



# **BARBADOS CO-OPERATIVE & CREDIT UNION LEAGUE LIMITED**

**2011 Annual General Meeting**

**29 October, 2011**

**Lloyd Erskine Sandiford Centre  
Two Mile Hill  
St. Michael  
Barbados**

**2011 ANNUAL REPORT**



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## **PRAYER OF ST. FRANCIS OF ASSISI**

**\*\*1\*\***

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.

**\*\*2\*\***

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 in giving that we receive;  
It is in pardoning that we are pardoned;  
And it is in dying, that we are born to eternal life.

## **VISION STATEMENT**

To be the leading trade association and provider of developmental solutions in the financial services arena.

## **MISSION STATEMENT**

The Barbados Co-operative & Credit Union League Ltd. is the trade association of the co-operative movement which supports the development of co-operatives, advocates for an enabling environment, defends the interests of co-operatives and contributes to building the profile of the movement in the eyes of the wider Barbadian community and beyond.

## **CORPORATE INFORMATION**

**BANKERS:**

**Barbados National Bank Inc.**

Broad Street  
Bridgetown  
**BARBADOS**

**Barbados National Bank Inc.**

Independence Square  
Bridgetown  
**BARBADOS**

**AUDITOR:**

**Peter J. Carter & Co.**

Chartered Accountants  
P.O. Box 78 WRD  
Professional Business Centre  
8<sup>th</sup> Avenue, Belleville  
St. Michael  
**BARBADOS**

**AFFILIATED TO:**

**Caribbean Confederation of Credit Unions (CCCU)**

CCCU Co-operative Business Centre  
P.O. Box 1213  
Corner Wilkins Street & St. Johnson Avenue  
Fortlands  
Basseterre  
**ST. KITTS**

**World Council of Credit Unions Inc. (WOCCU)**

P.O. Box 2982  
5810 Mineral Point Road  
Madison WI 53701-2982  
**USA**

**MEMBER OF:**

**Barbados Institute of Management & Productivity**

BIMAP Drive  
Wildey  
St. Michael  
**BARBADOS**

# CREDIT UNION OPERATING PRINCIPLES



## DEMOCRATIC STRUCTURE

### Open and Voluntary Membership

\* Membership in a credit union is voluntary and open to all within the accepted common bond of association that can make use of its services and are willing to accept the corresponding responsibilities.

### Democratic Control

\* Credit Union members enjoy equal rights to vote (one member, one vote) and participate in decisions affecting the credit union, without regard to the amount of savings, deposits or the volume of business. Voting in credit union-support organizations or associations may be proportional or representational in keeping with demographic principles. The credit union is autonomous, within the framework of law and regulation, recognizing the credit union as a co-operative enterprise serving and controlled by its members. Credit union elected offices are voluntary in nature and incumbents should not receive a salary. However, credit unions may re-imburse legitimate expenses incurred by elected officials.

### Non-Discrimination

\* Credit Unions are non-discriminatory in relation to race, nationality, sex, religion and politics.

\* These Credit Union Operating Principles are founded in the philosophy of co-operation and its central values of equality and mutual self-help. Recognizing the varied practices in the implementation of credit union philosophy around the world at the heart of these principles is the

concept of human development and the brotherhood of man expressed through people working together to achieve a better life for themselves and their community.

## SERVICE TO MEMBERS

\* Credit Union services are directed to improve the economic and social well being of all members.

### Distribution to Members

\* To encourage thrift through savings and thus to provide loans and others services, a fair rate of interest is paid on savings and deposits, within the capability of the credit union.

\* The surplus arising out of the operations of the credit union after payment of limited dividends on permanent equity capital where it exists, belongs to and benefits all members with no member or group of members benefiting to the detriment of others. This surplus may be distributed among members in proportion to their transactions with the credit union as interest or patronage refunds, or directed to improved or additional services required by members.

## Building Financial Stability

\* A prime concern of the credit union is to build the financial strength, including adequate reserves and internal controls that will ensure continued service to the membership.

## SOCIAL GOALS

### On-going Education

\* Credit Unions actively promote the education of their members, officers and employees, along with the public in general, in the economic, social, democratic and mutual self-help principles of credit unions. The promotion of thrift and the wise use of credit, as well as education on the rights and responsibilities of members, are essential to the dual social and economic character of credit unions in serving member needs.

### Co-operation among Co-operatives

\* In keeping with their philosophy and the pooling practices of co-operatives, credit unions within their capability actively co-operate with other credit unions, co-operatives and their associations at local, national and international levels in order to best serve the interest of their members and their communities.

### Social Responsibility

\* Continuing the ideals and beliefs of co-operative pioneers, credit unions seek to bring about human and social justice that extends to both the individual members and to the larger community in which they work and reside. The credit union ideal is to extend service to all who need and can use it. Every person is either a member or a potential member and appropriately part of the credit union sphere of interest and concern. Decisions should be taken with full regard for the interest of the broader community within which the credit union and its members reside.

## OUR TEAM

### BOARD OF DIRECTORS

<b>NAME</b>	<b>TITLE</b>	<b>CREDIT UNION</b>
Hally Haynes	President	Barbados Police
Glyne Pilgrim	1 <sup>st</sup> Vice President	City of Bridgetown
Kelvin Whittaker	2 <sup>nd</sup> Vice President	Light & Power Employees'
Patrick McDonald	Treasurer	UWI (Cave Hill)
Eric Smith	Assistant Treasurer	Barbados Public Workers'
Barry Hunte	Secretary	Barbados Police
Novaline Brewster	Assistant Secretary	Barbados Workers' Union
Anthony Inniss	Member	BS&T Employees'
Ashton Turney	Member	Barbados Workers' Union

### CREDIT COMMITTEE

<b>NAME</b>	<b>TITLE</b>	<b>CREDIT UNION</b>
Joycelyn Austin-Roberts	Chairperson	United Enterprise
Glendon Belle	Assistant Chairperson	Barbados Public Workers'
Lynette Holder	Secretary	City of Bridgetown
Carolyn Barton	Assistant Secretary	Barbados Workers' Union
Paul Maxwell	Member	Barbados Public Workers'

### SUPERVISORY COMMITTEE

<b>NAME</b>	<b>TITLE</b>	<b>CREDIT UNION</b>
Michael Alleyne	Chairperson	BET
Keith Jones	Secretary	BARTEL
Goldwin Edwards	Member	Barbados Public Workers'
Anderson Henry	Member	Light & Power Employees'
Merton Brathwaite	Member	Barbados Teachers'

### MEMBERS OF STAFF

<b>NAME</b>	<b>TITLE</b>
Anthony Pilgrim	General Manager
Wesley Bowen	Accountant/Finance Officer
Charlene Carrington	Executive Secretary/Administrative Officer
Marisa Marshall	Training Officer
Shondelle Carter	Administrative Assistant
Marguerita McClean	Office Assistant
Keith Bourne	Consultant
Lucinda Mills	Administrative Assistant



23 September, 2011

The Secretary  
Member Societies

Dear Sir/Madam

### **NOTICE**

In accordance with By-Law 17 (1) of the Barbados Co-operative & Credit Union League Limited, sections 88 and 109 (1) of the Co-operative Societies Act 1990-23, **NOTICE** is hereby given that the Annual General Meeting of the Barbados Co-operative & Credit Union League Limited will be held on **Saturday, October 29, 2011** at the **Lloyd Erskine Sandiford Centre, Two Mile Hill, St. Michael** at **3:30 p.m.**

### **AGENDA**

1. Call to Order
2. Ascertainment of a Quorum
3. Prayers
4. Welcome and Opening Remarks
5. Guest Speaker
6. Report of the Credentials Committee
7. Minutes of Annual General Meeting of November 06, 2010
8. Matters Arising from the Minutes of the Annual General Meeting of November 06, 2010
9. Reports:
  - (a) Board of Directors
  - (b) Credit Committee
  - (c) Supervisory Committee
  - (d) Auditor
10. Financial Statements
11. Declaration of Dividends
12. Fixing of Maximum Liability
13. Appointment of Auditor
14. Elections
15. Resolutions
16. Any Other Business
17. Termination

Yours co-operatively

**BARBADOS CO-OPERATIVE & CREDIT UNION LEAGUE LTD.**



for **BARRY HUNTE**

Secretary, Board of Directors

**MINUTES OF THE ANNUAL GENERAL MEETING OF THE BARBADOS CO-OPERATIVE & CREDIT UNION LEAGUE LTD. HELD ON SATURDAY, NOVEMBER 06, 2010 AT THE GRAND BARBADOS BEACH RESORT, AQUATIC GAP, ST. MICHAEL AT 3:30 P.M.**

**1. CALL TO ORDER**

- 1.1 The Chairman/President, Bro. Dean St. Hill, called the meeting to order at 3:45 p.m.

**NAME OF DELEGATE**

**CO-OPERATIVE SOCIETY**

Barry Hunte	Barbados Police Credit Union
Hally Haynes	Barbados Police Credit Union
Dean St. Hill	Barbados Public Workers' Credit Union
Terrol Inniss	Barbados Public Workers' Credit Union
Goldwin Edwards	Barbados Public Workers' Credit Union
Eric Smith	Barbados Public Workers' Credit Union
Paul Maxwell	Barbados Public Workers' Credit Union
Glendon Belle	Barbados Public Workers' Credit Union
Keith Alleyne	Barbados Secondary Teachers' Credit Union
Merton Brathwaite	Barbados Teachers' Credit Union
Errol Brathwaite	Barbados Teachers' Credit Union
Carolyn Barton	Barbados Workers' Union Credit Union
Novaline Brewster	Barbados Workers' Union Credit Union
Ashton Turney	Barbados Workers' Union Credit Union
Keith Jones	Bartel Credit Union
Moreta Forde	Bartel Credit Union
Michael Alleyne	BET Credit Union
Peter Alleyne	BET Credit Union
Patricia Johnson	Bethel Circuit Credit Union
Anthony Inniss	BS&T Employees' Credit Union
Noel Nurse	BS&T Employees' Credit Union
Vascoll Holder	Bottlers United Credit Union
Gail Royer	Caribank Credit Union
Claudia James	Caribank Credit Union
Granville Griffith	Church of the Nazarene Credit Union
Hadyn Arthur	Church of the Nazarene Credit Union
Lynette Holder	City of Bridgetown Credit Union
Glyne Pilgrim	City of Bridgetown Credit Union
Adrian Griffith	City of Bridgetown Credit Union
Adlai Stevenson	City of Bridgetown Credit Union
James Paul	City of Bridgetown Credit Union
Fergusson Barton	Endeavour Credit Union

Patrick Williams  
Robert Morris  
Gabrielle Clarke  
William Ward  
Rawle Ward  
Thelma Roach  
Anna Oughterson  
Anderson Henry  
Kelvin Whittaker  
Cecil Forde  
Angela Applewhaite  
Beverley Stanford  
Cynthia Alleyne  
Grace Scott  
Harriette Blackett  
Muriel Parris  
Marcia Babb  
Terry Boyce  
Joycelyn Austin-Roberts  
Patrick McDonald  
Maurice Webster  
Stewart Russell

Endeavour  
Family Credit Union  
Family Credit Union  
Goodwill Credit Union  
Goodwill Credit Union  
James Street Credit Union  
James Street Credit Union  
Light & Power Credit Union  
Light & Power Employees Credit Union  
Moravian Credit Union  
Moravian Credit Union  
Shamrock Credit Union  
St. Barnabas Credit Union  
St. Leonard's Credit Union  
St. Leonard's Credit Union  
St. Stephen's Credit Union  
St. Stephen's Credit Union  
United Enterprise Credit Union  
United Enterprise Credit Union  
UWI (Cave Hill) Credit Union  
UWI (Cave Hill) Credit Union  
Wesleyan Holiness Credit Union

**NAME OF ALTERNATE**

Clorinda Alleyne  
Clyde Sobers  
Sherwin Greenidge  
Eric Trotman  
Rhondda Walcott  
Maidlyn Thornhill  
Inez Tull  
Valma Marshall  
Wynnel Walters  
Denise Haddock  
Shirley Parris  
Brenda Moore  
Dave Jordan

**CO-OPERATIVE SOCIETY**

Barbados Public Workers' Credit Union  
Barbados Workers' Union Credit Union  
Barbados Workers' Union Credit Union  
Bottlers United Credit Union  
City of Bridgetown Credit Union  
Family Credit Union Credit Union  
Moravian Credit Union  
Moravian Credit Union  
St. Barnabas Credit Union  
St. Leonard's Credit Union  
St. Stephen's Credit Union  
St. Stephen's Credit Union  
Wesleyan Holiness Credit Union

**NAME OF OBSERVER**

Nigel Whitehall  
Dale McCollin  
Paula Brooker  
Peter J. Carter  
Rupert Tudor

**ORGANISATION**

City of Bridgetown Credit Union  
Family Credit Union  
Peter J. Carter & Co.  
Peter J. Carter & Co.  
Progressive Credit Union

**STAFF**

Anthony Pilgrim  
Wesley Bowen  
Charlene Carrington  
Marisa Marshall  
Alexis Alleyne  
Keith Bourne

**ORGANISATION**

Barbados Co-operative & Credit Union League  
Barbados Co-operative & Credit Union League  
Barbados Co-operative & Credit Union League  
Barbados Co-operative & Credit Union League  
Barbados Co-operative & Credit Union League  
Barbados Co-operative & Credit Union League

**2. ASCERTAINMENT OF A QUORUM**

- 2.1 The Chairman informed the meeting that in accordance with By-Law 22 (1) a quorum was present.

