



CUFA Sustainability Report

July 2009 to June 2010

Developing People
Strengthening Communities



CUFA
Credit Union Foundation Australia

CUFA Sustainability Report

July 2009 to June 2010

Contents

CUFA Sustainability Report July 2009 to June 2010	02
Chair & Executive Officer Introduction	04
CUFA and Sustainability	07
Getting to know CUFA	09
Highlights and Achievements	12
Activity Profile	16
Foundations and Principles	19
Sustainability Partnerships	23
Development Recipients	26
Development Partners	29
Engagement Recipients	31
Contributors & funders	33
Regulator and Governance Frameworks	35
CUFA Board, Management and Staff	37
Environment	40
Conclusion	44
Appendix Contents	46-63
ACFID Indicator Performance	47
Strategic Plan Performance	48-50
GRI Performance Indicators	51-63
Financial Reports 2009-10	64



Introductions

Chair
Executive Officer

Nicola Bice
World Council of Credit Unions
Member of Association
CUFA US-501(c)(3)



Chair Introduction

This report reflects CUFA's commitment to communicate our social, environmental and economic performance.

It also reflects an ambitious program of activities in pursuit of our vision of Credit Unions and mutual Building Societies promoting financial and social well-being in communities, and our mission of empowering communities through access to affordable financial services, through three core objectives:

- To develop and deliver services and programs which alleviate poverty by supporting the growth of sustainable financial cooperatives.
- Expand and enhance CUFA's direct relationships with all stakeholders.

- Strengthen CUFA as a sustainable financial cooperative development agency.

Our achievements in promoting financial and social well-being in targeted communities are testimony to the dedicated efforts of our staff, volunteers and partners both in Australia and overseas. They reflect our co-operative approach to development work to deliver programs at grass roots level in the Asia/Pacific region.

We are indebted to the generous support of the credit union movement in Australia, and in particular to Cuscal, Abacus and AusAID for their financial support.

Our ongoing engagement with credit union members will

now be accompanied by an additional focus towards the wider cooperative sector in Australia. This will broaden understanding of cooperative values in developing sustainable communities, improving our sustainability efforts and increasing the scope and effectiveness of our poverty alleviation programs.

As this is my final year as a CUFA board member, I would also like to record my thanks to the CUFA Board for their enthusiastic support in setting appropriate strategies for delivering financial services to our neighbouring communities over the next 5 years.

John Baistow



Executive Officer Introduction

It gives me great pleasure to present CUFA's sustainability report for the 2009 - 10 financial year. The past 12 months has seen a large number of natural disasters occur in our region: floods in Pakistan; earthquakes in Indonesia and Haiti; and tsunamis in the Pacific. It is the poorest people in our region that are the most vulnerable. As most scientists agree climate change is playing a role in the increased occurrences of natural disasters. We in Australia are certainly not insulated from these events, as we have seen recently with floods in NSW and QLD.

As an organisation we need to be mindful of the impact we are having on our planet and work towards reducing our environmental footprint. While in the last 12 months we have assisted Australian mutuals to help our neighbours with humanitarian aid to alleviate some of the stresses they are suffering we also sought to look at ways we can reduce our carbon impact on the planet.

At the same time that CUFA is growing in project provision and staff we are using new communication technologies to reduce our need to travel. We are also

mobilising local resources to assist in project provision at a country level. All small initiatives but we hope that it goes some way to reducing our carbon emissions and at the same time assists with our mission to develop people and strengthen communities.

I hope you find our 5th sustainability report interesting and engaging.

Peter Mason



CUFA and Sustainability



CUFA and Sustainability

CUFA (Credit Union Foundation Australia) produces annual reporting to provide supporters and others with open, transparent and accountable disclosure. We present what we do in Developing People – Strengthening Communities, and most importantly report how we do it responsibly and sustainably.

People trust us to support them. We ask people and organisations to support us. Demonstrating effectiveness, and seeking pathways to improvement, is something we need to do openly.

This report documents sustainability performance during

the financial year July 2009 to June 2010, and is our fifth consecutive annual disclosure since reporting started in 2006.

We have chosen to encompass all our regional operations and activities in this report on our core relationships to sustainability. To discuss our performance in terms of people, organisations and issues, we have selected areas with the greatest actual or potential positive or negative impacts, opportunities or risks.

We do hope that by reading this report, you appreciate our work for its direct outcomes and also for the objectives of our work to achieve a better,

long term future - through sustainable practice today.

If you would like to comment on this report, request further information, or have any questions, please contact us.

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Getting to
Know CUFA

Getting to Know CUFA

CUFA is the development agency of the Australian credit union movement and was created in April 1971. CUFA is a Trustee Corporation with its own constitution, board and mission, and during the reporting period, was a wholly owned subsidiary of Cuscal Ltd.

CUFA exists to facilitate social development and create value, not to make a profit. Our vision of Credit Unions and mutual Building Societies promoting financial and social well-being in communities, and our mission of empowering communities through access to affordable financial services - is encompassed by three core objectives:

- To develop and deliver services and programs which alleviate poverty by supporting the growth of sustainable financial cooperatives;
- To expand and enhance CUFA's direct relationships with all stakeholders;
- To strengthen CUFA as a sustainable financial cooperative development agency.

We strongly believe in recognising and being accountable for our social responsibilities and best practice, and seek to influence others to achieve improved standing in society. In Australia we work directly



with credit unions and mutual Building Societies, adding value to their operations and membership communities by providing professional development, community engagement, and development education programs.

We also engage at institutional and government levels in advisory roles to effect positive change for Australian communities.

Internationally we assist in the development of access to affordable financial services for the poor in Asia and the Pacific

regions, to alleviate poverty and build sustainable communities.

We work directly with individual credit union members to assist them to start and strengthen a small business as a means to their income security through the Village Entrepreneur Initiative; we work directly with financial cooperatives to strengthen their technical, staffing, management and board capacities; we work with emerging or weakened credit union movements to build them into effective



representative organisations; and at institutional and government levels to ensure that cooperative interests are served by effective legislation and support.

Core external standards that guide and shape us:

Three of the eight United Nations Millennium Development Goals are directly aligned with our aims:

- ⦿ To alleviate poverty
- ⦿ Promote equality
- ⦿ Support cooperative development

We are guided by the International Credit Union Operating Principles of democratic membership, non-discrimination, ongoing training and development, building financial stability and practising social responsibility: and all of our activities incorporate these values.

We are an AusAID accredited development agency.

We are signatory to the AFCID Code of Conduct.

CUFA headquarters and registered office is at Level 1 - 1 Margaret Street Sydney. Regional offices are located in Phnom Penh (Cambodia), Suva (Fiji), Honiara (Solomon Islands) and Dili (Timor Leste).

In Australia, CUFA holds ATO endorsed DGR status (Deductible Gift Status), and is registered in each state and territory with Authority to Fundraise; as our basis to legitimately accept contributions and provide formal tax receipts for contributions, and tax deductibility in Australia.

CUFA is aligned to the Australian credit union movement by virtue of its parent company, and is greatly enabled by the valuable support received from them. CUFA was owned by Cuscal Ltd until June 30 2010, having been a wholly owned subsidiary since 1974. Due to changes in their strategic direction and formal separation from Abacus – Australian Mutuals, which CUFA holds a strong operational relationship with – it was decided to transfer ownership to Abacus on July 1 2010.





Highlights and Achievements

Highlights and Achievements



A summary of CUFA highlights and achievement from July 2009 to June 2010

Strategic Initiatives

Development of the CUFA Strategic Plan: 2010 – 2015

Funding

- ⊙ Contribution from credit union supporters increased 35% compared to previous year despite a reducing Australia credit union sector and the impact of the global financial crisis.
- ⊙ Leadership Challenge programs continued adding significant project funding

Engagement

- ⊙ The Village Entrepreneur Initiative increases reach to Australian credit unions and members, providing a unique development experience by connecting with a supported recipient credit union member in Timor Leste or Cambodia.

Program Development

- ⊙ Partnership discussion with our development partner (CSS) in Myanmar has resulted in the commencement of the Emerging Credit Union Leaders Program
- ⊙ Commenced Grow and Sustain Program in Cambodia
- ⊙ Commenced Pacific Credit Union Network operations based in Suva, Fiji
- ⊙ Growth and maturity of existing programs in Cambodia, Timor Leste and the Solomon Islands

Recognition

CUFA was recognised in late 2009 as a top performing Australian NGO for the second consecutive year, in the Australian Centre for Corporate Social Responsibility's "The State

of CSR in Australia: 2009 Annual Review".

CUFA received an overall score of 96 percent for CSR management capabilities that include stakeholder engagement, integration of stakeholder values into business decisions, ethical business behaviour, stakeholder dialogue and social accountability. The average score for Australian NGOs was 82%, and examples of other sector reported performance are: private business 79%, government business 79%, and listed business 77%.

