



The Communal Co-operative Credit Union Ltd.



Annual
Report

2023



Vision Statement

To become the first-choice financial institution for the community we serve



Mission Statement

To enhance the quality of life of our members and of the entire community by providing superior quality financial services to them through a well-trained staff and the utilization of appropriate technology



Core Values

- Integrity
- Competence
- Good Governance
- Confidentiality
- Member Focused
- Innovation



THEME: Restoring Confidence...Inspiring Hope... Building Our Future Together

Credit Union Prayer

Lord, make me an instrument of thy peace
Where there is hatred let me sow love
Where there is injury, pardon
Where there is doubt, faith
Where there is despair, hope
Where there is darkness, light
And where there is sadness, joy

O Divine Master, grant that I may not
So much seek to be consoled as to console
To be understood as to understand
To be loved as to love
For it is giving that we received
It is in pardoning that we are pardoned
And it is in dying that we are born to eternal life

Bless O Lord, our deliberations
And grant that whatever we may so do
Will have thy blessing and guidance
Through Jesus Christ our Lord
Amen

Credit Union Song

Verse 1:

With us there are no barriers
Cause we are all the same
The more of us the happier
The louder we'll proclaim
That we are owner members
Our rule is honesty
We are the Credit Union
And all the world can see

Chorus:

Together we give and receive
Together we help each other to achieve
Cause in our world today
It's not safe to be alone
Let's make each other's cares
To be our own

Verse 2:

We all will be true savers
Though it is great or small
We will become shareholders
Providing loans for all
So when great need arises
There's no uncertainty
Once in the Credit Union
There's help for you and me

Verse 3:

We pledge to be of service
To better our land
We harbour no prejudice
Upon this theme we stand
One man one vote for members
Of high or low degree
For in the Credit Union
There's pure democracy






CORPORATE INFORMATION

**The Communal Co-operative
Credit Union Ltd. Headquarters**
Halifax Street, St. George's


-  (473) 440-1755
-  (473) 440-7545
-  comcreditunion@thecommunalcu.com
-  www.thecommunalcu.com




Grand Anse Business Centre
Food Fair Shopping Complex
Grand Anse, St. George's

-  (473) 440-1755


Gouyave Branch Office
Central Depradine Street, St. John's

-  (473) 440-1755

Perdmontemps Branch Office
Perdmontemps, St. David's

-  (473) 440-1755

Carriacou Branch Office
Alexis Food Complex
Harvey Vale, Carriacou

-  (473) 440-1755

Bankers

Republic Bank (G'da) Ltd.
G'da Co-operative Bank Ltd.

Auditor

BDO Eastern Caribbean

Solicitors/Attorneys

Law Office of George E. D. Cyne
Wilkinson, Wilkinson & Wilkinson
Grant Joseph & Co.
Duncan Phillip & Associates

Executive Officers

President: Sis. Petra Fraser
Vice President: Bro. Michael Francois
Secretary: Sis. Dawn Walker
Treasurer: Bro. Jason Hinds
Assistant Secretary/Treasurer: Bro. Joel Noel
General Manager: Bro. Phil Antoine





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Our New Website — IS NOW LIVE



Accessibility



Convenience



Efficiency



Connectivity

Grow With Us, Save With Us



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Notice Of The 42nd Annual General Meeting

Dear Member,

Notice is hereby given of the **42nd Annual General Meeting** of **The Communal Co-operative Credit Union Ltd.** to be held on **Saturday 20th April 2024** at the **Grenada Trade Centre**, beginning at **1p.m.** with simultaneous **Live Streaming** via **Zoom**.

To register for in-person or virtual attendance, please email marketing@thecommunalcu.com, call 440-1755 (Ext. 132) or scan the QR code.

Agenda

1. Call to Order
2. Ascertainment of Quorum
3. Adoption of the Agenda
4. Election of Officers
 - 4.1 Nominations Committee Report
 - 4.2 Elections
 - 4.3 Voting
 - 4.4 Sitting of New Directors
5. Resolutions
 - 5.1 Approval of Budget
 - 5.2 Appointment of Auditor
 - 5.3 Payment of Dividend
6. Review and Confirmation of the Minutes of the 41st Annual General Meeting
7. Reports
 - 7.1 Board of Directors
 - 7.2 Supervisory & Compliance Committee
 - 7.3 Credit Committee
 - 7.4 Treasurer
 - 7.5 Auditor (BDO Eastern Caribbean)
8. Any Other Business
9. Conclusion

Restoring Confidence...Inspiring Hope...Building Our Future Together

REGISTER Today

The Communal Co-operative Credit Union Ltd.

42ND ANNUAL GENERAL MEETING

1:00 PM Saturday April 20th, 2024

GRENADA TRADE CENTER

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Sis. Dawn Walker
Secretary





STANDING ORDERS

1. No member shall address the meeting except through the Chairman
2. A member, attending in person, shall stand when addressing the Chairman and any utterances shall be clear and relevant to the agenda item under discussion
3. A member, attending in-person, shall only address the meeting when called upon by the Chairman to so do, shall state his/her name first and immediately sit once finished
4. A member, attending virtually, shall only be acknowledged via the "Raise Hand" feature and address the meeting when called upon by the Chairman to so do, shall state his/her name first and immediately mute his/her microphone once finished
5. A member shall not speak twice on the same subject except: (a) he/she, with the permission of the Chairman, rises to raise an objection or provide an explanation; and (b) the mover of a motion who has a right to reply
6. No speeches shall be made after the question has been put to and carried or negated by the meeting
7. The mover of a procedural motion (adjournment, postponement, lay on table) shall have no right of reply
8. A member rising on a point of order shall state the point clearly and concisely and such point of order must have relevance to the Standing Orders
9. A member shall not call to order another member but may draw a breach of order to the attention of the Chairman
10. Under no circumstance shall a member call to order the Chairman
11. A question shall not be put to a vote if a member desires to speak on it or move an amendment to it, except the following: (a) a Procedural Motion; (b) the Previous Question; (c) Proceed to the next business or the Closure; and (d) That the question be put now, all of which may be moved at any given time
12. Only one (1) amendment shall be before the meeting at any given time
13. When a motion is withdrawn, any amendment to it automatically fails
14. The Chairman shall have, in addition to his/her ordinary vote, a casting vote in the event where there are equal votes on a motion at hand
15. If there is an equality of votes on an amendment and the Chairman does not exercise his/her casting vote, the amendment automatically fails
16. The Chairman shall make provisions for the protection of members from vilification or personal abuse
17. No member shall impute improper motives against the Chairman, Board of Directors, Officers or any other member
18. Only members are allowed to vote

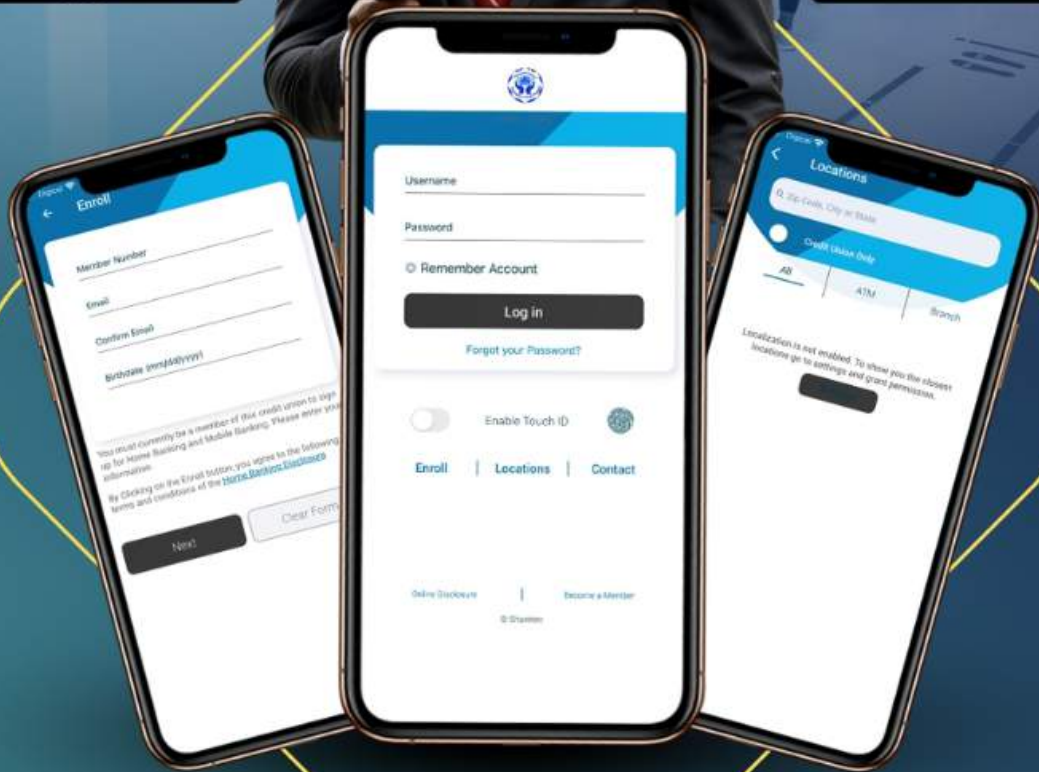
THE COMMUNAL MOBILE APP



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TEN (10) YEAR STATISTICAL REVIEW

	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
Interest Income	12,780,021	12,224,359	11,217,688	10,630,650	10,188,147	9,962,706	8,959,852	7,667,676	6,902,662	5,963,829
Interest Expense	4,262,616	4,592,245	4,589,759	4,380,462	4,154,244	4,387,399	3,770,954	3,093,449	2,682,021	2,352,582
Net Interest Income	8,517,405	7,632,114	6,627,929	6,250,188	6,033,903	5,575,307	5,188,898	4,574,227	4,220,641	3,611,247
Other Income	3,189,145	2,849,148	2,633,640	2,649,823	3,069,678	2,457,309	2,254,753	1,894,194	1,340,451	1,098,686
Other Expenses	8,232,348	9,335,214	11,086,549	8,109,138	7,960,110	6,870,342	5,918,007	4,682,505	4,392,957	4,086,311
Net Surplus	3,474,202	1,146,048	(1,824,980)	790,873	1,143,471	1,162,274	1,525,644	1,785,916	1,168,135	623,622
Total Assets										
Total Assets	292,610,922	261,201,778	231,822,034	223,895,881	210,784,942	187,380,059	169,858,203	138,777,066	118,737,524	94,638,461
Total Liabilities										
Total Liabilities	263,389,532	235,363,787	209,978,300	200,186,487	187,758,034	166,925,895	153,362,852	124,422,251	106,772,575	84,620,585
Shareholders' Equity										
Shareholders' Equity	29,221,390	25,687,680	21,843,734	23,709,394	23,026,908	20,454,164	16,495,351	14,354,815	11,964,949	10,017,876
Dividends										
Dividends	561,372	-	238,861	-	-	-	-	-	-	-
Return on Assets										
Return on Assets	4.2%	4.1%	3.9%	3.9%	4.4%	4.3%	4.6%	4.8%	5.0%	4.7%
Institutional Capital										
Institutional Capital	8.1% 23,657,956	7.8% 20,498,204	7.0% 16,314,346	8.1% 18,143,337	8.3% 17,517,100	7.7% 14,381,131	6.2% 10,585,802	6.4% 8,888,195	10.0% 11,877,999	10.5% 9,919,273





BOARD OF DIRECTORS REPORT



During the year under review, the Board of Directors had a singular objective of consolidating the gains achieved in 2022 and building upon the foundation laid to yield sustained exemplary financial and operational performance of the credit union. To this end, the aptly chosen theme for the year 2023 was *"Holistic Growth through People-Centric Leadership"* and the following five (5) strategic focus areas constituted the guiding principles under which holistic growth was to be vigorously pursued and achieved:

01

Transformation: Re-engineering The Communal to a values-based, people-centered organization

02

Institutional Strengthening, Compliance/Regulation, Capacity Building & Resilience

03

Financial Sustainability & Resilience

04

Digitization & e-Enablement

05

Branding, Brand Development and Brand Positioning

With such targets, the Board of Directors started the year with an important and strategic engagement with the Management Team in January 2023, which served as an important catalyst not only in the setting of expectations but also the stimulation of tremendous resolve and resilience, irrespective of the inevitable challenges ahead, towards the fulfilment of all activities under the five (5) strategic focus areas.

With all the successes, challenges and even setbacks of the past year, the Board of Directors is pleased to present the following report on the performance of The Communal during the year under review.



Composition

At the 41st Annual General Meeting, the following members were re-elected to serve on the Board of Directors:



Bro. Michael Francois



Bro. Joel Noel



Sis. Dawn Walker

During the year, Sis. S. Sally Anne Bagwhan Logie was appointed on 15th September 2023 by the Board of Directors to fill the vacancy arising due to the earlier resignation of Sis. Shurla Harris-Fields effective 13th September 2023. Sis. Sibyl Alexander and Bro. Keron Noel also tendered their resignations effective 26th January 2024 and 29th January 2024 respectively; however, the Board elected to fill these vacancies at the next Annual General Meeting. As such, the current composition of the Board of Directors is as follows:



Sis. Dawn Walker



Bro. Jason Hinds



Bro. Joel Noel



Sis. Lawrene Griffith



Bro. Michael Francois



Sis. Petra Fraser



**Sis. S. Sally Anne
Bagwhan Logie**



At the 1st meeting of the Board of Directors held on 13th June 2023, the following Directors were elected as the Executive Officers:



Sis. Petra Fraser
President



Bro. Michael Francois
Vice President



Sis. Dawn Walker
Secretary



Bro. Jason Hinds
Treasurer



Sis. Shurla Harris-Fields
Assistant Secretary/Treasurer

Following the resignation of Sis. Shurla Harris-Fields, Bro. Joel Noel was appointed to serve as the Assistant Secretary/Treasurer effective 21st September 2023.





Corporate Governance

Board Attendance

The Board, in compliance with our bye-laws, met regularly to ensure good governance and direct the management of the affairs and business of the credit union. These meetings included the examination of management reports and deliberations on other pertinent matters related to the operations of the credit union. Additionally, four (4) Joint Committee meetings were convened during the year under review. The following table outlines the 2023 attendance records of the members of the Board of Directors:

BOARD OF DIRECTORS ATTENDANCE RECORDS FOR JANUARY TO MAY 2023

MEMBERS	Board Meetings		Joint Committee Meetings	
	Meetings Held	Meetings Attended	Meetings Held	Meetings Attended
Sis. Petra Fraser	7	7	1	1
Bro. Michael Francois	7	7	1	1
Sis. Dawn Walker	7	7	1	1
Bro. Jason Hinds	7	7	1	1
Sis. Shurla Harris-Fields	7	7	1	1
Bro. Joel Noel	7	5	1	1
Sis. Lawrene Griffith	7	7	1	1
Sis. Sibyl Alexander	7	6	1	0
Bro. Keron Noel	7	6	1	1

BOARD OF DIRECTORS ATTENDANCE RECORDS FOR JUNE TO DECEMBER 2023

MEMBERS	Board Meetings		Joint Committee Meetings	
	Meetings Held	Meetings Attended	Meetings Held	Meetings Attended
Sis. Petra Fraser	9	9	3	3
Bro. Michael Francois	9	9	3	3
Sis. Dawn Walker	9	8	3	3
Bro. Jason Hinds	9	9	3	2
Sis. Shurla Harris-Fields	9	3	3	1
Bro. Joel Noel	9	8	3	0
Sis. Lawrene Griffith	9	8	3	3
Sis. Sibyl Alexander	9	8	3	3
Bro. Keron Noel	9	9	3	2
Sis. S. Sally Anne Bagwhan Logie	9	5	3	1



In executing our mandate to govern and monitor the progress and development of the credit union by providing the requisite oversight of and guidance to the management team, the following Committees were constituted:

- Bye-Laws Review Committee
- Human Resources Committee
- Investment, Finance & Delinquency Management Committee
- Loans Committee
- Marketing Committee
- Nominations Committee
- Risk & Compliance Committee

These Committees convened meetings as often as needed to deliberate on crucial matters under their purview and provide robust oversight of and support to management and sound guidance to the wider Board of Directors in our decision-making.

Director Training

In order to continually augment and strengthen governance within the credit union, the following training opportunities were afforded to directors during the year:

NAMES	TRAINING DETAILS	FACILITATED BY	DATE ATTENDED
All Directors	Annual AML/CFT Training	Mr. Tafawa Pierre	February 18
Dawn Walker	CCCU Annual Convention	Caribbean Confederation of Credit Unions	June 16 – 21
Petra Fraser Shurla Harris-Fields	Chartered Director Program	Caribbean Governance Training Institute	June 19 – July 5
Petra Fraser	OECS Credit Union Summit	Grenada Co-operative League Ltd.	October 3 – 8
Dawn Walker	Chartered Director Program	Caribbean Governance Training Institute	October 30 – November 15
All Directors	Annual AML/CFT Training	Mr. Tafawa Pierre	November 11
Michael Francois	Directors' Education and Accreditation Program	Eastern Caribbean Securities Exchange Ltd./Chartered Governance Institute of Canada	November 15 – 17

OnBoard Board Intelligence Platform

In November 2023, the Board of Directors approved the acquisition and implementation of OnBoard Board Intelligence Platform for use across all Management Committees (Board of Directors, Credit Committee and Supervisory & Compliance Committee) with the aim of promoting augmented data security, productivity, and engagement among Directors and members of the Credit and Supervisory & Compliance Committees. Additionally, the OnBoard Board Intelligence Platform will also facilitate and support a more streamlined orientation process for new directors and members of the Credit and Supervisory & Compliance Committees, which augers well for improved governance across the credit union.





Financial Performance Highlights

During the year under review, The Communal's financial performance can only be summarized as remarkable, with the attainment of many "firsts" for the credit union. After several difficult years, the financial performance of the credit union is once again trending towards a level that we can all be proud of. During the year under review, a multi-millionaire dollar surplus was not only budgeted, but also achieved and even surpassed. With a net surplus of \$3.5m before transfers, representing a year-on-year increase of \$2.3m or 203.1%, the collective efforts of the Board, Management, and Staff, to produce such financial performance must be lauded. The net surplus for the year 2023 was driven not only by robust growth in loan income of \$0.6m, or 4.5% and but also astute management of overall costs to ensure realization of the projected surplus.

The Communal's total assets now stand at \$292.6m, which represents an increase of \$29.4m or 12.7% compared to the prior year. It is also worthy of note that year-on-year growth in total assets to this extent has not been achieved since 2017. The loan portfolio, which is a key component of total assets and only grew marginally in 2022, experienced substantive growth to the tune of \$17.9m or 10.4% compared to the prior year, which can be attributed to the tremendous work done to improve this fundamental aspect of the credit union's operations. Cash and cash equivalents stood at \$37.9m, which represents marginal growth compared to the prior year, ensuring the requisite liquidity benchmarks were surpassed.

Institutional capital continued to trend positively with growth of 15.4% to the tune of \$23.7m or 8.1% as a percentage of total assets and work remains ongoing to ensure all existing members satisfy the new subscription of Qualifying Equity Shares. Members' deposits increased to \$241.0m, which represents a comparable level of growth compared to the prior year and continues to underscore member confidence in our ability to safeguard and manage their assets.

Operational Performance Highlights

The year under review epitomized one of consolidation of gains as we sought to continue the journey towards the upper sphere of sustainable growth and development by laying the requisite structure to incentivize improvement in operational efficiency so as to restore and attract the loyalty and confidence of new and existing members. As such, the planning and implementation of meaningful activities across all five (5) strategic focus areas was deemed the most appropriate approach to realizing holistic in 2023 and beyond.





Focus Area # 1:

Transformation: Re-engineering The Communal to a values-based, people-centered organization

This strategic focus area is geared towards engineering transformation of the credit union from within and without, through a process of change management, by creating a renewed sense of organizational cultural identity premised on our core values. The importance of the role of all stakeholders, from staff to members to the Regulator, in the achievement of this objective cannot be understated and the overarching objective is that of employee and member engagement and satisfaction. However, given the broad scope of this focus area, the deployment of a phased approach was deemed necessary to bring about the much-needed transformation of the credit union.

Job Evaluation Exercise

In January 2023, after the completion of the Exercise by Charles & Associates in November 2022, the Board, with some changes, subsequently deliberated on and approved most recommendations relating to the job descriptions of all employees, organizational structure, job grading and classification, salary and benefits package and a revised performance management system. Implementation of the approved recommendations commenced in February 2023 with the creation of a new organizational structure, which led to the formation of a new department called Operations, aimed at streamlining the procedures and processes involving most of the frontline staff. New job titles were also approved to better reflect the current duties of various job positions and some new job positions were created to improve operational efficiency. New job descriptions were reviewed in detail with each incumbent staff to ensure their comprehensive understanding of same and achieve optimum operational efficiency once implemented. The new salary scales were accepted, in principle, by the Grenada Technical and Allied Workers Union (GTAWU) and are now pending implementation upon completion of salary negotiations for the period 2020-2025, which is at a very advanced stage and expected to be completed during the first quarter of 2024. As of year-end, only the implementation

of the performance management system remains outstanding; however, its implementation is expected in the coming year. Upon full implementation of the approved recommendations, the Job Evaluation Exercise is expected to correct many long-standing issues emanating from employee concerns relating to salary and benefits package and rewards and recognition for exemplary performance while fostering augmented operational efficiency aimed at boosting production and productivity.

Employee Assistance Programme

During the year, the Employee Assistance Program experienced an increase in utilization in the early part of the year and a gradual decline as the year progressed. When compared to the prior year, a significant decrease in the number of non-staff/family members receiving assistance was also noted, which we hope is a positive sign of improving circumstances at home. The Board continues to stress the importance of the holistic well-being of our staff and their "immediate family members" and remains committed to engaging the service provider to ensure the Program continues to evolve to satisfy the needs of staff.

Family Fun Day

In May 2023, the inaugural Family Fun Day, bringing together the Management Committee (Directors and Credit and Supervisory & Compliance Committee members), staff and immediate family and friends, was held at the Beausejour Playing Field and was a day filled with fun, laughter, food, and drinks. From all accounts, the activity was welcomed by all staff and provided an excellent opportunity for greater staff interaction and enhanced camaraderie in a relaxed setting. Given the extremely positive feedback received, the Board has approved the hosting of this activity on an annual basis and its expansion to include members in the near future.



Rodney V. Mauricette Memorial Scholarship

The Communal continued to champion educational development by providing much-needed assistance to the students who successfully completed their Caribbean Primary Exit Assessment (CPEA) in July 2023. In 2023, there was an increase in the number of scholarship and grant awardees to fourteen (14) students, and the following students were awarded during the year:

Scholarship Awardees

1. Adrielle Lewis (Happy Hill Secondary School)
2. Lazerey-Ann Phillip (St. Joseph's Convent – St. George's)
3. Chloe Marriott (Wesley College)
4. Kristen Alexis (J.W. Fletcher Catholic Secondary School)
5. Athalia Welsh (St. Mark's Secondary School)
6. Denielle Powlette (St. Joseph's Convent – St. Andrew's)

Grant Awardees

1. Daren Cooper (Grenada Boys Secondary School)
2. Khedia McQueen (St. Joseph's Convent – St. George's)
3. Gabryell St. John (St. Rose Modern Secondary School)
4. Jaden Telesford-Andrews (J.W. Fletcher Catholic Secondary School)
5. Selena Hunte (J.W. Fletcher Catholic Secondary School)
6. Norwitz Patrice (Bishop's College)
7. Kizzan Penny (Anglican High School)
8. Yohan Stephen (Presentation Brothers College)





Rewards & Recognition Scheme

Given the essential nature of a system designed to recognize and reward exemplary performance, the Board has always recognized the necessity to implement a robust system to achieve same. Although the implementation of the Performance Management System pursuant to the approved recommendations of the Job Evaluation Exercise remains pending, the Board, understanding the substance of our core business, approved a Credit Admin Reward/Incentive Scheme in September 2023. Subsequent to its implementation, there has been a marked improvement in production and productivity of the Credit Administration Team and the benefits have been most welcomed not only by the Credit Administration personnel but staff in general. This Credit Admin Reward/Incentive Scheme is expected to form the basis of similar Reward/Incentive Schemes to be rolled out in all departments of the credit union in 2024.



