National
Co-operative
Credit Union

14TH ANNUAL REPORT

"Reshaping our Future with Change and Innovation"

Credit Union Prayer

Prayer of St. Francis of Assisi

Lord make me an instrument of Your 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.

Oh 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.
Amen

TABLE OF CONTENTS

Mission Statement

"To enhance the quality of life of all members consistent with co-operative principles by being the Premier Community Financial Partner."

Our Co-operative Identity

A co-operative is an autonomous association of persons united voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly-owned and democratically controlled enterprise.

OUR CO-OPERATIVE PRINCIPLES

- Voluntary and Open Membership
- Democratic Member Control
- Member Economic Participation
- Autonomy and Independence
- Education, Training and Information
- Co-operation among Co-operatives
- Concern for the Community

OUR CO-OPERATIVE VALUES

- Self-Help
- Self-Responsibility
- Democracy
- Equality
- Equity
- Solidarity

OUR VALUES

- Integrity
- Professionalism
- Loyalty
- Innovation
- Human Resource Development
- Good Governance
- Responsiveness to Members' Needs
- Confidentiality
- Environmental Responsibility

Standing Orders

ANNUAL REPORT 2023

1. a) A member shall stand when addressing the Chair.
   b) Speeches are to be clear and relevant to the subject before the meeting.

2. A member shall only address the meeting when called upon by the Chairperson to do so, after which he shall immediately take his/her seat.

3. No member shall address the meeting except through the Chairperson.

4. A member shall not speak twice on the same subject except:
   a) The mover of a motion who has the right to reply.
   b) He/she rises to object or to explain (with the permission of the Chair).

5. The mover of a "Procedural Motion" (Adjournment, Lay on the Table, Motion to Postpone) shall have no right of reply.

6. No speeches are to be made after the "Question" has been put and carried or negated.

7. A member rising on a "Point of Order" is to state the point clearly and concisely. (A "Point of Order" must have relevance to the "Standing Orders").

8. a) A member shall not "call another member to order" but may draw the attention of the Chair to a "Breach of Order."
   b) In no event can a member call the Chair to order.

9. A "Question" shall not be put to the vote if a member desires to speak on it or move an amendment to it, except that a "Procedural Motion: The Previous Question", "Proceed to the Next Business" or the Closure: "that the Question be now put" may be moved at any time.

10. Only one amendment should be put before the meeting at one and the same time.

11. When a motion is withdrawn, any amendment to it fails.

12. The Chairperson shall have the right to a "Casting Vote."

13. If there is equality of voting on an amendment, and if the Chairperson does not exercise his casting vote, the amendment is lost.

14. Provision is to be made for protection by the Chairperson from vilification (personal abuse).

15. No member shall impute improper motives against another member.

16. No member addressing the meeting shall use indecent, insulting, disrespectful or threatening language.

17. No member shall enter the meeting area unless he or she is modestly attired.

18. The video and audio recording of the business segment of the meeting is strictly prohibited except with the prior written consent of the Chairperson.

19. No member shall be involved in any behaviour which has the effect of disrupting the meeting.

20. The Chairperson will rule on any instance of disruptive behaviour or disorderly conduct by a member. The Chairperson may seek an apology from the member, take a short break, ask the member to leave the meeting or ask the security personnel to remove the member from the meeting. In extreme circumstances, the Chairperson may move a motion to adjourn the meeting. The Chairperson's ruling shall be final.

Notice

Notice is hereby given that the 14th Annual General Meeting of the National Co-operative Credit Union [NCCU] Limited will be held on Sunday, June 2, 2024, from 3:00 pm, at the Castle Bruce Secondary School, Castle Bruce, Dominica, under the theme:

"Reshaping our Future with Change and Innovation"

Agenda

1. **Credit Union Prayer**
2. **Welcome Remarks**
3. **Ascertainment of Quorum**
4. **Apologies for Absence**
5. **Adoption of Agenda**
6. **Reading and Confirmation of Minutes of the 13th AGM**
7. **Matters Arising from Minutes of the 13th AGM**
8. **Reports:**
   (a) Board of Directors
   (b) Treasurer and Auditor
   (c) Credit Committee
   (d) Supervisory and Compliance Committee
9. **Elections – Nominations Committee Report**
10. **Unfinished Business**
11. **New Business:**
    (a) Appropriation of Surplus
    (b) Appointment of Auditor
12. **Any Other Business:**
    (a) Remarks and Suggestions
    (b) Lucky Bird Prizes
13. **Adjournment**

Mc Dowill Paul (Mr.)
President
For and on Behalf of the Board of Directors

BOARD OF DIRECTORS

Mr. Mc Dowill Paul
President

Ms. Sonia Williams
Vice-President

Mrs. Juliana Toussaint-Williams
Treasurer

Mrs. Ingrid Prosper-Bruno
Secretary [Resigned 1st May 2024]

Mr. Mc Donald Thomas
Member

Mr. Shon Savarin
Member

Mr. Glenworth Ducreay
Member

Mr. Yoland Jno Jules
Member

Mr. Clement Marcellin Jr.
Member

Mr. Wendell Gregoire
Member

Mr. Gerald Fregiste
Member

Ms. Marjorie C. Roberts
Member

Ms. Yasmin C. John
Member

Mr. Mc Dowill Paul
President - Board of Directors

Board of Directors' Report

FOR THE YEAR ENDED DECEMBER 31, 2023

OVERVIEW

On behalf of the Board of Directors, whom you have trusted with your stewardship, I am pleased to submit the annual report for the fiscal period under review January 1, 2023, to December 31, 2023. This report provides an overview of our Credit Union's achievements, operational highlights, community involvement and strategic direction.