**3. PRAYERS**

- 3.1 Bro. Keith Bourne of Barbados Co-operative & Credit Union League Ltd. led the meeting in Prayer. The Chairman invited members to recite the Prayer of St. Francis of Assisi.
- 3.2 A minute of silence was observed for the late Prime Minister, the Hon. David Thompson, Q.C, M.P and for members of the movement who had passed away during the year.

**4. WELCOME AND OPENING REMARKS**

- 4.1 The Chairman welcomed members to the Annual General Meeting and introduced members of the Board at the head table, who had served during the year.
- 4.2 The Chairman reported that the League had a very productive year and had met regularly with vigorous discussions. He stated that the Board had been very solution-oriented and made substantial progress with a number of issues facing the movement, in particular the Institutional Strengthening Project, Deposit Insurance and Advocacy.

## **5. REPORT OF THE CREDENTIALS COMMITTEE**

- 5.1 Bro. Kelvin Whittaker, Chairman of the Credentials Committee, was invited to present the report, which was found on pages 8 to 11 of the Supplement to the Annual Report.
- 5.2 The report was taken as read on a motion moved by Sis. Muriel Parris of St. Stephen's Credit Union and seconded by Bro. Anderson Henry of Light & Power Employees' Credit Union. The motion was carried.
- 5.3 The Chairman recommended that the penultimate paragraph of the Report of the Credentials Committee be accepted which stated: **"The Committee recommends a waiver of the requirements of By-Law 20 (1) and 20 (2) for all those societies that are in compliance with By-Law 9(1) that have submitted written notification of delegates."**
- 5.4 Bro. Noel Nurse of BS&T Employees' Credit Union moved the acceptance of the motion.
- 5.5 The motion was seconded by Bro. Michael Alleyne of BET Credit Union and was carried.

## **6. MINUTES OF THE ANNUAL GENERAL MEETING OF NOVEMBER 28, 2009**

- 6.1 The minutes of the Annual General Meeting of November 28, 2009 found on pages 8 to 21 of the Annual Report were taken as read on a motion moved by Bro. Adrian Griffith of City of Bridgetown Credit Union, and seconded by Sis. Thelma Roach of James Street Circuit Credit Union.

### **Errors and Omissions**

- 6.2 There being no errors and/or omissions, the adoption of the Minutes was moved by Bro. Keith Jones of BARTEL Credit Union and seconded by Bro. Ashton Turney of Barbados Workers' Union Credit Union. The motion was carried.

## **7. MATTERS ARISING FROM THE MINUTES OF THE ANNUAL GENERAL MEETING OF NOVEMBER 28, 2009**

- 7.1 Bro. Michael Alleyne of BET Credit Union asked for an update on the Deposit Insurance Scheme.
- 7.2 The General Manager stated that a report was compiled by the consultants, World Council of Credit Unions (WOCCU) and that report was submitted to the stakeholders, including affiliates and government officials.

- 7.3 He stated that the report contained very specific and detailed recommendations. He further stated that in order for the credit union movement to have access to this financial safety net, changes to the legislation would be required. He stated that the actual report has draft legislative text and the League was engaging government officials regarding what was recommended.
- 7.4 The General Manager stated that another issue related to certain pre-conditions which were recommended by the consultants. He stated that credit unions must meet certain minimum standards in order to enter into Deposit Insurance. The General Manager stated that two (2) initiatives were already in place namely: 1) the Institutional Strengthening Project and 2) Project to Develop Small Credit Unions.
- 7.5 Bro. Ashton Turney of Barbados Workers' Union Credit Union queried whether the League expected any legislative issues to arise in relation to the Financial Services Commission (FSC).
- 7.6 The Chairman stated that the FSC legislation was still in draft form. He further stated that the legislation was being debated in Parliament, but the debate was interrupted by the passing of the late Prime Minister, the Hon. David Thompson, Q.C, M.P. He opined that once Parliament sits again, the FSC legislation will be very high on Cabinet's Agenda.
- 7.7 The Chairman stated that the FSC legislation points to the various underlying pieces of legislation to be administered by the Authority. He stated that over time there may be some changes to the Regulations and the Co-operative Societies Act.
- 7.8 Bro. St. Hill stated that the League had met the target amount for the National Development Fund. He noted that it was met by the generosity of a few credit unions which had contributed above the actual amount required based on the formula.
- 7.9 He encouraged other credit unions to contribute to the Fund. There were no further matters arising.

## **8. REPORTS**

### **8.1 Board of Directors' Report**

The Board of Directors' Report found on pages 22 to 31 of the Annual Report was taken as read on a motion by Bro. Adrian Griffith of City of Bridgetown Credit Union. It was seconded by Sis. Carolyn Barton of Barbados Workers' Union Credit Union. The motion was carried.

8.1.2 The Chairman stated that the League performed well despite the economic turmoil and highlighted the following main points of the Report:

### **8.2 Membership**

8.2.1 The Chairman reported that League membership remained stable throughout the year. He stated that the performance of the affiliates was commendable given the economic situation across the world.

### **8.3 Assets**

8.3.1 The assets of the League recorded year-on-year growth of at 11.6% moving from \$2,359,353 to reach \$2,633,836.

### **8.4 Income**

8.4.1 The League recorded year-on-year growth in income of 3.6% as it moved \$1,030,735 to \$1,067,681.

### **8.5 Human Resources**

8.5.1 The Chairman reported that during the year, there was one resignation and the vacancy of Executive Secretary/Administrative Officer was filled by Sis. Charlene Carrington. The Chairman congratulated Sis. Carrington on her internal appointment.

### **8.6 Programmes and Services**

8.6.1 The Chairman stated that in relation to programmes and services, the League continued to offer training courses and to provide administrative services for the Mutual Benefits Plan.

### **8.7 Housing Credit Fund**

8.7.1 The Chairman stated that the Board has taken some steps to liquidate the Housing Credit Fund debt ahead of schedule and hoped that the proposal would be given favourable consideration by the Central Bank of Barbados.

8.8 National Development Fund

8.8.1 The Chairman stated that the League collected a sum of \$120,605 for the National Development Fund. He encouraged each member society to contribute to the Fund.

8.9 Conferences and Other Meetings

8.9.1 The Chairman stated that Board members attended the Caribbean Confederation of Credit Unions (CCCU) Convention, World Council of Credit Unions (WOCCU) Conference and the Governmental Affairs Conference (GAC) during the year. He stated that the Board members experienced the way US credit unions engage Congress and also how advocacy worked in that jurisdiction. He further stated that two other credit unions were invited namely: Barbados Public Workers' Credit Union and City of Bridgetown Credit Union.

8.9.2 Bro. Turney of Barbados Workers' Union Credit Union moved the adoption of the Board Report. Bro. Eric Smith of the Barbados Public Workers' Credit Union seconded the motion. The motion was carried.

**8.10 Credit Committee's Report**

8.10.1 The Credit Committee's Report found on page 32 of the Annual Report, was taken as read on a motion moved by Bro. Barry Hunte of Barbados Police Credit Union and seconded by Bro. Turney of Barbados Workers' Union Credit Union.

8.10.2 It was noted that the Committee was not required to review any loan applications during the reporting period.

8.10.3 Sis. Lynette Holder of City of Bridgetown Credit Union moved the adoption of the Credit Committee's Report. Bro. Anderson Henry of Light & Power Employees' Credit Union seconded the motion. The motion was carried.

**8.11 Supervisory Committee's Report**

8.11.1 Chairperson of the Supervisory Committee, Bro. Anthony Inniss of BS&T Employees' Credit Union was invited to present the report.

8.11.2 The Supervisory Committee's Report found on pages 33 and 34 of the Annual Report was taken as read on a motion moved by Bro. Barry Hunte of Barbados Police Credit Union and seconded by Sis. Anna Oughterson of James Street Circuit Credit Union. The motion was carried.



- 8.11.3 Bro. Anthony Inniss commented that the Board minutes were submitted on a timely basis.
- 8.11.4 Sis. Joycelyn Austin-Roberts of United Enterprise Credit Union moved the adoption of the Supervisory Committee's Report. Bro. Ashton Turney of Barbados Workers' Union Credit Union seconded the motion. The motion was carried.

## **8.12 Auditors' Report**

- 8.12.1 Peter J. Carter, of Peter J. Carter & Co. read the Independent Auditors' Report found on page 38 of the Annual Report.
- 8.12.2 There being no queries or comments, Bro. Adrian Griffith of City of Bridgetown Credit Union moved the adoption of the Auditors' Report. Bro. Keith Alleyne of Barbados Secondary Teachers' Credit Union seconded the motion. The motion was carried.

## **9 FINANCIAL STATEMENTS**

- 9.1 Bro. Noel Nurse, Treasurer, was invited to present the Financial Statements found on pages 39 to 52 of the Annual Report.
- 9.2 Bro. Nurse highlighted the following:
  - 9.2.1 Total assets increased by 11.6% as they moved from \$2,359,353 at the beginning of the year to \$2,633,836 at year-end.
  - 9.2.2 Total liabilities increased by 6.8% as they moved from \$2,242,407 at the beginning of the year to \$2,395,759 at year-end.
  - 9.2.3 The Development Fund declined by 61.5% as it moved from \$92,165 to \$35,494 at year-end.
  - 9.2.4 The Education Fund increased by 51.4% as it moved from \$199,024 to \$301,307 at year-end.
  - 9.2.5 Accounts payable and accruals increased by 20.8% as they moved from \$46,243 to \$55,860 at year-end.
  - 9.2.6 Equity increased by 103.6% as it grew from \$116,946 at the beginning of the year to \$238,077 at year-end.

- 9.2.7 The accumulated deficit declined by 44.5% moving from \$204,069 at the beginning of the year to \$113,221 at year-end.
- 9.2.8 Gross income increased by 3.6% as it moved from \$1,030,735 to \$1,067,681. The main contributors to this increase were administration fees, which increased by 2.7% and membership dues which increased by 1.9%.
- 9.2.9 Operating expenditure increased by 4.8% as it moved from \$903,193 to \$946,550.
- 9.3 The floor was opened for questions and/or comments on the financial statements.
- 9.4 Bro. Ashton Turney of Barbados Workers' Union Credit Union commended the League for lowering the accumulated deficit. He queried whether consideration would be given in the future to expensing some of the items that are normally charged to the Development Fund.
- 9.5 The Chairman stated that the Development Fund has specific criteria in relation to how funds are spent and it would be an administrative decision as to which approach will be taken in the future.
- 9.6 Sis. Lynette Holder of City of Bridgetown Credit Union queried the Professional Fees in the Schedule of Other Operating Expenses, as the amount was attributed to audit fees only.
- 9.7 The Treasurer, Bro. Noel Nurse stated that other fees were included in the amount. He further stated that the General Manager had taken the decision not to hire a full time Secretarial Assistant, but had utilized the services of an employment agency. He stated that those fees were captured in the amount.
- 9.8 There being no other queries or comments, Bro. Michael Alleyne of BET Credit Union moved the adoption of the Financial Statements. Bro. Anderson Henry of Light & Power Employees' Credit Union seconded the motion. The motion was carried.
- 10 DECLARATION OF DIVIDENDS**
- 10.1 The Chairman informed delegates that there were no dividends to be declared.

## **11 FIXING OF MAXIMUM LIABILITY**

11.1 The Chairman stated that the maximum liability was \$12 million and that there was no intention to make any changes at this time.