Perdmontemps Branch Member Engagement Meeting

After the unfortunate events of April 2022, the Perdmontemps Branch has since experienced inevitable changes including reduced operational hours, which has negatively impacted some members and other stakeholders in the community. As a Board committed to addressing the issues of all members, a Member Engagement Meeting was held in September 2023 to provide a forum for the ventilation of all issues and concerns relating to the Perdmontemps Branch. During the meeting, invaluable feedback was provided by members in attendance and the subsequent implementation of recommendations emanating thereof has resulted in improvement in the overall operations of the Branch despite the continued reduced operational hours. The Board remains committed to finding a permanent solution in the near future in respect of the operations at the Perdmontemps Branch.

Group Health & Life Insurance Plan

November 2023 marked the first-year anniversary of the revolutionary Health & Life Insurance Plan – a first for any credit union in Grenada. During the first year, a total of fifty-four (54) claims were submitted at a total value of \$249.5k. As health care costs continue to skyrocket, the credit union continues to be a leader in providing members with affordable coverage for you and your loved ones and we encourage more members to enroll.

Membership

The Communal's membership grew by 3.1% year-on-year, closing out the year at twenty-seven thousand four hundred and ninety-four (27,494) members. The credit union remains the largest by membership, which continues to underscore the loyalty of our membership and the public's confidence in the management of the credit union's business and affairs.



Focus Area # 2:

Institutional Strengthening, Compliance/ Regulation, Capacity Building & Resilience

As we continue to champion to development of the credit union's human resources at every level, many strategic activities, focused on governance, operations, and management, were planned, and implemented during the year to correct deficiencies in our systems, structures and processes, the ultimate goal of which is optimizing performance.

Director Certification

As a fundamental pillar of the credit union's core values, good governance remained a focal point of the Board and director certification was deemed a necessary step to further strengthen the capacity of the Board to offer effective leadership. The Chartered Director Program included six (6) modules covering Principles of Good Governance, Roles, Responsibilities, Accountabilities and Culture,

Essentials of "Financial Oversight", Risk Oversight, Succession Planning and Developing Strategic Thinking vs Strategic Planning whereas the Directors' Education and Accreditation Program included three (3) modules covering Governance for Directors, Finance for Directors, and Strategy & Risk Management. As we advance towards certification of the entire Board of Directors, this will undoubtedly serve as a catalyst for better decision-making, more effective leadership and ultimately improve overall governance.

Staff Training & Development

During the year, the Board continued to prioritize capacity building of The Communal's human resources by providing the following training to staff members:



Names	Training Details	Facilitated By	Date Attended
Larissa La Touche-Francis Michele Grey	Caribbean Education Leadership Development	CaribDE	January 8 – 14
Alison Noel Clinton Moses Kervis Renaud	Business Writing	UWI – Open Campus	January 23 – April 4
Germain Knight Kizzy Brown	Supervisory Management	UWI – Open Campus	January 23 – April 6
Abbegale Goddard Ayisha Toussaint Bryan Robinson Carol Paul Jeanette Rattoo-Humphrey Kayden Felix Kervis Renaud Kirlan Hosten Kizzie Brown Mary Holder Michele Grey Shaquan Lawrence Shevon Noel Stonna Barry	Superior Customer Service	UWI – Open Campus	March 23 – May 4
Larissa La Touche-Francis	Risk Management	Jamaica Institute of Financial Services	April 17 – December 6
Shirley Stephen Verdesa Morain	Mortgage Underwriting Programme – Module 1	Eastern Caribbean Home Mortgage Bank	April 17 –21
Alison Noel Anique Silvester Clinton Moses Cordina Miller Fiona Alexander-Baptiste Joshua Young Keston Calliste Koss St. Bernard Lindel Lewis Melissa Robertson Shenel Alexander Taricke Anthony	Superior Customer Service	UWI – Open Campus	May 17 – 18
Fiona Alexander-Baptiste	Certified IFRS Specialist	International Business and Economic Forum	May 23 – 26



Names	Training Details	Facilitated By	Date Attended
Ann-Marie Montrose	Organizational Development Coaching	Symbiosis Coaching	June 17 – December 28
Phil Antoine	Annual CCCU Convention	Caribbean Confederation of Credit Unions	June 21 -26
Alison Noel Kizzy Brown	EXCEL – Level 2	Advantage Caribbean Institute	June 27
Clinton Moses Kervis Renaud	EXCEL – Level 3	Advantage Caribbean Institute	June 28
Husby Adams Larissa La Touche-Francis Verdesa Morain	Effective Communication	MBA Consultancy	July 19 & 20
Carol Paul Koss St. Bernard Treicia Mitchell-Frank	Supervisory Management	UWI – Open Campus	September 25 – December 14
Elvis Frederick Kervis Renaud Larissa LaTouche-Francis Phil Antoine Sueann Telesford	OECS Credit Union Summit	Grenada Co-operative League Ltd	October 3 – 8
All Staff	Annual AML/CFT Training	Mr. Dennison Slocombe	November 8
Shirley Stephen	Mortgage Underwriting Programme – Module 2	Eastern Caribbean Home Mortgage Bank	November 13 – 17
Fiona Alexander-Baptiste	Certified Financial Comptroller	International Business Forum	October 18

In addition to ongoing staff training to promote capacity building, additional staff were onboarded during the year to fill vacancies arising due to newly created positions in our Credit Administration Team and satisfy increased staffing requirements in the Operations Team. The table below outlines changes in the complement of staff to serve our valued members:



		Male	Female
No. of Employees at the beginning of the year	58	25	33
Additions	10	3	7
Departures	8	4	4
No. of Employees at the end of the year	60	24	36



Risk & Compliance Software

As compliance continues to be the buzz word within the financial services sector and in general, the Board continues to recognize the importance of ensuring a healthy compliance culture is thoroughly engrained within the credit union. Despite the challenges and constraints to be navigated, the Board saw it fit to deploy additional technological (and human) resources to the Risk and Compliance Department to boost its operational efficiency. During the last quarter of 2023, the Board approved the acquisition of suitable software to support our compliance functions and responsibilities and a cross-section of select staff have been engaged in a trial of ADVANTAQ as a result. From all accounts, ADVANTAQ will ultimately be acquired in the first quarter of 2024 and is expected to support substantive improvement in productivity of the Risk & Compliance Team by streamlining and automating many tedious and time-consuming processes that are now done manually.

Nominations Process (Implementation of Bye-Law 52)

As part of efforts to stay aligned with the pending changes to regulations governing the sector, the Board approved a major undertaking to revise the credit union’s bye-laws, part of which recommended major changes to the process of nominating members to serve on the Board of Directors, and Credit and Supervisory & Compliance Committees. After being reviewed and approved by GARFIN in April 2023, the Board is pleased with the implementation of a more robust nominations process for the 2024 Annual General Meeting. With greater emphasis on “fit and proper” criteria and mandatory preparation, the Board is already pleased with the resultant outcome in the nominations process thus far and is also confident that this newly improved process will foster better governance at the onset and improved performance ultimately.



Focus Area # 3: Financial Sustainability & Resilience

As a Board of Directors, we have always been cognizant of the imperative to ensure solid returns to our membership as you continue to make The Communal your financial institution of choice. Despite the performances in recent years, we remained steadfast and hopeful in our quest to grow revenue and contain costs to achieve the biggest impact on surplus and ensure healthy dividends can be paid.

In 2021, the credit union embarked on a 3-year plan to ensure total costs are more astutely managed and the Board issued a directive to management to bring total costs to no more than eighty-five percent (85%) of total revenue by 2023. Despite the monumental challenge posed by this directive, the Board is pleased to report that total expenditure has been curbed to 78.2% of total revenue in 2023, for which the collective efforts of management and staff must be commended. In addition to cost containment measures, extensive efforts have been expended to grow and diversify revenue streams and these efforts have resulted in substantial growth in income from loans and investment income. Considering the foregoing, management, under the guidance and support of the Board, has demonstrated the aptitude to produce surpluses that we have never achieved before.

Still, the overarching objective has always been financial resilience and to ensure same, the Board made bold decisions in 2023 in respect of investment properties, the finalization of which is still pending. Once finalized, the credit union can expect to reap the benefits of this strategic decision in the coming year and beyond. Overall, all the activities under this strategic focus area are at an advanced stage of implementation, which gives us hopeful optimism of sustained financial performance of the credit union for years to come.

Focus Area # 4: Digitization & E-Enablement

In ensuring that the credit union remains poised to seize any opportunity that may arise due to the ever-changing technological landscape, the Board has continued to approve significant investment in the upgrade of the information technology (IT) infrastructure while exploring opportunities for greater integration and penetration of technology in the credit union's operations.

IT Network & Infrastructure Upgrade

The year 2023 was earmarked to build the foundation for the vision in respect of digitization and e-enablement by undertaking a complete and comprehensive IT Network and Infrastructure Upgrade at a cost of approximately \$1m. As of December 2023, Phases 1 and 2 have already been completed and work on the third and final phase is ongoing, with an expected completion date of March 2024. Upon completion of the IT Network and Infrastructure Upgrade, members can then expect vast improvements to the online and mobile banking platforms, Communal Visa Debit Card, and the launch of new cutting-edge products to cater to your every need in the near future.

Recruitment of IT Manager

In October 2023, the Board approved the recruitment of IT Manager, Mr. Keitton Francis, to spearhead the Information Technology Team amidst ongoing digitization efforts, in conjunction with external partners, as technology is integrated in all aspects of the credit union's operations. Mr. Francis has already provided much support in ensuring the timely completion of Phase 3 of the IT Network & Infrastructure Upgrade while providing excellent recommendations to improve operations of the Information Technology Team and the credit union as a whole.



Focus Area # 5: Branding, Brand Development And Brand Positioning

As the Board aims to reposition The Communal to its rightful place within the financial landscape, this focus area remains a key component of the transformation already in progress. While the long-term vision for our brand is still being crystalized, it was imperative to address some fundamental deficiencies to improve our corporate image in the immediate term.

Spelling Bee Title Sponsorship

In January 2023, the credit union signed a multi-year sponsorship agreement with Rotaract Club of Grenada to become the Title Sponsor for the annual competition among primary school students. With this sponsorship agreement, Rotaract Club of Grenada, in partnership with The Communal, was able to re-establish the annual competition for the first time since Covid-19, which saw forty-six (46) registered schools engage in spirited competition that culminated with the grand finale in April 2023. The top three (3) students (schools) were as follows:

1. Kaylee Cao (Beacon Junior School)
2. Zara Stephen (Alpha Junior School)
3. Mya Ramdeen (St. Peter's Catholic School)

As we endeavour to improve the credit union's brand awareness and brand positioning, the Board saw it fit to enter into this agreement as it aligns perfectly with our mission of impacting the communities that we serve by nurturing the educational development of our youth.

Social Media (Facebook & Instagram) Revamp

In March 2023, a full-scale revamp and refresh of the credit union's social media presence commenced in earnest with the singular objective of improving member education and awareness, information sharing and engagement with members and the public, by providing a consistent stream of timely notices, financial tips and advice, and general and promotional information. This revamp has resulted in greater engagement from members and the public and significant positive feedback in respect of our brand awareness and positioning.

New Corporate Website

Over the second half of the year, extensive work has been completed on the credit union's new corporate website, which is expected to be launched early in 2024. At the launch of this new website, the aim is to incorporate enhanced features and functionality such as a new user interface for easy navigation, online sign up for new accounts and loans, integrated WhatsApp Chat for fast and convenient communication, upgraded security measures and enhanced mobile responsiveness for on-the-go access. Still, more enhanced features and functionality are expected to be rolled out by the end of the second and third quarters of 2024.

Recruitment of Marketing Manager

In order to better formulate and drive the overall marketing objectives, strategies and plans of the credit union, the Board deemed it necessary to onboard a marketing professional to ensure the credit union takes the next step in terms of its brand development and positioning. To this end, Mr. Reid McFarlane was recruited in June 2023 to lead the Marketing Team. Mr. McFarlane, who possesses a wealth of experience in the field, has provided that much needed expertise, which has led to the resuscitation of the credit union's marketing efforts and the commencement of the laying of a strong foundation for strategic marketing objectives to take off.

Member Feedback Portal

In December 2023, a Member Feedback Portal was launched at the Main Branch as a tool to conveniently collect data from members as the long-term marketing objectives and strategies in respect of branding and brand development are formulated and finalized. This Member Feedback Portal is expected to be rolled out in all other Branches during the first quarter of 2024 and constitutes the precursor to Annual Member Satisfaction Surveys to properly assess the efficacy of actions aimed at satisfying the needs of members and optimizing service delivery.



Outlook

As The Communal continues to navigate the challenges and uncertainties of a highly competitive operating environment amid external shocks resulting in supply chain issues and inflation, the Board notes the slow but solid recovery of the local economy. The Communal's primary focus in the coming year, juxtaposed on the continuing recovery of the local economy, is to elevate service delivery to levels unmatched as we seek to restore confidence and inspire hope among existing and prospective members on individual and collective journeys to a better and brighter future. As a Board of Directors, we believe that the credit union is well positioned to navigate the uncertainties of the local, regional, and global financial landscape and we continue to look to the future with great optimism.



Acknowledgements

The Board of Directors wishes to acknowledge the management and staff for their immeasurable efforts that enabled the credit union to achieve noteworthy performance over the past year and who remain committed to the cause of steering The Communal towards a pathway of sustained success.

As President, I must also recognize the confidence and unwavering support of my fellow directors whose collective contributions and service to the credit union are undoubtedly a crucial component of this remarkable recovery. To our valued members, your trust in the Board's stewardship during the good and the not-so-good times cannot go unnoticed and sincerest gratitude to you must also be conveyed. Even as I demit office, I must put on record my profound gratitude for the opportunity afforded me to faithfully serve and lead our credit union. The journey has not been without its challenges, but I am grateful to God for we are now seeing and reaping the fruits of our labour. The Board of Directors, with your continued support, remains devoted to the attainment of our vision and mission and will leave no stone unturned in so doing.



Sis. Petra Fraser
President



MANAGEMENT TEAM



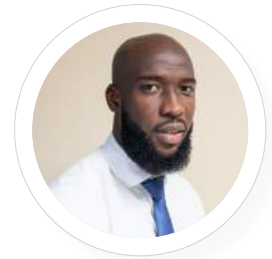
**Bro. Phil
Antoine**



**Bro. Christopher
Holder**



**Sis. Fiona
Alexander-Baptiste**



**Bro. Keitton
Francis**



**Sis. Ann-marie
Montrose**



**Bro. John
Marryshow**



**Sis. Larissa
LaTouche-Francis**



**Bro. Reid
McFarlane**



**Sis. Mellisa
Robertson**



**Bro. Elvis
Frederick**



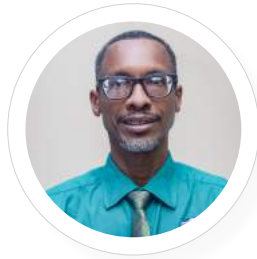
CREDIT ADMINISTRATION TEAM



**Bro. Christopher
Holder**



**Sis. Lorna
Cyrus**



**Bro. Alonzo
Pope**



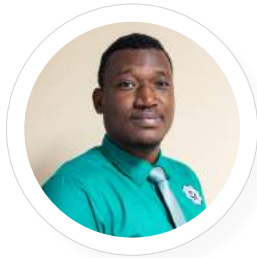
**Sis. Elsa
Hastick**



**Bro. Germain
Knight**



**Sis. Glennesha
Williams**



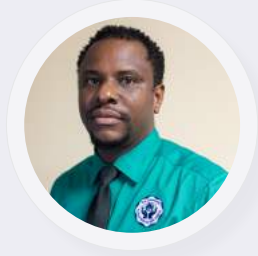
**Bro. Leroy
Peters**



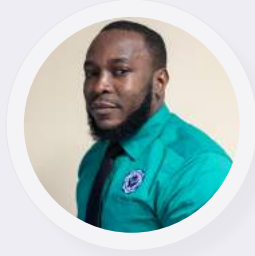
**Sis. Shirley
Stephen**



CREDIT ADMINISTRATION TEAM: Securities & Recoveries Unit



**Bro. Morland
Humphrey**



**Bro. Karel
Collier**



**Sis. Jamie
Julien**

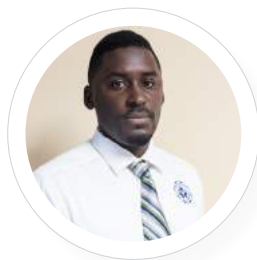
FINANCE TEAM



**Sis. Fiona
Alexander-Baptiste**



**Bro. Kervis
Renaud**



**Bro. Clinton
Moses**



**Sis. Kizzy
Brown**



**Sis. Carol
Paul**



Sis. Alison Noel



GRAND ANSE BUSINESS CENTRE TEAM



**Bro. Elvis
Frederick**



**Sis. Michele
Grey**



**Bro. Kirlan
Hosten**



**Sis. Anique
Silvester**



**Sis. Abbegale
Goddard**



**Bro. Bryan
Robinson**



**Bro. Taricke
Anthony**



**Bro. Joshua
Young**

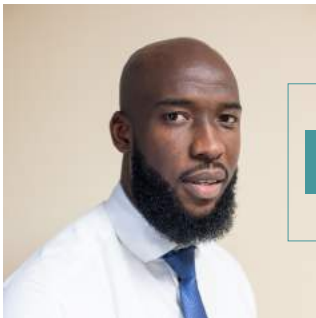


HUMAN RESOURCES TEAM



**Sis. Ann-Marie
Montrose**

INFORMATION TECHNOLOGY TEAM

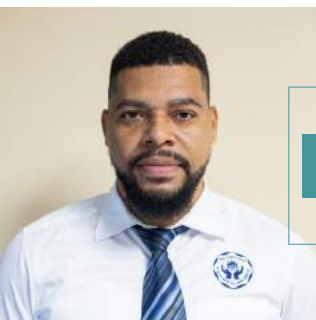


**Bro. Keitton
Francis**



**Bro. Elijah
Alexander**

MARKETING TEAM



**Bro. Reid
McFarlane**



**Sis. Magdalene
Steele**



OPERATIONS TEAM: Carriacou Branch



**Sis. Cassandra
Cox-Peters**



**Bro. Husby
Adams**

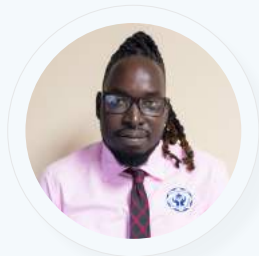


**Sis. Treicia
Mitchell-Frank**

OPERATIONS TEAM: E-Services Unit



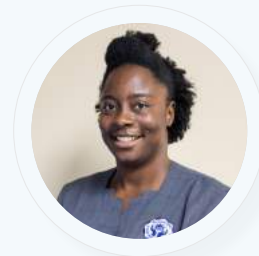
**Sis. Suieann
Telesford**



**Bro. Kelon
Sylvester**



**Sis. Mary
Holder**



**Sis. Nerissa
Murrell**

OPERATIONS TEAM: Gouyave Branch



**Sis. Verdesa
Morain**



**Sis. Ronda
Charles**



OPERATIONS TEAM: Member Services Unit



**Sis. Mellisa
Robertson**



**Bro. John
Marryshow**



**Sis. Jeanette
Ratoo-
Humphrey**



**Bro. Koss St.
Bernard**



**Sis. Alanna
Pascal-
Joseph**



**Sis. Ayana
Celestine**



**Sis. Ayisha
Toussaint**



**Bro. Kayden
Felix**



**Sis. Lindel
Lewis**



**Sis. Rheanna
Clement**



**Bro. Rodney
Jessemy**



**Bro. Shaquan
Lawrence**



**Sis. Shenel
Alexander**



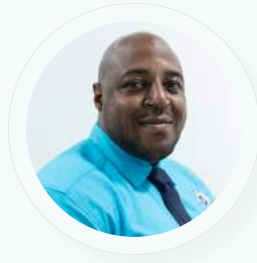
**Sis. Shevon
Noel**



OPERATIONS TEAM: Perdmontemps Branch



**Bro. Germain
Knight**



**Bro. Kirlan
Hosten**



**Bro. Taricke
Anthony**

RISK & COMPLIANCE TEAM



**Sis. Larissa La
Touche-Francis**



CREDIT COMMITTEE REPORT



**Bro. Allen
Gilbert**
Chairman



**Sis. Danielle
Mark-Hillaire**
Secretary



**Sis. Sandra
Aird**
Member



**Sis. Lisa
Grappy-James**
Member



**Sis. Hodiah
Ferguson**
Member

Chairman's Remarks

I am honoured to remain in the role of Chairman, dedicated to serving our community. Balancing professional responsibilities with this role can be demanding, but we consistently find equilibrium. The invaluable support from each member of the Credit Committee, with their diverse expertise and experience, ensures the smooth functioning of our operations. Embracing virtual meetings has proven effective and could shape our future practices. I remain committed to serving with integrity and professionalism, striving for the sustainable growth of The Communal Co-operative Credit Union Ltd.



The Credit Committee hereby submits its annual report to the valued members of The Communal Co-operative Credit Union Ltd., informing of the performance for the year ended 31st December 2023. The credit union has been recovering well after the Covid-19 pandemic and growing its credit portfolio through the tenacious work of the Management and staff.

At the 41st Annual General Meeting, Sis. Lisa Grappy-James was re-elected to serve a second term on the Credit Committee, and it was also agreed that the Credit Committee, then comprising only five (5) members, would remain at that size with no new members added.

At the 1st meeting of the Credit Committee held on 13th June 2023, Bro. Allen Gilbert, and Sis. Sheena Lewis were elected to serve as Chairman and Secretary respectively. Following the resignations of Sis. Sheena Lewis and Sis. Glendalyn Phillip effective 17th January 2024 and 16th February 2024 respectively, the Board of Directors appointed Sis. Danielle Mark-Hillaire and Sis. Hodiah Ferguson effective 18th January 2024 and 21st February 2024 respectively to serve on the Credit Committee. Subsequently, Sis. Danielle Mark-Hillaire was elected to serve as Secretary with effect from 8th February 2024. The attendance records of the Credit Committee during the year 2023 are shown in the table below:

CREDIT COMMITTEE MEMBERS	REGULAR MEETINGS		JOINT COMMITTEE MEETINGS	
	HELD	ATTENDED	HELD	ATTENDED
Bro. Allen Gilbert	36	35	4	4
Sis. Sheena Lewis	36	35	4	4
Sis. Glendalyn Phillip	36	35	4	4
Sis. Pamela Aird	36	33	4	4
Sis. Lisa Grappy-James	36	35	4	4





Role of the Credit Committee

In keeping with Section 60 of the Act and Bye-Law 76. (B), the Credit Committee should meet at least once per month, but more frequently as requirements demand, to do the following:

1. Make recommendations to the Board on the performance of the credit function and regarding standards, policies and procedures to be followed by the Credit Union for approving and granting loans;
2. Monitor lending, tracking and collection activities, procedures and results through reports requested and provided by management;
3. Review lending activity reports (e.g. applications, loans pending, denied, extensions and consolidations) from management;
4. Approve loans within its delegated lending limit as stipulated by the credit risk management policy;
5. Ensure that the Credit Union implements appropriate policies and procedures to improve underwriting, appraisal, and

collections, to reduce delinquent accounts and charge-offs; and

6. Assess the state and growth of the portfolio based on the performance reports and make recommendations for improvement.

The Credit Committee continues to diligently review loan applications within its purview, which averaged two (2) applications per week. Throughout this process, several policy-related matters arose, which led to inquiries and recommendations presented to the Board of Directors. Regular communication is maintained with the General Manager regarding reports, exceptional loan cases, and other pertinent issues.

Lending activities have been robust, with interest income targets being met for almost every month of 2023; however, there remains room for further enhancement. The Committee acknowledges notable progress in the application preparation process, particularly with the Loan Underwriters. Additionally, the Committee recommends that the Committee tasked with the responsibility to review the listing of approved valuers meet bi-annually.