It has been a year of excitement highlighted with the official launch of the new National Co-operative Credit Union (NCCU) brand and logo. This is not just a logo change but an institution wide change where we aim to take our rightful position as the leading financial institution in Dominica.

We began this journey in the year by further transforming the NCCU into a member-oriented organization, providing you our members with the change that you so desire. This includes an even stronger focus on offering excellent products and efficient services throughout all our seven (7) branches across Dominica.

Despite a challenging and competitive financial environment, the NCCU has demonstrated resilience and achieved significant milestones throughout 2023, which has translated to a solid performance for the year under review.

Our strategic plan, which was completed in 2023 and subsequently approved in 2024, focuses strongly on providing efficient member services. The Member Care Centre was officially opened in 2024 as one of the initiatives designed to provide prompt and efficient attention to member queries. Throughout the year, we took action towards the manifestation of this initiative. In addition, we continued to focus heavily on the provision of innovative financial products as we successfully launched the Beyond the Mortgage credit facility and continued the seasonal 'Get It Now' loan and '5% Snap Mortgage' credit facility.

These strategic initiatives have led to an unprecedented growth of **$77 Million** or **16.8%** in our Loans Portfolio, the highest increase in the Loans Portfolio since the existence of the NCCU. A true demonstration of our commitment to providing you with access to finance, elevating your standard of living and confirming the continued trust and commitment in your Credit Union.

MEMBERSHIP GROWTH

It is undeniable that without our dedicated and loyal members who continue to make the NCCU their financial partner, our institution would not be where it is today. Therefore, we are elated to report an increase in membership from **51,734** at the end of 2022 to **52,628** at the end of the year in review, an increase of **894** new members or (**1.72%**). We welcome our new members to the NCCU family, and we implore that you take advantage of the many products and services tailored specifically for your needs.

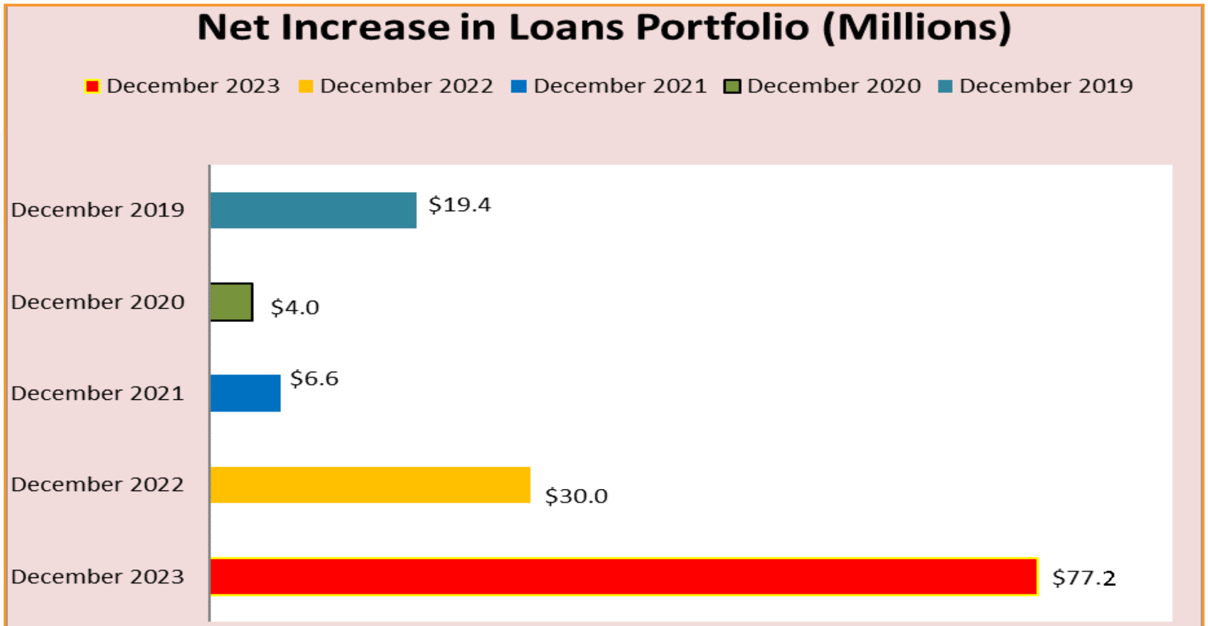
In addition, the Member Share Capital grew to **$7.1 Million** as at December 31, 2023 from **$6.6 Million** at the end of December 2022. This reflected an increase of **$0.5 Million (7.58%)**, which signifies the confidence that the membership has placed in NCCU.

