CCCU Shared Services Payments Platform

Enabling Faster Integration and Accelerated Deployment

Built on Proven Models, Adapted for the Eastern Caribbean

CARIBBEAN CONFEDERATION OF CREDIT UNIONS

Presented by

THE WORLD BANK

Supported by

Min THA GYAW
Consultant
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Min THA GYAW

Combining Impact Capital, Technology, and Mission-Driven Financial Services

Global Project Experience

WynePay — Shared Services, Instant Payment (Gates, Rockefeller)

AMUCSS — Shared Services, Instant Payment (Interledger Foundation)

COMESA — Instant Payments (Gates Foundation, Tazama Foundation)

Cape Verde — Instant Payments (AfricaNenda Foundation)

Republic of Guinea — Instant Payments (AfricaNenda Foundation)

Technology Forum Leadership

Board of Director — Mifos.org
(Core Banking Technology)

Community Council, Mojaloop
(Instant Payments)

Contributor — Tazama Fdn
(Risk Management)

Why This Matters to Your Credit Union

Your members already expect digital payments — the question is how to deliver this effectively and affordably. Shared Service Model is a strong contender.

Your Members Expect This

Digital payment access is critical for maintaining your CU's member base, not a differentiator anymore.

Very Challenging Build Alone

Capital, technical, and staffing barriers make solo integration uneconomical for most CUs, given their size.

Unique to the ECCB Jurisdiction

A population of 550K across the ECCB area places a natural ceiling on breakeven transactions per user per month.

Why a Shared Model

Shared Services Platform is the proven path to get bring innovation into challenging environment, collaboratively — without each CU carrying it alone.

How We Got Here

CCCU represents credit unions serving a majority of the region's adults, seeking a structured path to participate in the national payment system.

Why It Matters

- Credit unions widely utilized with ECCB / OECS region
- Digital payment strengthens financial inclusion and community resilience
- Broader CU Participation → higher trnx volume → improve revenue for ECACH

Lessons Learned + Feasibility

- Pilot Program tested for direct integration → limited success
- Gained in-depth understanding of the challenges' scope and scale
- Population → user → limited transaction volume per CU
- **Feasibility Study** → solutions from markets facing similar challenges

Why We're Here

- Prioritize economy of scale industry-wide, not per CU
- Shared Services Platform: joint contribution, delivering joint benefits
- Addresses many current challenges, though not all
- **Seeking stakeholder feedback** on this proposed approach

Understanding the Gaps For Full Financial Inclusion

Direct participation for Credit Unions remain challenging as individual CUs face capital and technical barriers to ECACH participation, despite regulatory permission.

Small Base, High CapEX / Member

- Small population limits the customer base available to spread CapEx
- High implementation costs, largely due to legacy sys
- Represents significant capital expenditure for individual credit unions.

Legacy Core Tech, No APIs

- All credit unions operate on legacy platforms
- Integration becomes a costly, one-off project
- Limited or no API capabilities
- Vendor support remains limited.

Limited Mobile/Online Banking

- Another bottleneck: limited digital channels (mobile and online banking)
- Majority of EFTs/trnx occur via digital channels (vs. branches)
- Limited digital channels → limited trnx → challenges to breakeven

Limited Digital + Financial Literacy

- Chicken & Egg Issue: limited use of digital channels
- Survey results shows members still hesitant to use digital channels

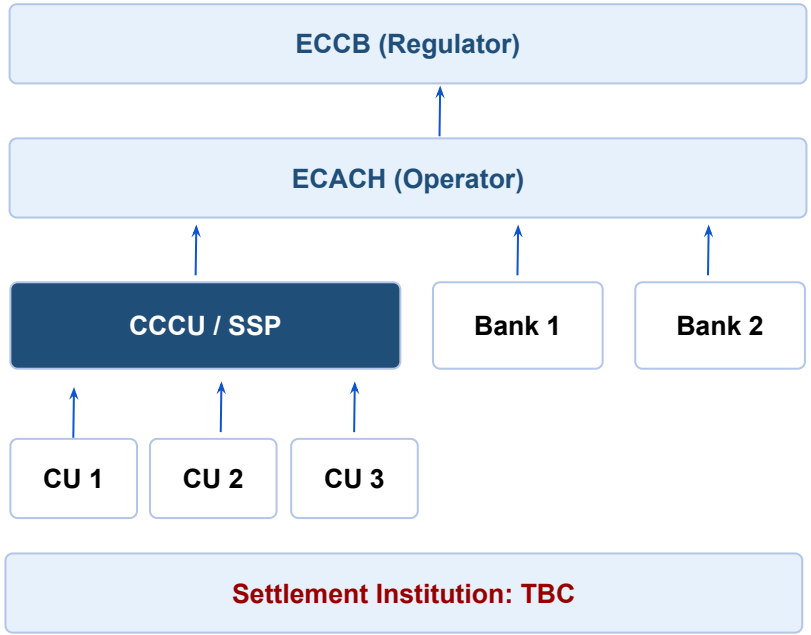
Limited Use Cases

- Mostly focus on P2P account transfers
- Modeling shows breakeven may need more use cases to drive Trnx volume
- Other AHC use cases (loan repayments, remittances, salary disbursements, etc.)