Program Delivery

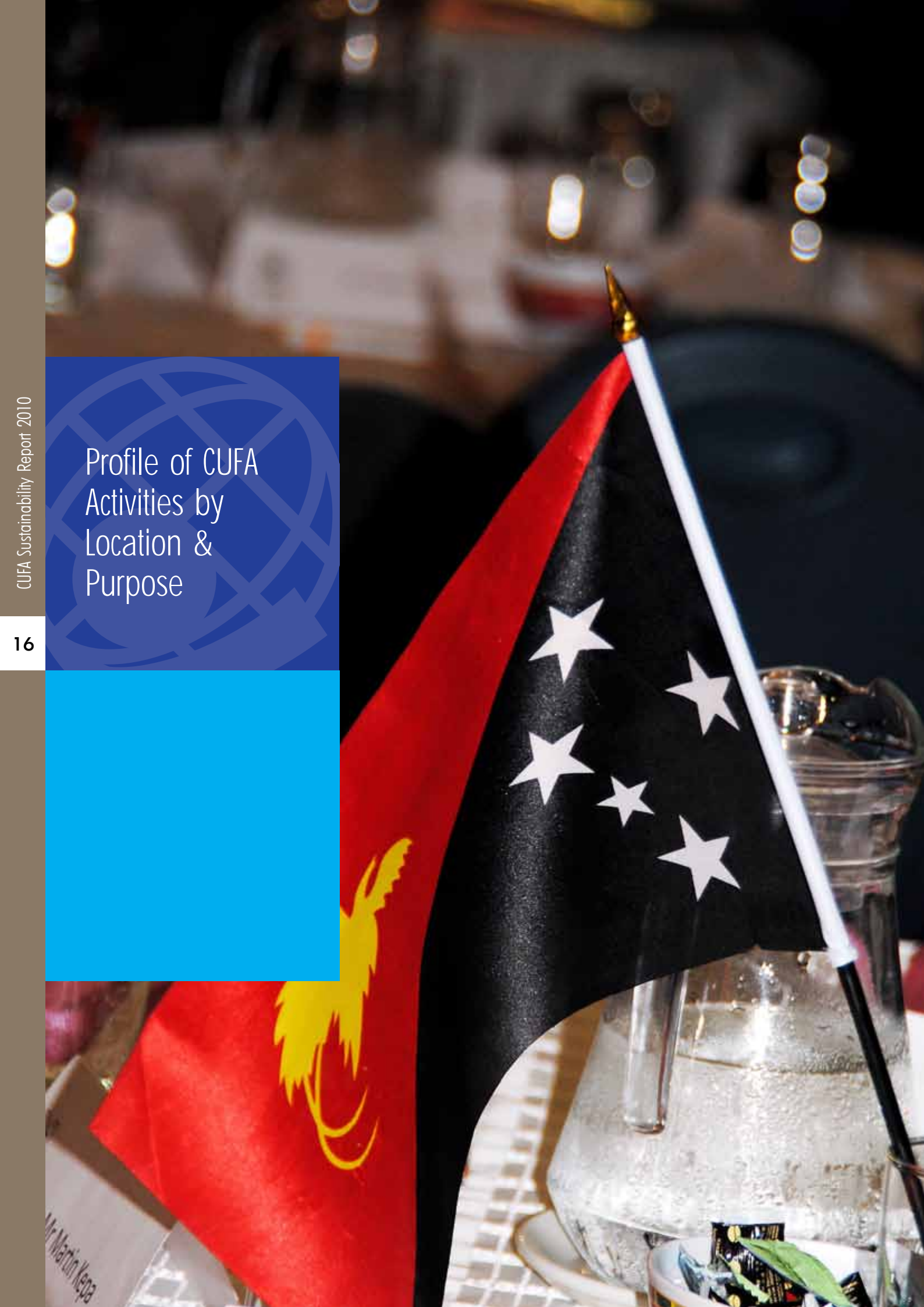
International program delivery is on track in terms of primary goal achievement.

Development Program Performance

Project Name	Goal	Annual Target		
Cambodia - Building Institutional Capacity	To build a strong, sustainable credit union movement in Cambodia that will broaden access of financial services to rural communities.	Credit Union Training Visits 84	Reach 84	Performance 100%
Cambodia - Building Trust Program 2010-2013	To build trust in the savings bank concept at a grassroots level by establishing permanent buildings for communities demonstrating commitment and capacity to build membership to qualify.	Qualified Community Buildings Completed 7 (over 3 years)	Reach 6	Performance 86%
Cambodia - The Children's Financial Literacy Program	To provide financial literacy education to children in order to encourage good savings habits at a young age and assist village savings banks to promote children's membership and savings.	Participants 8300	Reach 5139	Performance 62%
Cambodia - Grow and Sustain Program	To support the financial and operational sustainability of 16 new and emerging credit unions and their federation FLIFLY through the provision of accounting support; a no interest loan pool to be leveraged to increase savings and membership; to broaden access to financial services to rural communities.	Support Visits 204	Reach 30	Performance N/A
				Performance Context: New program commenced operations in April 2010
Timor Leste - Building Institutional Capacity	To strengthen the credit union movement in Timor Leste and provide access to financial services and products to the rural poor while improving the participation of women in the credit union movement.	Credit Union Visits 78	Reach 76	Performance 97%
Solomon Islands - Capacity Building and Institutional Strengthening	Increase the capacity of savings clubs as safe and secure facilities providing financial inclusion activities to the rural poor.	Savings Club Visits 242	Reach 97	Performance 40%
	Assist SICUL to update their records of savings club location, activities and membership.			Performance Context: New program commenced March 2010

Project Name	Goal	Annual Target		
Oceania – Pacific Credit Union Network	To re-establish a network for the Pacific credit unions - a representative body that will train, assist and organise the credit union movement among the Pacific.	Performance Context: Establishment phase: April 2010 Performance will be measured in terms of: <ul style="list-style-type: none"> - Developing leagues and federations served - Instances of support provided - Extent of engagement based on membership 		
Sri Lanka - Reconstruction Project	Strengthen the Sri Lanka credit cooperative system, support financing of agricultural sector and assist post-tsunami efforts. Context: Goal end date June 2011.	Members 80,000	Reach 56,766 members	Performance 71%
Poverty Alleviation Measurement Tool	A program to quantitatively measure CUFA program impact on people's movement out of poverty.	Performance Context: Establishment phase. Pilot and initial survey conducted in Cambodia. Pilots conducted in Timor Leste, with the first survey due later in 2010. Results of each region's second survey will illustrate CUFA program impact on poverty.		





Profile of CUFA
Activities by
Location &
Purpose

Profile of CUFA Activities by Location & Purpose

Purpose	Program Name	Initiated	Status
Australia			
Capacity	Volunteering & Internship - Australia Interns – In Country Program Assistants In Country Technical Assistants Development Educators	2006	Active
Advocacy	Mutual Community Report	2007	Active
Appeal	Haiti Credit Union Earthquake Appeal	2009	Finalised
Appeal	Sumatra Credit Union Earthquake Appeal	2009	Finalised
Communication	CUFA Sustainability Report	2006	Active
Communication	CUFA Web Services	2007	Active
Communication	Publications: Newsletters, Connexus, Bulletins	2006	Active
Education	CSR Toolkit	2006	Active
Education	Financial Literacy Initiative	2006	Active
Engagement	Community Champion – Professional Volunteer Program	2010	Active
Engagement	Credit Union Leaders Education Program	2008	On Hold
Engagement	Disaster Relief Fund	2007	Active
Engagement	Environmental Roundtable	2008	Active
Engagement	Leadership Challenge Program	2008	Active
Engagement	Reconciliation Action Plan	2008	On Hold
Engagement	Sponsorship Program	2008	Active
Engagement	Supporter Marketing Kit	2007	On Hold
Engagement	Supporters Cocktail Event	2008	Active
Engagement	Village Entrepreneur Initiative – Community Investors	2009	Active

Engagement	Development Education Program	1992	Active
Recognition	DE Awards	2008	Active
Recognition	Supporter Recognition	2006	Active
Cambodia			
Development	Cambodia Building Institutional Capacity	2007	Active
Development	Cambodia Building Institutional Trust	2007	Active
Development	Cambodia Children's Financial Literacy Program	2007	Active
Development	Grow and Sustain Program	2007	Active
Development	Village Entrepreneur Initiative	2009	Active
Evaluation	Poverty Alleviation Measurement Tool	2009	Active
Oceania			
Development	Pacific Technical Credit Union Congress	2008	Active
Solomon Islands			
Development	Building Institutional Capacity	2007	Active
Sri Lanka			
Development	Reconstruction Project	2006	Finalised
Timor Leste			
Development	Building Institutional Capacity	2008	Active
Development	Village Entrepreneur Initiative	2009	Active
Evaluation	Poverty Alleviation Measurement Tool	2009	Active



Foundations and
Principles:
Important Facts

Foundations and Principles: Important Facts

Externally developed charter and standards to which CUFA subscribes or endorses.

- ACFID's Code of Conduct for international development
- Australian Credit Union Movements values
- International Credit Union Operating Principles
- Accounting Standards Australia
- Australian State and Territory based Authority to Fundraise

Board and Staff

CUFA is a Trustee Corporation with a board of up to 6 voluntary members. During this reporting period, the CUFA board composition was: 1 Cuscal Director, 1 Abacus Director and 4 independent board members - comprising



of representatives from the credit union sector.

None of the board members were CUFA executives. The CUFA board convenes 6 times each year. Board tenure is limited to three years unless re-elected.

A separate International Development Working Group acted independently to the board, as a committee to provide impartial recommendations and advice to the CUFA executive and project

manager, who then reports to the board and core CUFA staff.

Senior CUFA staff prepared reports for each board meeting, and were often invited to personally present project activities to the board, and participate in open discussion.

In April 2010, a unique opportunity for CUFA board members, management and staff was taken to meet in Dili, Timor Leste, for: strategic planning, staff training, a board



meeting and field work familiarisation. Most importantly, it was an ideal opportunity for the CUFA board members to meet the whole CUFA team, and to receive briefings about the importance of each staff member's project involvements.

This direct, first hand and whole-of-organisation approach proved invaluable and critical to identifying and weighing-up the priorities and challenges ahead - which were then formalised in the strategic plan for 2010 to 2015.

Program Design and Operation

Program partners are involved in program design and program recipients are directly involved in program evaluations. All development programs undergo bi-annual monitoring and annual evaluation, conducted by CUFA or impartial professional volunteers. Outcomes feed-back directly into revised project plans, and flow through quickly into delivery planning and logistics, and

staff training. Change is communicated to contributors and project investors directly and in broadcasts. The international credit union system has a set of Operating Principles, one of which is non-discrimination on the grounds of gender. CUFA and its partners follow this operating principle in all program and project activities, and design is invariably based on equal opportunity and access for men and women to participate in training and exposure.

Funding

CUFA receives funding through grants, contribution, sponsorship and in-kind support. CUFA solicits support - and willingly accepts contribution - from those aligned to or associated with cooperative principles - being a natural fit with their intrinsic or strategic motivations and goals.

CUFA provides recognition of all supporters as appropriate and necessary disclosure of significant contributor detail as required by law and code of conduct. We respect contributor privacy to not be recognised when specifically requested.

During 2009 – 2010, our 7 largest individual funders and contributors were:

- AusAID
- Cuscal Limited | Abacus - Australian Mutuals
- Community CPS Australia Limited | Credit Union Australia Ltd
- mecu Limited | NSW Teachers Credit Union Ltd

We always ensure that contributors are informed of the intended purpose and use of funds prior to contributing, unless a contributor specifies that CUFA can use the funds for project purposes it decides.

We do not engage with parties where our code of conduct could be compromised, for example with known terrorist groups and organisations.