Table 1.0 – Membership and Share Growth trend: 2019-2023

Year	Value of Shares	No. of Members	Rate of Growth in Shares	Rate of Growth in Membership
2023	$7,199,050	52,628	7.51%	1.72%
2022	$6,696,450	51,734	4.37%	2.11%
2021	$6,416,000	50,664	3.71%	1.68%
2020	$6,186,100	49,827	5.39%	1.77%
2019	$5,869,800	48,958	5.98%	2.66%

LOANS PORTFOLIO

The year 2023 was an unprecedented year in our Loans Portfolio growth. The Society's overall Loan Portfolio increased from **$456 Million** at the end of 2022 to **$533 Million** at the end of December 2023; an increase of **$77 Million** or **16.8%.** Compared to increases in the Loans Portfolio of **$30 million** for the year 2022, **$6.6 Million** for the year 2021 and **$4 million** for the year 2020.



	December 2023	December 2022	December 2021	December 2020	December 2019
Loan Portfolio	$77.2	$30.0	$6.6	$4.0	$19.4

Graph 1.0 – Net Increase in Loans Portfolio (2019 to 2023)

The NCCU's mortgage Loan Portfolio continued to be the largest in size, followed by personal loans. These portfolios have continued on a positive growth trend for the period as our membership's demand for these loan products remains high.

Table 2.0: Loans Portfolio by Category for the Period 2017 to 2023

Year	Personal $	Mortgage $	Vehicle $	Land $	Business $	Other Loans $
2023	108,123,193	366,266,677	14,762,718	24,100,910	15,479,959	5,252,110
2022	97,497,927	299,848,921	14,587,008	23,429,950	15,977,663	5,429,152
2021	94,435,064	274,314,008	14,593,482	23,842,053	16,023,569	3,490,303
2020	98,498,734	255,954,975	18,266,340	23,531,225	17,649,975	6,165,929
2019	101,109,921	247,010,750	19,844,800	24,904,268	17,382,608	4,812,158
2018	97,553,233	229,256,327	19,443,483	24,354,697	17,783,873	7,245,745
2017	92,253,453	218,703,792	20,153,475	23,414,793	18,268,446	6,969,600

COMMUNITY ENGAGEMENT

As your Community Financial Partner, the Board, Management and Staff actively focused and engaged in community development and support, social responsibility and assisting in holistic member self-care in an effort to positively impact the lives of our members in alignment with our co-operative principle: Concern for Community. With this in mind, we embarked on continued issuance of scholarships to secondary school students on island, community engagements, outreach programs and timely sponsorships and donations, meeting the needs and expectations of our members.

Scholarships

August 2023 marked a significant milestone in the lives of nineteen (19) young students attending secondary school as they were awarded with NCCU Need and Merit scholarships at the NCCU Scholarship Ceremony. Three (3) scholarships were awarded based on merit, while sixteen (16) were awarded based on need. The awarding of these scholarships aligns with two (2) of our seven (7) co-operative principles: Education, Training and Information and Concern for the Community.

Scholarships were awarded for a period of five (5) years and in the names of Credit Union pioneers, who have given and continue to give exceptional service to the Credit Union movement as indicated at Table 3 below.

Table 3.0: Merit & Need Scholarships Awarded in 2023

MERIT	NEED
NCCU Merit	Vernice Bellony
Dexter Ducreay	Haynes Baptiste
Shand Jolly	Marie Wilkins
	Myrtle Hilton
	Rodney Lewis
	Hudson Savarin (Two)
	Kenneth Richards
	Edward Elwin (Five)
	Johnson Joseph
	George Thomas
	Ambrose Cuffy
	Derrick Lestrade

As at December 2023, there are presently **eighty-one (81)** young scholars bringing the total to **one hundred and eighty-eight (188)** scholars supported over the NCCU's thirteen (13) years of existence [2010 to 2023]. These scholarships provided the students with tuition fees, books, stationery, stipend to defray transportation expenses, school fees, annual uniform allowance and CXC Examination fees for the relevant school terms within the 2023 school year. The total cost of providing scholarships during the period under review was **$93,683.**

NCCU 2023 Scholarship Recipients at Scholarship Presentation Ceremony on August 23, 2023

Donations and Sponsorship

The NCCU has traditionally played a significant role in community support and partnership through donations and sponsorships. Therefore, we increased the value of sponsorships and donations from **$102,789** in the year 2022 to **$193,330.28** in the year 2023.

These efforts not only improve the lives of our members and their families but also strengthen the bond between your institution and you, our members.

Outreach Programmes

In an effort to provide member education, brand awareness, social responsibility and in fulfilment of our co-operative principles, the following outreach activities were planned and executed during the year of 2023:

- **Kids in Culture**

  To assist in the development of the artform of traditional dances at our schools and continuation of our Dominican culture the NCCU partnered with the Ministry of Culture and the Ministry of Education to launch the Kids in Culture programme. The schools which participated in the year 2023 were:

- Mahaut Primary School
- St. Luke Primary School
- Jones Beaupierre Primary School
- Grand Fond Primary School
- Castle Bruce Primary School
- The Spices Centre
- Paix Bouche Primary School

- **Community in Motion**

The South East Small Goal Football Frenzy was held on September 17, 2023, where we engaged members of Grand Fond, Delices, Morne Jaune, Riviere Cyrique and other surrounding catchment areas.

Corporate Outreach Snack N' Chat

The NCCU Partnered with the following Business Communities to promote NCCU's products and services while providing financial advice and education to the membership and general public:

- Jolly's Pharmacy Mega in Fond Cole
- Springfield Trading Ltd.
- HHV Whitchurch & Company Ltd./Big W in Canefield

Beyond the Hours

This initiative was launched in December 2023 to promote the Beyond the Mortgage loan facility and all other products and services of the NCCU. Members of staff and volunteers met and engaged with NCCU members on extended operating hours whilst they were provided with the opportunity to transact business. We used the occasion to also spread the spirit of Christmas by showing appreciation to the membership.