11.2 Sis. Lynette Holder of City of Bridgetown Credit Union moved that the maximum liability remain at \$12 million. Bro. Barry Hunte of Barbados Police Credit Union seconded the motion. The motion was carried.

## **12 APPOINTMENT OF AUDITOR**

12.1 The Chairman stated that the Board was recommending that Peter J. Carter & Co., Chartered Accountants be retained as Auditors for the ensuing year. Bro. Hally Haynes of Barbados Police Credit Union moved that Peter J. Carter & Co., be retained as Auditors for the ensuing year. The motion was seconded by Bro. Noel Nurse of BS&T Employees' Credit Union. The motion was carried.

## **13 ELECTION OF OFFICERS**

13.1 The Chairman informed delegates that there were three (3) Directors whose terms had expired and were not eligible for re-election, namely:

- Sis. Karen Best
- Bro. Noel Nurse
- Bro. Dean St. Hill

13.2 The Chairman stated that Bro. Nigel Whitehall of City of Bridgetown Credit Union was not named as a delegate by the City of Bridgetown Credit Union and as a consequence, would have to retire from the Board.

13.3 Bro. Adrian Griffith of City of Bridgetown Credit Union informed the meeting that Bro. Whitehall was named as a delegate to replace one of the delegates that was submitted.

13.4 The Chairman stated that according to the League's By-Laws, the relevant correspondence would have to be submitted beforehand so that it could be dealt with by the Credentials Committee or at least presented at the meeting.

13.5 After much discussion, the Chairman ruled that Bro. Whitehall would have to retire from the Board since his delegate status had been revoked and there was no correspondence to show that that decision had been rescinded by his credit union.

13.6 He further stated that there would be an additional vacancy on the Board for a one (1) year term.

13.7 The Chairman asked that all delegates be seated to his left and stated that there were 58 delegates eligible to vote.

13.8 The following requests were made for the use of alternates as delegates in the election process:

**Barbados Workers' Union Credit Union**

Bro. Clyde Sobers

**Bottlers United Credit Union**

Bro. Eric Trotman

**City of Bridgetown Credit Union**

Sis. Rhondda Walcott

**St. Barnabas Credit Union**

Sis. Wynell Walters

**Wesleyan Holiness Credit Union**

Bro. Dave Jordan

13.9 The Chairman declared the floor open to receive nominations for the Board of Directors.

13.10 The following delegates were nominated to serve on the Board of Directors:

- Bro. Eric Smith
- Bro. Anthony Inniss
- Bro. Barry Hunte
- Bro. Michael Alleyne
- Bro. Ashton Turney
- Bro. Merton Brathwaite
- Sis. Lynette Holder

13.11 Bro. Glendon Belle of Barbados Public Workers' Credit Union moved that nominations be closed. Bro. Noel Nurse of BS&T Employees' Credit Union seconded the motion. The motion was carried.

13.12 Ballots were cast and the results were as follows:

- Bro. Eric Smith - 25 votes
- Bro. Anthony Inniss - 29 votes
- Bro. Barry Hunte - 38 votes
- Bro. Michael Alleyne - 25 votes
- Bro. Ashton Turney - 30 votes
- Bro. Merton Brathwaite - 16 votes
- Sis. Lynette Holder - 24 votes

13.13 The following delegates were duly elected to serve on the Board of Directors for the periods specified below:

- Bro. Barry Hunte - 3 years
- Bro. Ashton Turney - 3 years
- Bro. Anthony Inniss - 3 years

13.14 The Chairman indicated that there was a tie between Bro. Eric Smith and Bro. Michael Alleyne with 25 votes each. Bro. Michael Alleyne withdrew from the election process at this point.

13.15 Bro. Eric Smith was duly elected to serve on the Board of Directors for the period of one (1) year.

13.16 The Chairman stated that there were five (5) vacancies on the Credit Committee.

13.17 The following delegates were nominated to serve on the Credit Committee:

- Bro. Glendon A. Belle
- Bro. Paul Maxwell
- Bro. Brent Shuffler
- Sis. Carolyn Barton
- Sis. Joycelyn Austin-Roberts

13.18 The Chairman indicated that Bro. Brent Shuffler of City of Bridgetown Credit Union was not a delegate and therefore could not be nominated to sit on the Credit Committee.

13.19 Sis. Novaline Brewster of Barbados Workers' Union Credit Union nominated Sis. Lynette Holder of City of Bridgetown Credit Union to serve on the Credit Committee. Bro. Ashton Turney of Barbados Workers' Union Credit Union seconded the motion. The motion was carried.

13.20 Bro. Hally Haynes of Barbados Police Credit Union moved that nominations be closed. Bro. Patrick McDonald of UWI (Cave Hill) Credit Union seconded the motion. The motion was carried.

13.21 There being no other nominations, the following delegates were duly elected to serve on the Credit Committee for the periods specified below:

- Bro. Glendon A. Belle - 1 year
- Bro. Paul Maxwell - 1 year
- Sis. Carolyn Barton - 1 year
- Sis Joycelyn Austin-Roberts - 1 year
- Sis. Lynette Holder - 1 year

13.22 The floor was opened to receive nominations for the Supervisory Committee.

13.23 The following delegates were nominated to serve on the Supervisory Committee:

- Bro. Keith Jones
- Bro. Anderson Henry
- Bro. Michael Alleyne
- Bro. Goldwin Edwards
- Bro. Merton Brathwaite

13.24 Sis. Novaline Brewster of Barbados Workers' Union Credit Union moved that nominations be closed. The motion was seconded by Bro. Glendon A. Belle. The motion was carried.

13.25 There being no other nominations, the following delegates were duly elected to serve on the Supervisory Committee for the periods specified below:

- Bro. Keith Jones - 1 year
- Bro. Anderson Henry - 1 year
- Bro. Michael Alleyne - 1 year
- Bro. Goldwin Edwards - 1 year
- Bro. Merton Brathwaite - 1 year

**14 RESOLUTIONS**

14.1 There were no resolutions.

**15. ANY OTHER BUSINESS**

15.1 The Chairman stated that several credit unions had celebrated or would be celebrating milestones this year. The following table indicates the names of the persons who collected the awards on behalf of their credit unions and the significant milestones.

<b>Name of Credit Union</b>	<b>No. of years</b>	<b>Name of Person Collecting Award</b>
Moravian Church	20 years	Bro. Cecil Forde
Church of God	25 years	Bro. Jerry Spooner
Wesleyan Holiness	30 years	Bro. Stewart Russell
St. Leonard's	35 years	Sis. Harriett Blackette
Barbados Public Workers'	40 years	Bro. Terrol Inniss
Bottlers United	45 years	Bro. Vascoll Holder
James Street Circuit	45 years	Sis. Thelma Roach
Barbados Police	50 years	Bro. Barry Hunte

15.2 The Chairman invited the General Manager, Bro. Anthony Pilgrim to inform the meeting about a project to develop small credit unions.

15.3 The General Manager, Bro. Anthony Pilgrim stated that the Project to develop Small Credit Unions was due to the generosity of the Barbados Public Workers' Credit Union.

15.4 He stated that the Board was concerned about the limited capacity in relation to reaching out to the small credit unions and helping them to develop further especially with regard to the establishment of the Financial Services Commission.

15.5 The General Manager stated that in relation to the Deposit Insurance Report and the new regulatory environment, this project would help the League to build additional capacity in relation to being able to assist the small credit unions.

15.6 He stated that the Barbados Public Workers' Credit Union had agreed to make available to the League the services of Bro. Keith Bourne, and an Administrative Assistant.

- 15.7 He stated that the League circulated correspondence to the relevant credit unions. A meeting was convened and thereafter implementation activities commenced.
- 15.8 He stated that the purpose of the project was to ensure that the credit unions meet the minimum standards as well as to address other areas, for example, developing a comprehensive policy framework and delinquency management.
- 15.9 The General Manager stated that the League had entered into an agreement with the Barbados Public Workers' Credit Union in the form of a Memorandum of Understanding.  
He stated that Bro. Bourne had started to work on the project from September 1, 2010 and the project was expected to last for 2 years.
- 15.10 Bro. Hally Haynes of the Barbados Police Credit Union expressed sincere thanks for the leadership and guidance of the President during his term of office. He also thanked Bro. Nigel Whitehall of the City of Bridgetown Credit Union and Sis. Karen Best of Barbados Teachers' Credit Union as well.
- 15.11 Sis. Novaline Brewster commended Bro. St. Hill for doing a tremendous job as President. She wished him every success in his future endeavours.
- 15.12 Bro. Michael Alleyne of BET Credit Union expressed his sympathy with regard to the natural disasters in the islands of St. Vincent, St. Lucia and Haiti.  
He suggested that the credit union movement should in solidarity express their regret at the happenings.
- 15.13 Bro. Barry Hunte of Barbados Police Credit Union and Bro. Ashton Turney of Barbados Workers' Union Credit Union thanked the delegates for placing their trust in them and stated that they would continue to serve in the best interest of the Credit Union Movement in Barbados.
- 15.14 Bro. Dean St. Hill thanked the credit union movement and the League for giving him the opportunity to serve as President. He wished the new Directors well.
- 16. TERMINATION**
- 16.1 There being no other business, the meeting was terminated at 5:55 p.m.



## President's Message

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Fellow Co-operators,

As we assemble on the eve of the International Year of Co-operatives for the Annual General Meeting of the Barbados Co-operative & Credit Union League Limited, let us reflect on our history, our successes, and our challenges without losing focus on our opportunities for growth and expansion of co-operatives in Barbados.



In spite of recent uncertain global financial and economic conditions, the Credit Union Movement recorded significant growth during the period under review. However, information from the non-financial co-operatives sector suggests that these co-operatives have not experienced similar growth and are struggling for survival.

In this regard, the Credit Union League has developed an advocacy programme to engage Parliamentarians, the Private Sector, Trade Unions and Civil Society to promote the uniqueness of Credit Unions and the credit union brand. Government's focus on entrepreneurship and enterprise development could result in positive development for the non-financial co-operative sector.

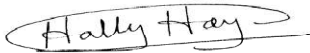
Nevertheless under the new regulatory body the Financial Services Commission, Credit Unions in Barbados can expect increased compliance requirements and robust examinations in keeping with international best practices. In preparation to meet international standards, the Credit Union League has engaged in discussions with member credit unions on the implications of the Financial Services Commission Act 2011 for Credit Unions in Barbados.

Additionally, the Credit Union League continues to engage the Ministry of Finance and Economic Affairs especially as it relates to the re-instatement of the Tax Allowances which have been the bedrock for the increased savings in credit unions since they were introduced in 1979. Efforts continue to press the Government of Barbados to pass the necessary amendments to the Co-operatives Societies Act and the Deposit Insurance Act to offer credit union depositors the same protection as depositors within the wider banking sector.

As we look forward, and as we celebrate International Year of Co-operatives in 2012, under the theme "**Co-operative Enterprises Build a Better World**" let us work towards achieving our dreams of a locally owned and operated Bank in Barbados, and seek to build the capacity of the non-financial co-operative sector.

On behalf of the Board of Directors of the Barbados Co-operative & Credit Union League Ltd., I extend sincere thanks and appreciation to you for your support over the past year, and look forward to your continuing support and commitment.

Co-operatively Yours

A handwritten signature in cursive script that reads "Hally Hay". The signature is enclosed within a hand-drawn oval shape.

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**President**

**REPORT OF THE BOARD OF DIRECTORS  
OF THE BARBADOS CO-OPERATIVE & CREDIT UNION LEAGUE LTD.  
FOR THE PERIOD AUGUST 1, 2010 – TO JULY 31, 2011**

The Directors and their attendance at meetings for the period under review are as exhibited below:

**August 1, 2010 – November 6, 2010**

<b>POSSIBLE ATTENDANCE</b>	<b>NAME</b>	<b>POST</b>	<b>ATTENDED</b>	<b>EXCUSED</b>
<b>3</b>	Dean St. Hill	President	2	1
<b>3</b>	Hally Haynes	1 <sup>st</sup> Vice- President	2	1
<b>3</b>	Kelvin Whittaker	2 <sup>nd</sup> Vice-President	3	--
<b>3</b>	Noel Nurse	Treasurer	1	2
<b>3</b>	Patrick McDonald	Asst. Treasurer	3	--
<b>3</b>	Karen Best	Secretary	1	1
<b>3</b>	Nigel Whitehall	Asst. Secretary	3	--
<b>3</b>	Novaline Brewster	Member	2	1
<b>3</b>	Glyne Pilgrim	Member	3	--

**November 6, 2010 – July 31, 2011**

<b>POSSIBLE ATTENDANCE</b>	<b>NAME</b>	<b>POST</b>	<b>ATTENDED</b>	<b>EXCUSED</b>
<b>8</b>	Hally Haynes	President	5	3
<b>8</b>	Glyne Pilgrim	1 <sup>st</sup> Vice- President	7	1
<b>8</b>	Kelvin Whittaker	2 <sup>nd</sup> Vice-President	7	1
<b>8</b>	Patrick McDonald	Treasurer	8	--
<b>8</b>	Eric Smith	Asst. Treasurer	6	1
<b>8</b>	Barry Hunte	Secretary	6	1
<b>8</b>	Novaline Brewster	Asst. Secretary	7	1
<b>8</b>	Ashton Turney	Member	7	1
<b>8</b>	Anthony Inniss	Member	7	1

The Board appointed sub-committees during the period. The committees formed were: Credentials and Advocacy. All committees are chaired by sitting Directors.