The Proposed Model

A single, consolidated CCCU entity becomes one direct ECACH participant — not dozens of individual CU connections.

High-level Solution Architecture

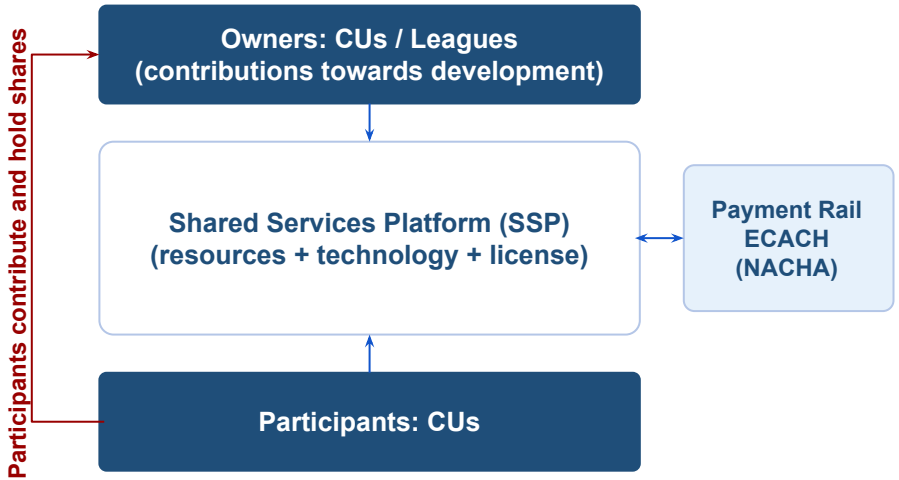


- Aggregation model: CCCU / SSP is sole direct participant; CUs connect indirectly via SSP
- Proven precedent: Belize's Shared Services Network (SSN), Myanmar’s WynePay, etc.
- No new system or rules: continue to uses ECACH's existing NACHA standards
- Shared economics: cost per CU drops as participation grows
- Faster breakeven: broader participation drives volume, accelerating breakeven.

Solution: Shared Services Platform (SSP)

Successfully deployed elsewhere — Belize to the Philippines — to resolve the same constraints, far more affordably.