➢ NCCU Diaspora Affair - Cocktails & Updates

The purpose was to meet and engage with NCCU members currently living overseas and to allow members to update their accounts and sign up for new services.

Other Community outreaches for the period under review included:

- NCCU on the Street
- NCCU's Creative Expression Through Art Competition
- Rock the Community in July 2023, covering the south of the island
- Participation at the Dominica Association of Teachers Rally
- Financial Information Month
- NCCU 13th Anniversary Church Service at Castle Bruce
- Kiddies Christmas Wish
- NCCU Premier Cricket League in partnership with the Dominica Cricket Association
- Recognition at the 50th Anniversary Golden Jubilee for NCCU's contribution to the promotion and development of the Cadence Lypso genre in Dominica

All of this could not be possible without the commitment of our dedicated volunteers and staff who went above and beyond to serve their fellow men and women forming our massive member base.

CORPORATE GOVERNANCE

As part of our commitment to maintaining the highest standards of corporate governance, we have outlined the commitment, initiatives, policies, and practices implemented by the Board of Directors. Our approach is designed to ensure accountability, fairness, and transparency in our operations, aligning with the best interests of our members and adhering to regulatory requirements.

Board Composition and Diversity

Our Board of Directors reflects a diverse mix of skills, experiences, and backgrounds, crucial for effective oversight and strategic guidance. In 2023, we focused on enhancing our professional skills and strategic decision making of our Directors, aiming for the highest standard of discussion and decision-making processes.

At the conclusion of the 13th Annual General Meeting held on June 27th, 2023, the following new members were elected to the Board of Directors:

- Mr. Yoland Jno Jules
- Mr. Gerald Fregiste
- Mr. Mc Donald Thomas

The Board of Directors expresses thanks to the retiring Directors Ms. Sonia Williams, Mr. Glenworth Ducreay and Mr. Shon Savarin, who served the Society diligently over their terms. Additionally, the first term of Mrs. Ingrid Prosper-Bruno[who resigned effective May 1, 2024] and Mr. Wendell Gregoire has expired. Mr. Gregoire is eligible for re-election at the 14th Annual General Meeting.

Subcommittees of the Board of Directors

To enhance our governance framework, several specialized subcommittees operate under the Board of Directors. They are as follows:

- Audit/Finance Committee
- Asset/Liability Management Committee
- Remuneration/Negotiations/Recruitment Committee
- Building Committee
- Human Resource & Strategic Planning Committee
- Delinquency Management & Control Committee
- Policies Review Committee
- Secondary/Tertiary Scholarship Committee
- Donations Committee
- Nominations Committee
- Member/Education Outreach Committee

The subcommittees comprise Directors, members of the Credit Committee and Supervisory and Compliance Committee, Management and selected staff and are chaired by a Director to ensure focused oversight of specific governance areas.

➢ Board Meetings and Participation

In 2023, the Board met monthly and maintained additional meetings during the months as required. Attendance was high, with an average participation rate of 95%. These meetings focused on strategic issues, risk management, regulatory requirements and performance review.

The attendance of Directors at meetings is shown in the following table.

Table 4.0: Meeting Attendance Record Jan. 2023 - Dec. 2023

DIRECTORS	MONTHLY B.O.D. MEETINGS			SPECIAL B.O.D. MEETINGS			JOINT MEETINGS		
NAME	Total Called	Attended	Excused	Total Called	Attended	Excused	Total Called	Attended	Excused
Mr. Mc Dowill Paul	12	12	0	02	02	0	03	03	0
Ms. Sonia Williams	12	11	01	02	02	0	03	03	0
Mrs. Juliana Toussaint-Williams	12	12	0	02	02	0	03	03	0
Mrs. Ingrid Prosper- Bruno	12	11	01	02	02	0	03	03	0
Mr. Glen Ducreay	12	09	03	02	00	02	03	03	0
Mr. Shon Savarin	12	12	0	02	02	0	03	03	0
Mr. Wendell Gregoire	12	10	02	02	02	0	03	02	01
Mr. Yoland Jno Jules	12	12	0	02	02	0	03	03	0
Ms. Marjorie C. Roberts	12	11	01	01	02	0	03	03	0
Mr. Clement Marcellin	12	10	02	02	02	0	03	02	01
Ms. Yasmin C. John	12	11	01	02	02	0	03	02	01
Mr. Mc Donald Thomas	06	06	0	02	02	0	02	02	0
Mr. Gerald Fregiste	06	06	0	02	02	0	02	02	0
Mr. Euan James*	05	05	0	01	01	0	01	01	0
Dr. Damien Dublin*	05	05	0	01	01	0	01	01	0

**** Directors' 2nd term [2020-2023] ended at 13th AGM held on June 27, 2023***

➢ Board of Directors Roles and Responsibilities

The Board of Directors has clearly defined its roles and responsibilities to prevent conflicts of interest and promote ethical conduct. Each Board member is aware of their duties, which include:

✓ Setting strategic direction and overseeing the implementation of corporate strategies.