Economic scope and impact: International Projects Fund


The majority of funds allocated to a specific program are expended in country, greatly adding value to the domestic economy and providing employment opportunity for domestic communities. CUFA International programs are staffed entirely by staff recruited and employed locally, and supported by Australian based staff either in-country or via communications from Australia.

Following is an extract from the International Projects Fund's Financial Statement for financial year ended 30 June 2010, which illustrates the level of in-country expenditure.



Total Funding:	\$1,315 681
Donations and Gifts	\$628, 566
Grants: AusAID	\$373,743
In-Kind Services	\$283,656
Investment Income	\$29,716
Expenses	
In-country expenses	\$691,921
Fundraising	\$7,990
Accountability	\$14,052
In-kind services	\$283,656

Full financial reports of CUFA International Projects Fund, CUFA Trust and CUFA Relief Fund can be downloaded from

 www.cufa.com.au/go/reporting



Sustainability Partnerships Introduction



Sustainability Partnerships Introduction

CUFA works with a broad range of people and organisations in its pursuit of developing people - strengthening communities - guided by our vision of Credit Unions and mutual Building Societies promoting financial and social well-being in communities, and our mission of empowering communities through access to affordable financial services.

Communities

Asia

Rural and poor communities in Cambodia, program design dialogue in Myanmar and outreach programs in the region.

Pacific

Fiji as a hub for support to communities and nations throughout the oceanic region to support Pacific credit union movements and credit unions, and was the host nation for the 2009 Pacific Credit Union Technical Congress. Rural and poor communities in Solomon Islands and Timor Leste.

Australia

» Australian credit unions and mutual Building Societies,

their staff & their members

- » Affiliated organisations and suppliers & their staff
- » Our employees, volunteers and interns
- » Our contractors and suppliers

Organisations

- » AusAID
- » Cuscal & Abacus
- » Australian Council for International Development
- » Make Poverty History
- » Micro Pacifica
- » Australian Micro Finance Network
- » Swinburne University of Technology
- » Asian Confederation of Credit Unions | Cambodia and Timor Leste
- » Canadian Co-operative Association | Cambodia
- » Cambodian Community Finance Network | Cambodia
- » Cambodian Cooperative Union for Change | Cambodia
- » Socio-Economic Development Organization of Cambodia | Cambodia
- » Farmer's Life Improvement Foundation of Life and Youth | Cambodia
- » Cambodian Community Savings Federation | Cambodia
- » Fiji Savings and Credit Union League | Fiji
- » The Federation of Savings and Loan Societies | Papua New Guinea
- » Central Co-operative Society | Myanmar
- » Solomon Islands Credit Union League | Solomon Islands
- » World Council of Credit Unions | Sri Lanka
- » Direcção Nacional Das Cooperativas | Timor Leste

Our sustainability performance is discussed in terms of these significant engagement groups and are presented in the following sections:

- » Development Recipients
- » Development Partners
- » Supporter & Advocacy Partners
- » Contributors & Funders
- » Regulator and Governance Frameworks
- » CUFA board, Management and Staff
- » Environment



Sustainability Partnerships

- Development Recipients
- Engagement Recipients
- Contributors & funders
- Development Partners
- Regulator and Governance Frameworks
- CUFA Board, Management and Staff
- Environment



Sustainability Partnerships Development Program Recipients

Our primary motivation is to ultimately alleviate poverty through access to affordable financial services. CUFA devotes most of its resources and abilities to this recipient group - development program recipients. Our attention is firmly on delivering to those most in need at grass roots levels, the “poorest of the poor”, the unserved or under-served - and the organisations that support them which also need support and development to become effective.

We seek either direct provision or enable local organisation provision through supported partnership.

In contrast to relief and welfare agencies, CUFA undertakes activity that builds long-term benefits by creating capacity for

people, organisations and communities to provide for themselves as a core way to gain independence and sustainability.

According to various indicators, Cambodia, Myanmar, the Solomon Islands and Timor Leste are nations in our regional focus that have significant populations living in or near poverty. Other regions have other characteristics and challenges of: isolation and under-development; political uncertainty impacting socio-economic development; and climate change directly impacting food certainty & increased prevalence of natural disaster.

CUFA enters a region that has political & civil stability and is safe for staff and participants; identifies recipient group needs,

and partner relationships, understandings and arrangements are established. CUFA voluntarily exits a region when sustainability goals have been achieved and are well established.

Our primary poverty reduction strategy is to establish, re-start & strengthen community owned savings institutions for communities to gain safe, trusted and competent places to deposit savings and access services. This creates savings pools that can then be mobilised as affordable credit - critical for those previously unable to access credit due to isolation or are trapped in a debt-spiral created by predatory loan-sharks. Funds remain productive or in reserve in the local community, enabling a stronger

local economy to grow, the back-bone for broader social and economic security and development and poverty reduction or alleviation.

By also creating or working with representative bodies to support the interests of a group of related community owned savings cooperatives - creating and improving capacity and ability for representative bodies to ultimately operate sustainability - adds another layer of potential for social and economic security and development - and poverty reduction or alleviation.

We also advocate for and engage with government and higher institutions to achieve reform and support effective cooperative law, so that responsibility is established at the highest levels possible in each nation.

In essence this is what we do. How we do it responsibly and sustainably is sometimes best demonstrated by expressing what we will not do:

- ⊙ We do not provide inducements for participants to attend training or 'hand-outs' during projects - but expect participants to share commitment and responsibility to reach goals with our support;
- ⊙ We don't rush into communities with promises, funds and good intentions - we assess community need and ability to carry capacity building projects before offering support, then negotiate entry



- ⊙ We do not pay bribes to access communities or gain official recognition; and
- ⊙ We do not consider support of partners or recipient groups where transparency and accountability is unwilling or unable to be potentially established.

The [what we don't do](#) practices are a legacy of poorly-informed practitioners that actually create road blocks to development and sustainability in communities, by reinforcing practice and expectations that cultivate corruption and dependency. Our formal engagement with development program recipients operate through education and capacity building programs such as:

[Village Entrepreneur Initiative](#) - Cambodia and Timor Leste. Individual credit union members who seek a better life through micro-business development, receive ongoing funding from

Community Investors for three years, and CUFA manages the selection and support of Village Entrepreneurs as they are guided towards financial security and removal from poverty.

[Building Institutional Capacity](#) - Cambodia, the Solomon Islands and Timor Leste: Training, support and resources for community based financial cooperatives to build membership, achieve effective operations, improve management and governance practice; support and strengthen representative bodies; advocate for and engage with government and institutions to achieve reform and support effective cooperative law and support.

[Building Trust](#) - Cambodia. Provision of permanent buildings for eligible community based savings cooperatives, to rebuild trust in communities and provide services to nearby unserved communities.

Children's Financial Literacy - Cambodia. Personal awareness skills of money and savings for children aged 7 to 9, retaining skills for later life and impart skills to family, typically to their uneducated parents who benefit from this education.

Oceanic Confederation of Credit Unions (OCCUL) - Re-establish a network for Pacific credit unions and financial cooperatives. A representative body that will train, support and organise the Pacific credit union movement, so that

this diverse and isolated region can have a common voice, advocacy and much needed technical assistance.

Poverty Alleviation Measurement Tool – A scale appropriate tool for CUFA to quantitatively report on project activity impact on poverty alleviation in communities. The program was developed in partnership with Dr Habib of Swinburne University of Technology.

Sustainability issues for CUFA are:

If programs do not substantially achieve the core stated goals - this could cause damage to CUFA credibility and to the confidence of traditional partners and supporters, and new constituents.

The Poverty Alleviation Measurement tool is a positive step taken to ensure that CUFA programs focus on poverty alleviation as a core outcome, and its measurements will assist and inform CUFA program design and delivery effectiveness.



www.cufa.com.au/go/programs





Sustainability Partnerships Development Partners

CUFA seeks and involves program partners that have common interests - for mutual benefit, risk reduction, credibility and more effective outcomes.

Development partners engage with CUFA throughout project cycles, add capacity and cultural context to deliver projects effectively by combining their local expertise and networks. Further value is added when partner programs align and each is able to deliver inputs to the others program; saving resources, avoiding duplicity and improving quality of delivery to recipients.

CUFA cooperated with these Development Partners during 2009 and 2010:

- » SWINBURNE | Swinburne University of Technology | Cambodia and Timor Leste
- » ACCU | Asian Confederation of Credit Unions | Cambodia and Timor Leste
- » CCA | Canadian Co-operative Association | Cambodia
- » CCFin | Cambodian Community Foundation Network | Cambodia
- » SEDOC | Socio-Economic Development Organization of Cambodia | Cambodia
- » FLIFLY | Farmer's Life Improvement Foundation of Life and Youth | Cambodia
- » CCSF | Cambodian Community Savings Federation | Cambodia
- » FSCUL | Fiji Savings and Credit Union League | Fiji
- » SICUL | Solomon Islands Credit Union League | Solomon Islands
- » WOCCU | World Council of Credit Unions | Sri Lanka
- » DNCOOP | Direccao Nacional Das Cooperativas | Timor Leste
- » CCS | Central Co-operative Society | Myanmar

Membership partners provide CUFA with a network of opportunity, knowledge, and governance frameworks.

CUFA Memberships active during 2009 and 2010:

- » ACFID | Australian Council for International Development
- » Make Poverty History
- » Australian Micro Finance Network

CUFA holds no interests in the above organisations or receives any benefits, beyond normal obligations and benefits provided by membership fees, protocol signatory or Partnership Memorandum of Understanding.

If partners are unable to keep up with escalating accountability and transparency expectations of Australian funders, it may be necessary for CUFA to provide the necessary training and support to bring partners to the required standard.

Sustainability issues for CUFA are:



www.cufa.com.au/go/partners





Sustainability Partnerships

Supporter Advocacy Partnerships

CUFA engages with individuals and organisations in Australia to:

- ⦿ build direct relationships with them;
- ⦿ strengthen their relationships with their membership communities;
- ⦿ raise awareness of financial and social well-being in communities & how they can play a role in this; and
- ⦿ increase support of CUFA and its programs.

CUFA seeks to carefully add value to all people and organisations it engages with as supporters – by ensuring there is a direct and important link to values in our relationship with them. This will underpin both financial support and constituency growth to ensure

that CUFA remains a relevant and sustainable development agency.