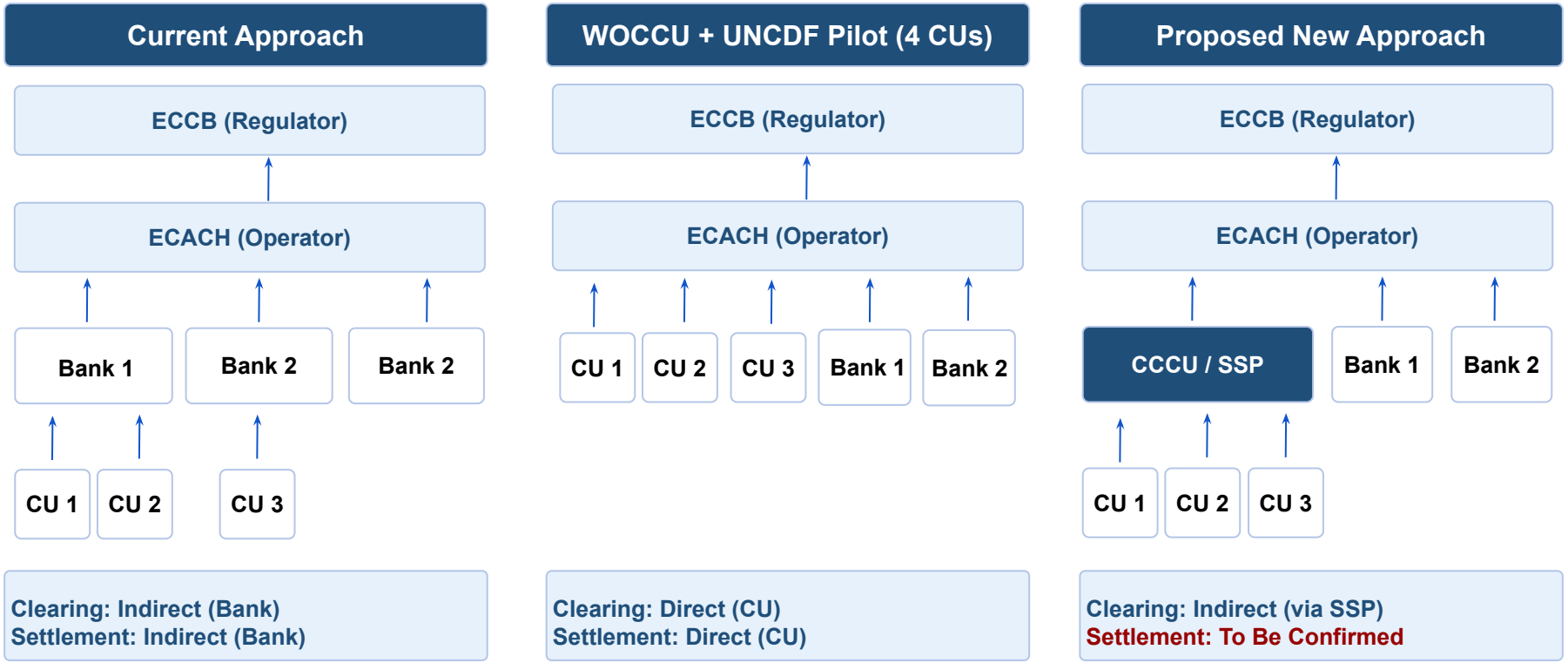
High-level Organization Architecture



- Capital and cost efficiency
- Single integration point for
  - CUs
  - ECACH
  - ECCB
- Dual role for credit unions
  - Participants / Customers
  - Shareholders → capture platform value, govern rules, set fees, and decide on roadmap
  - Cooperative culture

Evolution of Solutions

Incorporating previous lessons and solving for the economics of scale in modernization.



Components: Shared Services Platform (SSP)

Shared Services Platform combines two distinct components – Ownership and Governance Model and Embedded Services (Resources + Technology)

Ownership + Governance

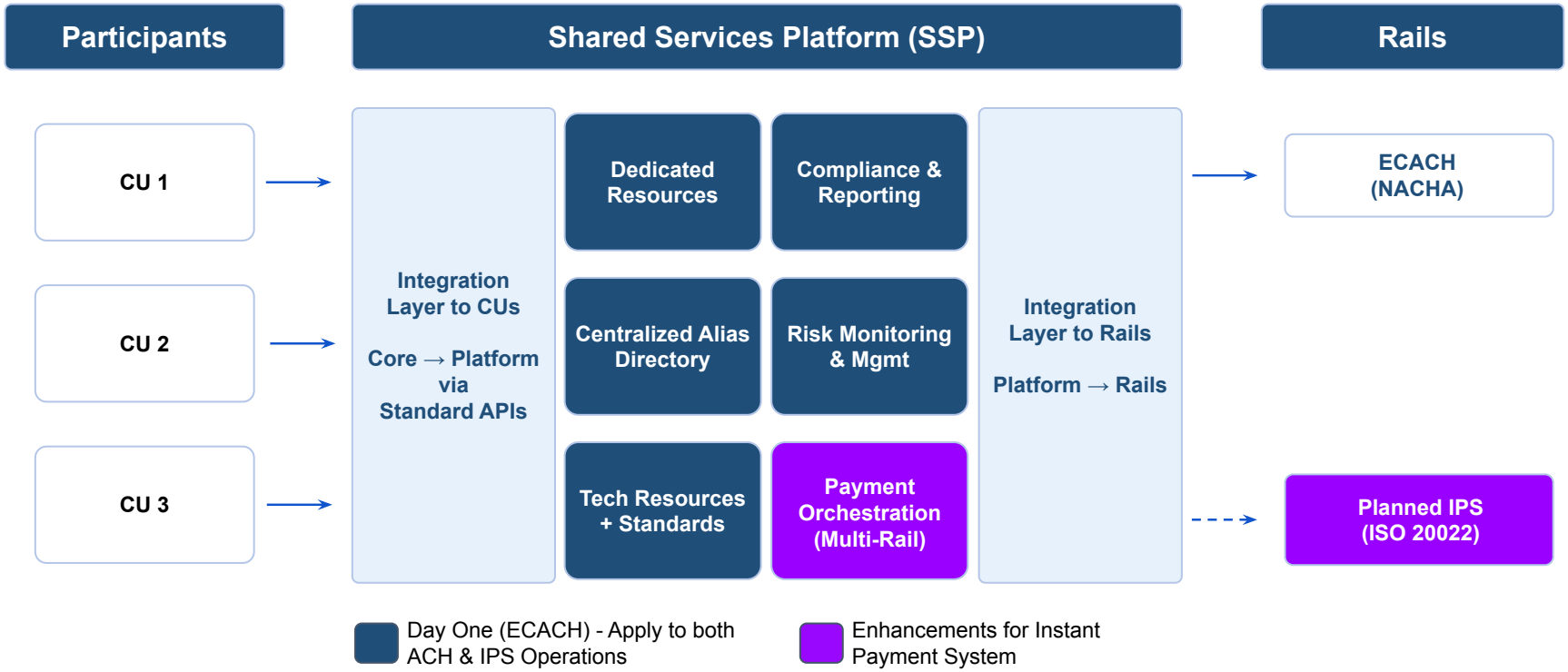
- Legal Structure → Limited Liability
- Ownership → Members owned (exact mechanics needs resolving)
- Governance → Board Represented by Members and Make Rules
- Business Model → Cost Recovery, For Profit, Not-for-profit
- Dividend Expectations → Dependency on Business Model