- ✓ Ensuring financial statements are accurate and financial controls are robust.
- ✓ Overseeing risk management practices to protect assets and shareholder value.
- ✓ Policy formulation.
- ✓ Ensuring the effectiveness of internal controls.
- ✓ Engaging in succession planning and management development.

➢ Risk, Compliance and Governance

The integration of risk, compliance and governance are essential for ensuring that the NCCU operates ethically, responsibly and sustainably. The Board of Directors along with the Credit, Supervisory and Compliance Committees and the Management team provide efficient governance to ensure that the NCCU achieves institutional objectives, manages risk appropriately, as well as the protection of members' interests.

With the restructuring of the Compliance and Risk Department, NCCU has made significant efforts to improve and sustain its legal and regulatory requirements, which remain a top priority for the Board of Directors. Following an On-site Examination conducted by the Financial Services Unit, during April 2022, the institution has made tremendous gains in ensuring that a robust compliance and risk framework is implemented. This includes incorporating artificial intelligence solutions, providing bespoke training, and revising/ developing policies and standard operating procedures.

While your institution remains committed to achieving fully compliant ratings through regulatory standards, we are also exploring avenues to enhance the member experience.

Training and Development

In today's dynamic business environment, the role of the volunteers and the members of staff is more crucial than ever. Regular training and development for volunteers and the members of staff are not merely beneficial. They are essential for maintaining competitive advantage and ensuring effective governance. In addition, training on the importance of financial literacy to our members was provided, so that better informed decisions are made about their finances and their businesses. Thus, under the co-operative principle of 'Education, Training and Information', the NCCU provided the following training and development for staff, elected representatives and members during 2023.

- Roles and Responsibilities based on the Co-operative Societies Act No. 2 of 2011 and the NCCU By-Laws
- Anti Money Laundering
- Robbery /Loss Prevention & Safety Training
- Compliance and change management: Building a platform for growth
- Team Building Activity - Development Workshop
- On-boarding & Updating Policies and Guidelines
- Risk and Risk Management

- Enhancing the Accuracy & Quality of Financial Reporting
- Budget Preparation & Understanding
- Duty of Confidentiality Oath of Secrecy
- NCCU By-Laws
- Witnessing of Documents
- Disaster Management
- Building on Credit Union Strengths to Enhance Impact
- ATM Operation
- IFRS9 Software Training
- Certified Ethical Hacker Cybersecurity Training
- New Self-serve ATM Training
- Digital Risk Management: Cyber Agility and Resilience
- Project Management
- Profitable Insights: Understanding Consumer Power
- Understanding and Interpreting of Loan Underwriting

Other notable training sessions attended by specific members of staff to enhance their skill set for their specific responsibilities indicated at Table 5 below.

Table 5.0: Notable Training/Information Sessions Attended by Staff Members in 2023

Training/Information Session	Staff Member
Caribbean Confederation of Credit Unions Training	Chief Executive Officer Loans Manager Two (2) Member Services Representatives
Understanding implementation of IFRS 17, Knowledge of IFRS S1 & S2	Chief Financial Officer, Accountant
Eastern Caribbean Home Mortgage Bank (ECHMB) Mortgage Underwriting Course	Member Services Representative
Forensic Accounting Certification	Accountant
ICAEC Accountants' Conference Enhanced Conceptual Framework for Accountants	Account Assistant Grade 1
UWI Professional Development Short Courses	Internal Auditor, Assistant Internal Auditor, Ten (10) Member Services Representatives
Caribe DE	Ten (10) Member Services Representatives
OECS Credit Union Summit	Facilities Officer, Office Attendant

Additionally, some members of staff continued to show commitment to their educational development and were awarded partial scholarships to pursue undergraduate programmes and certificate courses with various tertiary educational institutions.

Volunteers Training and Development

Our Volunteers are also pivotal to the success of the Society and participated in some training sessions to develop and improve understanding of their roles and responsibilities as follows:

- Virtual Corporate Governance Course organized by the Dominica Co-operative Societies League (DCSL).

- Caribbean Confederation of Credit Unions (CCCU) Annual Convention and Annual General Meeting from June 16 to 21, 2023 in San Juan, Puerto Rico.

- Four (4) Directors participated in the ECSE-PBC Governance CPD Webinar: Preparing Boards to Oversee Risk in 2023 and Beyond organized by the Eastern Caribbean Securities Exchange (ECSE) held on November 29, 2023.

- Four (4) Directors successfully completed the virtual Chartered Director Programme organized by the Caribbean Governance Training Institute in August 2023.

- Members of the Supervisory and Compliance Committee attended a three-day retreat at the Rosalie Bay Resort in October 2023 to undergo intense training and chart the way forward for the Committee. The following topics were covered:

  - Roles and Responsibilities of Supervisory and Compliance Committee.
  - Loans Policy & Underwriting and Managing Delinquency Training
  - International Financial Reporting Standard [IFRS] 9.
  - PEARLS International Ratio.
  - Understanding Compliance and Risk Management.
  - Roles and Functions of the Internal Auditor.

- Members of the Credit Committee attended a one-day comprehensive training session at the Jungle Bay Resort on September 23, 2023, where the following topics were covered:

  - Loan Application Process and Underwriting Training
  - Roles and Responsibilities of the Credit Committee
  - NCCU By Laws
  - Delinquency Management and Control

- The Board of Directors attended a one-day Strategic Planning Session at the Jungle Bay Resort on September 9, 2023.