Existing activities revolve around:

- ⦿ Building credit union and other financial cooperative’s internal capacity for more effective community investment and improved community relationships:

Challenge Program, Development Education, Reconciliation Action, Sustainability Roundtable, Mutual Community Report, CSR Education, Financial Literacy Initiative.

- ⦿ Platforms for credit unions, mutual Building Societies and other cooperatives to engage nationally around a need: Australia Disaster Relief Fund,

such as for the Victoria Relief Appeal in 2009 - and International Disaster Relief Appeals such as Haiti Earthquake Appeal in 2010.

Future strategy and activities to build constituency will embrace:

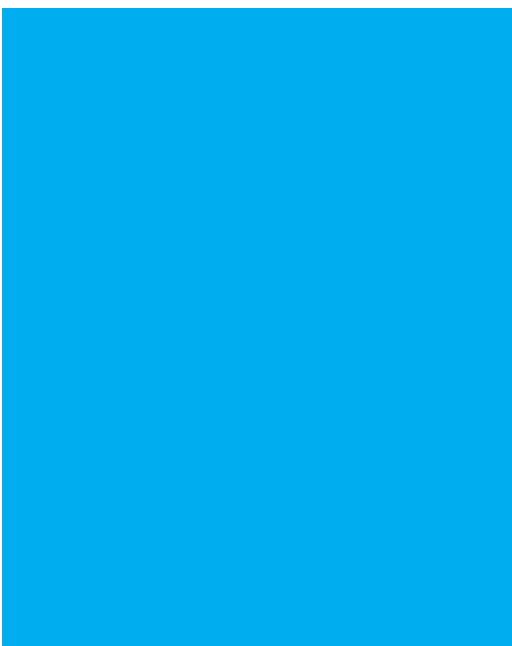
- ⦿ Improved communications to attract supporters
- ⦿ Supporter activities that will build better relationships to values and connection to CUFA
- ⦿ Improved resources for CUFA to foster and maintain relationships

Sustainability issues for CUFA are two-fold:

The provision of these activities is resource intense for CUFA, and the focus of some of the existing activities does not

connect effectively with our international work - which is the purpose of our fundraising and relationship building aims. Rationalising what we do and finding better homes for some activities – such as with an organisation with a better strategic fit and capability for an activity, will improve CUFA sustainability.

As CUFA increases engagement scope in Australia, remaining loyal to traditional supporters & retaining our value proposition with them, will be critical while exploring new engagements.





Sustainability Partnerships Contributors & Funders

CUFA receives funding from a variety of sources: Contribution from individuals and organisations; Grants from funding bodies; In-kind support; and Sponsorship.

Only five years ago, CUFA relied almost entirely on grants, the generosity of Australian credit unions and on parent Cuscal Ltd - to fund its activities.

To address the scope of financial cooperative development needs in our region, much broader funding sources were required, and CUFA engaged in development of existing and new programs and activities that now include:

- Formal recognition of credit union support in terms of capacity - which has seen the number of credit unions contributing

increase each year; and the overall contribution from this group has increased

- Additional grant funding available by leveraging due to a higher proportion of our contribution fund raising directed to development projects

- Improved communications and an introduction of web based facilities for contributors to direct gifts to specific programs - a valuable way for supporters to connect their values with projects they identify with

- Development of the Leadership Challenge which really broadened our reach to contributors with the help of participant fundraisers advocating CUFA and attracting contribution to specific projects

- Development of the Village Entrepreneur Initiative, which presents a personal and direct opportunity for contributors to support one person's efforts to achieve financial sustainability through micro-enterprise

- Sponsorship fee based exposure opportunities for Australian organisations in appropriate CUFA programs

During 2009 - 2010, CUFA received substantial funding support from AusAID, parent company Cuscal Ltd and alliance partner Abacus - Australian Mutuals.

Sustainability issues for CUFA fundraising:

Accreditation with AusAID. Re-accreditation was achieved

in April 2009 until 2014, which offers funding security. Annual approval of development plans is required and escalating compliance and accountability requirements will need to be factored in.

Sponsorship remains an under-developed funds stream and is not an activity for which CUFA has skills or capacity strengths to do well. Evaluation is required to understand its potential value and determine capacity needs to exploit potential if viable.

CUFA is the only Australian financial cooperative development agency operating in the Asia Pacific region, so there are many opportunities and risks associated with reputation in terms of our connection to the Australian credit union movement and its membership – and the impacts this could have on fund raising.

To date efforts have been successful to engage more people and more organisations, and CUFA is well positioned to extend offers to other audiences, further establishing its reputation and that of the Australian credit union movement, and potentially the broader Australian cooperative movement.

Cuscal and Abacus Australian Mutuals

CUFA has fundamental and significant relationships with Cuscal Ltd (Cuscal) and

Abacus - Australian Mutuals Ltd (Abacus), which are core to CUFA's ability to operate as an effective development agency.

Cuscal, which itself is majority owned by Australian credit unions, is a financial services provider operating at supplier level. Abacus is the representation and advocacy body for Australian credit unions and mutual building societies.

Prior to 1 July 2010, CUFA was a wholly owned subsidiary of Cuscal. Ownership was passed to Abacus on that date, as CUFA and Abacus were more strategically aligned and compatible when both Cuscal and Abacus formalised a new legal structure and business directions.

CUFA receives significant direct and in-kind support from both organisations, and the value is determined annually.

Importantly, this enables CUFA to direct 100% of net contribution and grant funding to recipient projects of the International Projects Fund, maximising benefit to recipients.

It also enables CUFA to conduct some domestic programs, as we do not have formal authority to fund raise for this purpose.

Support received includes domestic salary and wages, office accommodation, information technology and support, and people management.

Sustainability issues for CUFA are:

If Abacus support of CUFA was withdrawn, this would have an immediate and significant impact on operations, and totally reframe the basis on which we provide such a high level of contribution funds to development projects - a significant competitive advantage.

CUFA would need to develop its own capacity to the point where this impact could be absorbed without fundamental change to its operational model.





Sustainability Partnerships

External Frameworks

CUFA operates within strict external frameworks provided by:

AusAID

CUFA is accredited by the Australian Federal Government's overseas development body, AusAID. CUFA is among 33 organisations that are fully accredited by AusAID to receive funding to carry out overseas development work on behalf of the Australian government under the AusAID NGO Cooperation Program (ANCP). A further 9 organisations have base accreditation. The rigorous accreditation process is designed to ensure that funding is only awarded to professional and well-managed development organisations capable of delivering the development

outcomes. CUFA re-accreditation was achieved in April 2009, for a period of five years to 2014.

ACFID Code of Conduct

As a member of the Australian Council for International Development (ACFID) and a signatory to the Code of Conduct, we are committed to high standards of integrity, accountability, governance and management in our support of developing communities around the world.

ACFID is an independent national association of Australian non-government organisations (NGOs) working in the field of international aid and development. ACFID Vision: promote conditions of sustainable human development in which

people are able to enjoy a full range of human rights, fulfil their needs free from poverty, and live in dignity. It administers the Code of Conduct committing members to high standards of integrity and accountability.

The ACFID annual reporting requirements are integrated into this report, complying with ACFID Code of Conduct clause 4.1 "Communication with the Public".

Refer to appendix for details.

Sustainability issues for CUFA are:

AusAID Accreditation:

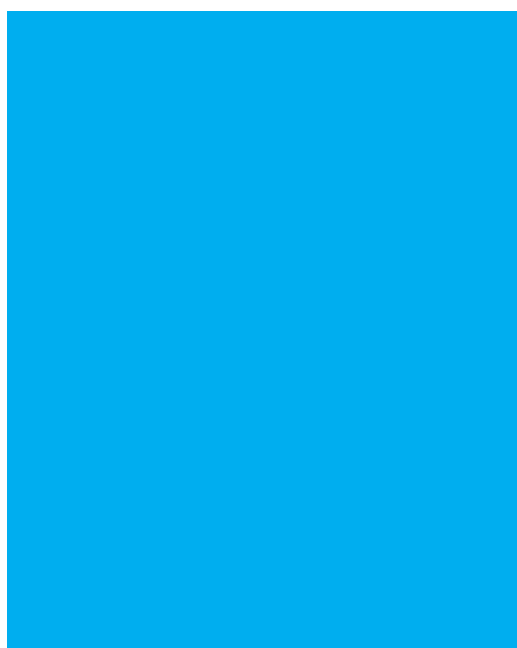
If CUFA lost AusAID accreditation, funding would be at

immediate risk, and re-accreditation would not be possible for at least 2 years. This would have a huge impact on existing program delivery, to the extent of program closure and exit from at least one country - at significant reputational cost.

Scenarios

- ⊙ Unable to comply with upgraded AusAID accountability standards expected in short term
- ⊙ Funded projects did not produce poverty reduction outcomes required

In both cases CUFA has actioned compliance and capacity initiatives to ensure that neither scenario could occur.





Sustainability Partnerships

CUFA Board, Management, Staff & Volunteers

Management, Staff and Volunteers

As CUFA is essentially a service delivery organisation, CUFA is highly dependent on a variety of people to develop and deliver its strategic objectives effectively, and is fortunate to have a strong, capable and flexible team of management, staff and volunteers.

Due to the range of CUFA programs and their physical delivery locations, and with sustainability as a core principle, skilled and experienced local people are employed to deliver programs and provide program support. This adds considerable value to each area by:

- ⊙ Ensuring culturally appropriate delivery in native

language, rather than translation from English, where staff and participants are more likely to understand each other and communicate effectively.

- ⊙ Ensuring consistency and continuity during longer programs, where all parties build trust and are better able to resolve problems if they arise.

- ⊙ Long term value is created by the program for the local community through employment opportunities and established skills remain in the community.

- ⊙ Impacts of travel are greatly reduced or eliminated due to staff being employed from the area.

Where local staff require

support and training before being engaged on a project, or a component of a project requires delivery by a technical professional; CUFA has strategies to draw on available senior CUFA staff or experienced volunteers.

All in-country programs are delivered by local teams under the guidance and supervision of an Australian based international development program manager and support staff, and support is provided onsite or by communications with Australian based staff.

Volunteers provide valuable experience and skills to CUFA programs, greatly adding to our capacity to achieve our goals.