Loan Portfolio Analysis

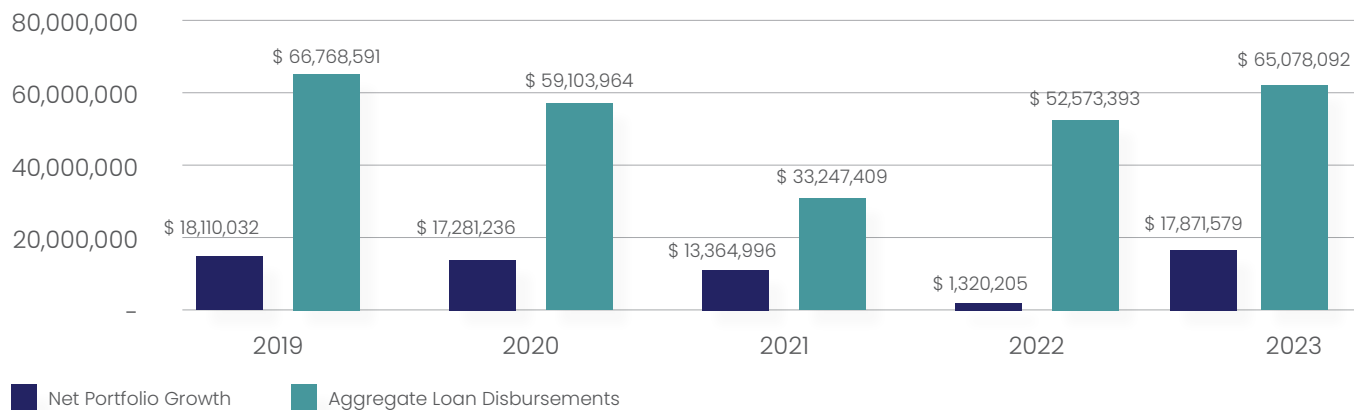
The table below shows the quantity and value of loans disbursed in 2023 by type and as a proportion of the loan portfolio:

DESCRIPTION	QUANTITY		VALUE	
	COUNT	PROPORTION	AMOUNT	PROPORTION
Business	3	0.1%	1,008,009.30	1.5%
Personal and Living	674	32.4%	11,618,254.34	17.9%
Motor Vehicle	126	6.1%	8,186,619.49	12.6%
Consolidation	9	0.4%	787,620.92	1.2%
Housing	48	2.3%	7,583,630.48	11.7%
Land	32	1.5%	4,255,959.27	6.5%
House Construction (Bridging)	48	2.3%	7,587,769.30	11.7%
Student (Bridging)	2	0.1%	4,840.00	0.01%
Business Line of Credit	10	0.5%	1,728,513.59	2.7%
Special Auto	1	0.05%	66,700.00	0.1%
Gifts of Love 2.0	164	7.9%	2,860,255.48	4.4%
New Life New Hope	207	10.0%	2,398,961.99	3.7%
Summer Escape	512	24.6%	11,529,241.86	17.7%
Season Savings	234	11.3%	5,008,015.79	7.7%
Wheels of Fortune	8	0.4%	453,700.00	0.7%
Totals	2078	100%	\$65,078,091.81	100%



Total loans disbursed increased from \$52.6 million in 2022 to \$65.1 million in 2023, representing an increase of 24%. It can be noted that the largest volume of loans constituted Personal and Living expenses at 674 loans while Housing loans accounted for the greatest value at \$29.2m. Of the 2,078 loans disbursed in 2023, 1,125 loans were under special promotions, which accounted for loan disbursements of \$22.3m and accounted for 42% of all loan disbursements for the year. This data continues to highlight the success of the strategy of the Credit Union to put greater emphasis on promotional loans to allow for the re-balancing of the overall loan portfolio once all credit risks are managed properly. The table below highlights the trend of the credit union's aggregate loan disbursements and net portfolio growth over the past five (5) years:

5-YEAR TREND ANALYSIS OF AGGREGATE LOAN DISBURSEMENTS AND NET PORTFOLIO GROWTH



The following table shows the quantity and value of gross loans disbursed by range and proportion for the credit union's loan portfolio:

LOAN BALANCE RANGE	QUANTITY		VALUE	
	COUNT	PROPORTION	AMOUNT	PROPORTION
Up to \$5k	740	17.6%	2,118,324.11	1.1%
\$5k - \$10k	822	19.5%	6,186,999.75	3.2%
\$10k - \$25k	1345	32.0%	21,603,294.98	11.2%
\$25k - \$50k	616	14.6%	22,057,854.77	11.4%
\$50k - \$100k	278	6.6%	19,593,714.40	10.1%
\$100k - \$500k	355	8.4%	82,309,654.51	42.5%
\$500k - \$1m	41	1.0%	26,726,875.38	13.8%
Over \$1m	10	0.2%	13,111,250.46	6.8%
Total:	4207	100%	\$ 193,707,968.36	100%

The net loan portfolio as of December 2023 was \$190.5m. The largest number of loan applications continues to be in the range of \$10k to \$25k while the highest value of loan applications also continues to be within the \$100k to \$500k range.



Summary of Loan Application Review

The following table shows the number of loan applications processed in 2023 along with the resulting decision/status:

STATUS	NO. OF APPLICATIONS	VALUE	PROPORTION
Approved/Disbursed	1987	41,411,786.43	83.6%
Denied	38	869,395.21	1.6%
Cancelled	112	8,516,645.35	4.7%
In Process	241	24,259,993.11	10.1%
Total	2378	\$75,057,820.10	100%

The table above shows an approval rate of 83.6% and 1.6% being denied. This illustrates improvement in the pre-evaluation process since most loans that are presented are worthy of approval. This also reflects the fact that the loans team is preparing applications at an improved quality. Nevertheless, some loans were denied, and some deferred for various reasons.

The primary reasons for loan declines were as follows:

- Insufficient security
- High DSR (debt service ratio)
- Risky venture
- Delinquent credit history

The primary reasons for loan deferrals were as follows:

- Improper/substandard/incomplete estimates
- Insufficient financial background information
- Lack of/weak proof of income





Delinquency Management

Delinquency continues to be a challenge for the Credit Union and has remained above the 5% industry benchmark since the Covid-19 pandemic. The table and chart below show the state of delinquency over the past year:

MONTH	NO. OF DELINQUENT LOANS	VALUE OF DELINQUENT LOANS	% OF LOAN PORTFOLIO
Dec-22	637	\$17,107,632.91	9.71%
Jan-23	653	\$17,606,876.19	9.91%
Feb-23	680	\$20,122,373.66	11.27%
Mar-23	685	\$20,023,448.38	11.18%
Apr-23	693	\$18,424,227.00	10.21%
May-23	688	\$19,028,363.94	10.57%
Jun-23	702	\$19,162,391.03	10.63%
Jul-23	707	\$21,222,226.89	11.66%
Aug-23	703	\$18,403,327.97	9.95%
Sep-23	708	\$18,048,407.54	9.63%
Oct-23	739	\$21,089,092.41	11.11%
Nov-23	723	\$20,410,018.86	10.63%
Dec-23	620	\$18,014,661.56	9.30%

From the table above, the delinquency ratio stood 9.71% as of December 2022 then grew as high as 11.66% in July 2023. However, with increased efforts and attention to delinquency management, the delinquency ratio has been reduced to 9.3%, which represents its lowest level in the last fiscal year.

Recoveries and Mitigation

There has been a small improvement in non-performing loans (NPLs). Through the great efforts of the Recoveries Team, a number of NPLs have regained performing status as payments were restarted, loans restructured and, in some cases, there were write-offs and recovery of equity from collateral held by the Credit Union. The Recoveries Team, where applicable, continues to provide members with feasible repayment plans and refer loans for restructuring and will spare no effort to bring the delinquency ratio within the acceptable standard soonest.



Tips to Consider when Applying for Loans

We want to encourage members to apply the following tips as you get yourselves ready for borrowing:

1. Begin by saving a small percentage (5% to 20%) of earnings every month;
 2. Keep good records of all financial and business transactions made, if self-employed;
 3. Always visit a Loan Officer first to see how much money you can qualify for and get advice on what is needed and how to proceed;
 4. Always get job letters and other important documents on a credible letterhead;
 5. Always use an approved valuator or building contractor to get your Builder's Estimate
- Note:** A good Builder's Estimate must have the following:
- A concise description of the proposed building;
 - The location of the proposed building;
 - The size of the proposed building;
 - The breakdown of the total cost by phases; and
 - The signature of the Estimator/Valuator
6. Avoid bad debts as they will stain your records and hinder further opportunities to qualify for loans.

Outlook (using PESTEL Analysis)

Through the lens of a PESTEL analysis, comprehension of the highlighted factors is essential for the Credit Union to effectively manage risks, capitalize on opportunities, and maintain competitiveness in the market. The graphic below outlines key factors, both positive and negative, influencing growth in the loan portfolio and the Credit Administration Department of The Communal.



Political Factors

- Grenada is generally considered politically stable. Its political stability influences investor confidence and regulatory frameworks affecting the financial sector.
- Changes in taxation, regulation, and government spending can impact financial institutions and markets, but not likely in the near future.

Economical Factors

- **GDP growth:** The IMF predicts economic growth of 3.8% in 2024. This will positively affect demand for financial services, loans, and investment opportunities.
- **Interest rates:** Changes in interest rates set by the Central Bank influence borrowing costs, investment decisions, and overall profitability.

Social Factors

- **Demographics:** Population trends, such as age distribution and income levels, influence the demand for various financial products and services.
- **Financial literacy:** Levels of financial literacy among the population can affect the uptake of financial services and products.
- The advent of force majeure (like Covid-19) can have a negative impact on CU as a whole

Technological Factors

- **Fintech innovations:** Technological advancements can have a positive impact, such as user-friendly digital banking platforms, expedited loan approval processes, and enhanced member experiences.
- **Cybersecurity:** The increasing reliance on digital transactions poses cybersecurity risks to financial institutions and their customers.

Environmental Factors

- **Climate Change:** Grenada is vulnerable to climate change, which can impact the economy, insurance sector, and risk management practices within the financial industry.
- Climate adaptation can spur new business models and climate services and also provide opportunities for innovative climate loan products.

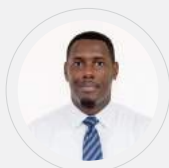
Legal Factors

- **Regulatory Environment:** Compliance with local and international regulations, such as anti-money laundering laws affects operations and risk management in the financial sector.
- **Legal Framework:** Changes in laws governing banking, insurance, and securities can impact the structure and competitiveness of the financial industry.

The credit prospects for 2024 appear promising, with a positive outlook despite the inherent risks. There is potential for growth in the loan portfolio and a reduction in the rate of delinquency.

Acknowledgements

The Credit Committee takes this opportunity to express gratitude to our membership for the opportunity to be of service and the management and staff of the Credit Union for their support in the fulfillment of our responsibilities. The Credit Committee must also reiterate our full dedication to advancing our Credit Union through the performance of its function in keeping with the Bye-Laws and we remain committed to enhancing services and opportunities for all members. Let us embrace the challenges ahead together as avenues for growth and transformation as we forge ahead with determination and unity to realize The Communal's full potential.



Bro. Allen Gilbert
Chairman

MEMBERS LET'S **UPDATE** YOUR ACCOUNT INFORMATION



Help The Communal Co-operative Credit Union Ltd. comply with its regulatory requirements and facilitate more effective communication of new products, special promotions, news & events to YOU, our valued members!

WHAT'S REQUIRED

Two Forms Of VALID Photo ID

- Voters Registration Card
- Driver's License
- Passport
- NIS Card



Proof Of Address

- Utility Bill
- Lease Agreement
- Statement(Credit Card, Hire Purchase, Bank or Property Tax Notice)

Reminder:

- Documents must NOT be older than 3 months.
- Cell phone bills are NOT accepted
- Document MUST show your full name and residential address.

Proof Of Employment or Income

- Official Job Letter or stamped Pay Slip
- Business Registration Documents
- Tax Returns (Overseas Members Only)

Reminder:

- Job Letter or Pay Slip must NOT be older than 3 months.
- Tax Return MUST be for last year

You can update your information by speaking to our helpful Member Service Officers at any of our branches conveniently located at Halifax Street, Grand Anse, Gouyave, Perdmontemps and Carriacou.



It takes the Whole Community at Communal: Achieving Regulatory Compliance for our Credit Union

Why Is Regulatory Compliance Such a Big Deal?

Simply put, regulatory compliance requires an entity, like our credit union, to abide by local and international laws and regulations relevant to its operations. It is a mandatory requirement for every entity in every sector in every country with a robust business and economic landscape. Compliance regulations are not put in place to make life more difficult (although they often seem to). In fact, they provide benefits and protection to our credit union, our employees, all our stakeholders and the economy as a whole.

In the financial services industry, the sheer volume of laws, regulations, standards, and guidelines has increased dramatically in the last few decades and continues to evolve over time leaving our credit union under immense pressure to implement necessary policies and stay current with the everchanging regulatory landscape. This is necessary as lapses in regulatory compliance or failure to comply can have several adverse consequences such as penalties, fines, reputational damage, financial losses, business disruptions or even closure of our credit union.

On the other hand, an organization that achieves regulatory compliance can confidently indicate that it has met specific industry-accepted standards. By following the laws and regulations relevant to our business operations, we can prove our integrity (a core value of our credit union), reliability, and ethics, all of which can engender stakeholder trust and strengthen our competitive position. Given regulatory compliance is such a big deal, The Communal must take a comprehensive, intentional approach to adherence. The responsibility, however, does not sit only on the shoulders of our employees, but also requires the assistance of all stakeholders, including you, our valued members!



All Hands On Deck!

A significant legal requirement for our credit union is to establish customer identity and identify risk factors. Know Your Customer (KYC) procedures help to prevent identity theft, money laundering, financial fraud, terrorism financing and other financial crimes.

To comply with this regulation, our employees must ask you for information in relation to your identity and must verify that this information is accurate and credible. In Grenada, the mandatory KYC requirements that must be met are as follows:

- 1) Evidence of proof of identity
- 2) Proof of address
- 3) Proof of source(s) of income

All members of The Communal are therefore required to ensure that current information is provided to the Credit Union and the relevant documentation is kept on file. Our credit union continues to work assiduously to strengthen the execution of our KYC policy and establish a more robust compliance framework and your co-operation can have a big impact!

Let's do it together!

Let's make Communal Compliant!



SUPERVISORY & COMPLIANCE COMMITTEE REPORT

This report was prepared in accordance with the requirements of Section 66(1) (F) of the Co-operative Societies Act No. 08 of 2011 with Amendments in 2017 and the Bye-Laws of The Communal Co-operative Credit Union Ltd., which was revised in April 2023.

The Supervisory and Compliance Committee is pleased to present its report for the year ending December 31, 2023, at the 42nd Annual General Meeting of The Communal Co-operative Credit Union Ltd. The report covers the period January to December 2023 and presents an appraisal and opinion of the performance, actions, considerations, and activities completed during the year under review.

The Committee acknowledges the seven (7) overarching principles of the Credit Union League, which was sanctioned by the Credit Union National Association (CUNA) in the execution of its functions. The seven principles are as follows:

1. Voluntary and open membership
2. Democratic member control
3. Members' economic participation
4. Autonomy and independence
5. Education, training, and information
6. Co-operation among Co-operatives
7. Concern for community

Composition Of The Committee

During the period January to December 2023 the composition of the Supervisory & Compliance Committee remained unchanged.

Following the 41st Annual General Meeting, the Supervisory and Compliance Committee was reconstituted on 13th June 2023, during which Bro. Clint Roberts was elected to serve as Chairman and Sis. Chinnel Andrews elected as Secretary. Subsequently, Bro. Roberts and Sis. Andrews both resigned effective 31st December 2023 and 9th January 2024 respectively and the Committee, pursuant to Bye-Law 86. (A), appointed Sis. Sheena Lewis and Bro. Devon La Touche, effective 18th January 2024, to replace the former Chairman and Secretary. Sis. Desnor Paul and Sis. Sheena Lewis were then elected to serve as Chairman and Secretary respectively with effect from 18th January 2024.

Your esteemed Committee comprises of the following members and particulars of attendances are captured in the table below:



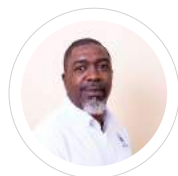
Sis. Desnor Paul
Chairman



Sis. Sheena Lewis
Secretary



Sis. Theresa Benjamin-Noel
Member



Bro. Dick Noel
Member



Bro. Devon LaTouche
Member



Attendance Records For The Period January 1st – December 31st 2023

SUPERVISORY & COMPLIANCE COMMITTEE MEMBERS	REGULAR MEETINGS HELD	REGULAR MEETINGS ATTENDED	JOINT COMMITTEE MEETINGS HELD	JOINT COMMITTEE MEETINGS ATTENDED
Clint Roberts	13	13	4	3
Chinnel Andrews	13	12	4	4
Theresa Benjamin-Noel	13	13	4	3
Desnor Paul	13	13	4	4
Dick Noel	13	12	4	4

Method Of Operations

The role of the Supervisory and Compliance Committee is to act as an internal auditor to safeguard the assets of The Communal by reviewing and sample testing operational procedures, monitoring the management of the Credit Union to ensure its compliance with the Act, regulations, Bye-laws and policies of the Credit Union. To this end, the Supervisory and Compliance Committee accomplished the following tasks during the period under review:

1. Performed cash counts at various branches;
2. Reviewed the Board Minutes and Board Reports, paying particular attention to operational strategies approved, as part of our responsibility to oversee the management of the Credit Union;
3. Reviewed members' complaints;
4. Conducted meetings with management personnel as needed;
5. Monitored the Management Committee meeting attendance;
6. Met with the Auditor, BDO Eastern Caribbean, to discuss their methodology and general approach to the engagement for the FY2022 Audit;
7. Reviewed and approved loans for Committee Members, Management and Staff as part of the Extraordinary Credit Committee;
8. Verified and reviewed monthly financial statements and financial reports;
9. Monitored the performance of our institutional capital;
10. Monitored the delinquency ratio;
11. Reviewed AML legislation and The Communal's AML policy;
12. Reviewed the AML Reports and facilitated a post audit review;
13. Engaged the Risk & Compliance Manager to discuss AML requirements and The Communal's response and current standing on same;



Training

The Committee participated in the Annual AML/ CTF Training on 18th February and 11th November 2023.

Findings Related to The Scope of Works Undertaken

- Based on our review of Minutes, meetings of the various Management Committees were held as required and attendance by members was in keeping with our bye-laws;
- Operational strategies as approved by the Board of Directors are being successfully implemented for the overall improvement of the credit union.
- Results for the Cash Counts were satisfactory as no cash shortages or discrepancies were discovered during the audit;
- There is need to review the operations of the Branches in Carriacou, Perdmontemps and Gouyave to ensure member satisfaction, employee safety and financial sustainability;
- There is need to undertake a review of the structure and processes of the Credit Administration department to improve efficiencies;
- While the loan portfolio has shown growth, the delinquency ratio remains unfavorable at 9.3%, which is above industry standard;
- There has been marked improvement in the financial performance of the credit union, having surpassed last year's profitability by 203.1% and budgeted performance was also surpassed by 40.8%.

Recommendations

In order to improve the general operations of The Communal Co-operative Credit Union Ltd., the Supervisory and Compliance Committee offered the following recommendations:

1. Continuous development of an effective AML/ CFT Program to demonstrate our commitment to conducting business ethically and responsibly;
2. Consistent development and promotion of new products and services for members and direct targeting to increase our loan portfolio;
3. Promotion of The Communal's vision and core principles at all branches with the aim of educating members;
4. Investment in attractive and lucrative long-term investment opportunities to increase earning capacity;
5. Continuous training opportunities for staff and Committee members to develop competencies and efficiencies;
6. Timely completion of the Annual Audit to facilitate the review and implementation of appropriate action on the observations within the Management Letter;
7. Create innovative ways through community engagements to stimulate interest amongst members to increase the level of participation in Communal activities, especially the Annual General Meeting and the Int'l Credit Union Day celebrations;
8. Perform an operational review of Carriacou, Perdmontemps and Gouyave branches to determine member satisfaction, employee safety and financial sustainability;
9. Undertake a review of the structure and processes of the Credit Administration department to ensure quicker processing of applications and timely communication to members;
10. Mobilization of greater efforts and resources to reduce the delinquency ratio;
11. Consistent application of cost control measures as a means of maintaining sustainability.



Conclusion

Notwithstanding the recommendations above, the Supervisory and Compliance Committee is pleased with the improved financial performance reported in 2023. We also commend the Risk & Compliance Team for the efforts made to improve deficiencies previously noted.

Acknowledgements

The Supervisory and Compliance Committee wishes to express appreciation for the invaluable assistance, guidance and commitment of the Board of Directors, Credit Committee, General Manager, Managers, Supervisors, Staff, Grenada Co-operative League Ltd., and GARFIN in making it possible for this Committee to accomplish its functions during the period under review.

As Chairperson of the Supervisory and Compliance Committee, I have been privileged to work with a dedicated team and would like to take this opportunity to extend gratitude for their time and the wisdom that they have provided.



Sis. Desnor Paul
Chairman

MEMBERS GROUP HEALTH & LIFE PLAN



Join Now

Medical Coverage

Basic Life Coverage

Dental Coverage

Accidental Death

Vision Coverage

Dismemberment

For more information visit any branch of The Communal and speak with a Member Service Officer.

Call the credit union on 440-1755

- Call or visit AIB on
- 435-6851 / 409-6862



Grow With Us, Save With Us



+1 (473) 440-1755



thecommunalcu.com



TREASURER'S REPORT

This year has been a remarkable and very encouraging year financially as The Communal realized growth in several areas including Net Income, Investment, Assets, Loans, Deposit, and improvement in Delinquency. This is testament to the solid leadership, and tremendous work achieved by management and staff and the high level of confidence members have placed in the credit union.

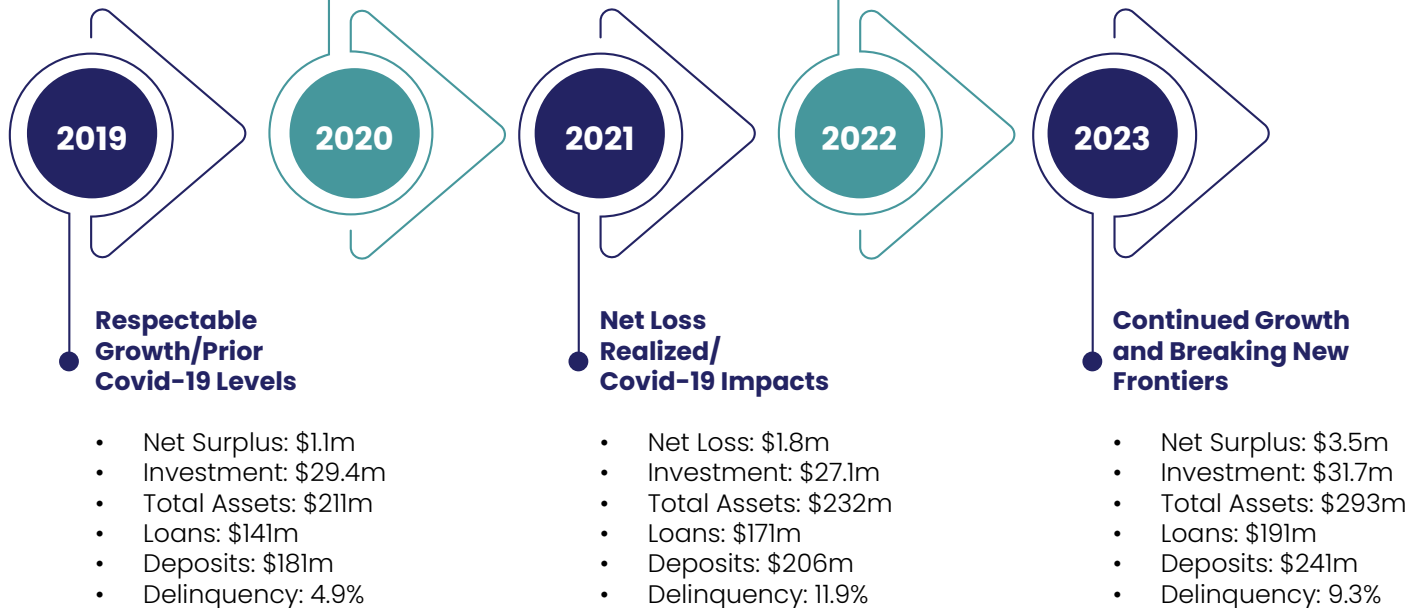
This report, inclusive of the Audited Financials, is submitted in accordance with Section 64. (D) of the By-Laws and Section 130 (1) of the Co-operative Societies Act of 2017.