- Directors and Committee Members attended AML/CFT Training sessions organized by the Risk and Compliance Department in fulfilment of regulatory legislation.

- ➢ Risk and Compliance (NCCU) Anti-Money Laundering Training.

- ➢ DCSL Annual Anti-Money Laundering Training for Volunteers.

Members Training and Development

Training and development for our membership continued to be a major focus of the NCCU during 2023 as the Society facilitated training and education sessions on topics such as:

- ✓ Business Readiness
- ✓ Effective information use
- ✓ Understanding Target Market
- ✓ Small Business Training and Expos
- ✓ Members also continue to receive financial counselling when they come in to access various products and services.

Additionally, the Business Development Unit organized a Small Business Training in 2023. It was indeed a success and has assisted in strengthening the capacity of small business enterprises in this competitive environment. The Unit also held a Trade Expo at Castle Bruce providing small businesses in the area with an avenue to showcase their products and services.

FUTURE OUTLOOK AND STRATEGIES

As we look beyond the current year, your credit union stands at a pivotal juncture, poised for both growth and transformative change. With a solid foundation built on community trust and member-focused services, our strategic vision for the upcoming years encompasses significant expansions, technological advancements, and an enhanced commitment to sustainability. Here's an in-depth look at the five strategic pillars highlighting the Strategic Plan for 2024 to 2027.

1) Excellent Member Services

As we look to the future, we shall not forget our members who are at the heart of everything that we do. The members' touch that has defined our credit union from its inception will remain a cornerstone of our strategic approach, thus our number one focus is on providing excellent member services throughout all points of contact within the Society. The following major initiatives have been implemented:

- ➢ **Rebranding of the Society:** The revitalized brand carries updated colours and a new slogan/catch phrase which is ***"Your Community Financial Partner".*** This is what the NCCU is, your community financial partner of choice.

- ➢ **Member Care Centre:** Conceptualized to improve the members' experience when interacting with the NCCU by centralizing members' queries and providing them with prompt and efficient attention.

- **Member Service Advocate:** Conceptualized to improve the members' experience when interacting with the NCCU by providing guidance and problem solving immediately upon entering into the Roseau Branch.

- **Continued restructure and redesign across all branches** to enhance operational efficiency and member service excellence.

2) Loan Growth

The second pillar is focused on loan growth which was evidenced by the Seventy-Seven Million increase in the Loans Portfolio for the year 2023. We are committed to providing you the members with innovative loan products and services that will cater to your needs.

To meet evolving demand, during the period under review the NCCU launched the Beyond the Mortgage facility with the 2-4-6 Tagline:

In addition, the Society extended the following:

- 5% Snap Mortgage Facility
- 6.5% Land Loan
- Get It Now Seasonal Loans (Carnival, Easter, Independence and Christmas)

3) Delinquency Management

In our strategic efforts to manage delinquency the institution has implemented the following:

- One Collections Unit headed by the Loans Manager, to manage delinquency throughout the Branches.
- The Board of Directors has seen it fitting to approve the Interest Waiver Policy which will help members get back on their feet and reschedule their loans from delinquency

to performing loans. However, we urge you, the members, to continue to meet your loan obligations to the Society. Feel free to visit any Branch to discuss your financial needs.

4) Diversification of Income Stream

In an effort to reduce the dependency solely on Loan Interest, strategic initiatives have been identified and are being explored. We are elated to report on the most recent acquisition of the former First Domestic Insurance Company Building which began in 2023 and was completed early 2024.

The acquisition aligns seamlessly with the institution's strategic growth plan to increase and diversify the income stream, a major and immediate advantage at this time. The newly acquired property's long-term plans will see NCCU members benefiting from the launching of a Corporate Branch to serve the business arm of the membership. This new Branch will address the many issues of convenience raised by members with businesses over the years.

5) Staff Development and Welfare

To successfully accomplish the four (4) strategic pillars of Excellent Member Services, Loan Growth, Delinquency Management and Diversification of Income Stream identified above, the supporting staff must be well equipped to execute various elements of the strategic plan. Therefore, an annual budget and training and development plan have been established to encourage continuous learning, mentoring, coaching and staff well-being.

CONDOLENCES

The Board extends heartfelt condolences to the families, relatives and friends of our dearly departed members and loved ones who passed during 2023. We pray that the bereaved may find comfort and great solace in the celebration of their lives and the joy of their memories.

ACKNOWLEDGEMENTS

On behalf of the Board of Directors, I extend our sincere gratitude to the Dominica Co-operative Societies League, The Financial Services Unit, the Financial Intelligence Unit, the Caribbean Confederation of Credit Unions and sister credit unions in the region and on island who have all contributed to our endeavours during the year 2023. We want to urge our sister credit unions to continue to foster dialogue on areas of mutual interest, seek to review the Act and make recommendations that will improve the local credit unions.

We are particularly thankful to the Credit Committee and the Supervisory and Compliance Committee who have sacrificed their time voluntarily to ensure credit and supervisory oversight over our operations. Your impact is immeasurable, and your commitment is truly commendable.

Special thanks go to our Management and Staff members, whose dedication and hard work underpin every success that we celebrate. We recognize your innovative approaches, commitment to our members and invaluable insights that help us achieve our strategic objectives.

CONCLUSION

In conclusion, the year 2023 has been a period of substantial progress and notable achievements for our Society. Despite the challenges posed by the external economic environment, our strategic initiatives have propelled us forward, and we have seen robust growth and improved operational efficiency across our Branches.