Embedded Services + Tech

Shared Services Model can “Embed” a wide range of technologies and services

Built to Scale: Future-Proofing for Instant Payments

Architected for future scalability — not a single-purpose ACH-integration operations, but a foundation that extends to other payment rails without a complete rebuild.



Benefits for Your League and Member CUs

The platform is built to solve exactly the constraints an individual CU can't solve alone.

Shared CapEx

You're no longer bearing full integration cost solo.

Dedicated Resources

Payments ops, compliance, and BSA expertise you don't have to hire yourself.

A Real Integration Path

For legacy core systems, via standardized connectivity.

Faster Time to Market

Than building and launching a direct connection yourself.

Stronger Negotiating Position

A stronger collective position than any single CU has today.

What Participation Actually Requires

Buy-in isn't just conceptual — here's what committing to the platform looks like in practice.

Capital Contribution

A joining contribution, sized to spread cost across participating CUs.

Ongoing Fees

A mix of fixed and variable — the exact structure is still being finalized.

Governance Seat

A seat at the table, and the responsibility that comes with it.

Local Integration

Even a simplified API layer needs someone on your team to connect it.

Governance: You're an Owner, Not Just a Customer

CUs and/or Leagues are positioned as equity holders with real voting rights — not downstream rule-takers.

Ownership & Voting

Legal entity type, ownership structure, and voting rights are still being designed — with CU input.

Avoiding the Leverage Trap

Scheme rules are where smaller participants often lose leverage elsewhere — SSP needs to design this deliberately to avoid that.

Your League's Role

Representing your jurisdiction's CUs in shaping these rules, not just accepting them.

Design Questions

Several structural decisions are still open — here's where governance, capital, and risk currently stand.

Governance

Board seats, League representation, and voting rights — designed with CU/League input. Revenue distribution model still open.

Capital

Contribution methodology — equal share, tiered, or usage-based — still being finalized. Figures are order-of-magnitude only.

Settlement & Compliance Risk

Settlement model (CU-held vs. bank-intermediary) open pending ECCB engagement; AML/CFT centralized under the SSP.

Liability & Disaster Recovery

Loss-sharing, failure-to-settle controls, and DR/uptime standards — designed to CPMI norms, not yet finalized.

The Four Pilot CUs

No requirement to unwind direct ACH connections — the SSP is an optional on-ramp, not a mandate.

Steps

Next steps, contingent on ECCB and ECACH's support for this approach.

1
Lessons Learned + Feasibility Study

Feasibility Research + UNCDF pilot lessons, comparable platform review.

2
Stakeholder Engagement

Feedback from ECCB and ECACH

3
Co-Design with Leagues CUs

Initial discussion with CU and Leagues → refined proposed model.

4
Legal Workstream

Cooperative structure & investment model; Ownership & Governance → Representation.

5
Operations Model and Launch

Technology Model; Revenue Model; → Launch.

Case Study: Belize's Shared Services Network

Founded 2018, live since 2023 — a working example of the aggregation model in practice.

SHARED SERVICES NETWORK LIMITED

Ownership & Scale

- Owned by BCUL + member CUs; structured as LTD
- 8 CU active, 4 live.
- Purpose: for credit unions to participate in payment systems affordably

Payment Rails

- EFT (ACH), IFT (24/7),
- RTGS, Cheques
- Inter-CU Rail + CUAN

Settlement

- ACH (APSSS) – Bank of Belize (Commercial Bank → DN + RTGS)
- Inter-CU: Credit Union

Main Services

- CUAN (standardized alias for routing)
- Integration & APIs
- Settlement & Reconciliation
- Governance & Training

Source: https://ssnl.bz/services/

Q&A