-employment 25. # of jobs created by members' enterprises.



ASSOCIATION OF ASIAN CONFEDERATION OF CREDIT UNIONS

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