Our financial health remains strong, with significant gains in key performance indicators, reflecting the effectiveness of our adaptive strategies and the dedication of our members of staff and volunteers. Our focus on innovation and commitment to excellence continues to drive our competitive edge, ensuring that we not only meet but exceed the expectations of our members.

As we look ahead to 2024, we are well positioned to capitalize on new opportunities and navigate any challenges that may arise. The Board of Directors and Management Team remain committed to upholding the highest standards of governance and accountability, with a clear focus on sustainable growth and member value creation.

Mc Dowill Paul (Mr.)
President
For and on Behalf of the Board of Directors

CHIEF EXECUTIVE OFFICER & BRANCH MANAGERS

Mr. Curth Charles
Chief Executive Officer

Mrs. Maria Etienne-Pascal
Branch Manager - La Salette

Mrs. Glenda Smith-Baron
Branch Manager - Roseau

Ms. Casmine M. John
Branch Manager - St. Paul

Mrs. Joan Thomas
Branch Manager - Vieille Case

Mrs. Jacqueline Roberts
Co-ordinator - South East Branches

EXECUTIVE MANAGERS

Ms. Michelle Matthew
Legal Officer

Mr. Albert Paul
Loans and Collections Manager

Ms. Nigel George
Chief Financial Officer (Ag.)

Mrs. Shari Pascal-Maronie
Marketing Manager

Ms. Lise Dangleben
Risk and Compliance Manager

Mr. Kelton Woodman
Systems Administrator

Mrs. Veronica Evans-Shillingford
Human Resource Manager

Mr. Marcel Harrigan
Internal Auditor

Treasurer's Report

FOR THE YEAR ENDED DECEMBER 31, 2023

Mrs. Juliana Toussaint-Williams
Treasurer

Fellow Cooperators, I take pleasure in presenting the financial performance of your National Cooperative Credit Union (NCCU) Ltd, for the period under review January 1, 2023 to December 31, 2023.

The past year, our Credit Union has seen transformational and very encouraging growth despite prevailing economic uncertainties. The realization of key strategic initiatives and prudent financial management has resulted in a continued upward trajectory as evident by significant growth in our loans portfolio and other revenue streams.

The collective efforts of the Board, Management and Staff have succeeded in achieving significant milestones and further strengthening the Credit Union's position in the market. The credit union has remained steadfast in spite of the ever-changing fiscal climate and has adopted sustainable business practices that will ensure its longevity.

The impact of the growth has manifested in increased profitability as the NCCU was able to generate a **$4.8 million** Net Surplus and **$27.0 million** growth in Total Assets (increasing by 3.65%).

2020	2021	2022	2023
Net Surplus $4.51M	Net Surplus $2.39M	Net Surplus $4.66M	Net Surplus $4.85M
Asset Growth $20.7M	Asset Growth $31.4M	Asset Growth $46.9M	Asset Growth $27.0M
Loans $420.07M	Loans $426.70M	Loans $456.77M	Loans $533.99M

The following is a synopsis of performance for the financial year ended December 31, 2023 with comparatives for the 2022 financial year.

Table 1: Breakdown of Financial Highlights for 2023

Year Ended December 31	2023 $	2022 $	Increase/ Decrease 2022-2023 $	Growth/ Decline %
Operating Results				
Interest Income	41,109,173	36,199,112	4,910,061	13.56
Gross Income	43,659,274	37,413,258	6,246,016	16.69
Total Expenses	38,807,662	32,753,073	6,054,589	18.49
Net Surplus	4,851,612	4,660,185	191,427	4.11
Financial Position				
Loans to members	533,985,568	456,770,621	77,214,947	16.90
Investments	159,084,108	157,082,332	2,001,776	1.27
Total Assets	767,534,196	740,500,569	27,033,627	3.65
Savings and Deposits	486,237,167	468,686,850	17,550,317	3.74
Member Ret. Account	46,495,642	44,709,864	1,785,778	3.99
Total Liabilities	685,757,514	665,543,453	20,214,061	3.04
Member Capital	7,196,108	6,696,450	499,658	7.46
Members Equity	81,776,682	74,957,116	6,819,566	9.10

RESULTS OF OPERATION

Gross Revenue

The Society generated Gross Revenue of **$43.7 million,** which was **$6.2 million** or **16.69%** over the previous year; the primary drivers being growth in loan interest income and other income streams. Total gross revenue has recorded a historic feat, having been the highest sum attained in the institution's history.

Graph 1: Revenue Trends 2013 -2023 (in Millions)