CUFA Board of Director details

John William Baistow

BA, Dip Bus Stud, Dip CD, FAICD, MBA (Tech Mgt); FAMI
Appointed 7 December 2006

Kenneth Mutton

Dip BA, Dip Fin. Services, FAMI
Appointed 5 April 2007

John Richard Paine

Dip. Fin. Services AMI, MAIM, JP
Appointed 1 November 2006

Louise Petschler

BA (Hons) MAICUD
Appointed 20 February 2008

Kathryn Anne Skipper

AM, FAICD, FAIM
Appointed 18 February 2009

Peter George Dowling

AM BA (Acc), FCPA, FAICD
Appointed 1 November 2008

CUFA Employee Profile 2009 - 2010

Australia

Executive Officer

Peter Mason

Project Officers Australia

Anne Casey (#), Carla Elbourne (*)

Catherine Drummond, Claudine Chicheportiche (*)

Philip Lambert, Sally Chapman (#)

In-Country

Cambodia

Kundi Lay, Phearun Pov, Sothea Sreng (*), Sreyrath Thou, Phanna Khim, Borey Yi, Ly Salim (#), Pannarith Houy (#), Sockchan Pech (#), Dim Den, Tol Thy & Hour Eng

Fiji

Finau Elder (#) & Meridani Lutubula (#)

Solomons

Simon Waneta (#) and Harry Noel (#)

Timor Leste

Aleixo Alves Gusmao, Jose de Jesus, Martinho Soares (#), Benjamin Dos Santos Noronha (#), Delius Constantino, Hero Elwarin, Rosa D Silva, Abdullah Ahmad (*) and Izidro Pereira (#).

* Resigned during period # Recruited during period

Full Time Staff Equivalence Profile

Staffing	2010 FTE	2009 FTE	2008 FTE	2007 FTE	2006 FTE
Australia	4.38	4.33	4.87	3	3
In-Country	19.52	17.44	8.17	0.5	0
Interns (* included in Volunteers)	*	*	0.64	0.5	1.35
Volunteers	1.51	0.53	1.13	1.25	0.8
Payroll FTE (All paid staff)	23.91	21.76	13.04	3.49	3
Total FTE	25.42	23.54	14.81	5.2	5.15

Volunteerism

Voluntary engagement exemplifies the principles on which the credit union movement rests and is of great value to CUFA and our international partners.

CUFA supports volunteerism in two forms: **Professional** and **Educational**

Professional volunteers assist CUFA with technical aspects of program design and delivery, typically where a task requires a relatively short period of deployment.

- ◉ Domestic volunteers involved as Mentors in the Development Education program

- ◉ In-Country technical assistance volunteers

Educational volunteers participate as interns to assist with operations, and seek exposure and experience as part of a study or career pathway.

- ◉ Domestic Internships assist CUFA with program and internal capacity development

- ◉ In-Country volunteer - AYAD (Australian Youth Ambassadors for Development)

Sustainability issues for CUFA are:

As a small organisation, if it is not able to retain or attract suitably experienced and qualified staff to meet the needs of expanding programs; the consequent impacts on staff could compromise the quality of project outcomes.

CUFA implements programs once facilities, resources and staff are in place, and would seek to phase-in programs should recruitment become difficult, or provide additional staffing to ensure that skills sets are complete and programs can be delivered as required.



www.cufa.com.au/go/aboutus

Volunteer Profile 2009 - 2010

Volunteers Australia

Interns

Anne Hiffziger, Julie Stokes & Luciano Rispoli

International Development Working Group

John Baistow, Chris Franks, Maree Nutt, & Kiran Hutchinson

Development Education Mentors

Carolyn Mackaway, Daniel Crago, Greg Fisher, Chris Stace

Development Education Presentors

Rowan Dowland, Brian Bennett, Craig Kennedy, Tony Ryan, Rachell Mio, Paul Thomas, Fran Raymond, Adam Alsbury, Ken Mutton, Michael Roberts, Amy Schwebel

Project Fund Raisers

Pauline Henderson, Diane Saroglia, Jennifer Herringe, Christine Austin, Leah Maker, Joanne Charles, Philip Ng, Emma Sharp

Other Project Supporters

Jennine Pohlmann, Tony Schesser, Anne Casey

Volunteers International

Professional

Graham Raward, Jonathan Dent, David Loring, Colette McInerney, Tony Schesser

OCCUL Advisory Committee

Mr Fifita (Samoa), Mr Vadei (Fiji), Mr Koisen (PNG), Mr Fatalofa (Tonga), Mr Brian Branch (USA)

Pacific Congress Presenters

Andrew Hadley, Colin Lenton, Benny Popoitia, Willie Sagir, Carol Kanoko, Michael Koisen, Murrough Benson

Volunteer International (AYAD)

Sally Chapman, Alexander Cullen, Troy Bogaart

Sustainability Partnerships

Environment

CUFA is not a direct producer of emissions or other environmental impacts through our core activities of supporter engagement and development program provision. Indirect impacts exist; with the highest type being travel; followed by consumption of electricity and paper based products; with minor impacts through waste disposal.

Travel is an inevitable part of our operations. The challenge for CUFA is to minimise travel as much as possible, while maintaining quality of delivery and stakeholder engagement. To help understand our travel needs here is CUFA's travel profile for the year.

CUFA Board

To ensure the CUFA board is

representative of Australian credit unions, nominees are invited from across Australia. Currently 3 board members fly from Adelaide, Brisbane and Melbourne, for 6 board meetings each year.

CUFA Senior Project Managers

Partner Meetings

Exploring, forming and maintaining partnerships in the region initially requires numerous visits and a lot of face-to-face contact to build trust, as well as fact finding ground work & research; and official government registration and accreditation activities. This year most partnership forming activity involved Myanmar, with on-going partner meetings in each country of our development programs.

Conferences and Other Events

Each year CUFA exhibits at the Abacus Convention, held this year in the Gold Coast - Queensland. CUFA staff from Cambodia, Timor Leste and Sydney attended. AMI and ACFID conferences in Canberra were also attended.

Project Monitoring and Evaluation

Each project is monitored at least twice each year, and evaluated annually. Senior CUFA Project Managers not normally associated with a specific project undertake these tasks, and involve travel from Australia to our projects in Cambodia, Fiji, Myanmar, the Solomon Islands and Timor Leste.

CUFA Project Officers – In-country

In terms of headcount, most CUFA staff live in cities where our operations are based, or close to where our programs are delivered – so most of our staff do not fly often, or travel widely in-country – and have a low to medium travel “over-head”.

The main need for travel is to reach remote projects to deliver the program, and then for monitoring and evaluation; and to attend partner meetings and conferences.

CUFA Volunteers – In-country

Program delivery – Professional Skills

Volunteers from the Australian Credit Union movement often volunteer to undertake short to medium term specialist project work involved in our programs

Jonathan Dent - Accounting
Timor Leste

Graham Raward - Accounting
Support and Evaluation
Cambodia

Colette McInerney - Credit Union
Movement Strategic Planning
Facilitation - Timor Leste

AYAD

3 Volunteers travelled to Timor Leste and Cambodia to start 6 month assignments during 2009 - 2010.

CUFA Program Participation

Several CUFA staff were involved as participants or mentors of the Development Education program in October

2009; travelling to Melbourne from Timor Leste, Cambodia, & Sydney.

A group of Cambodia Leadership Challenge participants travelled to Phnom Penh to undertake a physical challenge and observe CUFA project activities in July 2009. 4 CUFA staff involved in the Pacific Congress 2009 flew to Fiji in October 2009.

Special Events

Strategic Planning

In April 2010, all CUFA board members and project staff participated in a 10 day program that took place in Dili, Timor Leste - to develop the CUFA Strategic Plan 2010 - 2015, undertake an operational review, and receive training. This involved staff travelling from Cambodia, Australia, the Solomon Islands and Fiji.

A similar event took place in Phnom Penh, Cambodia during 2008.

With this extent of people travelling,

what has been done to reduce impacts by removing need to travel, and the distance travelled?

We try to plan for as much to be achieved during each travel event – especially where long distance travel is concerned. Partner meetings, attending events, project monitoring & evaluation, are opportunities for suitably skilled and experienced staff to remain abroad for a length of time to undertake a range of duties - rather than several people going back and forwards for a single purpose.

Our methodology to determine our environmental impact involves calculating travel distance from purchase information for the whole financial year. Each instance of air and long-distance bus travel can be accurately measured per sector travelled in kilometres, while for all other forms of transport, an estimate is involved using a formula of the total trips taken @ 5 km's per person involved to calculate that total 'people km's' travelled, with fixed energy use / GHG emission per km per person.



Waste

CUFA mainly creates waste of paper materials and equipment consumables. Recycling facilities exist in our Sydney office which is located within an 18 floor building that is agency managed, and is provided with office material recycling and waste removal: neither of these aspects are measured.

To account for waste to landfill that is inevitable from our all office locations; a formula of 100 grams per day per FTE is used, with a result of 600 kg of waste to landfill each year, creating 1500 kg of GHG emission.

Optimisation

We impress on staff and program participants to use only what they need to, and travel only as required and only for the best price (which very rarely involves

actually travelling longer distances). This has a direct impact on cost reduction and containment, and subsequent environmental impact reduction.

Improvements delivered through the year by office based initiatives include moderation of air-conditioning temperatures, reducing electricity consumption, and increased levels of electronic document storage and transmission, avoiding paper consumption.

Have we been successful in optimising resource use to reduce impact? Comparing available data may indicate improved or poor performance - year-to-year variation in project activity creates inconsistency. Our primary aim is to account for impact.

Greater use of communications technology and more efficient deployment of staff, has resulted

in a gradual reduction of average distance travelled per FTE each year since 2008.

Offsetting

To minimise and account for our impact on the environment, we need to address our carbon emissions in a constructive manner after we have genuinely sought to optimise our resource uses. For this period, will be seek a variety of offset programs to provide diverse solutions. We recognise that our impacts also originate beyond Australia, where there are no known offset programs in operation.

Environmental Footprint

Our impact on the environment is measured and expressed in terms of carbon dioxide emission equivalence. Following is a breakdown of measured impacts with a bottom line impact footprint.