## **OVERVIEW**

### **Economic Review**

As reported by the Central Bank, the economy recorded marginal growth of 0.3% in 2010. The primary driver of this growth was tourism, which began to recover. Arrivals from Canada and the USA were up by 17% and 13% respectively. The international business and financial services sector contracted for a second year, but by less than in 2009. Foreign reserves at the end of the year stood at \$1.4 billion, the equivalent of purchases of imports of goods and services of 21 weeks.

Economic contraction made it difficult to avoid layoffs, notwithstanding government's incentives designed to ease the pressure of employees' benefits on companies' cash flow. As a corollary, the unemployment rate was 10.5% at the end of December 2010. Inflation was somewhat higher in 2010, mainly due to the increase in the prices of imports. The 12-month moving average inflation rate was estimated at 5.4% at the end of October 2010. Domestic interest rates edged downwards, as US short term interest rates appear to have settled at minimum levels for the near future. Loan rates declined further, reducing the spread between the loan and deposits rates to 6.4% in October, from 7% a year earlier.

GDP growth in the first 6 months of 2011 was estimated at 2.1% with growth in tourism (5%) leading the way. The growth of non-tradables was somewhat slower, with increases in wholesale and retail (2%) and the construction sector (3%). Provisional numbers for the first quarter estimated employment at 10%. The economy is projected to grow by 2% for 2011, provided that tourism sustains its positive growth trajectory.

### **Review of Business Performance**

In the context of a very challenging external environment, we are pleased to report that the organization had another reasonably successful year. The continued trend of positive results over the years has finally eliminated the accumulated deficit by the end of the reporting period. There is no gainsaying the significance of this milestone, after so many years of focused effort and the collective resolve of Board and management backed by the unwavering support of affiliates.

The implementation phase of the Inter-American Development Bank (IDB) funded Institutional Strengthening Project (ISP) was successfully completed. The organization also launched and started to implement a project to further develop the small credit unions to improve their effectiveness and position them to meet the new regulatory standards.

## **MEMBERSHIP**

Membership remained stable at 33 active primary societies. During the reporting period, steps were taken with guidance from the Department of Co-operatives to reconcile the discrepancy between the reported number of active member societies and the number of societies listed as shareholders in the League. As a result, six co-operative societies that are no longer functioning were de-listed. The six co-operatives removed from the list are: Africa Development, Faith, Federal, Market Workers', Speightstown and St. Alban's.

## **PERFORMANCE OF AFFILIATES**

### **Membership**

During the reporting period the total membership of affiliated societies recorded year-on-year growth of 13.74% moving from 133,855 to reach 152,245. This rate of growth is highly commendable when compared with last year's growth rate of 4.64%, and demonstrates the high level of confidence placed in credit unions by the wider public.

### **Savings**

The total savings of affiliated societies recorded year-on-year growth of 7.89%, to surpass the one billion dollar mark and reach \$1,049,575,416. This rate of growth was much lower than last year's growth rate of 17.34%.

### **Loans**

Year-on-year loan growth was recorded at 8.56% as it moved from \$1,065,672,884 to reach \$1,156,925,577. This rate of growth is roughly equivalent to that recorded for last year, which was 8.5%.

### **Assets**

Year-on-year asset growth was recorded at 8.59%, as it grew from \$1,364,607,400 to reach \$1,481,784,335. This is approximately one percentage point above last year's growth rate of 7.58%.

## **DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND PERFORMANCE**

### **Overview**

For the financial year ended July 31, 2011 the League recorded an increase in assets under management of 17.8%, as total assets increased from \$2,633,836 at the beginning of the year to \$3,103,072 at year-end. A surplus of \$154,436 an increase of 27.5% compared to the prior year's position of \$121,131 resulted in the eradication of the deficit and a return to accumulated earnings for the first time in fifteen years.

This highlighted the continuing trend of positive results attributed to strong support from member societies and prudent management.

### **Balance Sheet Highlights**

Total assets increased by 17.8% as they moved from \$2,633,836 at the beginning of the year to \$3,103,072 at year-end. The increase in total assets was mainly because of a 37.9% increase in cash and bank balances from \$1,180,642 to \$1,628,598 at year-end. Investments increased by 3% as they moved from \$1,286,974 to \$1,325,721.

Total liabilities at year-end were \$2,710,284 as compared to the prior year's balance of \$2,395,759, an increase of 13.1%. The Development Fund increased by 280.9% as it moved from \$35,494 to \$135,200. Institutional Strengthening Project increased by 55.4% as it moved from \$416,833 to \$647,716.

Members' equity registered an overall increase of 65.0%, as it grew from \$238,077 at the beginning of the year to \$392,788 at year-end. Equity is made up of statutory reserves and accumulated earnings.

The continuing trend of positive results has led to the deficit of \$113,221 at the beginning of the year been extinguished and a new era of accumulated earnings which stood at \$2,606 at year-end. Statutory reserves now stand at \$390,182. This is irrefutable evidence that prudent management and strong support from member societies has contributed to a turnaround in the League's financial condition.

### **Income Statement Highlights**

Total income increased by 17.8%, as it moved from \$1,067,681 to \$1,257,438. The main contributors to this increase were administration and management fees, which increased by 24.3% and dividends received which totaled \$6,990 as compared to none last year. Sundry income registered an increase of 53.6%, moving from \$10,858 to \$16,680.

Operating expenditure increased by 16.5%, as it moved from \$946,550 to \$1,103,002. The main contributors to the increase were other operating expenses, which grew by 16.7%. The items of major impact were office supplies & stationery which increased by 94.2%, moving from \$11,199 to \$21,749; professional services which increased by 20.8% moving from \$34,437 to \$41,585 and utilities which increased by 23.9%, moving from \$11,755 to \$14,570. CCCU convention expenses increased by 12.4%, moving from \$36,553 to \$41,096.

US\$50,000 in dues was paid to CCCU during the year. This amount is the maximum payable by an affiliate under the existing formula.

## **HUMAN RESOURCE ISSUES**

There were staff movements during the year, mainly due to developments surrounding 2 projects administered by the organization. Ms. Shondelle Carter who had previously provided administrative support to the organization, on behalf of an employment agency, joined the staff of the organization on a permanent basis as an Administrative Assistant, from March 1, 2011. With the completion of the implementation phase of the Institutional Strengthening Project, the fixed term contract of the Project Coordinator, Mr. Anthony Johnson came to an end on July 20, 2011. During the last quarter of the reporting period, Ms. Lucinda Mills was hired as an Administrative Assistant to provide support to the consultant for the project to provide technical help to small credit unions.

The IDB continued to offer training opportunities for staff to enable them to more effectively manage the implementation stage of the Institutional Strengthening Project and also to better understand the workings of the Bank. In this regard, the Accountant/Finance Officer, the Project Coordinator and the General Manager attended relevant courses/workshops offered during the reporting period.

## **LEAGUE PROGRAMMES AND SERVICES**

### **Training and Education**

During the reporting period, the following courses were offered:

#### Volunteer Specific Training

Board of Directors Orientation  
Supervisory Committee Orientation  
Credit Committee Orientation

#### Business Development, Administration & Service

Business Communication Made Simple  
Creating Dynamic Teams  
Getting Organised: The Basics of Time Management

#### Compliance, Lending & Collections

Delinquency Management  
Regulatory Compliance 1 & 2 – Plugging Money Laundering Vulnerabilities in the Credit Union Movement

## Finance & Accounting

### Budgeting

### Basic Co-operative Accounting

### PEARLS: What You Need To Know

### Advance Credit Union Accounting

## Personal Interest

### You Only Retire Once: Mistakes To Avoid

Some of the highlights of the reporting period were as follows:

1. A survey instrument was administered during the period to determine the training needs. Subsequent to the analysis of the responses, 4 new courses were developed viz: 1) Regulatory Compliance 1; 2) Regulatory Compliance 2; 3) Creating Dynamic Teams; and 4) Getting Organised: The Basics of Time Management.
2. Twenty-five credit unions participated in the training. There were 377 registrations for the 14 courses; however only 247 persons completed. Approximately one-third (32%) of persons registered had never participated in League training before. See Table 1 below.
3. Participant feedback which was carefully tracked and monitored, was generally positive.

Table 1: Course Attendance by Credit Union

<b>Member Society</b>	<b>Registered</b>	<b>Completed</b>	<b>Difference</b>
<b>Barbados Media Co-op. Credit Union Ltd.</b>	1	0	1
<b>Barbados Police Co-op. Credit Union Ltd.</b>	11	4	7
<b>Barbados Public Workers' Co-op. Credit Union Ltd.</b>	92	66	26
<b>Barbados Secondary Teachers' Co-op Credit Union Ltd.</b>	8	9	-1
<b>Barbados Seventh-day Adventists Co-op. Credit Union Ltd.</b>	0	0	0
<b>Barbados Teachers' Co-op. Credit Union Ltd.</b>	5	2	3
<b>Barbados Workers' Union Co-op.</b>	16	3	13



<b>Member Society</b>	<b>Registered</b>	<b>Completed</b>	<b>Difference</b>
<b>Credit Union Ltd.</b>			
<b>Bartel Credit Union Ltd.</b>	10	8	2
<b>BET Co-op. Credit Union Ltd.</b>	13	14	-1
<b>Bethel Circuit Co-op. Credit Union Ltd.</b>	3	2	1
<b>Bottlers United Co-op. Credit Union Ltd.</b>	8	3	5
<b>BS&amp;T Employees' Co-op. Credit Union Ltd.</b>	53	30	23
<b>Caribank Co-op. Credit Union Ltd.</b>	4	0	4
<b>Church of God Co-op. Credit Union Ltd.</b>	0	0	0
<b>Church of the Nazarene Co-op. Credit Union Ltd.</b>	0	1	-1
<b>City of Bridgetown Co-op. Credit Union Ltd.</b>	32	22	10
<b>Courtesy Co-op. Credit Union Ltd.</b>	0	0	0
<b>Endeavour Co-op, Credit Union Ltd.</b>	8	3	5
<b>Family Co-op. Credit Union Ltd.</b>	21	15	6
<b>Goodwill Co-op. Credit Union Ltd.</b>	12	10	2
<b>James Street Circuit Co-op. Credit Union Ltd.</b>	4	4	0
<b>Light &amp; Power Employees' Co-op. Credit Union Ltd.</b>	21	20	1
<b>Moravian Church Co-op. Credit Union Ltd.</b>	5	3	2
<b>Progressive Co-op. Credit Union Ltd.</b>	0	0	0
<b>Public Transport Co-op. Credit Union Ltd.</b>	0	0	0
<b>Shamrock Co-op. Credit Union Ltd.</b>	4	3	1
<b>St. Barnabas Co-op. Credit Union Ltd.</b>	0	0	0
<b>St. Leonard's Co-op. Credit Union Ltd.</b>	0	0	0
<b>St. Mark's Co-op. Credit Union Ltd.</b>	3	1	2
<b>St. Stephen's Co-op. Credit Union Ltd.</b>	14	6	8
<b>United Enterprise Credit Union Ltd.</b>	13	9	4
<b>UWI (Cave Hill) Co-op. Credit Union Ltd.</b>	6	4	2
<b>Wesleyan Holiness Co-op. Credit Union Ltd</b>	10	5	5
<b>TOTAL</b>	<b>377</b>	<b>247</b>	<b>130</b>

\* Difference Column: negative numbers occur if persons were not registered but turned up at the session

In an effort to identify and tap into other sources of funding for training, discussions were held with the TVET Council. We are pleased to report that TVET provided funding in the sum of \$10,192.00 for the 3 orientation courses for the 3 elected committees.