Covid-19 and Impacts

- Net Surplus: \$0.8m
- Investment: \$41.0m
- Total Assets: \$224m
- Loans: \$158m
- Deposits: \$194m
- Delinquency: 7.1%

Growth Resurgence

- Net Surplus: \$1.1m
- Investment: \$30.8m
- Total Assets: \$261m
- Loans: \$173m
- Deposits: \$223m
- Delinquency: 9.7%

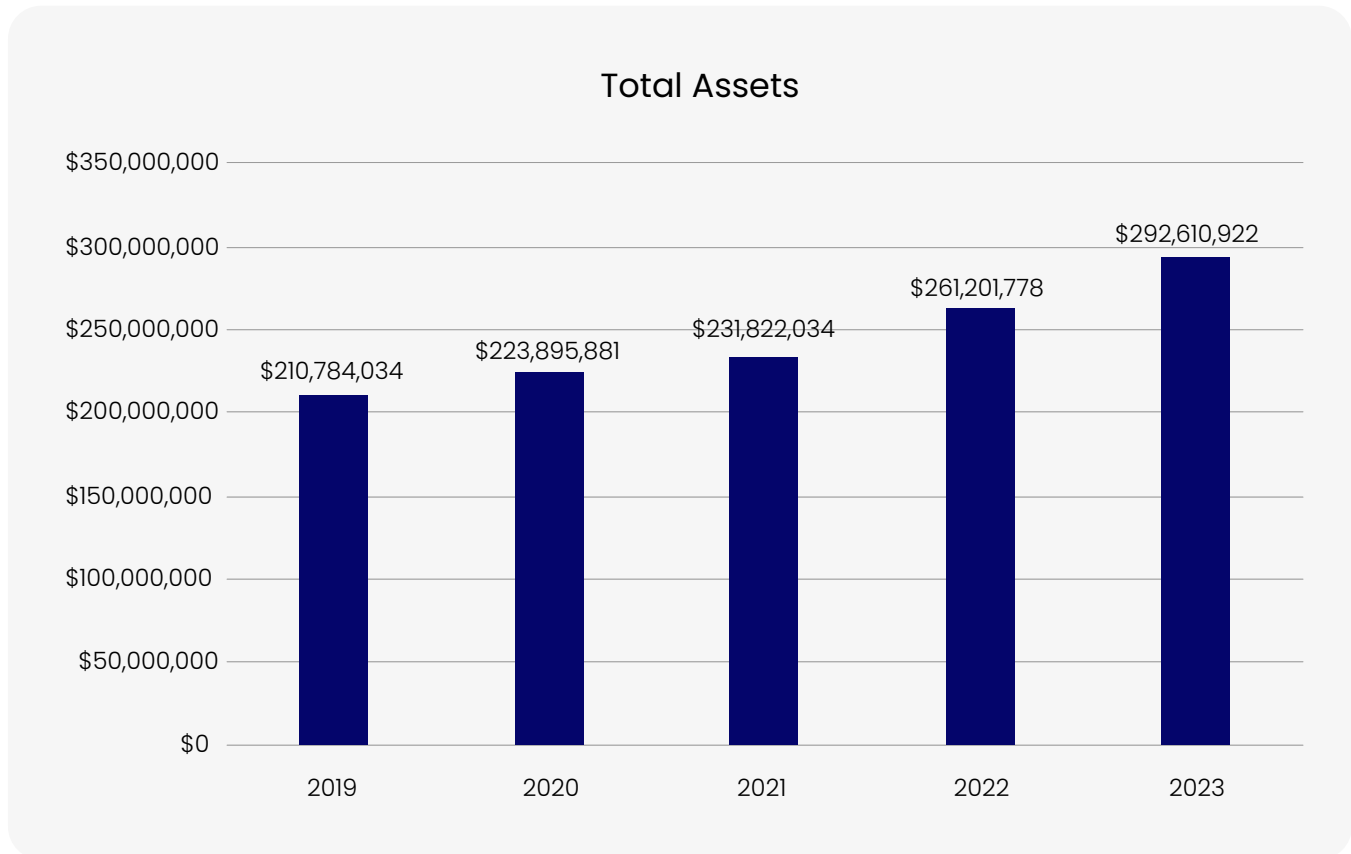




Statement Of Financial Performance

Assets

At the end of December 2023, The Communal's total assets stood at \$292.6m, representing growth of 12.0% over the prior year. This growth has been steadily increasing over the past five (5) years, the robust growth of which is highlighted below:

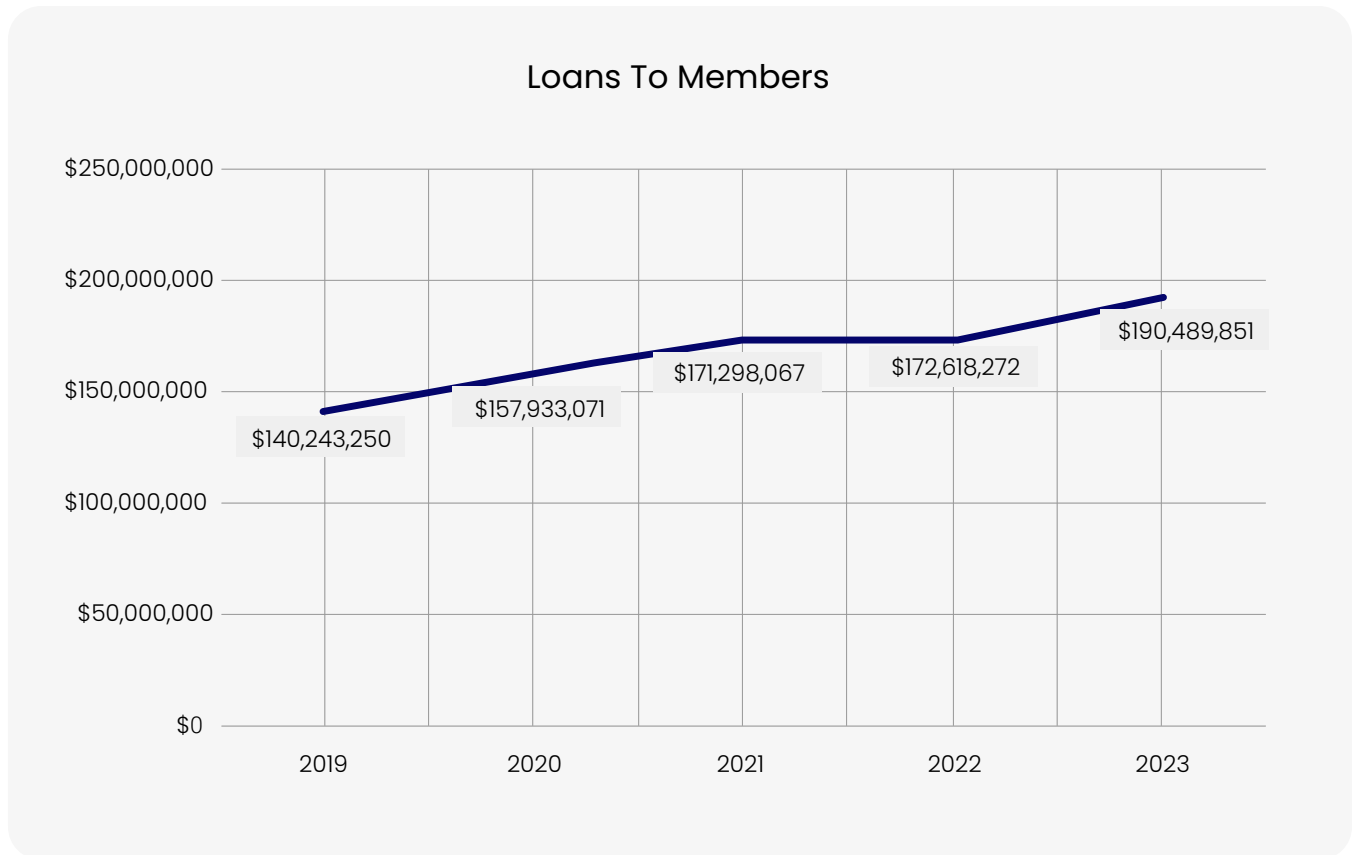


The assets that are controlled by the credit union are the economic resources from past events that generate future benefits to the entity as defined by International Financial Reporting Standards (IFRS). It is these assets that are fundamental to improve operations and to bolster growth into the foreseeable future.

The Communal's assets are broadly categorized into earning and non-earning assets. It is worth noting that the credit union has realized an increase of 9.2% and 21.6% respectively in both categories this year from the previous year. Earning assets increased by \$18.8m, which was mainly because of growth in the loan portfolio, which stood at \$190.5m, representing an increase of \$17.9m (10.4%).



The growth in loans to our members over the past five (5) years is highlighted below:

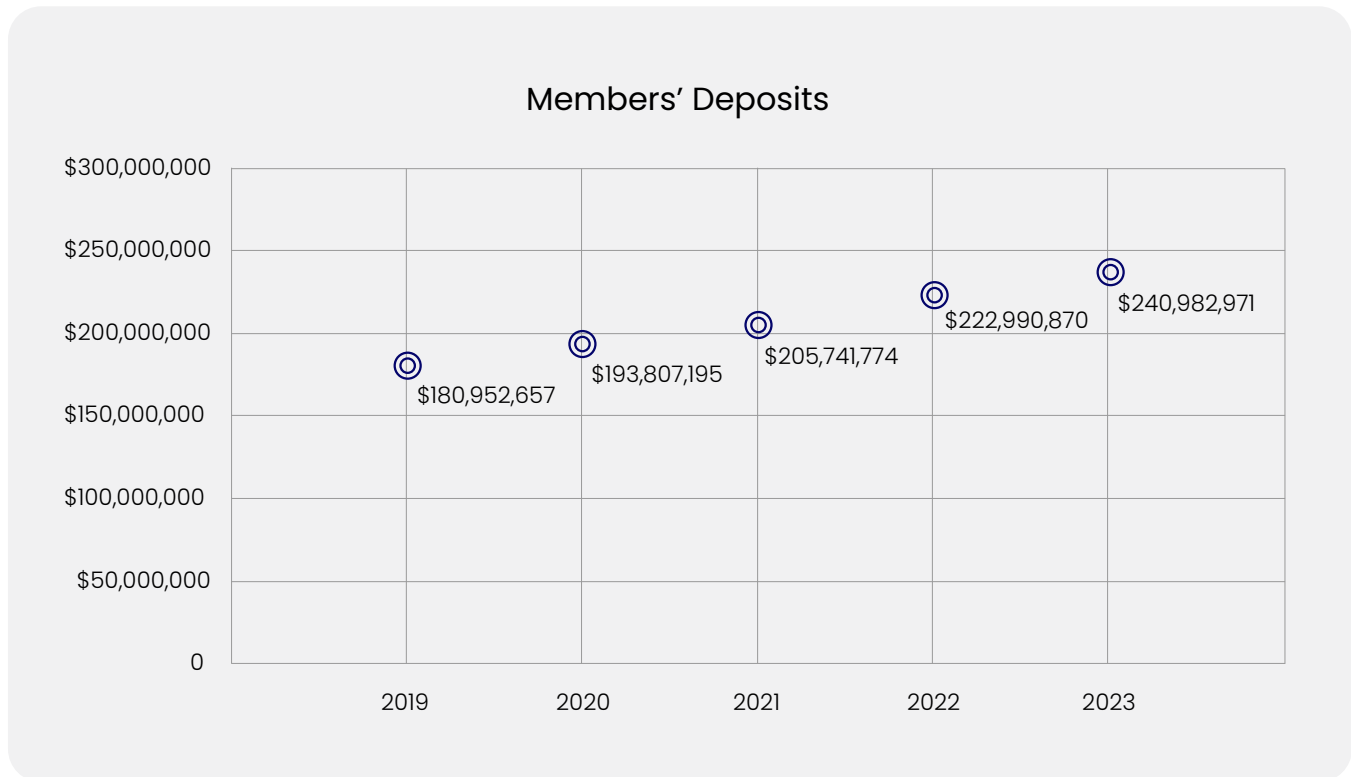


The Communal's non-earning assets are the assets owned to aid operations, which consist of property, plant and equipment, intangible assets and right of use assets, inventories, receivables and prepayments and cash and cash equivalents. The major increase in non-earning assets was due to receivables and prepayments, which stood at \$24.1m – an increase of 66.3% from the previous year. This considerable increase is due to the increased usage of our ATM machines, contributing to the increase in revenue from ATM transactions fees. Additionally, Plant and Equipment stood at \$8.1m, with an increase of \$1.5m (23.6%) over the previous year due to the renovations to the HQ building, and furniture and equipment and data processing equipment bought in the year.



Liabilities

The main components of the credit union's liabilities are obligations to members and other institutions for deposits held. Below is a synopsis of the robust deposit growth/percentage change for the past five (5) years.



During the period under review, members' deposits grew to \$241.0m, representing an increase of \$18.0m over the previous year. Although members' deposits have steadily increased over the past five (5) years, further analysis reveals that it slowed down slightly in 2020 to 7.1% and further in 2021 to 6.2% due to Covid-19 and related economic impacts; however, it quickly rebounded in the following year to an 8.4% increase in 2022 and a further 8.1% in 2023. This is a testament to the trust and confidence members have continually placed in the leadership of our credit union.

Noninterest-bearing liabilities stood at \$22.2m at the end of year 2023, representing an increase

of \$10.1m (82.9%), which was primarily due to ATM payables as a direct result of members' increased use of the non-communal ATM machines.

Overall, The Communal's total liabilities were \$263.4m at year-end, which represents an increase of \$28.0m (11.9%) over the previous year. This growth in liabilities was almost matched by the growth in assets on a percentage basis; however, assets still outgrew liabilities in aggregate amounts, contributing to an increase in working capital of \$1.9m (9.6%) over last year.



Capital

The credit union's capital is the net difference between total assets and total liabilities, which is necessary to create value from operations. In The Communal's case, the generation of capital is vital to daily operations as it assists with future growth initiatives and the payout of dividends, and acts as a buffer against external economic instability. The credit union's capital structure is broadly categorized into institutional capital (inclusive of members qualifying shares, statutory reserves, and accumulated surpluses) and members' non-qualifying equity shares.

Institutional capital recorded a substantial increase of \$3.2m (15.4%). Although each component of institutional capital increased, accumulated surplus contributed the biggest increase of \$2.1m (29.1%) over the prior year. Qualifying and non-qualifying

equity shares both increased during the year by \$331.3k (3.5%) and \$311.9k (6.1%) respectively, which is an indication of growth in membership as well as augmenting the credit union's capital adequacy in line with our new Bye-Laws.

Ratio Analysis

While there is room for improvement in relation to the industry benchmark, it was noteworthy that The Communal's ratio performance was very encouraging. Management set out an objective of improving at least one (1) ratio in every category, which was achieved for the year in review. In this regard, the year-on-year improvement in saving deposits to total assets, total delinquency to total loans, operating expenses to average total assets and liquidity ratios brought the credit union closer to the respective industry benchmarks as exhibited below.

FINANCIAL RATIO	BENCHMARK	2023	2022
EFFECTIVE FINANCIAL STRUCTURE			
Net Loans/Total Assets	70%-80%	65.1%	66.1%
Deposits/Total Assets	70%-80%	82.4%	85.4%
Institutional Capital/Total Assets	Min>=7%	8.1%	7.8%
ASSET QUALITY			
Total Delinquent Loans/Gross Loans	Max<=5%	9.3%	9.7%
Non-Earning Assets/Total Assets	Max<=5%	21.3%	19.6%
RATES OF RETURN AND COST			
Operating Expenses/Average Total Assets	Max<=5%	2.9%	3.4%
Total Expenditure/Total Income	Max<=85%	78.2%	92.4%
LIQUIDITY			
Liquid Assets-Short-Term Payables to Total Deposits	Min>=15%	25.0%	28.2%
Liquid Reserves to Total Savings Deposits	10.0%	10.7%	12.3%



Statement of Comprehensive Income

During the year revenue grew to \$16.0m, a year-on-year increase of \$0.9m (5.9%), which was achieved for the second year in succession. Loan interest income, being the primary source of revenue, realized an increase of \$555.7k (4.5%) whereas interest expense dropped by \$329.6k (7.2%), which has greatly improved The Communal's position in relation to the bottom line. There were notable increases in revenue from investment and other income, which provided an important buffer for fluctuations, due to external factors, in loan interest income. Additionally, during the year the credit union has actively pursued and acquired some major investment opportunities setting a foundation for future growth and development.

With the implementation of a cost-cutting directive in 2021, the reduction in interest expense coupled with a reduction in expected credit loss (ECL) due to the management of delinquent loans and a decrease in general and administrative expenses of \$474.9k (5.7%) from the previous year resulted in a favorable position. These actions and achievements, when combined, created a groundbreaking achievement of \$3.5m in net surplus for the year 2023, which has never been achieved in our history. The table below evaluates the financial statement of The Communal, expressing each line as a percentage of total income. It is quite evident that most expenditure items, when expressed as a percentage of total income, decreased for the year-on-year comparison, which resulted in an increase in net income before provisions for the year 2023.

Common Sized Analysis	2023	2022	% Change
Income on Members' Loans	80.0%	81.1%	-1.1%
Interest on Investments	6.8%	7.0%	-0.1%
Rental Income	0.6%	1.6%	-1.0%
Other Income/Recoveries	12.5%	10.3%	2.2%
TOTAL INCOME	100.0%	100.0%	0.0%
EXPENDITURE			
General and Administrative Expenses	49.5%	55.5%	-6.1%
Interest on Members' Deposits	26.7%	30.5%	-3.8%
Expected Credit Loss	2.0%	6.2%	-4.2%
TOTAL EXPENDITURE	78.2%	92.4%	-14.2%
NET SURPLUS BEFORE PROVISIONS	21.8%	7.6%	14.2%



Conclusion

Under the guidance of the Board, the overall financial results achieved this year are truly remarkable and this is by virtue of the hard work and sacrifice of management and staff for taking on the challenge of setting higher levels of expectations and working assiduously to the realization of these goals set out in line with the yearly budget. Teamwork is dream work!

Acknowledgements

Of course, we cannot achieve anything without having our members' interest at heart and the credit union's commitment in this regard has never wavered. I must thank you, our dear members, for your overwhelming support and trust in The Communal as we chart the way forward together into the distant future. I take this opportunity to express my sincere gratitude to the Board of Directors of The Communal for this opportunity to serve as Treasurer and wish each director as well as our members and staff every success ahead.



Bro. Jason Hinds
Treasurer



INDEPENDENT AUDITOR'S REPORT





**THE COMMUNAL CO-OPERATIVE
CREDIT UNION LIMITED**

Financial Statements

For the year ended December 31, 2023



THE COMMUNAL CO-OPERATIVE CREDIT UNION LIMITED

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Tel: 784-456-2669
Tel: 784-456-1644
Fax: 784-456-1576
www.bdoecc.com

The Financial Services Center
P.O. Box 561
Kingstown Park
St. Vincent and the Grenadines

INDEPENDENT AUDITOR'S REPORT

To the Members of
The Communal Co-operative Credit Union Limited
Grenada

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of The Communal Co-operative Credit Union Limited (the "Credit Union"), which comprise the statement of financial position as at December 31, 2023, the statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and the notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Credit Union as at December 31, 2023, and of its financial performance and its cash flows for the year then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (IFRS Accounting Standards).

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Credit Union in accordance with the International Ethics Standards Board for Accountants International Code of Ethics for Professional Accountants (IESBA Code), together with the ethical requirements that are relevant to our audit of the financial statements in Grenada and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information included in the Credit Union's 2023 Annual Report

Management is responsible for the other information. The other information obtained at the date of this auditor's report is included in the Credit Union's 2023 Annual Report, other than the financial statements and our auditor's report thereon. The Credit Union's 2023 Annual Report is expected to be made available to us after the date of this auditor's report.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.



INDEPENDENT AUDITOR'S REPORT (cont'd)

To the Members of
The Communal Co-operative Credit Union Limited
Grenada

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of financial statements in accordance with IFRS Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Credit Union's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Credit Union or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Credit Union's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Credit Union's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Credit Union's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Credit Union to cease to continue as a going concern.



To the Members of
The Communal Co-operative Credit Union Limited
Grenada

- Evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

BDO Eastern Caribbean
Kingstown, St. Vincent and the Grenadines
April 10, 2024



THE COMMUNAL CO-OPERATIVE CREDIT UNION LIMITED
Statement of Financial Position
As at December 31, 2023
With comparative figures as at December 31, 2022
(Expressed in Eastern Caribbean Dollars)

	Notes	2023 \$	December 31, 2022 (As restated)	January 1, 2022 (As restated)
EARNING ASSETS				
Investment properties	4	3,168,800	3,168,800	3,168,800
Loans to members	5, 27	190,489,851	172,618,272	171,298,068
Investment securities at amortised cost	6	25,939,124	27,521,969	23,809,618
Investment security at fair value through OCI	6	2,599,745	99,745	99,745
Total earning assets		222,197,520	203,408,786	198,376,231
NON-EARNING ASSETS				
Property, plant, and equipment	7	8,063,050	6,525,070	6,546,418
Intangible assets	8	15,574	21,892	310,292
		8,078,624	6,546,962	6,856,710
Other assets				
Right-of-use asset	9	156,709	321,886	273,643
Inventories	10	216,376	266,721	130,001
Receivables and prepayments	11	24,053,406	14,460,030	8,633,474
Cash and cash equivalents	12	37,908,287	36,197,393	17,551,976
Total non-earning assets		62,334,778	51,246,030	26,589,094
TOTAL ASSETS		292,610,922	261,201,778	231,822,035
CAPITAL AND LIABILITIES				
Institutional capital				
Members qualifying equity shares	13	9,924,578	9,593,280	6,548,030
Statutory reserve	14	4,364,228	3,649,538	3,393,388
Accumulated surplus		9,369,150	7,255,386	6,372,929
		23,657,956	20,498,204	16,314,347
Members' other equity shares	13	5,433,623	5,121,753	5,492,046
Other funds and reserves				
Development fund	15	103,896	34,381	-
Members' health fund reserve	16	25,915	33,342	37,342
		129,811	67,723	37,342
TOTAL EQUITY		29,221,390	25,687,680	21,843,735
Non-current lease liability	9	-	150,311	175,850
Current liabilities				
Current portion of lease liability	9	161,847	208,547	143,261
Members' deposits	17	240,982,971	222,990,870	205,741,774
Non-interest-bearing liabilities	18	22,244,714	12,164,370	3,917,415
TOTAL LIABILITIES		263,389,532	235,514,098	209,978,300
TOTAL EQUITY AND LIABILITIES		292,610,922	261,201,778	231,822,035

The notes on pages 68 to 100 are an integral part of these financial statements.

APPROVED ON BEHALF OF THE BOARD


 Chairman


 Director



THE COMMUNAL CO-OPERATIVE CREDIT UNION LIMITED
Statement of Profit or Loss and Other Comprehensive Income
For the year ended December 31, 2023
With comparative figures for the year ended December 31, 2022
(Expressed in Eastern Caribbean Dollars)

	Note	2023 \$	2022 \$ (As restated)
INCOME			
Loan interest income	19	12,780,021	12,224,359
Interest expense	20	(4,262,616)	(4,592,245)
Net interest income		8,517,405	7,632,114
Interest income - investment		1,089,881	1,049,847
Other operating income	21	1,907,496	1,459,915
Lease interest expense	9	(23,469)	(30,279)
Net income		11,491,313	10,111,597
General and administrative expenses	22	(7,897,276)	(8,372,195)
Bad debts recovered		90,153	99,386
Rental income		101,615	240,000
Expected credit loss expense		(311,603)	(932,740)
		(8,017,111)	(8,965,549)
Net surplus for the year before transfers		3,474,202	1,146,048
Deduct: Transfer to statutory reserve	14	(694,840)	(229,210)
Transfer to development fund	15	(104,226)	(34,381)
Net surplus for the year after transfers		2,675,136	882,457

The notes on pages 68-100 are an integral part of these financial statements.