Emission Aspect FINAL DATA TO BE VERIFIED	Volume Used	Factor GHGEV+*	Total Emissions (Kg)4.87
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Road travel (Taxi, Bus, Car) Kilometres	49,734	0.26	12,930
Australia	1,170		
Cambodia	14,844		
Fiji	97		
Solomon Islands	12,493		
Sri Lanka (est)	4,800		
Timor Leste	16,329		

Air travel Kilometres	754,035	0.139	104,810
Board	33,834		
Staff	502,835		
Volunteers	49,064		
Participants	138,022		
Partners	30,280		

In premises – Electricity Kwh	49,074	1	49,074
Australia	12,898		
Cambodia	19,011		
Fiji (est)	1,612		
Solomon Islands (est)	3,224		
Sri Lanka (est)	3,224		
Timor Leste	9,103		

Waste: Paper products and packaging Kilograms (estimate per FTE)	600	2.5	1500
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Total Emissions – Kilograms	2010 Per FTE	6621	168,315 kg
	2009 Per FTE	7050	166,038
	2008 Per FTE	12,816	189,800
	2007 Per FTE	10,289	53,502
	2006 Per FTE	9515	49,000

All impacts have been measured as if they were incurred in Australia, using values described by the Australian Government Department of Climate Change and Energy Efficiency “National Greenhouse Factors July 2010” as there are no available or equivalent standards for the other countries we operate in.

<http://www.climatechange.gov.au/publications/greenhouse-acctg/national-greenhouse-factors.aspx>

Conclusion



Conclusion



Overall strategic and sustainability progress review

This report has been an open discussion of our social, environmental and economic performance.

Of all CUFA sustainability performance areas, negative environmental impacts are measurably the greatest, and most difficult to dramatically reduce in the near future.

While air travel in the Asia region will likely reduce with improved use of tele-communications replacing some flights, increased activity in the Pacific region involving frequent air travel of supporting staff will offset those gains.

We know that because of what we do and the way we work to **develop people – strengthen**

communities, that we are making many positive social impacts and our program performance is strong in terms of stated goals and targets.

We do acknowledge that we are not yet able to quantitatively report on our contribution to alleviating poverty, however are taking steps to objectively address this.

This report has been written with respect to the Global Reporting Initiative and their G3 Performance Indicators - this year incorporating some indicators of the recently released NGO Sector Supplement. The relevant set of indicators have been addressed in this report and have also been included in the following section, where

discussion points are cross-referenced by page number, or detail provided within the indicator table itself.

In terms of extent of disclosure in line with GRI reporting standards, CUFA self declares a level of C, acknowledging that this report has not been externally assured and does not attempt to report against all indicators.

Please also refer to the following sections for details of CUFA goal setting and performance, and financial reporting for the 2009 /2010 financial year.

Appendix



Appendix

ACFID Indicator Performance

Statement	Summary	Response
Code of Conduct clause 4.1	An annual report is to be produced and made available to the organisations own members, supporters and members of the public upon request.	The ACFID annual report is integrated into the 2010 CUFA Sustainability Report, and complies with ACFID Code of Conduct clause 4.1 within Communication with the Public.
A statement of the organisation's goals or purposes.	A statement of the organisations goal's or purposes are included in the annual report.	See About CUFA, page 10 for full details.
A summary of overall program activities by country or region.	A summary of overall program activities by country or region is included in the annual report.	Scope Summary: See Activity Profile, page 17.
Names and qualifications of the Governing Body as well as those who served at any time during the period being reported on.	A list of the names and qualifications of the Governing Body are included in the annual report.	See Board Profile page 21.
Financial reports using the Code of Conduct Summary Financial Report format.	Financial reports using the Code of Conduct Summary Financial Report format are included in the annual report.	Separate Report. Full detail is available from the CUFA website at: www.cufa.com.au/go/reporting Access Summary and Detailed reports from this location, for CUFA funding vehicles, the Trust Fund and the International Development Fund.
An audit opinion on the financial reports, clearly identifying the auditor (name, company, address and signature).	An audit report (auditor clearly identified) on the financial reports is included in the annual report.	Separate Report. Full detail is available from the CUFA website at: www.cufa.com.au/go/reporting

CUFA Goals and Objectives

This area summarises core CUFA goals and objectives from our Strategic Plan 2008 – 2010 and includes new goals developed for this reporting year.

Where a goal is discussed in this report, refer to the section described in the Reporting column.

Objective & Indicators	Started	Timeframe	Outcome	Reference
Governance				
Board diversity: Encourage increased representation of women on the board.	2006	1-3 years	In progress. During 2009-10 the Female: Male ratio was 2:4.	20
Risk Management: To evaluate, improve and thoroughly implement risk management policies.	2006	2 years	Achieved - A formalised policy was implemented in 2010.	N/A
International Standards: Support the Universal Declaration of Human Rights, ICCPR & ICESCR and the Millennium Development Goals (MDG) by. <ul style="list-style-type: none"> · Explicitly commit to them in policies · Develop performance indicators for poverty, gender, indigenous and disability to measure progress and contribution to human rights and (MDG). 	2006	2 years	Achieved. Performance indicators included in project plans.	N/A
Memorandum of Understanding: We will renew our Memorandum of Understanding with Cuscal.	2006	1-2 years	Not Achieved. This objective has been resolved with the ownership transfer to Abacus from Cuscal Ltd on 1/7/2010.	N/A
Deliver CUFA's international and domestic strategic plan and results against Board and AusAID targets.	2008	Ongoing	In progress.	N/A
Review CUFA capacity and processes to effectively market, negotiate, manage and action funding partner opportunities and arrangements.	2009	1 year	Achieved. Resources will be available later in 2010 per new strategic plan 2010 - 2015.	N/A
Formalise technical support arrangements so that agreements cover at least a 2 year period.	2009	1 year	Not achieved. Transfer of ownership to Abacus from Cuscal Ltd caused delay; objective may need to be reframed under new arrangements.	N/A
Review of management requirements, and preliminary preparation for next AusAID re-accreditation around known and emerging regulatory compliance and development frameworks needs.	2009	1-2 years	Pending. Details of new frameworks not yet available.	N/A

Objective & Indicators	Started	Timeframe	Outcome	Reference
Review contribution strategies: refine or consolidate where necessary, to ensure each strategy has a solid and distinct appeal proposition so that one does not compromise another; enabling overall contribution to growth in real terms.	2009	Ongoing	Various programs have not revealed any conflict as they each have well segmented audiences and marketing periods	Pages 33-34

Stakeholder Dialogue

Communication: Develop our website to maintain relevance and transparency. Provision of access to information relevant to specific stakeholder groups.	2007 2009	1 year 1 year	First public website released 2007, updated April 2009. Total new update to reflect new branding and improved information access due later in 2010.	N/A
Reporting: We will produce annual sustainability reports in accordance with international best practice standards, recommended by the Global Reporting Initiative.	2006	Ongoing	Achieved. This is our 5th report. We commit to report within 6 months of the end of financial year.	Also see G3 indicator table next section
Increase engagement with a larger number of building society and credit unions.	2008	Ongoing	In progress. Future engagement will include other Australian Mutuals and Cooperatives, under the banner of "Developing People – Strengthening Communities".	N/A
Achieve broader public engagement with CUFA's work, primarily through the Village Entrepreneur Initiative.	2009	3 years	In progress. The Village Entrepreneur Initiative started in June 2009, and various fundraising challenges have introduced new audiences to CUFA.	N/A
Increase awareness of the community and development work of mutuals, including media and members awareness.	2009	Ongoing	In progress. Increased focus on centralising partner success stories by publishing to the CUFA website will assist to raise profile.	N/A
Launch and promote new CUFA brand to achieve increased donor support and broader mutual sector engagement.	2010	1 year	Pending – launch due November 2010.	N/A
Link with Public Affairs advocacy work to increase awareness of and promote outcomes of our development work.	2009	Ongoing	In progress.	N/A

Our People

Diversity: Proactively strive to ensure diversity when recruiting and engaging volunteers, mentors and interns, with a focus on gender, Indigenous Australians and those with disabilities.	2006	Ongoing	CUFA would seek to address equity and balance as opportunities arise.	N/A
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Objective & Indicators	Started	Timeframe	Outcome	Reference
Partners: To review our contracts with partners and contractors to include our approach to human rights, as well as information about the values of the Australian credit union movement.	2006	Ongoing	Achieved.	Page 29
Internships: Internships are valuable for society as well as for CUFA: · Commit to run at least two internship programs annually	2006	Ongoing	3 Australian internship programs were conducted. 3 in-country internship programs were conducted in Cambodia and Timor Leste.	N/A
DE mentors: Continue to ensure that at least one of our DE Mentors comes from overseas.	2006	Ongoing	Achieved.	N/A
Projects				
Measure development outcomes with the new CUFA Poverty Alleviation Measurement Tool.	2009	2 years	In progress. Development completed by Swinburne University of Technology, and test sample validation complete. Live survey will commence later in 2010.	N/A
Deploy and develop in-country staff to lead in-country projects under supervision of senior Project Manager.	2009	Ongoing	Achieved. Cambodia, Fiji, Solomon Islands, Timor Leste now features strong teams of CUFA staff.	N/A
Domestic Commitment: Develop an additional series of the Financial Literacy Initiative to meet the needs of the Indigenous population.	2006	1 year	Development of Indigenous financial literacy program commenced during 2007, however difficulties with graphic content funding has stalled the program.	N/A
Carbon offsetting: We are committed to becoming carbon neutral, and offset our emissions. This year we will offset emissions from air & road travel, electricity and waste.	2006	Ongoing	Achieved. Land rehabilitation programs remain the only option pursued.	N/A

GRI G3 Indicator Performance

Key: FR = Fully Reported, PR = Partially Reported, NR = Not Reported, N/A = Not Applicable

Indicator	Statement	Indicator Summary	Reference
Strategy and Analysis			
1.1 FR	Statement from the most senior decision maker of the organisation (e.g., CEO, chair, or equivalent senior position) about the relevance of sustainability to the organisation.	See Chair Statement.	Page 05
1.2 FR	Description of key impacts, risks, and opportunities.	See Chair Statement.	Page 05
Organisational Profile			
2.1 FR	Name of the organisation.	Credit Union Foundation Australia.	
2.2 FR	Primary brands, products and/or services.	No brands or trademarked services as such. Domestic Initiatives Education, Engagement, Professional Development. Overseas The focus of in country development programs is training, education and skills transfer: aimed at achieving sustainable financial growth and social development.	Pages 17-18
2.3 FR	Outline the operational structure of the organisation, including main divisions, operating companies, subsidiaries, and joint ventures.	CUFA has a governing board consisting of six directors. The Executive Officer is responsible for the management of the organisation and project oversight, with staff and volunteers developing, implementing, monitoring and evaluating programs.	Page 09
2.4 FR	Location of organisation's headquarters.	Level 1 - 1 Margaret Street - Sydney NSW 2000 – Australia.	N/A
2.5 FR	Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Six countries - Australia, Cambodia, Fiji, Solomon Islands, Sri Lanka and Timor Leste are relevant to include and discuss in this report.	Pages 17-18