We will continue to pursue this opportunity; however, it is noted that there are strict eligibility criteria to qualify for funding from TVET.

One of the significant achievements during the reporting period was the impressive progress made in respect of the implementation of the recommendations made by the consultants to improve the effectiveness of the training department. To name a few, materials were refreshed and updated, a survey instrument was administered, the menu of course offerings was restructured with an emphasis on capacity building, a 3-year strategic plan for training was developed and training administrative procedures were documented. Other recommendations will be implemented on a phased basis in the near future.

### **Mutual Benefits Plan**

During the period under review, the League continued to provide administrative services for the Plan. A premium rebate of \$88,000.00 was paid to participating credit unions.

### **CoopMed Advantage**

The CoopMed Plan celebrated its eleventh anniversary in June 2011. Membership continued to be stable at approximately 2000 persons. No changes were made to the premium rates or the benefits structure during the period under review.

### **HCF Loan Portfolio**

The first payment of \$24,310, the increased annual payment due under the negotiated terms of repayment for the outstanding HCF debt was made in August 2010. In addition, a meeting was held with officials from the Central Bank to discuss the lump sum offer to settle the HCF debt. We are cautiously optimistic that the parties can reach a mutually acceptable settlement.

### **DEPOSIT INSURANCE**

This initiative continued to be a front burner issue for our League during the reporting period. During the period we lobbied the Ministry of Finance and Economic Affairs to have the required changes made to the legislation to give credit unions access to Deposit Insurance. A brief was prepared which outlined in very specific terms the type of support that was required from Government. This was followed up by a letter to the Permanent Secretary referring to the meeting and requesting a progress report.

We also continued to engage the Barbados Deposit Insurance Corporation from time to time since the support of this entity is also critical to the success of this initiative.

### **NATIONAL DEVELOPMENT FUND**

We are pleased to report that strong support for the National Development Fund (NDF) continued for the second successive year since its initial launch. A sum of \$132,263 was contributed by member societies, an increase of 9.67% when compared to last year's total contributions of \$120,605. It is very encouraging to note that the number of societies contributing to the NDF increased dramatically to 30, up from 7 the previous year.

The NDF is a very important fund at this juncture in the movement's development. It provides resources to facilitate more effective advocacy, particularly since there are myriad issues that require attention in this dynamic and complex environment. In addition, it provides funding for important projects such as Deposit Insurance, disaster relief and other initiatives being contemplated at this time such as shared services and providing technical assistance to small credit unions.

### **ADVOCACY**

The harsh economic environment which has severely impacted on public finances, complicated and to some extent frustrated our efforts to advocate for an enabling environment for credit unions, especially as it relates to special concessions. It is clear that with no obvious end in sight to the greatest recession since the mid 1930s, Government's budget will be under stress for years to come and this will constrain its ability to provide special concessions to our sector.

The 2010 Budgetary Statement removed the tax allowances for savings in credit unions that members have enjoyed since the mid 1980s. Meetings were held with the Ministry of Finance and Economic Affairs in an effort to have this decision reviewed and the allowances restored in the not too distant future. Another major challenge during the reporting period was the stated intention of the Commissioner of Inland Revenue to require credit unions to pay withholding tax on interest. Strong representations were made to Inland Revenue and implementation was deferred to allow for a thorough ventilation of all the issues before all competent authorities.

A watershed development during the reporting period was the establishment of the long-mooted new regulator, the Financial Services Commission (FSC). The FSC came into being on April 2, 2011 with the proclamation of the FSC Act 2010-21 by the Governor General on April 1, 2011. This ushers in a new dispensation of more robust regulation of the non-bank financial services sector. Our League also held initial discussions with the Ministry of Finance and Economic Affairs regarding the FSC.

We sought and were given assurances that the movement will be given an opportunity to have an input on issues such as the Regulations and Guidelines that will be issued by the FSC with the approval of the Minister.

An equally significant development during the reporting period was the transfer of responsibility for credit union development from the Ministry of Commerce and Trade to the Ministry of Finance and Economic Affairs with the establishment of the Financial Service Commission. It is noted that for decades credit union development has rested with the Ministry of Commerce, however configured. This development was not surprising and in anticipation of this, our League had previously taken the decision to develop a working relationship with the very influential Ministry.

The Ministry of Commerce and Trade retains responsibility for the development of other co-operatives. Given our League's continuing interest in the further development of the non-financial co-operatives, during the period we met with the Minister to discuss matters of mutual interest. Discussions centred around the Murray report and useful recommendations made for this sub-sector. The parties agreed that these recommendations should be carefully examined with a view to implementation of same on a priority basis. In addition, the parties discussed how they could collaborate efforts to celebrate the UN-designated International Year of Co-operatives 2012.

Efforts also continued to build communication bridges and seek support on matters of mutual interest with the other members of the Social Partnership, Labour and the Private Sector. At the highest level, Labour signaled its support for the restoration of the tax allowances on credit union savings.

A submission was made to Government just prior to the 2011 Budgetary Statement. The main proposal submitted was in respect of the restoration of the tax allowances at the level of \$3,000.00 which was the core benefit that credit union members enjoyed. In addition, a request was made to defer the payment of withholding tax on interest until income year 2013.

### **INSTITUTIONAL STRENGTHENING PROJECT**

Project activities continued during the reporting period. The 8 courses introduced in the first year of the project were repeated and are listed below.

- i. Credit Risk Management
- ii. Marketing
- iii. Strategic Management
- iv. Financial Management 1
- v. Management Skills Development
- vi. Corporate Governance 1

- vii. Corporate Governance 2
- viii. Financial Management 2

The delivery of workshops in support of the eight new courses also continued. Workshops held included: (1) Mergers and Consolidations (2) New Product Development (3) Service Centre and (4) Regulation. In addition, technical consultancies were conducted in 16 credit unions.

A mid-term evaluation was carried out by IDB contracted consultants, Nurse & Associates. The report concluded that everything considered – the project had a beneficial impact on the sector. It also made recommendations with respect to how the second half of the project can be even more impactful.

The final 6 months of the project is the wrap up phase. Activities include the final evaluation by IDB contracted consultants and the audit. Our League as the Executing Agency has contract imposed record keeping obligations. This is to fulfill any ex post evaluation of the project materials, in the event that it is required at any time.

Even though the project is to all intents and purposes at an end, the organization is carefully exploring avenues to sustain certain activities.

In particular, a post project collaboration is being explored with Dalhousie University for the delivery of the 8 courses mentioned above. The feasibility of setting up a service centre is also being further explored.

Some of the key benefits coming out of the project are summarized below:

1. A more efficient and effective training department that is more focused on capacity building course offerings.
2. Well developed knowledge products in the form of 8 new courses that have the potential to generate revenue for the organization.
3. A sample policy toolkit developed under Component 2 which will greatly assist member societies to put in place the policy framework that will be required by the regulator.
4. A better informed and educated leadership as a result of the exposure to the courses, workshops and technical consultancies.

5. An established network of relationships with the IDB, Dalhousie University and the Canadian Co-operative Association that if skillfully managed can only redound to the benefit of our League and by extension the wider movement.

### **PROJECT TO FURTHER DEVELOP SMALL CREDIT UNIONS**

As reported in the previous financial year, the Barbados Public Workers' Co-operative Credit Union Ltd. had entered into discussions with our League regarding funding for a project to further develop small credit unions. During the reporting period, the parties signed a Memorandum of Understanding for a 2-year period. Thereafter, the project had a soft launch and the implementation phase commenced.

The consultant, Bro. Keith Bourne provided guidance and technical support to several credit unions during the period under review. Areas of focus included but were not limited to delinquency management, in-house training sessions and policy development.

### **REGIONAL AND INTERNATIONAL CONFERENCES, MEETINGS AND OTHER VISITS**

#### **CCCU Convention and AGM**

The 54<sup>th</sup> Annual International Convention and the 40<sup>th</sup> Annual General Meeting of the Caribbean Confederation of Credit Unions (CCCU) was held at the Radison Resort, in Curacao from June 25 – 29, 2011. A delegation of 70 persons from Barbados, led by President Hally Haynes, attended the event.

The Board appointed four delegates: Hally Haynes, President; Kelvin Whittaker, 2<sup>nd</sup> Vice President; Novaline Brewster, Assistant Secretary; and Anthony Pilgrim, General Manager. Alternate delegates were: Glyne Pilgrim, 1<sup>st</sup> Vice President; Glendon Belle, Member of Credit Committee; Anderson Henry, Member of Supervisory Committee; and Dean St. Hill, CCCU Director.

At the first Board Meeting after the Annual General Meeting Dean St. Hill was elected Secretary of the Board. The new Board re-appointed Paul Maxwell as chair of the Audit Committee.

#### **International Credit Union Conference**

This year the World Council of Credit Unions' International Credit Union Conference was held in Glasgow, Scotland from July 24 – 29, 2011. A delegation of 24 persons from Barbados attended. The League was represented by Hally Haynes, President; 1<sup>st</sup> Vice President, Glyne Pilgrim; Barry Hunte, Secretary; and Anthony Pilgrim, General Manager.

During the Conference, officials from the Barbados League met with Dave Grace in his capacity as lead consultant, to discuss progress in respect of the Deposit Insurance project. The parties also discussed a possible partnership with another League/Central and the possibility of holding a forum on shared services.

Undoubtedly, the highlight of the Conference was the keynote address by The Right Honourable Gordon Brown, MP, former Prime Minister, who spoke on the topic, "Beyond the Crash: Overcoming the First Crisis of Globalisation." He lauded the contribution of the global credit union movement and held it up as a beacon of corporate social responsibility worth emulating.

### **STRATEGIC PLANNING**

The Board of Directors, management and staff attended a retreat at Pommarine Hotel during the reporting period. The key output from this retreat was the development of a new 3-year strategic plan for the period 2010-2013. A vision statement was crafted for the first time and the mission statement was simplified. Further, a detailed work plan was prepared in an effort to ensure that the organization is more focused on its strategic objectives going forward. These objectives include inter alia:

- I. More effective advocacy
- II. The ongoing delivery of a more focused training programme
- III. Providing technical assistance to small and mid-size credit unions
- IV. Assisting credit unions in their efforts to comply with the new regulatory standards
- V. Creating a more favourable environment for networking and resource sharing among affiliates

### **ACKNOWLEDGEMENTS**

The Board wishes to express its sincerest gratitude to the Supervisory Committee, Credit Committee, other appointed committees, management and staff for their hard work during the period. In addition, special thanks to all member societies for their continued strong support demonstrated during the reporting period. Thanks to the following member societies, without whose support the Institutional Strengthening Project would not have been a reality:

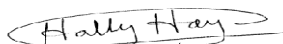
Barbados Police Credit Union  
Barbados Public Workers' Credit Union  
Barbados Teachers' Credit Union  
Barbados Workers' Union Credit Union  
BET Credit Union  
BS&T Employees' Credit Union  
Caribank Credit Union

City of Bridgetown Credit Union  
Endeavour Credit Union  
Light & Power Employees' Credit Union  
Public Transport Credit Union  
UWI (Cave Hill) Credit Union  
United Enterprise Credit Union  
Bottlers United Credit Union  
Wesleyan Holiness Credit Union  
St. Mark's Credit Union  
Family Credit Union  
Moravian Church Credit Union  
Goodwill Credit Union

Moreover, a special word of thanks to the Board of Directors and management of Barbados Public Workers' Credit Union for their magnanimous decision to provide funding for the project to further develop credit unions. This particular initiative is very much needed at this time, and has the potential to build on the significant groundwork laid by the Institutional Strengthening Project.

In addition, the Board extends its deepest condolences to the biological family and extended credit union family of any credit union stalwarts, officers or members who passed during the period under review. May the departed rest in peace.

For and on behalf of the Board of Directors of the Barbados Co-operative & Credit Union League Ltd.



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**President**



**REPORT OF THE CREDIT COMMITTEE  
OF THE BARBADOS CO-OPERATIVE & CREDIT UNION LEAGUE LTD  
FOR THE PERIOD, AUGUST 31, 2010 – JULY 31, 2010**

The Committee for the period August 01, 2010 to November 06, 2010 was: -

Joycelyn Austin-Roberts	-	Chairperson
Glendon Belle	-	Assistant Chairperson
Brent Shuffler	-	Secretary
Carolyn Barton	-	Member
Paul Maxwell	-	Member

The Committee for the period November 06, 2010 to July 31, 2011 was: -

Joycelyn Austin-Roberts	-	Chairperson
Glendon A. Belle	-	Assistant Chairperson
Lynette Holder	-	Secretary
Carolyn Barton	-	Assistant Secretary
Paul Maxwell	-	Member

The above members were elected to serve on the Credit Committee for the Financial Year 2010 to 2011.