THE COMMUNAL CO-OPERATIVE CREDIT UNION LIMITED
Statement of Changes in Members' Equity
For the year ended December 31, 2023
With comparative figures for the year ended December 31, 2022
(Expressed in Eastern Caribbean Dollars)

	Note	Qualifying Shares	Other Equity Shares	Statutory Reserve	Other Fund and Reserves	Accumulated Surplus	Total
		\$	\$	\$	\$	\$	\$
Balance at 1 January, 2021		6,337,875	5,497,402	3,367,844	68,655	8,437,618	23,709,394
Net movement in shares		210,155	(5,356)	-	-	-	204,799
Entrance fees		-	-	25,544	-	-	25,544
Net movement on health fund reserve		-	-	-	(31,313)	(238,861)	(270,174)
Net loss for the year		-	-	-	-	(104,808)	(104,808)
Correction of impairment provision error	27	-	-	-	-	(1,721,020)	(1,721,020)
Balance at 1 January, 2022 (As restated)		6,548,030	5,492,046	3,393,388	37,342	6,372,929	21,843,735
Net movement in shares		3,045,250	(370,293)	-	-	-	2,674,957
Entrance fees		-	-	26,940	-	-	26,940
Net movement on health fund reserve		-	-	-	(4,000)	-	(4,000)
Transfers to other reserves		-	-	231,405	34,711	(266,116)	-
Net surplus for the year		-	-	-	-	1,157,025	1,157,025
Correction of impairment provision error	27	-	-	(2,195)	(330)	(8,452)	(10,977)
Balance at 31 December, 2022 (As restated)		9,593,280	5,121,753	3,649,538	67,723	7,255,386	25,687,680
Net movement in shares		331,298	311,870	-	-	-	643,168
Entrance fees	14	-	-	19,850	-	-	19,850
Net movement on health fund reserve	16	-	-	-	(7,427)	-	(7,427)
Transfers to other reserves	14,15	-	-	694,840	69,515	(799,066)	(34,711)
Payment of Dividends		-	-	-	-	(561,372)	(561,372)
Net surplus for the year		-	-	-	-	3,474,202	3,474,202
Balance at 31 December, 2023		9,924,578	5,433,623	4,364,228	129,811	9,369,150	29,221,390

The notes on pages 68-100 are an integral part of these financial statements.



THE COMMUNAL CO-OPERATIVE CREDIT UNION LIMITED
Statement of Cash Flows
For the year ended December 31, 2023
With comparative figures for the year ended December 31, 2022
(Expressed in Eastern Caribbean Dollars)

	Notes	2023 \$	2022 \$
Cash flows from operating activities			
Net surplus or the year after transfers		2,675,136	882,457
Adjustments for non-cash transactions:			
Depreciation	7	700,237	709,841
Amortisation	8	6,318	288,400
Depreciation expense on right-of-use assets	9	165,177	173,505
Bad debts recovered		(90,153)	(99,386)
Bad debt expense		311,603	932,740
Lease interest expense	9	23,469	30,279
Gain on disposals		-	(44,000)
Operating surplus before working capital changes		3,791,787	2,873,836
Decrease/(increase) in inventories		50,345	(136,720)
(Increase) in receivables and prepayments		(9,593,376)	(5,826,558)
Increase in members' deposits		17,992,101	17,249,096
Increase in non-interest-bearing liabilities		10,080,344	8,246,955
Net cash generated from operating activities		22,321,201	22,406,609
Cash flows from investing activities			
Increase in investment securities		(917,155)	(3,712,351)
Purchase of property, plant, and equipment		(2,258,727)	(688,493)
Proceeds from disposal of fixed assets		20,510	44,000
Increase in members' loans		(18,093,029)	(2,153,559)
Net cash used in investing activities		(21,248,401)	(6,510,403)
Cash flows from financing activities			
Lease payments		(220,480)	(212,280)
Entrance fees received		19,850	26,940
Net movement in other funds and reserves	14,15,16	756,928	259,591
Shares issued		643,168	2,674,960
Payment of dividends		(561,372)	-
Net cash generated from financing activities		638,094	2,749,211
Net increase in cash and cash equivalents		1,710,894	18,645,417
Net cash and cash equivalents - January 1, 2023		36,197,393	17,551,976
Net cash and cash equivalents - December 31, 2023		37,908,287	36,197,393

The notes on pages 68-100 are an integral part of these financial statements.



THE COMMUNAL CO-OPERATIVE CREDIT UNION LIMITED
Notes to the Financial Statements
For the year ended December 31, 2023
(Expressed in Eastern Caribbean Dollars)

1. Corporate information

The Credit Union was registered on 19th October, 1965 under the Co-operative Societies Ordinance as amended by the Co-operative Societies Act No. 8 of 2011 for the purpose of affording members of the Credit Union the opportunity to accumulate savings and to obtain credit for provident or productive purposes at reasonable rates of interest. The Credit Union employed on average 60 persons during the year (2022:55).

2. Significant accounting policies

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

(a) Statement of compliance

These financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) and International Accounting Standards are issued by the International Accounting Standards Board (IASB).

The financial statements were approved by the Board of Directors and authorised for issue on April 4, 2024.

(b) Basis of preparation

The financial statements have been prepared on a historical cost basis, except for the following items (refer to individual accounting policies for details):

- Financial instruments - fair value through profit or loss
- Investment property

The preparation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying the Credit Union's accounting policies. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to these financial statements are disclosed in Note 3.

(c) Changes in accounting policies and disclosures

(i) New accounting standards, amendments and interpretations

The accounting policies adopted in the preparation of the financial statements are consistent with those followed in the preparation of the Credit Union's annual financial statements for the year ended December 31, 2023, except for the adoption of new standards and interpretations below.



THE COMMUNAL CO-OPERATIVE CREDIT UNION LIMITED
Notes to the Financial Statements
For the year ended December 31, 2023
(Expressed in Eastern Caribbean Dollars)

2. Significant accounting policies (cont'd)

(c) Changes in accounting policies and disclosures (cont'd)

(i) New accounting standards, amendments and interpretations (cont'd)

a) New standards, interpretations and amendments effective from 1 January 2023

New standards impacting the Credit Union that will be adopted in the annual financial statements for the year ended 31 December 2023, and which have given rise to changes in the Board's accounting policies are:

- IFRS 17 Insurance Contracts;
- Disclosure of Accounting Policies (Amendments to IAS 1 Presentation of Financial Statements and IFRS Practice Statement 2 Making Materiality Judgements);
- Definition of Accounting Estimates (Amendments to IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors);
- Deferred Tax related to Assets and Liabilities arising from a Single Transaction (Amendments to IAS 12 Income Taxes); and
- International Tax Reform - Pillar Two Model Rules (Amendment to IAS 12 Income Taxes) (effective immediately upon the issue of the amendments and retrospectively).

These amendments to various IFRS Accounting Standards are mandatorily effective for reporting periods beginning on or after 1 January 2023. See the applicable notes for further details on how the amendments affected the Credit Union.

IFRS 17 Insurance Contracts

IFRS 17 was issued by the IASB in 2017 and replaces IFRS 4 for annual reporting period beginning on or after 1 January 2023.

IFRS 17 introduces an internationally consistent approach to the accounting for insurance contracts. Prior to IFRS 17, significant diversity has existed worldwide relating to the accounting for and disclosure of insurance contracts, with IFRS 4 permitting many previous accounting approaches to be followed.

Since IFRS 17 applies to all insurance contracts issued by an entity (with limited scope exclusions), its adoption may have an effect on non-insurers such as A Layout Group. The Credit Union carried out an assessment of its contracts and operations and concluded that the adoption of IFRS 17 has had no effect on the annual financial statements of the Credit Union.



THE COMMUNAL CO-OPERATIVE CREDIT UNION LIMITED
Notes to the Financial Statements
For the year ended December 31, 2023
(Expressed in Eastern Caribbean Dollars)

2. Significant accounting policies (cont'd)

(c) Changes in accounting policies and disclosures (cont'd)

(i) New accounting standards, amendments and interpretations (cont'd)

a) New standards, interpretations and amendments effective from 1 January 2023 (cont'd)

Disclosure of Accounting Policies (Amendments to IAS 1 Presentation of Financial Statements and IFRS Practice Statement 2 Making Materiality Judgements)

In February 2021, the IASB issued amendments to IAS 1 and IFRS Practice Statement 2. The amendments aim to make accounting policy disclosures more informative by replacing the requirement to disclose 'significant accounting policies' with 'material accounting policy information'. The amendments also provide guidance under what circumstance, the accounting policy information is likely to be considered material and therefore requiring disclosure.

These amendments have no effect on the measurement or presentation of any items in the financial statements of the Credit Union but affect the disclosure of accounting policies of the Credit Union.

Definition of Accounting Estimates (Amendments to IAS 8 Accounting policies, Changes in Accounting Estimates and Errors)

The amendments to IAS 8, which added the definition of accounting estimates, clarify that the effects of a change in an input or measurement technique are changes in accounting estimates, unless resulting from the correction of prior period errors. These amendments clarify how entities make the distinction between changes in accounting estimate, changes in accounting policy and prior period errors.

These amendments had no effect on the financial statements of the Credit Union.

Deferred Tax related to Assets and Liabilities arising from a Single Transaction (Amendments to IAS 12 Income Taxes)

In May 2021, the IASB issued amendments to IAS 12, which clarify whether the initial recognition exemption applies to certain transactions that result in both an asset and a liability being recognised simultaneously (e.g. a lease in the scope of IFRS 16). The amendments introduce an additional criterion for the initial recognition exemption, whereby the exemption does not apply to the initial recognition of an asset or liability which at the time of the transaction, gives rise to equal taxable and deductible temporary differences.

These amendments had no effect on the annual financial statements of the Credit Union.



THE COMMUNAL CO-OPERATIVE CREDIT UNION LIMITED
Notes to the Financial Statements
For the year ended December 31, 2023
(Expressed in Eastern Caribbean Dollars)

2. Significant accounting policies (cont'd)

(c) Changes in accounting policies and disclosures (cont'd)

(i) New accounting standards, amendments and interpretations (cont'd)

a) New standards, interpretations and amendments effective from 1 January 2023 (cont'd)

International Tax Reform - Pillar Two Model Rules (Amendment to IAS 12 Income Taxes)

In December 2021, the Organisation for Economic Co-operation and Development (OECD) released a draft legislative framework for a global minimum tax that is expected to be used by individual jurisdictions. The goal of the framework is to reduce the shifting of profit from one jurisdiction to another in order to reduce global tax obligations in corporate structures. In March 2022, the OECD released detailed technical guidance on Pillar Two of the rules.

Stakeholders raised concerns with the IASB about the potential implications on income tax accounting, especially accounting for deferred taxes, arising from the Pillar Two model rules. The IASB issued the final Amendments (the Amendments) International Tax Reform - Pillar Two Model Rules, in response to stakeholder concerns on 23 May 2023.

The Amendments introduce a mandatory exception to entities from the recognition and disclosure of information about deferred tax assets and liabilities related to Pillar Two model rules. The exception is effective immediately and retrospectively. The Amendments also provide for additional disclosure requirements with respect to an entity's exposure to Pillar Two income taxes.

Management of A Layout has determined that the Group is not within the scope of OECD's Pillar Two Model Rules and the exception to the recognition and disclosure of information about deferred tax assets and liabilities related to Pillar Two income taxes is not applicable to the Credit Union.

The amendments have no significant impact on the Credit Union's financial statements.



THE COMMUNAL CO-OPERATIVE CREDIT UNION LIMITED
Notes to the Financial Statements
For the year ended December 31, 2023
(Expressed in Eastern Caribbean Dollars)

2. Significant accounting policies (cont'd)

(c) Changes in accounting policies and disclosures (cont'd)

(i) New accounting standards, amendments and interpretations (cont'd)

b) New standards, interpretations, and amendments not yet effective

There are a number of standards, amendments to standards, and interpretations which have been issued by the IASB that are effective in future accounting periods that the Credit Union has decided not to adopt early.

The following amendments are effective for periods beginning on or after 1 January 2024:

- Liability in a Sale and Leaseback (Amendments to IFRS 16 Leases);
- Classification of Liabilities as Current or Non-Current (Amendments to IAS 1 Presentation of Financial Statements);
- Non-current Liabilities with Covenants (Amendments to IAS 1 Presentation of Financial Statements); and
- Supplier Finance Arrangements (Amendments to IAS 7 Statement of Cash Flows and IFRS 7 Financial Instruments: Disclosures)

The following amendments are effective for periods beginning on or after 1 January 2025:

- Lack of Exchangeability (Amendments to IAS 21 The Effects of Changes in Foreign Exchange Rates)

The Credit Union is currently assessing the impact of these new accounting standards and amendments. The Credit Union does not believe that the amendments to IAS 1 will have a significant impact on the classification of its liabilities, as the conversion feature in its convertible debt instruments is classified as an equity instrument and therefore, does not affect the classification of its convertible debt as a non-current liability. The Credit Union does not expect any other standards issued by the IASB, but are yet to be effective, to have a material impact on the Credit Union.



THE COMMUNAL CO-OPERATIVE CREDIT UNION LIMITED
Notes to the Financial Statements
For the year ended December 31, 2023
(Expressed in Eastern Caribbean Dollars)

2. Significant accounting policies (cont'd)

(d) Property, plant and equipment

Land and Buildings comprise properties located at Halifax Street, St. George and Perdmontemps, St. David. Land and buildings are stated at cost, less subsequent depreciation on buildings. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the assets carrying amounts or are recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Credit Union and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the statement of comprehensive income during the financial period in which they are incurred.

Increases in the carrying amount arising on revaluation of land and buildings are credited to revaluation reserve in the fund. Decreases that offset previous increases of the same assets are charged against the surplus directly in the fund; all other decreases are charged to the statement of comprehensive income.

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost or revalued amounts to their residual values over their estimated useful lives. The rates used are as follows:

	Per annum
Buildings	- 2.5%
Leasehold improvements	- 20%
Furniture, fixtures, and equipment	- 10%
Computers	- 20%
Motor vehicle	- 20%

The assets residual values and useful lives are reviewed, and adjusted if appropriate, at each statement of financial position date. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gain and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the statement of comprehensive income.



THE COMMUNAL CO-OPERATIVE CREDIT UNION LIMITED
Notes to the Financial Statements
For the year ended December 31, 2023
(Expressed in Eastern Caribbean Dollars)

2. Significant accounting policies (cont'd)

(e) Intangible assets

(i) Recognition and measurement

Intangible assets that are acquired by the Credit Union and have finite useful lives are measured at cost less accumulated amortization and accumulated impairment losses.

(ii) Subsequent expenditure

Subsequent expenditure is capitalized only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure is recognised in profit or loss as incurred.

(iii) Amortization

Amortization is calculated over the cost of the asset, or other amount substituted for cost, less its residual value. Amortization is recognised in profit or loss on a straight-line basis over the estimated useful lives of intangible assets from the date that they are available for use, since this most closely reflects the expected pattern of consumption of the future economic benefits embodied in the asset.

The intangible assets are amortized as follows:

	Per annum
Computer software	20%

(f) Investment property

Investment property is property held either to earn rental income or for capital appreciation or for both, but not for sale in the ordinary course of business, use in the production or supply of goods or services or for administrative purposes.

Investment property of the Credit Union comprises of land and building situated at Herbert Blaize Street, St. George's held for long-term rental yields and which is not occupied by the Credit Union. Investment property is treated as a long-term investment and is carried at fair value. The Credit Union investment property is being depreciated using the straight-line method over a period of forty (40) years.

(g) Investment property

Investment property is property held either to earn rental income or for capital appreciation or for both, but not for sale in the ordinary course of business, use in the production or supply of goods or services or for administrative purposes.

Investment property of the Credit Union comprises of land and building situated at Herbert Blaize Street, St. George's held for long-term rental yields and which is not occupied by the Credit Union. Investment property is treated as a long-term investment and is carried at fair value. The Credit Union investment property is being depreciated using the straight-line method over a period of forty (40) years.



THE COMMUNAL CO-OPERATIVE CREDIT UNION LIMITED
Notes to the Financial Statements
For the year ended December 31, 2023
(Expressed in Eastern Caribbean Dollars)

2. Significant accounting policies (cont'd)

(h) Financial instruments

(i) Classification and measurement

Initial recognition

Financial instruments are contracts that give rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

The Credit Union recognises loans to borrowers on the date on which they are originated. All other financial instruments (including regular-way purchases and sale of financial assets) are recognised on the trade date, which is the date on which the Credit Union becomes a party to the contractual provisions of the instrument.

Initial measurement

The classification of financial instruments at initial recognition depends on their contractual terms and the business model for managing the instruments. Financial instruments are initially measured at their fair value, except in the case of financial assets and financial liabilities recorded at fair value through profit or loss (FVPL) whereby transaction costs are added to, or subtracted from, this amount.

Measurement categories of financial assets and liabilities

The Credit Union classifies all of its assets at either:

- Amortised cost or
- FVPL

The Credit Union retained the existing requirements in IAS 39 for the classification of financial liabilities which is at amortised cost.

Amortised cost

The Credit Union measures its cash and cash equivalents, debt securities, mortgage and other loans and contributions and other receivables at amortised cost. Financial assets are measured at amortized cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding.



THE COMMUNAL CO-OPERATIVE CREDIT UNION LIMITED
Notes to the Financial Statements
For the year ended December 31, 2023
(Expressed in Eastern Caribbean Dollars)

2. Significant accounting policies (cont'd)

(h) Financial instruments (cont'd)

(i) Classification and measurement (cont'd)

Financial assets at fair value through profit or loss

Financial assets in this category are those that are designated by management upon initial recognition or are mandatorily required to be measured at fair value under IFRS 9.

The Credit Union irrevocably elected to present subsequent changes in fair value of an equity investment that is neither held for trading nor contingent consideration recognised by an acquirer in a business combination in other comprehensive income.

When equity investment designated as measured at FVOCI is derecognised, the cumulative gain or loss previously recognised in other comprehensive income is subsequently transferred to accumulated surplus.

Dividend income from equity instruments measured at FVPL is recorded in profit or loss as other income when the right to the payment has been established.

(ii) Impairment

Impairment of financial assets

In relation to the impairment of financial assets, IFRS 9 requires an expected credit loss (ECL) model as opposed to an incurred credit loss model under IAS 39. The expected credit loss model requires the Credit Union to account for expected credit losses and changes in those expected credit losses at each reporting date to reflect changes in credit risk since initial recognition of the financial assets. Therefore, it is no longer necessary for a credit event to have occurred before credit losses are recognised.

The Credit Union has been recording an allowance for expected credit losses for all loans and individual debt securities and accounts receivable.

ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Credit Union expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in three stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures which are credit impaired or for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).



THE COMMUNAL CO-OPERATIVE CREDIT UNION LIMITED
Notes to the Financial Statements
For the year ended December 31, 2023
(Expressed in Eastern Caribbean Dollars)

2. Significant accounting policies (cont'd)

(h) Financial instruments (cont'd)

(ii) Impairment (cont'd)

Impairment of financial assets (cont'd)

The Credit Union considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Credit Union may also consider a financial asset to be in default when internal or external information indicates that the Credit Union is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Credit Union.

Based on the above process, the Credit Union classifies its ECLs into Stage 1, Stage 2 and Stage 3.

Stage 1

When financial assets are first recognised, the Credit Union recognises an allowance based on 12 months ECLs. Stage 1 financial assets also include facilities where the credit risk has improved and the financial assets have been reclassified from Stage 2.

Stage 2

When financial assets have shown a significant increase in credit risk since origination, the Credit Union records an allowance for the Lifetime ECLs. Stage 2 also include facilities, where the credit risk has improved, and financial assets have been reclassified from Stage 3.

Stage 3

Financial assets considered credit-impaired. Here the Credit Union records an allowance for the Lifetime ECLs.

The mechanics of the ECL calculations are outlined below and the key elements are, as follows:

- PD The Probability of Default is an estimate of the likelihood of default over a given period of time. A default may only happen at a certain time over the asserted period, if the facility has not been previously derecognised and is still in the portfolio.
- EAD The Exposure at Default is an estimate of the exposure at a future default date, taking into account expected changes in the exposure after the reporting date including repayments of principal and interest, whether scheduled by contract or otherwise.
- LGD The Loss Given Default is an estimate of the loss arising in the case where a default occurs at a given time. It is based on the difference between the contractual cash flows due and the cash flows expected to be received. It is usually expressed as a percentage of the EAD.

The maximum period for which the credit losses are determined is the contractual life of a financial instrument.



THE COMMUNAL CO-OPERATIVE CREDIT UNION LIMITED
Notes to the Financial Statements
For the year ended December 31, 2023
(Expressed in Eastern Caribbean Dollars)

2. Significant accounting policies (cont'd)

(h) Financial instruments (cont'd)

(ii) Impairment (cont'd)

Calculation of ECLs

Stage 1

The 12mECL is calculated as the portion of LTECLs that represent the ECLs that result from default events on a financial instrument that are possible within the 12 months after the reporting date. The Credit Union calculates the 12mECL allowance based on the expectation of a default occurring in the 12 months following the reporting date. These expected 12-month default probabilities are applied to a forecast EAD and multiplied by the expected LGD.

Stage 2

When financial assets have shown a significant increase in credit risk since origination, the Credit Union records an allowance for the LTECLs. The mechanics are similar to those explained above, but PDs and LGDs are estimated over the lifetime of the loan.

Stage 3

For financial assets considered credit-impaired, the Credit Union recognises the lifetime expected credit losses for these financial assets. The method is similar to that for Stage 2 assets.

(iii) Impairment of other financial assets

Investment securities and Cash and cash equivalents

The Credit Union's cash at bank and investment securities are deposits placed with reputable institutions and countries where there has been no significant default. The Credit Union therefore considers the risk of default to be low. The ECLs on these instruments were therefore determined to be zero.

Receivables and prepayments

The Credit Union's receivables and prepayments are mostly short-term with minimal exposure to risk. The ECLs on these instruments were assessed on an individual basis.

(iv) Write offs

The gross carrying amount of a financial asset is written off to the extent that there is no realistic prospect of recovery. This is generally when the Credit Union determines that the borrower does not have assets or resources of income that would generate sufficient cash flows to repay the amount subject to the write-off. However, the financial assets could still be subject to enforcement activities in order to comply with the Credit Union's procedures.



THE COMMUNAL CO-OPERATIVE CREDIT UNION LIMITED
Notes to the Financial Statements
For the year ended December 31, 2023
(Expressed in Eastern Caribbean Dollars)

2. Significant accounting policies (cont'd)

(h) Financial instruments (cont'd)

(v) Derecognition of financial assets

The Credit Union derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Credit Union neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Credit Union recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Credit Union retains substantially all the risks and rewards of ownership of a transferred financial asset, the Credit Union continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in profit or loss.

(vi) Financial liabilities

When financial liabilities are recognised, they are measured at fair value of the consideration given plus transactions costs directly attributable to the acquisition of the liability. Financial liabilities are re-measured at amortised cost.

Financial liabilities are derecognised when they are extinguished, that is when the obligation specified in the contract is discharged, cancelled, or expired. The difference between the carrying amount of a financial liability extinguished and the consideration price is recognised in the statement of comprehensive income.

(vii) Non-financial assets

The carrying amounts of the Company's non-financial assets, other than deferred tax are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists for any assets, then that asset's recoverable amount is estimated.

The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For the purpose of impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or groups of assets (the "cash-generating unit"). An impairment loss is recognised if the carrying amount of an asset or its cash-generating unit exceeds its estimated recoverable amount. Impairment losses are recognised in profit or loss.

Impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.



THE COMMUNAL CO-OPERATIVE CREDIT UNION LIMITED
Notes to the Financial Statements
For the year ended December 31, 2023
(Expressed in Eastern Caribbean Dollars)

2. Significant accounting policies (cont'd)

(i) Cash and cash equivalents

Cash and cash equivalents include cash on hand and at bank and short-term demand deposits with original maturities of three (3) months or less.

(j) Receivables and prepayments

Receivables are amounts due in the ordinary course of business. If collection is expected in one year or less, they are classified as current assets.

(k) Accounts payables

Payables are obligation to pay for goods or services that have been acquired in the ordinary course of the business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less.

(l) Equity shares

Members' shares are classified as equity.

(m) Provisions

Provisions are recognised when the Credit Union has a legal or constructive obligation, as a result of past events, if it is probable that an outflow of resources will be required to settle the obligation and a reliable estimate of the amount can be made.

(n) Employee benefits

Pension benefits

The Credit Union operates a defined contribution pension plan. The Credit Union pays fixed contributions into the fund and has no legal or constructive obligation to pay further contributions. The Credit Union's contribution is recorded as an expense in the statement of comprehensive income.

(o) Revenue recognition

i) Interest income

Interest income is recognised on an accrual basis.

ii) Investment income

Investment income is recognised on an accrual basis.

iii) Rental income

Rental income is recognised on the accrual basis.

(p) Dividends

Dividends that are paid during the period are accounted for as an appropriation of surplus in the statement of changes in members' equity.



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2. Significant accounting policies (cont'd)

(q) Foreign currencies

Transactions in foreign currencies are recorded at the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are re-translated at the rate of exchange ruling at the statement of financial position date. The resulting profits and losses are dealt with in the statement of comprehensive income. There are no foreign currency borrowings.

(r) Borrowings

Borrowings are recognised at fair value net of transaction cost incurred. Borrowings are subsequently stated at amortized cost: any difference between the proceeds, net of transaction cost, and the redemption value is recognised in the statement of comprehensive income over the period of borrowings. Borrowings are classified as current liabilities unless the Credit Union has an unconditional right to defer settlement of the liability for at least twelve (12) months after the statement of financial position date.

(s) Leases

All leases are accounted for by recognising a right-of-use asset and a lease liability except for:

- Leases of low value assets; and
- Leases with a duration of 12 months or less.

Lease liabilities are measured at the present value of the contractual payments due to the lessor over the lease term, with the discount rate determined by reference to the rate inherent in the lease unless (as is typically the case) this is not readily determinable, in which case the Credit Union's incremental borrowing rate is used. Variable lease payments are only included in the measurement of the lease liability if they depend on an index or rate. In such cases, the initial measurement of the lease liability assumes the variable element will remain unchanged throughout the lease term. Other variable lease payments are expensed in the period to which they relate.

On initial recognition, the carrying value of the lease liability also includes:

- amounts expected to be payable under any residual value guarantee;
- the exercise price of any purchase option granted in favour of the Credit Union if it is reasonable certain to assess that option;
- any penalties payable for terminating the lease, if the term of the lease has been estimated on the basis of termination option being exercised.

Right of use assets are initially measured at the amount of the lease liability, reduced for any lease incentives received, and increased for:

- lease payments made at or before commencement of the lease;
- initial direct costs incurred; and
- the amount of any provision recognised where the Credit Union is contractually required to dismantle, remove or restore the leased asset.

Subsequent to initial measurement lease liabilities increase as a result of interest charged at a constant rate on the balance outstanding and are reduced for lease payments made. Right-of-use assets are amortised on a straight-line basis over the remaining term of the lease or over the remaining economic life of the asset if, rarely, this is judged to be shorter than the lease term.



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2. Significant accounting policies (cont'd)

(s) Leases (cont'd)

When the Credit Union revises its estimate of the term of any lease (because, for example, it re-assesses the probability of a lessee extension or termination option being exercised), it adjusts the carrying amount of the lease liability to reflect the payments to make over the revised term, which are discounted at the same discount rate that applied on lease commencement. The carrying value of lease liabilities is similarly revised when the variable element of future lease payments dependent on a rate or index is revised. In both cases an equivalent adjustment is made to the carrying value of the right-of-use asset, with the revised carrying amount being amortised over the remaining (revised) lease term.

(t) Related parties

Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial or operating decisions. Transactions entered into with related parties in the normal course of business are carried out on commercial terms and conditions and market rates during the year.

3. Critical accounting estimates and judgments in applying accounting policies

The development of estimates and the exercise of judgment in applying accounting policies may have a material impact on the Credit Union's reported assets, liabilities, revenues, and expenses. The items which may have the most effect on these financial statements is set out below.

Valuation of property

The Credit Union utilises professional valuers to determine the fair value of its properties. Valuations are determined through the application of a variety of different valuation methods which are all sensitive to the underlying assumptions chosen.

Fair value of equity investments

The fair values of financial instruments that are not quoted in active markets are determined using the last traded value for the investment. Where no such value exists, costs is used as an appropriate estimate of fair value.

Property, plant, and equipment

Management exercises judgment in determining whether future economic benefits can be derived from expenditures to be capitalized and in estimating the useful lives and residual values of these assets.

Calculation of expected credit loss allowances

The measurement of impairment losses under IFRS 9 across all categories of financial assets requires judgement. These estimates are driven by a number of factors, changes in which can result in different levels of allowances.

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to change in circumstances and of forecast economic conditions. The Credit Union's historical credit loss experience and forecast of economic conditions may also not be representative of actual default in the future.



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4. Investment properties

	2023 \$	2022 \$
Land at Green Street	186,250	186,250
Building at H.A. Blaize Street	2,003,042	2,003,042
Cost - ending of year	2,189,292	2,189,292
Revaluation	979,508	979,508
Fair value - ending of year	3,168,800	3,168,800
Carrying amount - January 1	3,168,800	3,168,800
Carrying amount - December 31	3,168,800	3,168,800

As of reporting date, investment properties comprise:

	2023 \$	2022 \$
Properties held for lease	2,796,300	2,796,300
Properties held for development	372,500	372,500
	3,168,800	3,168,800

The Credit Union's investment properties were revalued on September 9, 2019, by an independent firm, Gleans Construction and Engineering Co. The directors have agreed to carry the properties at revalued amount as per the valuation report. The fair value of the investment properties was determined using the market comparable approach.

5. Loans to members

	2023 \$	2022 \$
House and land	98,506,135	97,647,564
Motor vehicle	15,695,026	13,099,055
Business	8,649,810	7,461,884
Promotional	26,711,914	12,361,330
Personal and others	44,145,083	45,653,641
Total loans	193,707,968	176,223,474
Interest receivable	542,479	517,195
	194,250,447	176,740,669
Less: Allowance for expected credit loss	(3,760,596)	(4,122,397)
	190,489,851	172,618,272

These loans are secured by mortgages, bills of sale and personal guarantees. Interest is payable at rates ranging between 4% and 15% per annum (2022: 4% and 15% per annum).

Allowance for expected credit loss

	2023 \$	2022 \$
Balance, beginning of year	4,122,397	3,318,817
Increase in allowance for expected credit loss on loans	311,603	932,740
Bad debts written off	(673,404)	(129,160)
Balance, end of year	3,760,596	4,122,397



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6. Investment securities

(i) Debt securities at amortised cost

	2023 \$	2022 \$
(a) Treasury bills and notes		
Government of St. Vincent - 91 day treasury bills	-	1,487,024
Government of St. Lucia - 91 day treasury bills	2,462,581	1,585,144
Government of St. Lucia - 180 day treasury bills	-	1,975,652
Government of St. Lucia - 365 day treasury bills	2,104,425	2,025,509
Government of Grenada - 365 day treasury bills	1,855,428	1,961,000
Government of Antigua - 180 day treasury bills	-	374,611
Government of Antigua - 365 day treasury bills	4,076,535	4,803,774
Government of Antigua - 2 year treasury notes	1,000,000	400,000
Government of Antigua - 3 year treasury notes	1,500,000	1,500,000
	12,998,969	16,112,714
(b) Bonds		
Eastern Caribbean Home Mortgage Bank - 1 year bond	-	-
Government of St. Lucia - 2 year bond	1,970,394	1,770,394
Government of St. Lucia - 5 year bond	1,000,000	1,000,000
Government of St. Lucia - 6 year bond	200,000	200,000
Government of St. Lucia - 7 year bond	500,000	500,000
Government of St. Vincent - 7 year treasury bond	308,216	496,073
Government of St. Vincent - 8 year treasury bond	509,000	509,000
	4,487,610	4,475,467
(c) Term deposits		
First Citizens Investment Services	2,128,155	760,392
Grenada Co-operative League Limited - Deposit (i)	641,603	628,407
Grenada Co-operative League Limited - Deposit (ii)	257,677	255,125
Ariza Credit Union Limited	2,266,940	2,222,491
Grenada Union of Teachers Co-operative Credit Union Limited	1,368,708	1,328,843
Grenville Co-operative Credit Union Limited	1,538,572	1,493,759
Gateway Co-operative Credit Union Limited	250,890	244,771
	8,452,545	6,933,788
	25,939,124	27,521,969

(ii) Equity security at fair value through other comprehensive income

9,949 ordinary shares in the Grenada Co-operative League Limited	99,745	99,745
25,000 preference shares at \$100 par value in the Eastern Caribbean Home Mortgage Bank	2,500,000	-
	2,599,745	99,745



THE COMMUNAL CO-OPERATIVE CREDIT UNION LIMITED

Notes to the Financial Statements

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7. Property, plant, and equipment

	Land \$	Buildings \$	Leasehold improvement \$	Furniture, fixtures, and equipment \$	Computer equipment and Software \$	Motor vehicles \$	Work-in- progress \$	Total \$
Cost								
As at January 1, 2022	1,051,566	4,958,340	1,579,108	2,048,491	2,231,220	109,995	284,031	12,262,751
Additions	-	-	-	37,335	82,436	153,000	415,722	688,493
Transfers	-	-	-	(499)	-	(109,995)	-	(110,494)
As at December 31, 2022	1,051,566	4,958,340	1,579,108	2,085,327	2,313,656	153,000	699,753	12,840,750
As at January 01, 2023	1,051,566	4,958,340	1,579,108	2,085,327	2,313,656	153,000	699,753	12,840,750
Additions	-	8,400	2,939	73,104	103,317	-	2,074,237	2,261,997
Transfers	-	-	-	(2,399)	-	-	(20,510)	(22,909)
As at December 31, 2023	1,051,566	4,966,740	1,582,047	2,156,032	2,416,973	153,000	2,753,480	15,079,838
Accumulated depreciation								
As at January 1, 2022	-	1,580,178	806,824	1,493,923	1,725,413	109,995	-	5,716,333
Charge for the year	-	123,958	283,988	121,535	179,085	1,275	-	709,841
Disposal	-	-	-	(499)	-	(109,995)	-	(110,494)
As at December 31, 2022	-	1,704,136	1,090,812	1,614,959	1,904,498	1,275	-	6,315,680
As at January 01, 2023	-	1,704,136	1,090,812	1,614,959	1,904,498	1,275	-	6,315,680
Charge for the year	-	124,064	279,366	83,550	182,657	30,600	-	700,237
Disposal	-	-	-	(1,200)	-	-	-	(1,200)
Adjustment	-	-	-	2,071	-	-	-	2,071
As at December 31, 2023	-	1,828,200	1,370,178	1,699,380	2,087,155	31,875	-	7,016,788
Carrying amounts								
As at January 01, 2022	1,051,566	3,378,162	772,284	554,568	505,807	-	284,031	6,546,418
As at December 31, 2022	1,051,566	3,254,204	488,296	470,368	409,158	151,725	699,753	6,525,070
As at December 31, 2023	1,051,566	3,138,540	211,869	456,652	329,818	121,125	2,753,480	8,063,050



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8. Intangible assets

	Intangible assets \$	Total \$
Cost		
As of January 1, 2022	1,451,383	1,451,383
Additions	-	-
As of December 31, 2022	1,451,383	1,451,383
As of January 1, 2023	1,451,383	1,451,383
Additions	-	-
As of December 31, 2023	1,451,383	1,451,383
Accumulated depreciation		
As of January 1, 2022	1,141,091	1,141,091
Charge for the year	288,400	288,400
As of December 31, 2022	1,429,491	1,429,491
As of December 31, 2022	1,429,491	1,429,491
Charge for the year	6,318	6,318
As of December 31, 2023	1,435,809	1,435,809
Net book value		
As of January 1, 2022	310,292	310,292
As of December 31, 2022	21,892	21,892
As of December 31, 2023	15,574	15,574

9. Leases

(i) Right of use asset

	2023 \$	2022 \$
January 1, 2023	321,886	273,643
Modification of lease term	-	221,748
Amortisation	(165,177)	(173,505)
December 31, 2023	156,709	321,886

Right-of-use assets include leased office space.



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Notes to the Financial Statements
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9. Leases (cont'd)

(ii) Lease liability

	2023 \$	2022 \$
January 1, 2023	358,858	319,111
Modification of lease term	-	221,748
Interest expense	23,469	30,279
Lease payments	(220,480)	(212,280)
December 31, 2023	161,847	358,858
Current portion	(161,847)	(208,547)
Non-current portion	-	150,311

The discount rate applied is 7.84% (2022: 7.84%).

10. Inventories

	2023 \$	2022 \$
IDC materials	151,277	199,067
Stationery and office supplies	21,621	24,395
Advertising and promotional materials	41,320	42,534
T-Shirts	2,158	725
	216,376	266,721

11. Receivable and prepayments

	2023 \$	2022 \$
Matured financial assets	1,745,282	1,745,282
ATM receivables	22,487,909	13,443,608
Prepayments	777,472	201,196
Other receivables	376,005	477,891
Interest receivable on investments	412,020	337,335
	25,798,688	16,205,312
Less: Allowance for expected credit loss	(1,745,282)	(1,745,282)
	24,053,406	14,460,030

Matured financial assets relate to matured fixed deposits with British American Insurance Company Limited and CLICO International Life totaling \$1,745,282. This amount has been provided for in full as there is considerable doubt concerning recovery.



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12. Cash and cash equivalents

	2023 \$	2022 \$
Cash on hand	4,762,039	4,404,296
Cash at bank	33,146,248	31,793,097
	37,908,287	36,197,393

13. Equity shares

(i) Qualifying shares

	2023 No. of shares	2023 \$	2022 No. of shares	2022 \$
Qualifying shares				
Authorised number of shares of \$5 nominal value	Unlimited		Unlimited	
Issued and fully paid				
Balance, beginning of year	1,918,656	9,593,280	1,309,606	6,548,030
Issued during the year	66,260	331,298	609,050	3,045,250
Balance, end of year	1,984,916	9,924,578	1,918,656	9,593,280

Qualifying shares are mandatory non-withdrawable shares and each member is required to own a minimum of one hundred (100) fully paid up shares of \$5.00 each.

(ii) Other equity shares

	2023 \$	2022 \$
Issued and fully paid		
Balance, beginning of year	5,121,753	5,492,046
Issued during the year	879,030	745,060
Repurchased during the year	(567,160)	(1,115,353)
Balance, end of year	5,433,623	5,121,753

Other equity shares represent shares purchased by members in excess of mandatory minimum qualifying share requirement amount of \$500.00 (100 shares @ \$5.00 each).



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14. Statutory reserve

	2023 \$	2022 \$
Balance at beginning of the year	3,649,538	3,393,388
Add: Transfer from surplus	694,840	229,210
Entrance fees	19,850	26,940
Balance at ending of the year	<u>4,364,228</u>	<u>3,649,538</u>

In accordance with Section 125 (4) of the Co-operative Societies Act No. 8 of 2011, at least 20% of the surplus for the year shall be transferred to a Reserve Fund. Entrance fees collected during the year are also credited to this reserve.

15. Development funds

	2023 \$	2022 \$
Balance, beginning of year	34,381	-
Transfer from earnings in current year	104,226	34,381
Payment from funds	(34,711)	-
Balance, end of year	<u>103,896</u>	<u>34,381</u>

This fund is calculated at 3% of the surplus for the year and is payable to the Grenada Cooperative League Limited in accordance with Section 126 of the Co-operative Societies Act No. 8 of 2011.

16. Members' health fund reserve

	2023 \$	2022 \$
Balance, beginning of year	33,342	37,342
Payment from funds	(7,427)	(4,000)
Balance, end of year	<u>25,915</u>	<u>33,342</u>

Transfers to members' health fund reserve is discretionary. No allocation for the reserve was made during the year.



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17. Members' deposits

	2023 \$	2022 \$
Term deposits	34,651,420	32,577,183
Regular savings	171,114,414	155,858,166
Special savings	-	17,828
Education savings plan	498,896	715,866
Retirement saving plan	7,699,335	6,833,320
Escrow savings	8,559,922	7,551,197
Gold account	50	36,832
Su Su savings	93,882	157,466
Tiered savings	2,019,304	8,792,429
Other deposits	16,345,748	10,450,583
	<u>240,982,971</u>	<u>222,990,870</u>

Interest is payable on these amounts at rates varying between 0% to 4% per annum (2022: 0% and 3.5% per annum).

18. Non-interest-bearing liabilities

	2023 \$	2022 \$
Interest payable	434,280	451,596
Death claims payable	1,336,244	1,206,254
Sundry creditors and accruals	199,378	188,323
Payroll payables	543,377	391,521
Insurance payables	47,020	42,980
ATM payables	19,530,522	9,685,988
Payable to members	115,269	115,269
Accrued liability	23,633	25,417
Other payables	14,991	57,022
	<u>22,244,714</u>	<u>12,164,370</u>

19. Loan interest income

	2023 \$	2022 \$
House and land	6,477,470	6,559,128
Motor vehicle	1,183,814	1,108,977
Business	531,758	602,525
Promotional	1,754,960	1,122,429
Personal and others	2,832,019	2,831,300
	<u>12,780,021</u>	<u>12,224,359</u>



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20. Interest expense

	2023 \$	2022 \$
Term deposits	836,049	787,410
Regular savings	2,597,907	3,062,482
Education savings plan	19,153	20,915
Retirement saving plan	289,091	182,742
Gold account	912	1,617
Su Su savings	4,627	3,770
Tiered savings	(2,476)	143,286
Other deposits	517,353	390,023
	4,262,616	4,592,245

21. Other operating income

	2023 \$	2022 \$
Application fees	747,178	551,181
ATM transactions	277,947	266,760
Closure of accounts fees	53,790	54,849
Commission	1,826	2,076
Financial statement fees	22,873	10,480
Foreign exchange gain	22,203	19,769
IDC transactions	486,770	226,081
Late fees	130,608	132,207
Miscellaneous	4,500	(25)
Night Depository fees	900	1,200
Over the counter fees	157,997	150,239
Sale of passbooks	710	774
Service charges	194	324
Gain on disposal of fixed assets	-	44,000
	1,907,496	1,459,915



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22. General and administrative expenses

	2023 \$	2022 \$
Advertising and promotions	250,681	243,902
Bank Charges	311,147	234,991
Depreciation	873,802	1,176,679
Governance	113,116	90,982
Honorarium	107,875	95,755
League dues	115,000	115,000
Office Expenses	203,528	142,777
Other Administrative Cost	1,757,772	2,126,747
Personnel Costs	3,444,648	3,406,212
Securities	252,657	257,968
Utilities	467,050	481,182
	7,897,276	8,372,195

23. Income tax

The Credit Union is exempt from the payment of Income Tax under Section 25 (P) of the Income Tax Act 1994.

24. Commitments

(i) Undisbursed members' loans

At the end of the financial year the Credit Union had commitments in respect of loans approved and not disbursed amounting to \$4,918,622 (2022: \$6,538,929).

(ii) Operating leases

As at 31st December, the Credit Union was committed to lease payments as follows:

	2023 \$	2022 \$
Within one (1) year	89,940	215,280
Between one (1) to two (2) years	-	152,490
	89,940	367,770

(iii) On October 23, 2023, the Credit Union entered into a sales agreement to purchase a commercial property and a parking lot located in St. Georges at a total cost of EC\$8,440,000.



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25. Financial risk management

The Credit Union's activities expose it to the following risk from the use of financial instruments:

- Credit risk
- Liquidity risk
- Currency risk
- Interest rate
- Operational risk

Risk management structure

The Credit Union of Directors is responsible for the overall risk management approach and for approving the risk strategies, principles, policies, and procedures. Day-to-day adherence to risk principles are carried out by the executive management of the Credit Union in compliance with the policies approved by the Credit Union of Directors.

The Credit Union's risk management policies are established to identify and analyse the risk faced by the Credit Union, to set appropriate risk limits and controls, to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions, products and services offered. The Credit Union, through its training and management standards and procedures, aims to develop a disciplined and constructive control environment, in which all employees understand their roles and obligations.

The following committees are part of the management team of the Credit Union.

Credit committee

This committee considers all applications for loans and makes recommendations to the Credit Union in respect of the applications and performs such duties as prescribed in the articles of the Co-operative Act, the regulations and the By-Laws of the Credit Union.

Supervisory Committee

The supervisory committee examines the books of the Credit Union, confirms the deposits of the members, and performs such other duties as are prescribed by the Co-operative Act, the regulation and the By-Law of the Credit Union.

Investment Committee

The Investment Committee is elected by the Board of Directors. This Committee assists in identifying the current and future investment opportunities available to the Credit Union.



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25. Financial risk management (cont'd)

Credit risk

Credit risk is the risk of financial loss to the Credit Union if a member or counter-party to a financial instrument fails to meet its contractual obligations and arises principally from the Credit Union's receivables from the inability of members to repay loans, the inability of investments and cash and cash equivalents to be recuperated or interest on them to be realized, and receivables to not materialize.

Management credit risk

The Credit Union's main objective as regards to credit risk is to protect against any unwanted counterparty credit exposures, maintain credit risk at a manageable level and identify and avoid material credit failure that would impart earnings.

The Credit Union measures and manages credit risk on an aggregate basis by including all existing relationships with a particular customer or related entity of the same corporate organization. When measuring credit risk, the Credit Union takes a conservative view towards uncertainty and error in the direction of overstating the risk.

Loans

Exposure to credit risk is managed through regular analysis of the ability of borrowers to settle outstanding balances and meet repayment obligations, and by changing lending limits when appropriate.

Other financial assets

With respect to credit risk arising from the other financial assets of the Credit Union, which comprise cash and cash equivalents and investments, the Credit Union's exposure to credit risk arises from default of the counter-party. The Credit Union seeks to hold its funds with financial institutions which management regards as sound. The markets for investments are monitored regularly to ensure the returns are guaranteed.