Indicator	Statement	Indicator Summary	Reference
2.6 FR	Nature of ownership and legal form.	During the reporting period, CUFA was a wholly owned subsidiary of Cuscal Limited, and is an Australian Proprietary Company, Limited By Shares. On 1/7/2010 ownership was transferred to Abacus - Australian Mutuals.	Pages 10-11
2.7 FR	Markets served.	CUFA's market: developing financial sustainability of financial cooperatives encompasses the credit unions, institutions and the communities we assist, geographically in Australia, South East Asia and the Pacific.	Pages 17-18
2.8 FR	Scale of the reporting organisation.	Full Time Equivalents: 25.42. Headquartered in Sydney Australia. Operations in Australia, Cambodia, Fiji, the Solomon Islands and Timor Leste. See EC1 for economic scale.	Pages 14-15
2.9 FR	Significant changes during the reporting period regarding size, structure, or ownership.	No significant changes that affect this report. See 2.6 for details of ownership change on 1/7/2010.	N/A
2.10 FR	Awards received in the reporting period.	ACCSR Award. The corporate social responsibility capability of Credit Union Foundation Australia (CUFA) as an Australian NGO, was recognised in the "The State of CSR in Australia: 2009 Annual Review" by the Australian Centre for Corporate Social Responsibility.	N/A
Report Profile			
3.1 FR	Reporting period (e.g., fiscal/calendar year) for information provided.	Financial year from July 1 2009 to June 30 2010.	N/A
3.2 FR	Date of most recent previous report (if any).	Financial year from July 1 2008 to June 30 2009.	N/A
3.3 FR	Reporting cycle (annual, biennial, etc).	Annually, per financial year. CUFA is committed to publishing annual sustainability reporting within 6 months of year-end.	N/A
3.4 FR	Contact point for questions regarding the report or its contents.	Philip Lambert: Project Officer Email: philip.lambert@cufa.org.au Phone: (02) 8299 9031 www.cufa.com.au	N/A
3.5 FR	Process for defining report content.	CUFA has decided to report to each indicator that directly applies to our organisation, or is material to it.	N/A

Indicator	Statement	Indicator Summary	Reference
3.6 FR	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	CUFA has no subsidiaries or divisions. Development partners involved in major project delivery are not reported in detail. Each country involved in our development projects has been included in this report.	N/A
3.7 FR	State any specific limitations on the scope or boundary of the report.	All aspects of reporting that directly apply to CUFA have been addressed.	N/A
3.8 FR	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organisations.	CUFA does not have any joint ventures or partially owned subsidiaries.	N/A
3.9 FR	Data measurement techniques and the bases of calculations.	When access to source documentation has not been possible, reasonable estimates are made where absence of data would impact the value of an indicator being addressed, especially in regards to environmental reporting.	N/A
3.10 FR	Explanation of the effect of any re-statements of information provided in earlier reports.	No re-statements have been issued.	N/A
3.11 FR	Significant changes from previous reporting periods.	No change to the previous reporting period basis of annual, financial year.	N/A
3.12 FR	Table identifying the location of the Standard Disclosures in the report.	See beginning of this section.	N/A
3.13 FR	Policy and current practice with regard to seeking external assurance for the report.	Critical assessment of all data has been undertaken and all our employees have reviewed the information provided. A stated objective of last year's report was that CUFA would apply independent assurance to future reporting, however CUFA seeks to incrementally increase standards and significantly increase operational scope before assurance is applied.	N/A

Governance

4.1 FR	Governance structure of the organisation.	Board decisions are limited by the guidelines set out by the trust deed establishing CUFA, and its constitution.	N/A
4.2 FR	Indicate whether the Chair of the highest governance body is also an executive officer.	The Chair of the CUFA Board is independent and is not a CUFA executive.	N/A

Indicator	Statement	Indicator Summary	Reference
4.3 FR	For organisations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	4 of the 6 board members are independent and all are non-CUFA executive members. CUFA board composition was: 1 Cuscal Director, 1 Abacus Director and 4 independent board members - comprising representatives from the credit union sector.	Page 20
4.4 FR	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Cuscal was CUFA's only shareholder and provides formal feedback to the board and EO through their representatives on the board. At board meetings there is free and open discussion where CUFA employees may provide agenda items, and present to the board.	Page 20
4.5 FR	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organisation's performance (including social and environmental performance).	<p>Board members are voluntary and are not remunerated. CUFA employee salaries are partly dependant on their performance. Executive compensation is also based on a risk reward evaluation. The key deliverables are financial, customers, operational/projects and staff.</p> <p>Performance appraisal is linked to our employees' annual bonus and to the salary review process through the award of ratings. Together with a view to market relativity and Cuscal's budget capacity, this rating influences the manager's recommendation regarding a salary increase.</p>	N/A
4.6 FR	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Cuscal was the sole shareholder in CUFA.	N/A
4.7 FR	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organisation's strategy on economic, environmental, and social topics.	<p>The CUFA Executive Officer provides information for the required experience, skills and attributes CUFA needs according to planned programs. Cuscal's board then selects CUFA's board from the list of applicants upon that basis.</p> <p>Cuscal's board selects the members of CUFA's board from a list of applicants, provided by CUFA's EO, who possess the required experience, skills and attributes to satisfy the needs of CUFA's programs.</p>	N/A
4.8 FR	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	<p>Statements of mission or values:</p> <p>Formal integration of related policy and procedure has been in place since April 2008.</p>	N/A

Indicator	Statement	Indicator Summary	Reference
4.9 NR	Procedures of the highest governance body for overseeing the organisation's identification and management of economic, environmental and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	The CUFA Board meets six times each year, during which compliance and performance are analysed, and recommendations provided to management.	N/A
4.10 PR	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	The CUFA Board is overseen by Cuscal's Board, and Cuscal's People Management division administers performance and evaluation practice relating to CUFA Board members.	N/A

Commitments To External Initiatives

4.11 PR	Explanation of whether and how the precautionary approach or principle is addressed by the organisation.	CUFA has not explicitly applied the precautionary principle in any policies, However before commencing any project CUFA undertakes thorough risk assessment, and undertakes on-going assessment during project delivery that considers short, medium and long-term impacts.	N/A
4.12 FR	Externally developed economic charter to which the organisation subscribes or endorses.	<ul style="list-style-type: none"> - ACFID's Code of Conduct for international development - Australian Credit Union Movement values - International Credit Union Operating Principles - Accounting Standards Australia 	N/A
4.13 FR	Memberships in associations (such as industry associations) and/or national/international advocacy organisations in which the organisation: <ul style="list-style-type: none"> - Has positions in governance bodies; - Participates in projects or committees; - Provides substantive funding beyond routine membership dues; or - Views membership as strategic. 	<ul style="list-style-type: none"> - Australian Council for International Development (ACFID) - Asian Confederation of Credit Unions (ACCU) - Member of the committee of the Australian Microfinance Network - Representation on the National Indigenous Money Management Agenda (reference group to Reconciliation Australia) 	N/A

Stakeholder Engagement

4.14 FR	List of stakeholder groups engaged by the organisation.	Our primary stakeholders: <ul style="list-style-type: none"> - International recipient individuals and communities - Australian recipient individuals and communities 	N/A
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Indicator	Statement	Indicator Summary	Reference
		<ul style="list-style-type: none"> - Contributors - Funding partners - Development Partners - Regulatory and Governance Bodies - Staff - The Environment 	
4.15 FR	Basis for identification and selection of stakeholders with whom to engage.	CUFA engages with various stakeholders based on the significance of their relationship to CUFA's goals, mission and philosophy.	Page 24
4.16 FR	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	CUFA conducts stakeholder consultation through formal and informal discussions with project stakeholders, and by providing specific programs to meet their information and experience needs.	Pages 25-39
4.17 FR	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	One key area of concern was a need for greater activity in Australia and for CUFA to advocate for credit unions in Australia to increase their domestic involvement. CUFA initiated in-country exposure and education programs, issue based round-tables, the Village Entrepreneur Initiative and Community Champion programs.	N/A
NGO1	Affected Stakeholder Engagement Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs.	Program partners are involved in policy and program design; program recipients are directly involved in program evaluations; program recipients and broader communities are also involved in poverty alleviation measurement.	Pages 25-39
NGO3	Monitoring , Evaluation and Learning System for program monitoring, evaluation and learning, (including measuring program effectiveness and impact), resulting in changes to programs, and how they are communicated.	<p>Program partners are involved in program design and program recipients are directly involved in program evaluations. All development programs undergo bi-annual monitoring and annual evaluation, conducted by CUFA or impartial professional volunteers.</p> <p>Outcomes feed-back directly into revised project plans, and flow through quickly into delivery planning and logistics, and staff training. Change is communicated to contributors and project investors directly and in broadcasts.</p> <p>An independent International Development Working Group acted independently to the board, as a committee to provide impartial recommendations and advise to the CUFA executive and project manager, who then reports to the board and core CUFA staff.</p>	<p>Page 20</p> <p>Page 21</p>

Indicator	Statement	Indicator Summary	Reference
NGO4	Gender and Diversity Measures to integrate gender and diversity into program design, implementation, and the monitoring, evaluation, and learning cycle.	The international credit union system has a set of Operating Principles, one of which is non-discrimination on the grounds of gender. CUFA and its partners follow this operating principle in all program and project activities, and design is invariably based on equal opportunity and access for men and women to participate in training and exposure.	Page 21
NGO8	Ethical Fundraising Sources of funding by category and five largest donors and monetary value of their contribution.	<p>CUFA receives funding through grants, contribution, sponsorship and in-kind support. CUFA solicits support and willingly accepts contribution - from those aligned to or associated with cooperative principles – being a natural fit with their intrinsic or strategic motivations and goals.</p> <p>We do not engage in hard-sell or misleading tactics to attract contributors; and also ensure that the contributor is informed of the intended purpose and use of funds prior to contributing, unless they specify that CUFA can use the funds for purposes it decides.</p> <p>CUFA provides recognition of all supporters as appropriate, and necessary disclosure of significant contributor detail as required by law and code of conduct. We respect contributor privacy to not be recognised when specifically requested.</p> <p>We do not engage with those known to be contrary to cooperatives principles, or where our code of conduct could be compromised, for example with known terrorist groups and organisations.</p>	Page 22