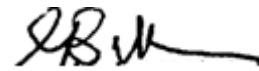
For the period under review the Committee was not required to meet to finalize any loan applications.

Therefore, on the behalf of the Members of the Credit Committee we wish to express our appreciation to the Board of Directors, General Manager, dedicated staff and other Committees of the League for their dedicated services and support, for the period under review. To you the Delegates who elected us to serve on this Committee, we wish to say thank you.

God Bless.



Joycelyn Austin-Roberts  
Chairperson



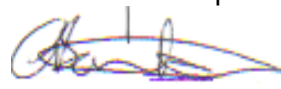
Glendon Belle  
Assistant Chairperson



Lynette Holder  
Secretary



Paul Maxwell  
Member



Carolyn Barton  
Assistant Secretary

**REPORT OF THE SUPERVISORY COMMITTEE  
OF THE BARBADOS CO-OPERATIVE & CREDIT UNION LEAGUE LTD.  
FOR THE PERIOD AUGUST 1<sup>ST</sup> 2010 – JULY 31<sup>ST</sup> 2011**

The Supervisory Committee comprised as follows:-

Bro. Michael Alleyne	-	Chairman
Bro. Keith Jones	-	Secretary
Bro. Goldwin Edwards	-	Member
Bro. Anderson Henry	-	Member
Bro. Merton Brathwaite	-	Member

After the Annual General Meeting, the elected members met and appointed Bro. Michael Alleyne as Chairman and Bro. Keith Jones as Secretary.

The Committee held ten meetings during the year to examine the operations of Barbados Co-operative and Credit Union League Ltd (BCCULL). The Committee is therefore pleased to present this report in accordance with the Co-operative Societies Act 1990-23 as amended and the BCCULL's By-Law 62(6).

The Supervisory Committee of the Barbados Co-operative & Credit Union League Ltd. is required to perform certain functions to ensure that the operations of the Barbados Co-operative Credit Union League Ltd. were in compliance with General Accepted Accounting Principles so as to form an opinion on the affairs and administration of the BCCULL during the financial year 2010-2011.

For the period under review, the Committee examined the Minutes of the Board, financial operations and other League operations.

The Committee is happy to report that Monthly Financial Reports were submitted to the Registrar's office in a timely manner. During the first half of the reporting period, Board Minutes were received on a timely basis thereafter due to administrative challenges, there was some lateness in the receipt of the said minutes.

In our opinion, the financial statements and other operations of the League continue to be in compliance with the Accounting and other requirements stipulated in the regulations issued under the Co-operative Societies Act 1990-23 as amended.

The Committee wished to express its appreciation to the Board of Directors, Credit Committee and the Staff of the League for their assistance and guidance during its tenure.

Thanks are also extended to you the delegates for giving us the opportunity to serve on the Committee.



Michael Alleyne  
Chairman



Keith Jones  
Secretary



Anderson Henry  
Member



Merton Brathwaite  
Member



Goldwin Edwards  
Member



**BARBADOS  
CO-OPERATIVE & CREDIT UNION LEAGUE LTD.**

**FINANCIAL STATEMENTS  
JULY 31, 2011**

**PJC**  
**Chartered Accountants**  
**Barbados**

“we reckon but people count”

**BARBADOS CO-OPERATIVE & CREDIT UNION LEAGUE LTD.**

**Financial Statements  
July 31, 2011**

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*Peter J. Carter & Co.*  
Chartered Accountants

"We reckon but people count"

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Professional Business Centre  
8th Avenue, Belleville, St. Michael BB11114  
Barbados, W.I.  
Tel/Fax: (246) 429-7531  
Email – pjc@caribsurf.com

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## Independent Auditors' Report

The Members  
Barbados Co-operative & Credit Union League Ltd.  
"Hadley Court"  
Upper Collymore Rock  
St. Michael, Barbados

We have audited the accompanying financial statements of Barbados Co-operative & Credit Union League Ltd., which comprise the Balance Sheet as of July 31, 2011, and the Statement of Changes in Equity, Statement of Comprehensive Income and Statement of Cash Flows for the year then ended, and a summary of significant accounting policies and other explanatory notes.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

### Auditors' Responsibility

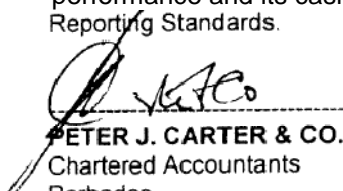
Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Barbados Co-operative & Credit Union League Ltd. as at July 31, 2011, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

  
PETER J. CARTER & CO.  
Chartered Accountants  
Barbados  
September 26, 2011

## BARBADOS CO-OPERATIVE & CREDIT UNION LEAGUE LTD.

### Balance Sheet

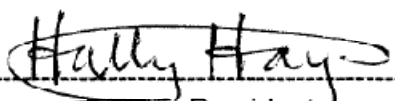
July 31, 2011

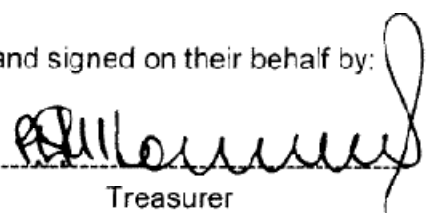
Expressed in Barbados dollars

	<u>2011</u>	<u>2010</u>
<b>Assets</b>		
Current assets		
Cash and bank deposits - Note 6	1,628,598	1,180,642
Accounts receivable and prepayments - Note 7	<u>114,607</u>	<u>122,670</u>
	1,743,205	1,303,312
Non-current assets		
Investments - Note 8	1,325,721	1,286,974
Plant and equipment - Note 9	<u>34,146</u>	<u>43,550</u>
<i>Total assets</i>	<u><u>3,103,072</u></u>	<u><u>2,633,836</u></u>
<b>Liabilities and equity</b>		
Current liabilities		
Accounts payable and accruals	56,575	55,860
Unearned revenue - Note 10	68,226	68,863
Shares - Note 11	1,030,933	1,031,208
Current portion of loan - Note 12	<u>24,309</u>	<u>24,309</u>
	1,180,043	1,180,240
Non-current liabilities		
Housing Credit Fund Loan - Note 12	437,576	461,885
Development Fund - Note 13	135,200	35,494
Education Fund - Note 14	309,749	301,307
Institutional Strengthening Project – Note 15	<u>647,716</u>	<u>416,833</u>
Total liabilities	<u>2,710,284</u>	<u>2,395,759</u>
Equity		
Statutory reserve	390,182	351,298
Accumulated earnings / (deficit)	<u>2,606</u>	<u>(113,221)</u>
Total equity	<u>392,788</u>	<u>238,077</u>
<i>Total liabilities and equity</i>	<u><u>3,103,072</u></u>	<u><u>2,633,836</u></u>

See notes to financial statements.

Approved by the Board of Directors, September 26, 2011, and signed on their behalf by:

  
 \_\_\_\_\_  
 President

  
 \_\_\_\_\_  
 Treasurer



## BARBADOS CO-OPERATIVE & CREDIT UNION LEAGUE LTD.

### Statement of Changes in Equity Year Ended July 31, 2011 Expressed in Barbados dollars

	Statutory Reserve	Accumulated Earnings / (Deficit)	Total
Balance - July 31, 2009	321,015	(204,069)	116,946
Net income for year	-	121,131	121,131
25% of net income	30,283	(30,283)	0
Balance - July 31, 2010	351,298	(113,221)	238,077
<b>Transfer from shares</b>	275	-	275
Net income for year	-	154,436	154,436
25% of net income	38,609	(38,609)	0
Balance - July 31, 2011	390,182	2,606	392,788

See notes to financial statements.

**BARBADOS CO-OPERATIVE & CREDIT UNION LEAGUE LTD.****Statement of Comprehensive Income  
Year Ended July 31, 2011  
Expressed In Barbados Dollars**

	<u>2011</u>	<u>2010</u>
<b>Income</b>		
Administration and management fees	241,253	194,123
Development Fund contributions	191,779	192,953
Education Fund contributions	141,013	55,053
Institutional Strengthening Project	147,760	106,923
Membership dues	454,857	444,512
	<u>1,176,662</u>	<u>993,564</u>
<b>Expenses</b>		
Development Fund expense - Note 13	191,779	192,953
Education Fund expense - Note 14	141,013	55,053
Institutional Strengthening Project expense - Note 15	147,760	106,923
Membership dues	100,941	100,941
	<u>581,493</u>	<u>455,870</u>
<b>Gross income from operations</b>	<u>595,169</u>	<u>537,694</u>
<b>Other income</b>		
Interest earned - Bank deposits	5,958	6,533
Interest earned - Investments	49,071	50,820
Interest earned - Loans	1,173	1,287
Bad debts recovered	904	1,950
Dividends received	6,990	0
Gain on disposal of assets	0	2,669
Sundry income	16,680	10,858
	<u>80,776</u>	<u>74,117</u>
<b>Other expenses</b>		
Depreciation	16,340	16,268
Staff costs	262,200	266,140
Other operating expenses	242,969	208,272
	<u>521,509</u>	<u>490,680</u>
<b>Net income for year</b>	<u>154,436</u>	<u>121,131</u>

See notes to financial statements.

**BARBADOS CO-OPERATIVE & CREDIT UNION LEAGUE LTD.****Statement of Cash Flows  
Year Ended July 31, 2011  
Expressed in Barbados dollars**

	<u>2011</u>	<u>2010</u>
<b>Cash provided / (used) by:</b>		
<b>Operating activities</b>		
Net income for year	154,436	121,131
Adjustments for items not involving cash:		
Depreciation	16,340	16,268
Gain on disposal of assets	<u>0</u>	<u>(2,669)</u>
	170,776	134,730
Change in non-cash operating items:		
Accounts receivable and prepayments	8,063	(7,231)
Accounts payable and accruals	715	9,617
Unearned revenue	(637)	2,901
Shares	0	100
Development Fund	99,706	(56,671)
Education Fund	8,442	102,283
Institutional Strengthening Project	<u>230,883</u>	<u>110,122</u>
<b>Net cash provided by operating activities</b>	<u>517,948</u>	<u>295,851</u>
<b>Investing activities</b>		
Increase in investments	(38,747)	(12,508)
Purchase of plant and equipment	(6,936)	(40,157)
Proceeds on disposal of assets	<u>0</u>	<u>2,684</u>
Net cash used by investing activities	<u>(45,683)</u>	<u>(49,981)</u>
<b>Financing activities</b>		
Loan repayments	<u>(24,309)</u>	<u>(15,000)</u>
Net cash used by financing activities	<u>(24,309)</u>	<u>(15,000)</u>
Increase in cash and bank deposits	447,956	230,870
Cash and bank deposits - start of year	<u>1,180,642</u>	<u>949,772</u>
<b>Cash and bank deposits - end of year</b>	<u><u>1,628,598</u></u>	<u><u>1,180,642</u></u>

See notes to financial statements.

## **BARBADOS CO-OPERATIVE & CREDIT UNION LEAGUE LTD.**

### **Notes to Financial Statements**

**July 31, 2011**

**Expressed in Barbados dollars**

#### **1. Registration**

BARBADOS CO-OPERATIVE & CREDIT UNION LEAGUE LTD. (The League) was registered on December 05, 1957 under the Co-operative Societies' Act, Cap 378. The Society was continued on May 26, 1995 under the Co-operative Societies' Act 1990. The principal place of business is "Hadley Court", Upper Collymore Rock, St. Michael, Barbados. The average number of employees during the year was seven (prior year - seven).

#### **2. Principal activities**

The principal activities are as follows:

- (a) The promotion of interest and co-operation between and among members of local, regional and international co-operatives.
- (b) Fostering the organization of new co-operatives.
- (c) Representation of members before all competent authorities, including government.
- (d) Contribution to the development of higher standards of co-operative management, operation and supervision.

#### **3. Significant accounting policies**

(a) *Basis of preparation*

These financial statements are stated in Barbados dollars and have been prepared in accordance with International Financial Reporting Standards ("IFRS").

(b) *Estimates and assumptions*

The preparation of financial statements in conformity with IFRS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities as at the date of the financial statements and reported amounts of revenues and expenses during the period. Actual results could differ from those estimates.