Exposure to credit risk

The Credit Union's maximum exposure to credit risk before collateral held and other credit enhancement is as follows:

	Maximum exposure	
	2023	2022
	\$	\$
Cash and cash equivalents	37,908,287	36,197,393
Investment securities	28,538,869	27,621,714
Receivables and prepayments	24,053,406	14,460,030
Loans to members	194,250,447	176,740,669
	284,751,009	255,019,806



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25. Financial risk management (cont'd)

Exposure to credit risk (cont'd)

Concentration of credit risk on loan to members:

	2023 \$	2022 \$
House and land	98,506,135	97,647,564
Motor vehicle	15,695,026	13,099,055
Business	8,649,810	7,461,884
Promotional	26,711,914	12,361,330
Personal and others	44,145,083	45,653,641
	<u>193,707,968</u>	<u>176,223,474</u>

Analysis of gross carrying amount and corresponding ECL are as follows:

Loan to members	Stage 1	Stage 2	Stage 3	Total
Balance at December 31, 2023				
Gross loans	148,165,601	26,368,627	19,173,740	193,707,968
Interest receivable	389,050	138,664	14,765	542,479
ECL	(559,100)	(213,345)	(2,988,151)	(3,760,596)
Net balance	<u>147,995,551</u>	<u>26,293,946</u>	<u>16,200,354</u>	<u>190,489,851</u>
Balance at December 31, 2022				
Gross loans	134,393,369	25,418,748	16,421,357	176,233,474
Interest receivable	349,678	151,697	15,820	517,195
ECL	(672,387)	(216,891)	(3,233,119)	(4,122,397)
Net balance	<u>134,070,660</u>	<u>25,353,554</u>	<u>13,204,058</u>	<u>172,628,272</u>

Stage as a percent of gross loans:

	2023 %	2022 %
Stage 1	76.49	76.22
Stage 2	13.61	13.07
Stage 3	9.90	10.71
	<u>100.00</u>	<u>100.00</u>



THE COMMUNAL CO-OPERATIVE CREDIT UNION LIMITED
Notes to the Financial Statements
For the year ended December 31, 2023
(Expressed in Eastern Caribbean Dollars)

25. Financial risk management (cont'd)

Credit risk (cont'd)

Analysis of gross carrying amount and corresponding ECL are as follows:

Receivables and prepayments	Stage 1	Stage 2	Stage 3	Total
Balance at December 31, 2023				
Gross receivables	24,053,406	-	1,745,282	25,798,688
ECL	-	-	(1,745,282)	(1,745,282)
Net balance	24,053,406	-	-	24,053,406
Balance at December 31, 2022				
Gross receivables	14,460,030	-	1,745,282	16,205,312
ECL	-	-	(1,745,282)	(1,745,282)
Net balance	14,460,030	-	-	14,460,030

	2023 %	2022 %
Stage 1	93.23	89.23
Stage 2	-	-
Stage 3	6.77	10.77
	100.00	100.00

Write off policy

The Credit Union writes off a loan when it determines that the loan is uncollectible after considering information such as the occurrence of significant changes in the borrower's financial position such that the borrower can no longer meet the obligation, and that proceeds from collateral will not be sufficient to recover the entire exposure.

Collateral

The amount and type of collateral required depends on an assessment of the credit risk of the counter-party. The Credit Union has guidelines that set out the acceptability of different types of collateral.

The types of collateral held by the Credit Union are registered mortgages over property, bills of sale on motor vehicles and other assets, liens on deposits and shares, guarantees and promissory notes.



THE COMMUNAL CO-OPERATIVE CREDIT UNION LIMITED
Notes to the Financial Statements
For the year ended December 31, 2023
(Expressed in Eastern Caribbean Dollars)

25. Financial risk management (cont'd)

Credit risk (cont'd)

Collateral (cont'd)

Estimates of fair value are based on the value of collateral assessed at the time of borrowing, and generally are not updated except when a loan is individually assessed as impaired.

Liquidity risk

Liquidity risk is the risk that the Credit Union will encounter difficulty in meeting obligations from its financial liabilities.

Management of liquidity risk

The Credit Union's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Credit Union's reputation. Liquidity, funding risk, and related processes and policies are overseen by management of the Credit Union.

Liquidity management is primarily designed to ensure that funding requirement of the Credit Union can be met or to satisfy the demands of customers for additional borrowing. The primary source of funds of the Credit Union is from members' deposit. Additional funds are also sourced through credit facilities from the Credit Union's bankers.

All of the Credit Union's financial liabilities at year end are payable on demand.

Currency risk

Currency risk is the risk that the value of cash flows of a financial instrument will fluctuate due to changes in foreign exchange rates. The Credit Union operates primarily in the Eastern Caribbean Dollars and is therefore not subject to significant foreign currency risk. However, some of its transactions are in United States Dollars but as the Eastern Caribbean Dollar is pegged to the United States Dollar, there are no significant currency risk exposures.

Interest rate risk

Interest rate risk is the risk that fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

Exposure to interest rate risk

Floating rate instrument expose the Credit Union to cash flow interest risk whereas fixed rate instruments expose the Credit Union to fair value interest rate risk.

Management of interest risk rate

The Credit Union's exposure to interest risk is managed through the matching of funding products with financial services and monitoring market conditions and yields.



THE COMMUNAL CO-OPERATIVE CREDIT UNION LIMITED

Notes to the Financial Statements

For the year ended December 31, 2023

(Expressed in Eastern Caribbean Dollars)

25. Financial risk management (cont'd)

Operational risk

Operational risk is the risk of direct or indirect loss arising from a wide variety of causes associated with the Credit Union's processes, personal, technology and infrastructure, and from external factors other than credit, market and liquidity risks such as those arising from legal and regulatory requirements and generally accepted standards of good corporate behaviour. Operational risk arises from all of the Credit Union's operations. The Credit Union's objective is to manage operational risk so as to balance the avoidance of financial losses and damage to the Credit Union's reputation with overall cost effectiveness and to avoid control procedures that restrict initiative and creativity. The primary responsibility for development and implementation of controls to address operational risk is assigned to senior management. This responsibility is supported by the development of overall Credit Union standards for the management of operational risk in the following areas:

- Requirements for appropriate segregation of duties, including the independent authorization of transactions
- Requirements for the reconciliation and monitoring of transactions
- Compliance with regulatory and other legal requirements
- Documentation of controls and procedures
- Requirements for the periodic assessment of operational risks faced, and the adequacy of controls and procedures to address the risks identified
- Requirements for the reporting of operational losses and proposed remedial action
- Development of contingency plans
- Training and professional development
- Risk mitigation, including insurance where this is effective

26. Related party transactions

(a) *Definition of related party*

A related party is a person or entity that is related to the Credit Union.

- (i) A person or a close member of that person's family is related to the Credit Union if that person:
 - 1) has control or joint control of the Credit Union;
 - 2) has significant influence over the Credit Union; or
 - 3) is a member of the key management personnel of the Credit Union or of a parent of the Credit Union.
- (ii) An entity is related to the Credit Union if any of the following conditions applies:
 - 1) The entity and the Credit Union are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
 - 2) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
 - 3) Both entities are joint ventures of the same third party.
 - 4) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.



THE COMMUNAL CO-OPERATIVE CREDIT UNION LIMITED
Notes to the Financial Statements
For the year ended December 31, 2023
(Expressed in Eastern Caribbean Dollars)

26. Related party transactions (cont'd)

(a) Definition of related party (cont'd)

(iii) An entity is related to the Credit Union if any of the following conditions applies (cont'd)

- 5) The entity is a post-employment benefit plan for the benefit of employees of either the reporting entity or an entity related to the reporting entity.
- 6) The entity is controlled or jointly controlled by a person identified in (a).
- 7) A person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).
- 8) The entity, or any member of a group of which it is a part, provides key management personnel services to the Credit Union or to the parent of the Credit Union.

Close members of the family of a person are those family members who may be expected to influence, or be influenced by, that person in their dealings with the entity and include:

- that person's children and spouse or domestic partner;
- children of that person's spouse or domestic partner; and
- dependents of that person or that person's spouse or domestic partner.

(b) A number of transactions have been entered into with related parties in the normal course of business. These transactions were carried out on commercial terms and at market rates.

Key management comprises directors and senior management of the Credit Union. Compensation to and other balances with these individuals are as follow:

	2023 \$	2022 \$
a. Balances held by directors and key management at year-end were:		
Loans and advances	4,194,044	4,080,695
Deposits and shares	1,681,763	1,424,993
b. Compensation paid to key management		
Salaries	856,041	847,086



THE COMMUNAL CO-OPERATIVE CREDIT UNION LIMITED

Notes to the Financial Statements

For the year ended December 31, 2023

(Expressed in Eastern Caribbean Dollars)

27. Correction of error in relation to provision for expected credit loss

Prior period adjustments were made by the Credit Union to record expected credit loss on a retrospective basis. These adjustments were accounted for in accordance with IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors. Comparative amounts for 2022 were restated to reflect the changes.

	Balance as previously reported \$	Error Correction / Adjustments		Balance as restated \$
		Opening Retained Earnings \$	Current period \$	
Year ended December 31, 2022				
Provision for expected credit loss	2,390,400	1,721,020	10,977	4,122,397
Transfer to statutory reserve	231,405	-	(2,195)	229,210
Transfer to development fund	34,711	-	(330)	34,381
Accumulated surplus	8,984,858	(1,721,020)	(8,452)	7,255,386

	Balance as previously reported \$	Error Correction / Adjustments		Balance as restated \$
		Opening Retained Earnings \$	Current period \$	
Year ended December 31, 2021				
Provision for expected credit loss	1,597,797	1,721,020	-	3,318,817
Accumulated surplus	8,093,949	(1,721,020)	-	6,372,929



ERMA WHINT HEALTH ASSISTANCE FUND REPORT

The Erma Whint Health Assistance Fund was established at the 29th Annual General Meeting of The Communal Co-operative Credit Union Ltd. in 2011. This Fund is used to provide grant assistance up to two thousand Eastern Caribbean dollars (EC\$2,000.00) to members and their immediate families requiring medical assistance.

The Fund is administered by a Committee that is made up of a Director, Supervisory & Compliance Committee Member, Credit Committee Member, and a Staff Member.

To qualify for the Fund, persons must have been a member of The Communal for at least two (2) years and their account must be in good standing. The member must not have health coverage (insurance) and must not be eligible for any private or government-sponsored coverage (such as NIS).

The Fund does NOT cover cosmetic surgery, dental surgery, purchase/payment of regular or routine medications or medical procedures and travel expenses.



Fund Activity for 2023:

7

No. of Applications:

7

No. of Approved Applications

0

No. of Declined Applications

\$33,342.47

Opening Balance as of 1st January 2022

(7,427.50)

Amount Disbursed

\$25,914.97

Balance at as 31st December 2023

We encourage our members to take advantage of this Fund set up in honour of our dedicated staff, Ms. Erma Whint, and look forward to assisting more of our members in the coming year.



NOMINATIONS COMMITTEE REPORT

The Board of Directors, at its meeting held on 29th June 2023, acting in accordance with Article XIII: Bye-Law 52. (A), appointed a Nominations Committee for the purpose of proposing members to fill vacancies on the Board of Directors, Supervisory & Compliance Committee and Credit Committee, for which elections will be conducted at the 42nd Annual General Meeting (AGM).

Composition

The Nominations Committee comprised of the following persons:

1. **Sis. Dawn Walker** – Board of Directors Representative
2. **Sis. Jennifer Gulston-Gittens** – General Membership Representative
3. **Bro. Lescott Charles** – General Membership Representative
4. **Sis. Helen Stroude-Austin** – General Membership Representative
5. **Sis. Larissa La Touche-Francis** – Staff Representative

Meetings

The Nominations Committee convened four (4) meetings on 19th September 2023, 11th December 2023, 29th January 2024, and 12th March 2024 to discuss matters under its purview.

Invitation to Serve

An invitation was disseminated to the general membership via email and social media platforms on 6th October 2023, from which a total of one

hundred and ten (110) applications were received by the cutoff date of 30th November 2023.

Recommendations

The criteria used by the Committee to recommend members to fill vacancies on the Board of Directors, Supervisory & Compliance Committee and Credit Committee were based on the following International Union norms of good governance principles:

- Integrity
- Commitment to service without reward
- Availability to attend meetings
- Good financial standing
- Expertise and experience
- Demonstration of interest in the credit union movement
- Good interpersonal skills

Pursuant to Bye-Law 52. (B), the Nominations Committee shortlisted candidates from the applications received and afforded them the opportunity to undergo the requisite preparation via six (6) preparatory sessions and a final assessment. Additionally, the members of the Board of Directors, Supervisory & Compliance Committee and Credit Committee whose first term was due to expire and expressed an interest in continuing to serve were also assessed against the aforementioned criteria.

On the basis of a robust nomination process, the Committee was satisfied in making the following recommendations to fill vacancies:



BOARD OF DIRECTORS	YEAR ELECTED	END OF 1ST TERM	END OF 2ND TERM
Sis. Lawrence Griffith	2021	2024	2027
Sis. Sheena Lewis	2021	2024	2027
Sis. Merlyn Horsford-Williams	N/A	2025	N/A
SUPERVISORY & COMPLIANCE COMMITTEE	YEAR ELECTED	END OF 1ST TERM	END OF 2ND TERM
Sis. Donna Jeremiah	N/A	2027	N/A
Sis. Deslyn Douglas	N/A	2026	N/A
Sis. Latysha Davis-Moore	N/A	2026	N/A
Bro. Devon La Touche	N/A	2025	N/A
CREDIT COMMITTEE	YEAR ELECTED	END OF 1ST TERM	END OF 2ND TERM
Sis. Danielle Mark-Hillaire	N/A	2027	N/A
Sis. Hodia Ferguson	N/A	2027	N/A
Sis. Arlimaca Williams-Mottley	N/A	2027	N/A

The following persons will continue to serve unfinished terms:

BOARD OF DIRECTORS	YEAR ELECTED	END OF 1ST TERM	END OF 2ND TERM
Bro. Michael Francois	2020	2023	2026
Sis. Dawn Walker	2020	2023	2026
Bro. Joel Noel	2020	2023	2026
Bro. Jason Hinds	2022	2025	N/A
SUPERVISORY & COMPLIANCE COMMITTEE	YEAR ELECTED	END OF 1ST TERM	END OF 2ND TERM
Sis. Desnor Paul	2019	2022	2025
Bro. Dick Noel	2022	2025	N/A
CREDIT COMMITTEE	YEAR ELECTED	END OF 1ST TERM	END OF 2ND TERM
Bro. Allen Gilbert	2019	2022	2025
Sis. Sandra Aird	2019	2022	2025
Sis. Lisa Grappy-James	2020	2023	2026



Acknowledgements

The Nominations Committee expresses appreciation to the Board of Directors for the opportunity given to serve and to the management and staff for providing the necessary support during the execution of its work.

The Committee also extends gratitude to the members who expressed interest in continuing to serve our credit union and those who have offered themselves to serve and participated in the requisite preparatory sessions.



Sis. Dawn Walker
Chairman



BUDGET

PROFIT & LOSS					
	BUDGET FY2023	ACTUAL FY2023	BUDGET FY2024	VARIANCE BUDGET FY2024 VS ACTUAL FY2023	
INCOME					
Income from Loans	14,191,834	13,527,199	15,617,525	2,090,326	15.5%
Other Income	2,164,134	2,441,967	3,134,084	692,117	28.3%
TOTAL INCOME	\$16,482,929	\$15,969,166	\$18,751,610	\$2,782,443	17.4%
EXPENSES					
Interest on Deposits	3,703,723	4,262,616	3,649,122	(613,494)	-14.4%
Personnel Costs	4,108,259	3,444,648	5,095,105	1,650,457	47.9%
Operating Expenses	6,203,136	4,787,700	6,533,185	1,745,485	36.5%
TOTAL EXPENSES	\$14,015,118	\$12,494,964	\$15,277,412	\$2,782,448	22.3%
SURPLUS/(DEFICIT) BEFORE TRANSFERS	\$2,467,811	\$3,474,202	\$3,474,197	\$(5)	0.0%
CAPITAL EXPENDITURE					
Computer Software				215,500	
Data Processing Equipment				63,690	
Furniture & Equipment				72,101	
Investment Property				8,596,000	
Leasehold Improvements				500,000	
Signage				30,000	
TOTAL				\$9,477,291	



RESOLUTIONS

Approval of Budget

WHEREAS it is required by Article XI of the Bye-Laws that a function of the Annual General Meeting is to receive and approve the budget for the current financial year;

AND WHEREAS the 2024 budget, presented on page 105 of this booklet, is broadly aggregated as follows:



BE IT RESOLVED that the budget for 2024, as presented, be approved.

Appointment of Auditor

WHEREAS Sections 135 and 136 of the Co-operative Societies Act (2011) provide for the appointment of an auditor;

AND WHEREAS the firm BDO Eastern Caribbean has served The Communal well and has consistently improved the timeliness of completion of their work;

BE IT RESOLVED that the firm BDO Eastern Caribbean be appointed as the Auditor for 2024.

Payment of Dividend

WHEREAS it is required by Article XXII of the Bye-Laws that the members at an Annual General Meeting may declare dividends out of net surplus, after setting aside the prescribed reserves and recovering all or any deficit previously incurred;

AND WHEREAS the benchmark for the payment of such dividend in accordance with Section 129 of the Co-operative Societies Act (2011) and as amended in 2017, must be on attainment of institutional capital of at least seven percent (7%) of the total assets;

BE IT RESOLVED that a dividend of 5.0% be declared on all shares paid up before and during the dividend period of 2023.





MINUTES OF THE 41ST AGM

HELD ON WEDNESDAY 7TH JUNE 2023 AT G'DA TRADE CENTRE ANNEX AND VIRTUALLY VIA ZOOM

Opening Session

Call to Order

The Opening Session was called to order at 3:30pm by the Chairman, Sis. Larissa La Touche-Francis.

Invocation

The prayer was done by Sis. Stonna Barry.

National Anthem

The Chair invited everyone to stand and called on Bro. Bryan Robinson to offer a rendition of the National Anthem on the steelpan.

Minute of Silence for Deceased Members

The Chair, in remembrance of beloved members who passed away during the year 2022, invited everyone to remain standing to observe a minute of silence.

Welcome Remarks

Sis. Jamie Julien welcomed everyone to the 41st Annual General Meeting (AGM) of The Communal Co-operative Credit Union Limited and indicated their presence was a testament of their unwavering support and interest in ensuring the growth and development of our credit union.

Sis. Julien highlighted that the year 2022 was a landmark year that was wrought with the adverse effects of the Ukraine/Russia War despite the onset of the post-pandemic recovery. Notwithstanding, she encouraged everyone to actively participate as it was their duty to critique the performance of the credit union.

Sis. Julien extended best wishes to all for a successful meeting.

Solidarity Messages – Sister Credit Unions

Sis. Ayisha Toussaint read aloud messages of

solidarity received from the following sister credit unions:

Ariza Credit Union

The Board, Management and Staff extended congratulations to the membership of The Communal on holding their AGM, stated that the theme was fitting and alluded to the effort that the co-operative movement continues to make towards improving its people and helping its members to achieve their goals and offered best wishes for a successful meeting.

Birchgrove Credit Union

The Board, Management and Staff extended congratulations on the convening of the AGM, highlighted that the aptly chosen theme has its roots in the core values of credit unionism, lauded the management of The Communal on the holistic approach to growth and development and offered best wishes for continued growth and a successful AGM.

Nexa Credit Union

The Board, Management and Staff congratulated The Communal on its 41st AGM, applauded the accomplishments over the year, noting the improvement in surplus for the year, offered their support in the credit union's drive towards people-centric leadership, and conveyed optimism for continued partnerships and best wishes for the year 2023.

Gateway Credit Union

The Board, Management and Staff offered commendations on the theme chosen for the 41st AGM as it is empowering and demonstrates the fundamental model of the credit union movement and congratulated The Communal on the hosting of its AGM.

River Sallee Co-operative Credit Union

The Board, Management and Staff extended greetings, expressed their delight on the chosen theme as it places people at the point of focus, and offered congratulations for a stellar performance in 2022.



Remarks – Grenada Co-operative League Limited

The General Manager, Mr. William Joseph, offered greetings via Zoom on behalf of the League and commended The Communal on the vastly improved circumstances under which the 41st AGM was being convened.

He reiterated that where there is not growth, an organization will not be able to justify its existence and growth does not generate itself, but it is as a result of astute leadership that will impact governance and management and ultimately yield benefits to the membership. He further stressed that, with such benefits, members will then be encouraged to contribute to the development of the credit union.

In closing, Mr. Joseph expressed his hope that his message would serve as a form of inspiration and wished The Communal a successful and celebratory AGM.

Remarks – Grenada Authority for the Regulation of Financial Institutions (GARFIN)

Mrs. Matonia Munroe extended warm commendations on behalf of the Board of Directors and Executive Director, Management and Staff of GARFIN and congratulated The Communal on holding its 41st AGM in a timely manner.

She highlighted the performance of the sector, noting tremendous growth and development over the years. In surmising the financial position of the credit union sector, she highlighted that as of December 2022, total assets stood at \$1.3b, an increase of 10.8% when compared to December 2021, while total deposits and loans to members increased by 10.5% and 5.8% respectively for the same period, which underscored the growing confidence being placed in the credit union sector by the public. With the divestment of banks within the financial market space, she indicated that more opportunities would become available for the sector to grow.

Mrs. Munroe also raised the issue of delinquency across the sector, the total value of which stood at \$96.1m and a delinquency rate of 8.4% exceeding the industry standard by 3.4%. She stressed that, while the lingering adverse impact of Covid-19 has impacted delinquency across the sector, it is not the only cause of same and credit unions must prioritize strengthening underwriting and delinquency management procedures to curb the trend of rising delinquency.

She lauded the vastly improved performance of The Communal, noting growth in assets, loans and deposits by 12.6%, 0.7% and 8.4% respectively while also highlighting the growth in institutional capital of 46.5% and the realization of a surplus of \$890k after transfers after a loss in 2021, all of which bear testament of hard work and focused efforts on the part of Management in helping to steer the credit union in the right direction.

Mrs. Munro highlighted some keys developments affecting the credit union sector such as the submission of the revised Co-operative Societies Act for enactment by the Cabinet and the full implementation of risk-based supervision and stress testing. She pointed out that, with the proposed revisions to the Act, institutional capital and total capital requirements will increase to 10% and 15% respectively, which will necessitate more astute management in working towards the achievement of same. Notwithstanding, she conveyed that GARFIN remains committed to promoting public confidence within the non-bank financial sector and continues to execute their duties as the Regulatory Authority while encouraging The Communal's Board and Management to adopt a forward-thinking approach in their management of the affairs of the credit union going forward.

In closing, Mrs. Munroe stressed the need for all stakeholders to maintain civil discourse as all stakeholders work together to achieve the common good for shareholders and indicated that GARFIN welcomes every opportunity to work together to build a strong, safe, and resilient sector.



Feature Presentation: Revised CCCU Bye-Laws

The General Manager, Bro. Phil Antoine, opened his presentation by providing insight on the rationale behind appointment of a Bye-Laws Review Committee by the Board in 2021 to undertake a comprehensive review of our significantly outdated Bye-Laws, which was last amended in 2008 and required amendments to regain alignment with the revised Act and the ever-changing financial services sector.

Bro. Antoine summarized the methodology used by the Committee, which included a review of the existing Act, Regulations and its amendments, the pending Act, Regulations and its amendments as well as bye-laws of sister credit unions as well as universal consultations with the Board of Directors, Credit Committee, Supervisory & Compliance Committee, management, staff and members. He also conveyed upon finalization of the draft revised bye-laws, five (5) member engagement sessions were convened to facilitate additional ventilation of any and all issues with the proposed changes.

He confirmed that after its approval by the membership in August 2022, GARFIN, with some changes, reviewed and approved the revised bye-laws in April 2023 and then shared on the following areas where major amendments were made:

- Interpretation Section, especially the new definitions for Dormant and Inactive accounts;
- Article V, outlining the objectives of the credit union;
- Article VI, especially bye-laws 10, 15 and 16;
- Article VII, especially bye-laws 26, 27 and 30;
- Article XII, especially bye-law 51 highlighting the increased quorum for General Meetings;
- Article XIII, especially bye-law 52 highlighting the new Nominations process for members to serve on the Management Committees;
- Article XIX, especially bye-laws 95, 98 and 101;

- Article XXII, especially bye-law 111 highlighting the new requirements for the payment of dividends and bonus

In closing, Bro. Antoine encouraged all members to take the time to familiarize themselves with the revised bye-laws, the e-version of which is readily available on the credit union's website.

Vote of Thanks

Sis. Shirley Stephen indicated that it was a distinct honor and privilege to convey appreciation and gratitude to all those who contributed to the success of 41st AGM. She recognized the efforts of the AGM Committee, including the Registration and Support Teams for their excellent planning and execution of the AGM. She also thanked all the speakers for their remarks and presentations and offered special commendations to the entire membership for their presence and participation in the AGM, ensuring healthy discussions are had as the way forward is charted.