EC I Economic Performance Indicators

EC1 FR	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	<p>Revenues: For the last financial year CUFA net revenue was - Trust Fund - AU \$417,716.00 International Project Fund (IPF) - AU \$1,315,681.00 Cuscal paid for CUFA's wages and office related overheads, including floor space, equipment, materials and utilities.</p>	<p>Page 22</p> <p>Page 64</p>
EC2 FR	Financial implications and other risks and opportunities for the organisation's activities due to climate change.	See Environment.	Page 40

Indicator	Statement	Indicator Summary	Reference
EC3 FR	Coverage of the organisation's defined benefit plan obligations.	Superannuation is compulsory in Australia and CUFA's benefit plan adheres to federal government requirements. Our superannuation obligations are handled by Cuscal and adhere to their company policy, in respect to federal law.	N/A
EC4 FR	Significant financial assistance received from government.	CUFA received AUD \$373,743.00 from AusAID, the Australian Federal Government's overseas development body.	N/A
EC6 PR	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	In our Sydney office, Cuscal handles the majority of purchasing decisions. Domestic projects - CUFA makes purchasing decisions. We employ the services of locally based suppliers and contractors to assist in project supplies. Overseas projects - CUFA makes purchasing decisions. Our policy is to employ locally based suppliers, labour and materials.	N/A
EC7 PR	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.	In Australia, CUFA's recruitment policy adheres to EEO principles and we aim to create a socially diverse and gender balanced workplace. Experienced CUFA personnel conduct recruitment processes for in-country projects. Where credit union management experience is needed, Australian practitioners are sought. The long-term goal is for these practitioners to train local personnel to take over the position in the future. Where local cultural experience is essential to projects, local personnel are recruited.	N/A
EC9 FR	Understanding and describing significant indirect economic impacts, including the extent of impacts.	CUFA supports the development of 'grass roots' entities and community based financial institutions that assist the wider community. CUFA's long-term goal is to help these organisations achieve financial stability, thus removing the need for our direct input. When sustainability is achieved the indirect economic impacts will be positive and sustainable.	N/A
EN Environment			
EN4 PR	Indirect energy consumption by primary source.	Our indirect energy consumption is primarily electricity. 1. The total electricity energy purchased was estimated at 49,074 kWh.	Page 43

Indicator	Statement	Indicator Summary	Reference
		2. Renewable energy - 10% of electric ity sourced from Energy Australia (NSW) was renewable.	
EN16 NR	Total direct and indirect greenhouse gas emissions by weight.	See EN17. CUFA does not produce direct GHG emissions, as this indicator applies directly to producers of energy, processes associated with it and its distribution.	Page 43
EN17 FR	Other relevant indirect greenhouse gas emissions by weight.	GHG emissions – The environmental impact and footprint of CUFA: 1. Air and land travel 117,740 kg 2. Landfill waste 1,500 Kg 3. Electricity 49,074 Kg (travel measured in Kgs of CO2 emissions, related to EN29)	N/A
EN18 PR	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Our most significant use of indirect energy is air travel. Road travel, electricity use, staff commuting, and landfill waste are also contributing factors. Given that we are directly involved in project delivery and have an increasing domestic and international engagement with greater contact with stakeholders, GHG emissions from air and road travel will increase. See Environment for detailed discussion of initiatives.	N/A
EN30 FR	Total environmental protection expenditures and investments by type.	CUFA has yet to offset emissions directly attributable to CUFA, of 168,315 kg.	N/A

LA | Labour Practices and Decent Work

LA1 FR	Total workforce by employment type, employment contract, and region.	See page 38 for specific FTE equivalence.	Page 38
LA2 PR	Total number and rate of employee turnover by age group, gender, and region.	CUFA has experienced net employment growth.	Page 38
LA3 FR	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Not Applicable. Pro-rate benefits apply to non-full-time employees.	N/A
LA4 FR	Percentage of employees covered by collective bargaining agreements.	None. We have a policy stating our employees' right to independently choose to be represented by trade unions.	N/A
LA5 PR	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.	CUFA does not have any written procedure on advising employees about changes in CUFA organisational operations.	N/A

Indicator	Statement	Indicator Summary	Reference
		All staff members are kept fully informed of planned and potential changes at weekly meetings, the appraisal process and at the yearly business planning sessions.	
LA6 FR	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	No CUFA employees are involved directly, however due to our relationship with Abacus and Cuscal, our worker health and safety committee representatives actively engage with CUFA.	N/A
LA7 FR	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work related fatalities by region.	CUFA had only minimal days lost from non work-related sick leave. Fortunately, no loss was incurred from work related injury, death or other incidents.	N/A
LA8 FR	Education, training, counselling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Cuscal offers comprehensive support and counselling to staff and their family in Australia should the need arise. CUFA also incorporates personal safety, hygiene and disease prevention awareness measures into its development programs as appropriate. The ownership change to Abacus will see similar but different arrangements in place.	N/A
LA10 PR	Average hours of training per year per employee-by-employee category.	All full time and part time staff members are involved in approx. 12 hours of training, with options of additional training depending on need and availability. CUFA provides direct training to in-country personnel. Typically all new in-country staff with project level responsibilities are brought to Australia to become familiar with and trained in CUFA policy and procedure for 5 days training.	N/A
LA11 FR	Programs for skills management and life-long learning that support the continued employability of employees and assist them in managing career endings.	Cuscal Insights. Cuscal Personal Leadership Program Note: similar arrangements are not yet confirmed with ownership change on 1/7/2010.	N/A
LA12 FR	Percentage of employees receiving regular performance and career development reviews.	100% - conducted annually.	N/A
LA13 FR	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	Board: Gender Ratio Male : Female = 4 : 2 Employees Gender Ratio Male : Female = 29 : 11 Origin/Nationalities: Australia, Cambodia, Fiji, Germany, Italy, Solomon Islands, Timor Leste	N/A

Indicator	Statement	Indicator Summary	Reference
LA14 NR	Ratio of basic salary of men to women by employee category.	Insufficient data available due to lack of comparable salaried positions.	N/A
HR Human Rights			
HR1 NA	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	CUFA does not engage in significant investment activities or projects that this indicator seeks to address.	N/A
HR2 FR	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	<p>As a small organisation CUFA does not conduct any formal supplier screening on human rights.</p> <p>However, CUFA will advocate for Cuscal including such considerations in their investment and procurement decisions.</p> <p>CUFA employs Australian staff for International projects and where CUFA works with International development partners their human rights values must align with those of CUFA.</p> <p>CUFA has not set in place a risk and monitoring policy for reporting performance within its supply chain.</p>	N/A
HR3 PR	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Although no formal human rights training is conducted in a measurable way all new staff are trained in human rights awareness during orientation and project briefing.	N/A
HR4 FR	Total number of incidents of discrimination and actions taken.	None.	N/A
HR5 FR	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	No operations are exposed to these risks.	N/A
HR6 FR	Operations identified as having significant risk for incidents of child labour, and measures taken to contribute to the elimination of child labour.	No operations are exposed to these risks. CUFA abides by all legal requirements and has never used child labour.	N/A
HR7 FR	Operations identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of forced or compulsory labour.	No operations are exposed to these risks.	N/A

Indicator	Statement	Indicator Summary	Reference
HR8 PR	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	There were four (4) security officers employed by CUFA during the reporting period, at our training centres in Phnom Penh Cambodia (1) and Dili Timor Leste (3). These officers did not receive such training during 2009.	N/A
HR9 FR	Total number of incidents of violations involving rights of indigenous people and actions taken.	There have been no violations involving rights of indigenous people in CUFA's areas of operation.	N/A
SO Society			
SO1 FR	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	Each undertaking is subject to various assessment stages, entry, operation and exit plans, which minimise risk to both CUFA and the recipient communities. See Foundation and Principles.	Page 20
SO2 FR	Percentage and total number of business units analysed for risks related to corruption.	CUFA is the only business unit. None of the domestic or international projects have been found to be involved in bribery and corruption.	N/A
SO3 FR	Percentage of employees trained in organisation's anti-corruption policies and procedures.	100% of Domestic and International Project Officers have guidelines to identify and report situations of perceived or actual corrupt practice, and act on advice provided by senior managers.	N/A
SO4 FR	Actions taken in response to incidents of corruption.	No corruption has occurred or been reported/identified.	N/A
SO5 PR	Public policy positions and participation in public policy development and lobbying.	CUFA will engage in political advocacy if it is closely aligned with CUFA's mission and vision.	N/A
SO6 FR	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	No contributions were made to any political entity.	N/A
SO7 PR	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and outcomes.	None.	N/A
SO8 PR	Monetary value of significant fines, total number of sanctions for non-compliance with laws and regulations.	None.	N/A

PR I Product Responsibility

PR2 PR	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Not Applicable: CUFA was 100% compliant in the area of health and safety for services provided.	N/A
PR3 PR	Type of product and service information required by procedures and percentage of significant products and services subject to such information requirements.	Written documentation of CUFA's project plans and monitoring visits are available for download through our website. It is CUFA's policy to provide public access to these reports to ensure transparency and provide stakeholder assurance.	N/A
PR4 PR	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes.	CUFA was not involved in any projects that legally require product and service labelling.	N/A
PR5 PR	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Several CUFA programs such as DE, Congress and Building Institutional Capacity involve participant feedback in the form of post-program evaluation, which greatly assist to fine-tune program structure, content and material. Our communications with stakeholders identify issues of satisfaction and concern and our engagement strategies and methods address any issues that have arisen.	N/A
PR6 PR	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	CUFA uses non-discriminatory language in our written and oral communication and only engages in ethical marketing (fundraising) campaigns.	N/A
PR7 PR	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by types of outcomes, sponsorship by type of outcomes.	CUFA has been 100% compliant with regulations and voluntary codes in this area.	N/A
PR8 PR	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	CUFA has had no complaints in this area.	N/A
PR9 PR	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	CUFA has not incurred any fines.	N/A

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- International Projects Fund
- Trust Fund
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Download at: www.cufa.com.au/go/reporting



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