(c) *Depreciation*

Depreciation is provided on plant and equipment on a straight line basis at a rate designed to reduce the cost of assets to their residual value at the end of their useful lives in the business. The annual rates being used are: Furniture - 10%; computer equipment – 33.33%; other equipment - 12.5%, 20% or 25%.

**BARBADOS CO-OPERATIVE & CREDIT UNION LEAGUE LTD.**

**Notes to Financial Statements - continued**

**July 31, 2011**

**Expressed in Barbados dollars**

- (d) *Taxation*  
The Credit Union is not required to pay taxes on its operating surplus under Section 9(g) of the Income Tax Act of Barbados.
- (e) *Investments*  
All investments are initially recorded at cost. For subsequent measurement, investments that are classified as being held to maturity are recorded at cost or amortised cost. Fair value investments are investments for which quoted market values exist and these are recorded at their market value as of the Balance Sheet date and any gains or losses are recorded in the Income Statement for the year in which they arise. Ordinary share investments for which there is no quoted market value, and for which the fair values cannot be reliably measured, are classified as available-for-sale investments and are valued at cost. Any gains or losses on available for sale assets are taken to reserves.
- (f) *Statutory Reserve*  
The greater amount of either 0.5% of assets or twenty-five percent (25%) of surplus is to be transferred annually to a Reserve account until the capital of the society equals ten percent (10%) of the total assets of the Society, in accordance with the Co-operative Societies' legislation. Similarly, all Entrance Fees are required to be transferred to a Reserve Account.
- (g) *Borrowing costs*  
Borrowing costs are recognized in the income statement as an expense in the period in which they are incurred.
- (h) *Standards, interpretations and amendments to existing standards not yet effected*  
Management has reviewed the new standards, amendments and interpretations to published standards that are not yet effective and which The League has not adopted early. Management has assessed the relevance of all such new standards, amendments and interpretations and has concluded that the amendments will not materially affect its operations.

## BARBADOS CO-OPERATIVE & CREDIT UNION LEAGUE LTD.

### Notes to Financial Statements - continued

July 31, 2011

Expressed in Barbados dollars

#### 4. Fair value of financial instruments

(a) *Financial Instruments*

Financial instruments consist of financial assets and liabilities. Financial assets include cash and bank deposits, accounts receivable and investments. Financial liabilities include accounts payable and accruals, unearned revenue, shares, Development Fund, Education Fund, Institutional Strengthening Project (ISP), and loan payable.

(b) *Fair Value*

Fair Value represents the amount at which financial instruments could be realized in an exchange between knowledgeable, willing parties who are under no compulsion to act, and is best evidenced by a quoted market value where such exists. An estimate, based on assumptions, is made of the fair value of each class of financial instrument for which it is practical to make an estimate. The fair values of the financial instruments are estimated to be not materially different from their carrying values in the financial statements.

(c) *Credit Risk*

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. As part of the risk management process, bank deposits are placed only with reputable banking institutions. Loans limits are established and approved by Management and security is generally required for loans granted. Credit risk on accounts receivable is limited by the provision made for doubtful debts.

(d) *Liquidity Risk*

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. It arises because of the possibility that the entity could be required to pay its liabilities earlier than expected. Management reviews the liquidity position of the credit union periodically to assess the availability of cash resources as compared to the projected cash outflows.

(e) *Market Risk*

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk includes, inter alia, currency risk and interest rate risk. Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. Interest rate risk is the risk of fluctuations in interest rates. The organisation's exposure to market risk on its financial instruments is disclosed in Notes 6 and 8.

## BARBADOS CO-OPERATIVE & CREDIT UNION LEAGUE LTD.

### Notes to Financial Statements - continued

July 31, 2011

Expressed in Barbados dollars

#### 5. Related parties

Related parties exist where one party has the ability to control or exercise significant influence over the financial or operating decisions of another party. Transactions with related parties may be entered into in the normal course of business. Any such transactions are undertaken on commercial terms and conditions and are conducted at market rates.

Related parties of the business include directors, key management personnel, and the Central Fund Facility Trust (CFFT) whose directors are appointed by the League.

Key management personnel compensation for the year was \$179,425 (prior year \$165,656) and is included in Staff Costs in the Statement of Comprehensive Income.

Management fee due from the CFFT at the balance sheet date was \$34,226 and is included in Accounts Receivable in the Balance Sheet.

	2011	2010
<b>6. Cash and bank deposits</b>		
Operating account	206,367	125,820
Other accounts – 2.5% p.a. (prior year 2.5%)	1,421,731	1,054,322
Cash	500	500
	<u>1,628,598</u>	<u>1,180,642</u>
<b>7. Accounts receivable and prepayments</b>		
Accounts receivable – gross	22,955	82,771
Interest receivable	10,562	10,087
Less: Provision for bad debts	0	(20,993)
Accounts receivable - net	33,517	71,865
Due by Central Fund Facility Trust	34,226	0
Prepaid membership dues	42,059	42,059
Other prepayment	0	4,000
Security deposits	4,805	4,746
	<u>114,607</u>	<u>122,670</u>

**BARBADOS CO-OPERATIVE & CREDIT UNION LEAGUE LTD.**

**Notes to Financial Statements - continued**

**July 31, 2011**

**Expressed in Barbados dollars**

<b>8. Investments</b>	<u>2011</u>	<u>2010</u>
<i>Held to maturity:</i>		
Term Deposits:		
Barbados Public Workers Co-operative Credit Union - 4.25% to 5% p.a. (prior year – 4.25% to 5%)	681,721	652,174
SIGNIA Financial Group 4.25% p.a. (prior year - 4%)	420,000	420,000
Caribank Co-operative Credit Union - 3% p.a. (prior year - 3%)	75,000	75,000
<i>Available-for-sale</i>		
Co-operators General Insurance Co. Ltd.:		
- 413 Class A ordinary voting shares	41,300	41,300
- 1,076 (prior year – 984) Class B ordinary non- voting shares	107,600	98,400
- 1 Class C ordinary share	100	100
	<u>1,325,721</u>	<u>1,286,974</u>

There is no quoted market price for the available-for-sale investments. In these circumstances, the fair values of these equity investments cannot be reliably measured and the investments are carried at cost.

<b>9. Plant and equipment</b>	<u>2011</u>	<u>2010</u>
<b>(a) Gross carrying amount</b>		
Cost	173,801	166,865
Accumulated depreciation	<u>(139,655)</u>	<u>(123,315)</u>
Net book value	<u>34,146</u>	<u>43,550</u>
<b>(b) Reconciliation of Net Book Values</b>		
Balance - start of year	43,550	19,676
Purchases	6,936	40,157
Disposals	0	(15)
Depreciation charge for year	<u>(16,340)</u>	<u>(16,268)</u>
Balance - end of year	<u>34,146</u>	<u>43,550</u>



**BARBADOS CO-OPERATIVE & CREDIT UNION LEAGUE LTD.**

**Notes to Financial Statements - continued**

**July 31, 2011**

**Expressed in Barbados dollars**

<b>10. Unearned revenue</b>	<u>2011</u>	<u>2010</u>
League dues	<u>68,226</u>	<u>68,863</u>

Unearned revenue consists of League dues paid in advance. League dues are payable by member credit unions at the start of the quarter to which the dues relate.

<b>11. Shares</b>	<u>2011</u>	<u>2010</u>
Membership shares	703,894	704,169
Permanent Equity shares	<u>327,039</u>	<u>327,039</u>
Total shares	<u><u>1,030,933</u></u>	<u><u>1,031,208</u></u>

The League is authorised to issue an unlimited number of shares of \$10 par value each. Each member is required to hold a minimum of twenty Membership Shares after the first three months of membership. Members may hold Permanent Equity Shares which said shares shall be convertible to Membership Shares.

<b>12. Housing Credit Fund Loan</b>	<u>2011</u>	<u>2010</u>
Balance - start of year	486,194	501,194
Repayments in year	<u>(24,309)</u>	<u>(15,000)</u>
Balance - end of year	461,885	486,194
Current portion	<u>(24,309)</u>	<u>(24,309)</u>
Long-term portion	<u><u>437,576</u></u>	<u><u>461,885</u></u>

**(a)** The loan was obtained through the Government's Housing Credit Fund and was used for on-lending to individuals. The loan is now administered by the Central Bank. The balance is unsecured and repayable in annual principal instalments of \$24,309. No further interest is being charged.

**(b)** At the balance sheet date, the amount outstanding from the individuals to whom the League on-lent these funds was \$435,594 (prior year \$436,498). No further interest is being accrued on these loans receivable since a bad debt provision has been made in full for the outstanding amount.

**BARBADOS CO-OPERATIVE & CREDIT UNION LEAGUE LTD.**

**Notes to Financial Statements - continued**

**July 31, 2011**

**Expressed in Barbados dollars**

<b>13. Development Fund</b>	<u>2011</u>	<u>2010</u>
Receipts		
Regular contributions received in year	136,353	134,475
Contribution for Small Credit Union Development	150,000	0
Interest earned	5,132	1,807
Total receipts	<u>291,485</u>	<u>136,282</u>
Payments		
Caribbean Confederation of Credit Unions	1,009	656
Cocktail reception	0	12,797
Credit Union National Association Conference	0	33,359
Deposit insurance	0	96,332
Dinner meeting	2,300	0
Economic Forum	0	621
Haiti earthquake relief	0	1,000
Institutional Strengthening Project - League's contribution	18,750	18,750
Consultancy and Administrative Support fees – Small Credit Union Development	118,510	0
Legal fee re: Financial Services Commission Bill	0	2,760
Risk-based Supervision Forum	0	700
Stationery	0	29
Website development & maintenance	6,052	1,195
World Council of Credit Unions conferences	45,158	24,754
Total payments	<u>191,779</u>	<u>192,953</u>
Net receipts / (payments) for year	99,706	(56,671)
Balance - start of year	35,494	92,165
Balance - end of year	<u>135,200</u>	<u>35,494</u>

(a) The Development Fund is financed by contributions from member credit unions, using a formula based on assets and membership. Bank deposits include the Fund's balance as at the balance sheet date.

(b) The contribution for Small Credit Union Development was received from the Barbados Public Workers Co-operative Credit Union Ltd. to fund a study to assist in the development of Small Credit Unions. The funds are being used to pay consultancy fees and administrative support fees. The study commenced in September 2010 and is expected to last for twelve (12) months.

**BARBADOS CO-OPERATIVE & CREDIT UNION LEAGUE LTD.****Notes to Financial Statements - continued****July 31, 2011****Expressed in Barbados dollars**

<b>14. Education Fund</b>	<u>2011</u>	<u>2010</u>
<b>Receipts</b>		
Contributions received in year	131,396	150,067
TVET Training Grant	10,192	0
Interest earned	<u>7,867</u>	<u>7,269</u>
Total receipts	<u>149,455</u>	<u>157,336</u>
<b>Payments</b>		
Advertising	3,394	4,718
Consultancy fees - Training Officer Recruitment	0	500
Facilitator fees and training	13,760	2,048
General and administrative	5,541	4,205
Graduation	11,472	24,410
Refreshments - training	15,022	2,806
Staff costs	71,659	10,011
Stationery	4,175	0
Telephone	2,338	1,985
Training rooms rental and insurance	<u>13,652</u>	<u>4,370</u>
Total payments	<u>141,013</u>	<u>55,053</u>
Net receipts for year	8,442	102,283
Balance - start of year	<u>301,307</u>	<u>199,024</u>
Balance - end of year	<u><u>309,749</u></u>	<u><u>301,307</u></u>

The Education Fund is financed through contributions from member credit unions, primarily by way of an appropriation of one percent (1%) of the net income for each year. Bank deposits include the Fund's balance as at the balance sheet date.

**BARBADOS CO-OPERATIVE & CREDIT UNION LEAGUE LTD.****Notes to Financial Statements - continued****July 31, 2011****Expressed in Barbados dollars**

<b>15. Institutional Strengthening Project</b>	<u>2011</u>	<u>2010</u>
Receipts		
League and Credit Unions' contributions	312,501	141,483
Inter-American Development Bank (IADB) contribution	121,943	67,787
Bank interest earned	<u>11,987</u>	<u>7,775</u>
	446,431	217,045
IADB Revolving Fund - refunded	<u>(67,788)</u>	<u>0</u>
Total receipts	<u>378,643</u>	<u>217,045</u>
Payments		
Payroll costs	136,551	84,000
Mutual Benefits Plan (MBP) review	0	12,500
Seminar and meeting costs	9,577	10,423
Bank charges and exchanges differences	<u>1,632</u>	<u>0</u>
Total payments	<u>147,760</u>	<u>106,923</u>
Net receipts for year	230,883	110,122
Balance - start of year	<u>416,833</u>	<u>306,711</u>
Balance - end of year	<u><u>647,716</u></u>	<u><u>416,833</u></u>

The League served as the Executing Agency for the Institutional Strengthening Project (ISP) for local Credit Unions. The project was financed by the IADB (64%) and by contributions from the League and participating credit unions. The Project was launched in June 2007 and concluded at the end of this financial year. Bank deposits include the Fund's balance as at the balance sheet date.