Presentation of Prizes

The Chair invited the Marketing Manager, Bro. Reid Mc Farlane, to conduct the awarding of prizes to members for on-time registration and attendance at the AGM, the random draws for which yielded the followings winners:

Bro. Harold Quashe: Shopping Voucher
 Sis. Tracy Benjamin: Shopping Voucher
 Bro. David Seales: Shopping Voucher
 Sis. Annmarie Andrew: Shopping Voucher
 Sis. Rosemarie Andrew: Shopping Voucher
 Sis. Eslyn Charles-Calliste: Fruit Basket
 Bro. Neil Roberts: Spa Day for 2 at Calabash
 Bro. Alleon Gulston: Fruit Basket
 Sis. Karina Thomas: Dinner for 2 at Radisson
 Sis. Rhonda Cruickshank-Marrast: Day Pass at Royalton

The Chair thanked Bro. Mc Farlane, congratulated the winners, and encouraged all members to ensure their timely registration and attendance at future AGMs to afford themselves the opportunity to be part of this most important meeting while also having the chance to win great prizes.



Business Session

Call to Order

The Business Session was called to order at 4:30pm by the President, Sis. Petra Fraser, who welcomed everyone to the 41st AGM of The Communal. The Chair then invited the Secretary of the Board of Directors, Sis. Dawn Walker, to read aloud the Notice and Agenda of the 41st AGM.

Ascertainment of Quorum

There were 154 members in attendance at the commencement of the Business Session. Permission was then sought from and granted by GARFIN Representative, Mrs. Matonia Munroe, to continue with the business of the meeting in the absence of a quorum.

Standing Orders

The Chair invited the Secretary, Sis. Walker, to read aloud the Standing Orders for the benefit of in-person and virtual attendees and then proposed a motion to adopt same, which was moved by Bro. Dennison Slocombe and seconded by Bro. Ernest Bleasdille.

Adoption of the Agenda

The Chair opened the floor and invited members to indicate whether there were any suggested amendments to the proposed agenda, as read aloud by the Secretary, Sis. Walker, after which Bro. Isaac Bhagwan proposed an amendment to include a resolution titled "Approval of Honorarium Structure."

There being no other amendments, the Chair proposed a motion to adopt the agenda and the agenda, as amended, was then adopted on a motion moved by Bro. David Seales and seconded by Sis. S. Sally Anne Bagwhan Logie.

Nominations Committee Report

The Chair invited the Chairman of the Nominations Committee, Bro. Isaac Bhagwan, to present the Nominations Committee Report, which was then adopted on a motion moved by Sis. Yvette Payne and seconded by Bro. Dennison Slocombe.

Elections & Voting

The Chair invited the Presiding Officer, Bro. Simeon Collins, to conduct the elections and voting process to fill vacancies on the Board of Directors, Credit Committee and Supervisory & Compliance Committee.

Board of Directors:

Bro. Collins then invited any nominations from the floor, for which there were none. As such, Bro. Michael Francois, Sis. Dawn Walker and Bro. Joel Noel were all elected unopposed to serve their second term on the Board of Directors.

Credit Committee:

Bro. Collins then invited any nominations from the floor, for which Sis. Yvette Payne's nomination was moved by Sis. Alexandrina Mc Sween and seconded by Sis. Martha Andrews. Bro. Collins then invited both nominees, Sis. Yvette Payne and Sis. Lisa Grappy-James to make their case for their election to the membership and both obliged. Following the voting, Sis. Lisa Grappy-James earned 78 votes (Online: 10; In-person: 68) while Sis. Yvette Payne earned 36 votes (Online: 14; In-person: 22). As such, Sis. Lisa Grappy-James was elected to serve her second term on the Credit Committee.

Supervisory & Compliance Committee:

Bro. Collins then invited any nominations from the floor, for which there were none. As such, Bro. Clint Roberts was elected unopposed to serve his second term on the Supervisory & Compliance Committee.

Bro. Collins thanked the membership for exercising their voting rights during the voting and elections process and congratulated the returning members of the Board of Directors, Credit Committee and Supervisory & Compliance Committee.



Sitting of New Directors

There being no new Directors, the Chair moved on to the next agenda item.

Review and Confirmation of the Minutes of the 40th AGM

The Minutes of the 40th AGM were taken as read and the Chair invited members to indicate if there were any corrections or amendments to the Minutes.

There being no amendments nor corrections, the Chair proposed a motion for the adoption of the Minutes, which was moved by Bro. Clint Roberts and seconded by Sis. Pamela Aird.

Matters Arising from the Minutes of the 40th AGM

There were no matters arising from the Minutes of the 40th AGM.

Board of Directors Report

President Fraser presented the report of the Board, outlining the major activities and financial performance highlights of the credit union during the year 2022 and then proposed a motion for the adoption of same, which was moved by Sis. Ronda Cruickshank-Marrast and seconded by Sis. Ann-marie Montrose, after which queries and or comments were invited from members.

Bro. Paul Miller sought clarity on the delayed processing of 2021 Point of Sale transactions to members' accounts in 2023 and enquired whether systems were put in place to avoid a recurrence of same, after which President Fraser suggested that this matter be deferred to Any Other Business.

Sis. Lydia Courtney-Francis commended The Communal for its financial performance in the last year but also lamented the growth in liquidity and encouraged greater emphasis be placed on pursuing opportunities to make better use of same.

Bro. Augustine Henry voiced his disappointment and concerns with his experience during the process of seeking a loan, after which President Fraser thanked Bro. Henry for sharing his concerns and suggested a meeting, post AGM, with the General Manager to facilitate full ventilation of the issues and seek resolution.

Sis. Yvette Payne shared her concerns with the ongoing renovations to the Main Branch and questioned whether any consideration was given to other capital projects that can generate profits. She also suggested moving the Main Branch to the suburban areas, which she deemed to be more economically viable.

Sis. Pennotte Benjamin sought clarity on the rationale for the credit union no longer accepting lump sum payments towards loans, to which the General Manager, Bro. Antoine, responded that there seems to be some misunderstanding as members are still able to make lump sum payments; however, such payments are now being processed by the Loans Department.

Supervisory & Compliance Committee Report

The Chair invited the Chairman of the Supervisory & Compliance Committee, Bro. Clint Roberts, to present the report on the work of the Committee during the year 2022 and then proposed a motion for the adoption of same, which was moved by Sis. Lisa Grappy-James and seconded by Sis. Lorna Cyrus, after which the Chair then invited queries or comments from the members.

Bro. Isaac Bhagwan shared his concerns regarding the vagueness of the findings outlined in the Report and encouraged the use of more precise language to allow for proper understanding of same, which was accepted by the Chair.



Credit Committee Report

The Chair invited the Chairman of the Credit Committee, Bro. Allen Gilbert, to present the report on the work of the Committee during the year 2022 and then proposed a motion for the adoption of same, which was moved by Sis. Dawn Walker and seconded by Bro Joel Noel, after which the Chair then invited queries or comments from the members.

Sis. Sally Ann Bhagwan-Logie stated that she believed the loan disbursement figures indicate that the credit union is not achieving its full potential in this area of operations and wondered why there was not a greater allocation of business loans given the existence of the Business Centre. She also suggested that The Communal can look to Grenada's national strategic plan, which speaks to the sectors to be developed, and engage in greater marketing in alignment with such national plans in order to move ahead of the competition.

Bro. Harold Quash shared his concern about the minimal value of "Energy Efficient" loans, sought clarification on the meaning of "Gifts of Love" and further enquired about which category of loans constituted the most delinquent loans, to which the General Manager, Bro. Antoine accepted that more should be done to promote "Energy Efficient" loans, confirmed that "Gifts of Love" was simply a marketing name for a consumer-type Christmas loan promotion and clarified that delinquency can be assessed from both the total value and no. of delinquent account.

Bro. Martin Bedeau commended the credit union for the surplus made in 2022 and stated that The Communal has an advantage with "Energy Efficient" loans as the credit union is the only one in Grenada to partner with Solar Vision, which has developed into one of the biggest agents for solar products in the Caribbean.

Sis. Lydia Courtney-Francis stated that The Communal needs to reexamine the setup of the Grand Anse Business Centre and the purpose for which it was established as there are opportunities to do more.

Treasurer and Auditor's Reports

The Chair invited the Treasurer, Bro. Joel Noel, to present his report on the financial performance of the credit union during the year 2022.

The Chair then invited the representative of BDO Eastern Caribbean, Mr. Reuben John, to present the Auditor's report on the financial performance of the credit union during the year 2022 and then proposed a motion for the adoption of the Treasurer's and Auditor's Reports, which was moved by Sis. Fiona Alexander-Baptiste and seconded by Bro. Isaac Bhagwan.

The Chair then invited queries or comments from the members, of which there were none.





Resolutions

Approval of Budget:

The Chair invited the Treasurer, Bro. Joel Noel, to present the resolution to approve the budget for 2023, after which the floor was opened for any queries and or comments.

There being no questions or comments, the resolution was supported by the majority and passed.

Appointment of Auditor:

The Chair invited the Treasurer, Bro. Joel Noel, to present the resolution to re-appoint BDO Eastern Caribbean as the auditor for 2023, after which the floor was opened for any queries and or comments.

There being no questions or comments, the resolution was supported by the majority and passed.

Payment of Dividend

The Chair invited the Treasurer, Bro. Joel Noel, to present the resolution to approve a dividend payment of 4.0% for the year 2022, after which the floor was opened for any queries and or comments.

There being no questions or comments, the resolution was supported by the majority and passed.

Adjustment to the Erma Whint Health Assistance Fund

The Chair invited the General Manager, Bro. Phil Antoine, to present the resolution to increase the grant funding under the Erma Whint Health Assistance Fund to two thousand dollars (\$2,000), after which the floor was opened for any queries and or comments.

Bro. Isaac Bhagwan enquired as to the steps being taken by the credit union to promote greater usage of the Fund, to which the General Manager agreed that, while more can be done to better advertise the availability of the Fund to members, it is also possible that some terms may render some member ineligible to access same.

There being no other questions or comments, the resolution was supported by the majority and passed.

Approval of Honorarium Structure:

The Chair invited the General Manager, Bro. Phil Antoine, to present the resolution to approve a new honorarium structure for members of the Supervisory & Compliance Committee, after which the floor was opened for any queries and or comments.

There being no questions or comments, the resolution was supported by the majority and passed.

Any Other Business

The Chair opened the floor and provided the opportunity for members to raise any other matter they wished to address at the AGM.

Bro. Harold Quashe congratulated The Communal on a job well done, lamented the apparent discontinuation of paper receipts at the ATMs and the duration of the last AGM.

Sis. Lydia Courtney-Francis voiced her shared concerns of the previously raised query from Bro. Paul Miller regarding the delayed processing of 2021 Point of Sale transactions, to which Bro. Phil Antoine accepted management's responsibility for the delayed processing, confirmed that a notice was sent to all affected members to provide the requisite clarification, and assured members that systems were now put in place to ensure more timely corrective action can be taken if such issues were to recur in the future. Sis. Marilyn Bradshaw also voiced similar concerns regarding the delayed processing of the transactions to members' accounts.

Conclusion

The Chair conveyed her appreciation for the respective member contributions enabling robust discussions of the management of the affairs of the credit union, after which she proposed a motion to conclude the 41st AGM.

There being no other business, the meeting ended at 7:20 p.m. on a motion moved by Bro. Clint Roberts and seconded by Bro. Simeon Collins.



BIOGRAPHY OF NOMINEES

Board of Directors



Lawrene Griffith

Sis. Lawrene Griffith has been a member of the credit union since 2020 and has served on the Board of Directors for the past three (3) years. By profession, she is an Attorney-at-Law of almost nine (9) years' call, legal researcher, legal consultant, and law lecturer.

Sis. Lawrene is no stranger to hard work and is an embodiment of what can be achieved through hard work and discipline. She started her legal career as a Legal Secretary. After a two-and-a-half-year stint to learn as much as possible about the law, she then attended the University of the West Indies' where she obtained her Bachelor of Laws degree with honours, and then went on to complete her legal education at the Hugh Wooding Law School. Sis. Lawrene graduated from Hugh Wooding Law School as the best performing Grenadian student for the 2013 to 2015 period, receiving the Grenada Bar Association's Prize for Excellence and a place on the prestigious Principal's Roll of Honour.

After working as an Associate Attorney in the beginning of her career, Sis. Lawrene now operates her own private law practice and remains committed to lending her expertise in the service of the credit union.



Merlyn Horsford-Williams

Sis. Merlyn Horsford-Williams has been a member of the credit union since 2009 and is currently the Founder of a non-profit charity organization, My Brothers Keeper.

Sis. Merlyn is a Chartered Director certified by the Caribbean Governance Training Institute and holds an MBA in International Business from the St. George's University, and multiple licenses, and certificates from Wharton University within the areas of business strategy, customer analytics, finance, leadership, and strategic human resources.

Sis. Merlyn is a seasoned executive with a rich and diverse background in the telecommunications industry, community service and corporate governance. Her professional journey within the dynamic field of telecommunications spanned fourteen (14) years of distinguished experience in areas such as operations, leadership, human resources, retail sales and customer service, and she became renowned for her exemplary leadership, strategic vision, and profound impact on organizational success, making her a standout figure in the industry. Prior to this, Sis. Merlyn honed her skills as a Retail Sales Executive with Colombian Emeralds Int'l in Grenada and Barbados from 2001 to 2009.

Sis. Merlyn's multi-faceted career is a testament to her exceptional skills and commitment to making a positive impact in both her professional and personal life and her mantra in life is "I can do all things through Christ who strengthens me" (Philippians 4:13). She is a person whose life is guided by the principles of humility, trust, and integrity and navigates through life with a strong moral compass, unwavering in her commitment to doing what is right, even when faced with challenges and welcomes the opportunity to serve our credit union.



Sheena Lewis

Sis. Sheena Lewis has been a member of the credit union since 2007 and has served on the Credit Committee for almost three (3) years and the Supervisory & Compliance Committee for the past three (3) months. She has been employed with the Government of Grenada for the past eighteen (18) years and currently serves as the Acting Comptroller of Inland Revenue Division within the Ministry of Finance where she has collaborated with regional and international experts to develop and implement crucial governance, strategic and change management frameworks, which have enhanced and enriched the Tax Administration landscape in Grenada.

Sis. Sheena is an Accredited Director certified by the Chartered Governance Institute of Canada and also holds a Master's in Public Management (Hons.) from the Korea Development Institute School of Public Policy and Management and Bachelor of Science in Accounting (Hons.) from the University of the West Indies. She also possesses exceptional communication, leadership, analytical and interpersonal skills.

Beyond her professional endeavours, Sis. Sheena is actively engaged in community and church activities as she volunteers as a teacher at her church's Children's Church Program and serves as the Church Secretary.

Sis. Sheena is deeply honored by the opportunity to serve and remains committed to making meaningful contributions towards the growth of our credit union.

Supervisory & Compliance Committee



Deslyn Douglas

Sis. Deslyn Douglas has been a member of the credit union since 2014. She has been employed with the Government of Grenada since 2018 and is currently attached to the Ministry of Youth as a Recruitment/Placement Officer under the New Imani Program.

Sis. Deslyn possesses a BSc in Management Studies from St. George's University (SGU) and is currently pursuing a Master of Business Administration (MBA) degree at SGU. She also holds certification in Business Data Collection from Harbin University of Commerce in China and X-Culture Global Collaboration and Paralegal Studies and has acquired valuable experience in areas such as customer service, data collection, and youth development in her professional career.

Sis. Deslyn is also involved in community service as President of Windsor Forest Development Community Group. She constantly challenges herself every day and considers herself as a task-orientated individual with excellent communication and listening skills while being open-minded and pays significant attention to details and information.

Sis. Deslyn's philosophy in life is: "Normality is a paved road; it's comfortable to walk, but no flowers grow on it" (Vincent Van Gogh) and welcomes the opportunity to serve our credit union.



Devon LaTouche

Bro. Devon LaTouche has been a member of the credit union since 1999 and has previously served on the Supervisory & Compliance Committee from 2012 to 2018. He has been an employee of Jonas Browne & Hubbard (G'da) Ltd. since 1994 and currently holds the position of Manager of its Shipping Division and Lloyd's Agency-Grenada while also serving as the Interim Manager for the Motor division and as a Director of its fully owned subsidiary, Grenadian General Insurance Company. Bro. Devon has served as President of the Grenada Employers' Federation from 2017 to 2023 and is also a current member of the Labour Advisory Board of the Government of Grenada and a member of the National Insurance Scheme's Appeal Tribunal.

Bro. Devon holds a Master of Business Administration (MBA) in Strategic Management from the University of South Wales and an Executive Diploma in Management Studies from the University of the West Indies. He also holds a Caribbean Certificate of Insurance Practice (CCOIP) in General Insurance from the Association of Insurance Institutes of the Caribbean (AIIC) and is a Chartered Director certified by the Caribbean Governance Training Institute.

Bro. Devon is a strong advocate for change management and an ardent promoter of continuous learning and development of people in the business environment and welcomes the opportunity to once again be of service to the credit union.



Donna Jeremiah

Sis. Donna Jeremiah has been a member of the credit union since 1995. She has been employed as the Office Manager/Audit Assistant at HLB Grenada for the past seven (7) years where she manages a staff of seven (7) employees while overseeing the daily operations of the office and conducting audits on small and medium size entities. Previously, Sis. Donna worked at Joseph Ross and Company as the Operations Manager of Pizza Hut for five (5) years and Jonas Browne and Hubbard for ten (10) years in the Accounts department.

Sis. Donna studied Accounting at Cacique Accounting College in Guyana and is presently a student of the Association of Certified Chartered Accountants.

Sis. Donna possesses excellent communication and listening skills, pays attention to details and prides herself on her ability to be highly confidential, all of which are aptly suited to exploring new challenges such as serving our credit union.



Latysha Davis-Moore

Sis. Latysha Davis-Moore has been a member of the credit union since 2020. She is currently employed as an Administrative Assistant with Palm Tree Marine Ltd since September 2023.

Sis. Latysha possesses an Associate's Degree in Natural Science from the T.A. Marryshow Community College and also holds Certificates in Supervisory Management and Human Resource Management from the University of the West Indies Open Campus. With a distinguished auditing career of over five (5) years in the banking sector and other experiences gained as a former Football Manager and Supervisor in a law firm, she has consistently demonstrated exceptional leadership and a keen understanding of the importance of adhering to policies, systems and procedures while fostering collaborative working environments.

Sis. Latysha aims to utilize her skills and experience towards ensuring the credit union continues to operate with integrity and in accordance with accepted standards while maintaining a relationship of trust and commitment to our members.

Credit Committee



Arlimaca Williams-Mottley

Sis. Arlimaca Williams-Mottley has been a member of the credit union since 2013 and currently operates her own business, File n Style e'm Nails and Beauty Salon.

Sis. Arlimaca received her primary and secondary education at South St. George Government School and Happy Hill Secondary School respectively, after which she migrated to the UK and studied Business Management and Accounts at College of North East London and Association of Accounting Technician respectively.

Sis. Arlimaca, as a young adult, had a strong desire to have her own business and therefore opened her first business, Arlimaca's Erotic Clothing, in the UK selling lingerie and stiletto shoes. Upon returning to Grenada after twelve (12) years in the UK, Sis. Arlimaca worked as a Receptionist/Manager at Spice Isle Retreat Spa where her love and passion for Nail Technology developed, and her desire for business was reignited. She then studied Nail technology at Oleander School of Cosmetology in 2015 and thereafter registered and opened her own business.

Despite the many challenges faced, Sis. Arlimaca learnt many valuable lessons along the way, which brought about much growth and development as an individual and a young woman. She is grateful and thankful to God for assisting her on life's journey, continuously seeks His guidance as she continues to grow and is excited by the opportunity to be of service to the credit union.



Danielle Mark-Hillaire

Sis. Danielle Mark-Hillaire has been a member of the credit union since 2019 and has been serving as the Secretary of the Credit Committee for the past three (3) months. She is currently employed with Unicomer G'da Ltd. as the Accountant from 2022.

Sis. Danielle possesses a Master's in Business Administration (MBA) from the University of South Wales and is a fellow of the Association of Certified Chartered Accounts with over a decade of professional experience in the field of accounting.

Sis. Danielle is a hardworking, highly motivated, dedicated, and focused young professional. As a strong believer in volunteerism, she had previously served as a member of the Rotaract Club of Grenada in the role of the Financial Director and remains committed to sharing knowledge and expertise in her service to the credit union.



Hodia Ferguson

Sis. Hodia Ferguson has been a member of the credit union since 2018 and has been a member of the Credit Committee for the past three (3) months. She has been employed with NAWASA since 2016 and currently holds the role of Finance Supervisor.

Sis. Hodia possesses a BSc. in Financial Management from the University of the West Indies Global Campus, which she obtained with first-class honours despite facing many challenges.

Sis. Hodia was born and raised in Union, St. Mark where she learned the value of hard work and family support at an early age. Although initially dreaming of becoming a teacher, she discovered her passion for finance and accounting as life unfolded.

Sis. Hodia considers herself a team player and is desirous of dedicating herself fully to bringing benefits to our members and the credit union.



DECEASED MEMBERS

MEMBER NAME	ADDRESS
Agnes Lashington	Balthazar, St. Andrew
Alethea Mullar	Clozier, Gouyave, St. John
Alisha Morain	Springs, St. George
Allan Joseph	Maran, St. John
Alstan Oliver Connaught	Mont Tout, Grand Anse, St. George
Anika Charles	Concord, St. John
Anthony Ettienne	LA Sagesse, St. David
Anthony Joseph	Gouyave, St. John
Asher McIntyre	Mt. Hartman, Grand Anse, St. George
Bernadette Williams	2220 Lenox Road Apt 1T, Brooklyn N.Y. 11226 USA
Bernard Douglas	C/O Acme Saw & Woodcutt Tools, H.A. Blaize Street, St. George
Catherine Alexis	Gouyave Estate, St. John
Catherine Andrew	Palmiste, St. John
Celene Edwards	Golf Course, St. George's
Chantal Charles	Paddock, St. George
Cicely T. Johnson	Belle Vue, St. David
Clarence Smart	Constantine, St. George
Deirde Odette Campbell	New Hampshire, St. George
Deslyn Wilson-Pascal	Springs, St. George
Dora Boney	Beaulieu, St. George
Dunbar Gooding	La Femme, Perdmontemps PO, St. David
Edna Gaskin-Willie	Tempe, St. George
Elizabeth Frederick-Coutain	New Hampshire, St. George
Errol Bruno	St. Paul, St. George
Fabian St. Bernard	Vincennes, St. David
Francis Marrast	H.A. Blaize Street, St. George
Francis Simon	Perdmontemps, St. David
Gemma Wilson	Bonair, St. Mark
Gloria Benjamin	Jean Anglais, St. George
Godfrey Boyke	School Lane, Gouyave, St. John



MEMBER NAME	ADDRESS
Gretel Noel	Beaton, St. David
Irma Lessey	Tempe, St. George
Jeanette Celestine	Calivigny, St. George
Joan St. Bernard	Springs, St. George
John Horsford	St. Paul, St. George
Joseph L. Pierre	La Fillette, St. Andrew
Joy Ned	Gross point, Victoria, St. Mark
Judy Williams	Grand Roy, St. John
Juliana Ettienne	Woburn, St. George
Lawrence Benoit	Perdmontemps, St. David
Louis Viechweg	Happy Hill, St. George
Lucita Marecheau	Tempe, St. George
Marjorie Ross-Strachan	Calivigny, St. George
Martin Matthew Pierre	La Femme, Perdmontemps PO, St. David
Mary Williams	Tempe, St. George
Menora Frederick	Beaulieu, St. George
Michael Bain	Grand Roy, St. John
Moses Benjamin	Birchgrove, St. Andrew
Pheona Francis-Worme	Grand Mal, St. George
Priestley Louison	Windward Road Cap Estate, Gros Islet, St. Lucia
Ricky Harro	Tivoli, St. Andrew
Rita Mc Intyre	Grand Anse, St. George
Sandra Mitchell	Calliste, St. George
Shirley Jones	St. Paul, St. George
Sydney Gilbert	Central Gouyave Estate, St. John
Theresa Antoine	Gouyave Estate, St. John
Theresa Wilson	Windsor Forest, St. David
Thomas Thompson	Calliste, St. George
Troy Joseph Neckles	353 East 28th Street 2FL, Brooklyn NY 11226-7105 USA
Veltena Amida Bubb	Archibald Avenue, St. George
Veronica St. Bernard	Perdmontemps, St. David
Victor Sylvester	Beaulieu, St. George