**16. Contingent liability**

The League is contingently liable to certain former employees in respect of legal action which is not yet officially concluded. At the Balance Sheet date the probable result of legal action is unclear and thus the extent of any liability cannot be quantified at this time.

**17. Comparative amounts**

Certain of the comparative amounts have been reclassified to conform to the current year's presentation.

**BARBADOS CO-OPERATIVE & CREDIT UNION LEAGUE LTD.**

**Schedule of Other Operating Expenses**

**Year Ended July 31, 2011**

Expressed in Barbados dollars

	<u>2011</u>	<u>2010</u>
Advertising	5,122	3,821
Bank charges	1,213	1,365
Cleaning	4,056	2,489
Convention - Caribbean Confederation Credit Unions	41,096	36,553
Convention - Other	4,672	0
International Credit Union Day	1,283	1,738
Insurance - general	4,353	4,353
Meeting expenses	22,036	21,512
Office supplies and stationery	21,749	11,199
Postage, courier and mail distribution	8,868	8,485
Professional fees	41,585	34,437
Rent	50,400	48,000
Repairs and hire of equipment	2,804	5,784
Repairs and maintenance - property	3,446	2,116
Subscriptions	1,280	1,187
Telephone and Internet	14,436	13,478
Utilities - electricity and water	<u>14,570</u>	<u>11,755</u>
	<u><u>242,969</u></u>	<u><u>208,272</u></u>

**STATISTICAL INFORMATION**  
**As at June 30, 2011**

NAME OF SOCIETY	MEMBERSHIP	LIABILITIES			ASSETS	
		Deposits	Other	Share capital	Loans to Members	Total Assets
BET	624	7,353,388	0	74,980	11,921,609	27,927,613
BARTEL	1,178	9,459,957	61291	118,294	7,533,687	11,179,861
B'DOS MEDIA	532	528,085	69124	5,398,360	5,482,437	7,539,225
B'DOS POLICE	1,103	17,131,645	255410	294,598	18,872,658	24,404,543
B'DOS PUBLIC WORKERS'	59,277	613,579,250	13656142	7,113,233	625,159,684	760,319,794
B'DOS SECONDARY TEACHERS' UNION	287	2,513,405	148518	47,748	3,110,320	3,338,931
B'DOS SEVENTH DAY ADVENTIST	242	13,811	0	184,850	69,276	172,953
BS&T EMPLOYEES'	4,756	17,843,481	0	0	29,273,317	41,665,473
B'DOS TEACHERS'	2,188	4,322,342	0	733,935	41,546,988	67,711,996
B'DOS WORKERS' UNION	22,568	70,992,952	151315	1,449,280	61,309,488	81,886,376
BETHEL CIRCUIT	92	22,531	0	124,325	118,104	222,002
BOTTLERS UNITED	402	2,551,519	0	20,250	1,863,587	2,915,204
CARIBANK	390	16,331,731	0	161,950	9,179,226	18,394,572
CHURCH OF GOD	208	749,142	32	17,448	444,131	860,322
CHURCH OF THE NAZARENE	239	975,039	(8,988)	25,080	483,454	1,105,254
CITY OF BRIDGETOWN	48,298	199,872,317	78120822	0	270,917,013	321,570,650
COURTESY	297	146,774	0	1,336,613	1,047,598	1,884,811
ENDEAVOUR	868	6,092,999	23323	80,955	5,826,317	7,407,252
FAMILY	798	2,515,042	(9,721)	0	1,604,071	2,750,727
GOODWILL	199	386,085	658	0	161,903	442,452
JAMES STREET CIRCUIT	204	502,817	0	18,318	128,323	716,903
LIGHT & POWER EMPLOYEES'	1,624	32,922,529	22206	162,400	25,243,130	37,700,371
MORAVIAN CHURCH	287	125,850	11379	633,346	245,244	922,739
PROGRESSIVE	269	782	0	137,515	113,838	187,350
PUBLIC TRANSPORT	932	5,195,830	341707	757,486	8,570,478	10,014,876
SHAMROCK	307	933,554	44	15,250	224,644	1,130,356
ST BARNABAS	63	30,887	0	3,250	52,515	207,250
ST LEONARD'S	204	309,562	643	10,200	502,520	1,060,303
ST MARK'S	611	198,779	44949	1,374,168	1,045,885	1,944,112
ST STEPHEN'S	564	517,148	0	1,135,550	1,021,718	2,309,412
U.W.I (CAVE HILL)	1,412	8,325,138	20531455	141,200	17,068,195	32,571,036
UNITED ENTERPRISE	617	2,019,046	2224371	0	4,032,817	4,990,725
WESLEYAN HOLINESS	605	3,511,121	0	30,296	2,751,402	4,328,891
<b>TOTAL</b>	<b>152,245</b>	<b>1,027,974,538</b>	<b>115,644,680</b>	<b>21,600,878</b>	<b>1,156,925,577</b>	<b>1,481,784,335</b>
Hinds Transport	49	0	0	148,878	79,179	242,363
Prudential	276	348,391	0	690,697	1,024,033	1,202,090
<b>Total</b>	<b>325</b>	<b>348,391</b>	<b>0</b>	<b>839,575</b>	<b>1,103,212</b>	<b>1,444,453</b>

**BARBADOS CO-OPERATIVE & CREDIT UNION LEAGUE LTD**

July 31, 2011

NAMES	ORDINARY SHARES	PERMANENT SHARES	TOTAL INVESTMENT
BS&T EMPLOYEES'	\$ 17,500.00	\$ -	\$ 17,500.00
BET	14,187.49	10,000.00	24,187.49
BARTEL	1,095.00	-	1,095.00
BARBADOS PUBLIC WORKERS'	50,150.00	-	50,150.00
BARBADOS TEACHERS'	133,820.80	67,718.85	201,539.65
BARBADOS WORKERS' UNION	1,020.00	50,000.00	51,020.00
BARBADOS MEDIA	100.00	-	100.00
BARBADOS POLICE	1,000.00	-	1,000.00
BARBADOS SEVENTH-DAY ADVENTISTS	300.00	-	300.00
BARBADOS SECONDARY TEACHERS' UNION	11,865.84	35,003.68	46,869.52
BETHEL CIRCUIT	200.00	-	200.00
BOTTLERS UNITED	229.10	970.32	1,199.42
CARIBANK	1,550.00	-	1,550.00
CHURCH OF GOD	200.00	-	200.00
CHURCH OF THE NAZARENE	520.00	-	520.00
CITY OF BRIDGETOWN	50,000.00	-	50,000.00
COURTESY	56,469.09	13,439.79	69,908.88
ENDEAVOUR	103,796.36	48,595.74	152,392.10
FAMILY	2,500.00	-	2,500.00
GOODWILL	999.00	-	999.00
JAMES STREET CIRCUIT	1,105.00	-	1,105.00
LIGHT & POWER EMPLOYEES'	134,037.90	55,349.16	189,387.06
MORAVIAN CHURCH	215.00	-	215.00
PIG FARMERS	55.00	-	55.00
PROGRESSIVE	1,033.47	-	1,033.47
PRUDENTIAL	100.00	-	100.00
PUBLIC TRANSPORT	65,862.13	34,268.04	100,130.17
SHAMROCK	200.00	-	200.00
ST. BARNABAS	200.00	-	200.00
ST. ELMO'S	50.00	-	50.00
ST. LEONARD'S	5,000.00	-	5,000.00
ST. MARK'S	6,717.99	1,693.42	8,411.41
ST. STEPHEN'S	1,050.00	-	1,050.00
U.W.I. (CAVE HILL)	25,000.00	10,000.00	35,000.00
UNITED ENTERPRISE	4,005.00	-	4,005.00
WESLEYAN HOLINESS	11,760.00	-	11,760.00
<b>TOTAL</b>	<b>\$ 703,894.17</b>	<b>\$ 327,039.00</b>	<b>\$ 1,030,933.17</b>
	<b>68.28%</b>	<b>31.72%</b>	<b>100.00%</b>

## **ANNUAL GENERAL MEETING STANDING ORDERS**

### **ORDER OF BUSINESS**

- An Agenda shall be prepared by the Chairperson and Secretary, and all items thereon shall take precedence over all other business. Any member desirous of introducing business for the consideration of the meeting may do so after the business on the Agenda has been completed, or may give notice of the motion to be discussed at a further meeting.
- No motion or discussion shall be allowed on the Minutes except in regard to their accuracy. After the confirmation of the Minutes, they shall be signed by the Chairperson, and the members shall then be at liberty to ask any questions in regard to matters arising out of them. Such questions shall be allowed for purposes of information only, and no debate on the policy outlined in the Minutes shall take place.
- All persons desiring the Floor shall rise and address themselves to the Chairperson. They shall state their business and which credit union they represent; if recognized by the Chairperson, they shall have the privilege of the Floor and the right thereof.
- Should two or more persons rise at the same time, the Chairperson shall decide, without debate, who is entitled to the floor.
- Accredited members shall have the right to speak and vote on all issues coming before the meeting. Persons other than accredited members, so certified, may speak with the permission of the Chairperson, but shall not vote on any issue.

### **SPEECHES**

- No member shall be allowed to speak more than once upon any motion before the meeting, unless in Committee or on a point of order, or explanation, except the mover of the original Motion. However, on the amendment being moved, any member even though he has spoken on the Original Motion, may speak again on the amendment. No member shall speak for more than five minutes at one time.



- No person shall interrupt another who is speaking except to a point of order or a point of information.
- A member rising on a point of order shall state the point clearly and concisely. (A point of order must have relevance to the Standing Order.)
- A member shall not call another member to order but may draw the attention of the Chairperson to a breach of order as soon as it occurs.
- On no account can a member call the Chairperson to order.
- If it should come to pass that a speaker is called to order while speaking, the speaker shall take his seat until the question of order is determined.

### **CHAIRPERSON'S RULING**

- The ruling of the Chairperson on any question under the Standing Orders, or on points of order or explanation, shall be final, unless challenged by not less than four members, and unless two-thirds of the members present vote to the contrary.
- Only one amendment shall be before the meeting at one and the same time.
- When a motion is withdrawn, any amendment to it fails.
- If there is an equality of voting on an amendment, and if the Chairperson does not exercise his casting vote, the amendment is lost.
- Provisions shall be made for protection by the Chairperson from vilification (personal abuse).
- No member shall impute improper motives against another.

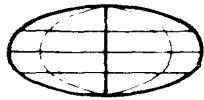
# Your Credit Union



You may have seen this symbol before, on our posters perhaps, or in our newsletters, or in a newspaper, or even on Credit Union Buildings

islandwide, but you may not know what it means.

We think it's important that you know and we'd like to give you a formal introduction. The "hands, family and globe" symbol, as it is called, stands for Credit Unions everywhere – whether it's a Credit Union where you work or live, no matter if you work or live in Timbuktu or Barbados.



Credit Unions are world-wide financial organizations. That's why we've included a globe as part of the overall

symbol. As a matter of fact, there are more than 38,000 Credit Unions all over the world.



The four silhouettes represent the family unit – the family of mankind working for the mutual benefit of all. Care was taken in

the actual design to avoid differences between national dress or custom and other details because Credit Unions serve all people all over the world. So when you feel the urge to save money or borrow money, think of the Credit Union – where you get low interest loans and all the surplus is returned to you.



A pair of hands? The hands represent the self-help nature of all Credit Unions. When you become a Credit Union member you become part of a group of people who save together and make low-cost

loans plus several other services to each other from the accumulated funds. Credit Unions engender democracy in the truest sense of the word – as a member you are part owner of the business and exercise control of its policies. It is your organization.



Altogether now ..... the "hands, family and globe" symbol was selected as a trademark that stands for Credit Unions in

any language, in any country. The theme is universal and conveys the image of all Credit Unions graphically, accurately and instantly.

**Your credit union –  
It's where you belong!**