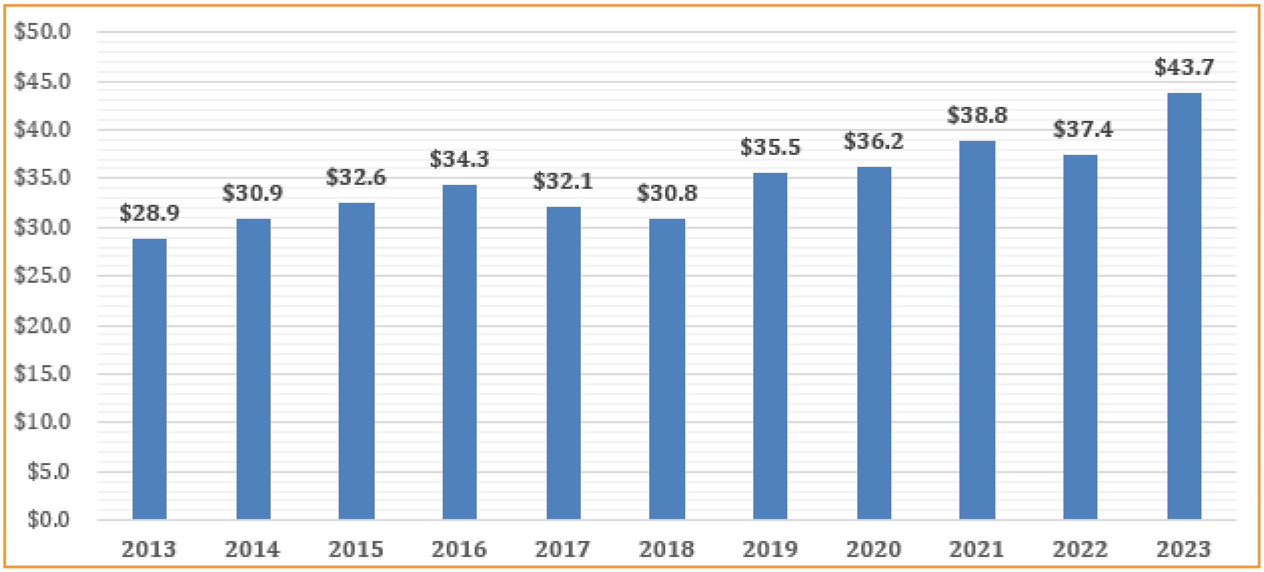


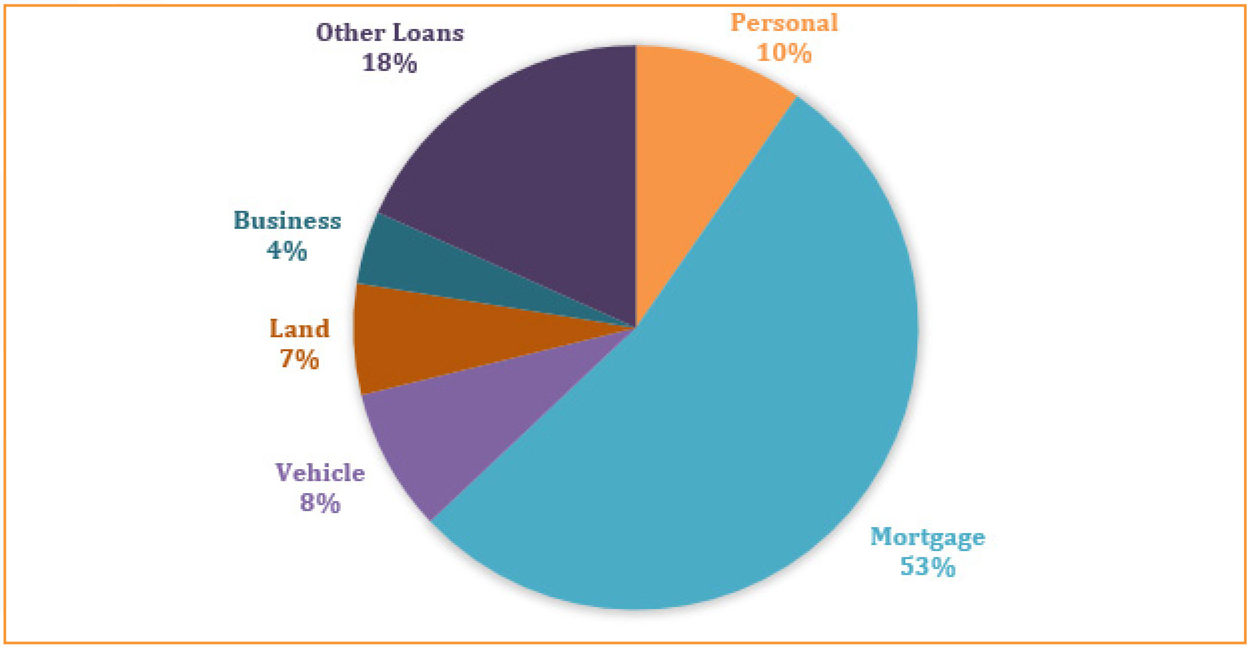
Table 2: Comparative breakdown of Gross Income

Income Type	YTD 2023	YTD 2022	Change	
	$	$	$	%
Loans Interest	36,476,138	31,355,325	5,120,813	16.33
Investment Income	4,633,035	4,843,787	-210,752	-4.35
Other Income	2,550,101	1,214,146	1,335,955	110.03
Total	**43,659,274**	**37,413,258**	**6,246,016**	**16.69**

Loan Interest Income

The loan interest income reflected an increase of **$5.1 million** or **16.33%** relative to the 2022 fiscal year. The increase is a direct reflection of the robust growth experienced in the loan portfolio. Notwithstanding this achievement, NCCU continues to face prevailing threats from competitors and there is constant assessment of interest rates to maintain and adapt to market conditions. The majority of interest was generated from mortgage facilities, primarily due to the success of the Snap 5.0% loan product.

Graph 2: Composition of Loan Interest Income by Sector for 2023:



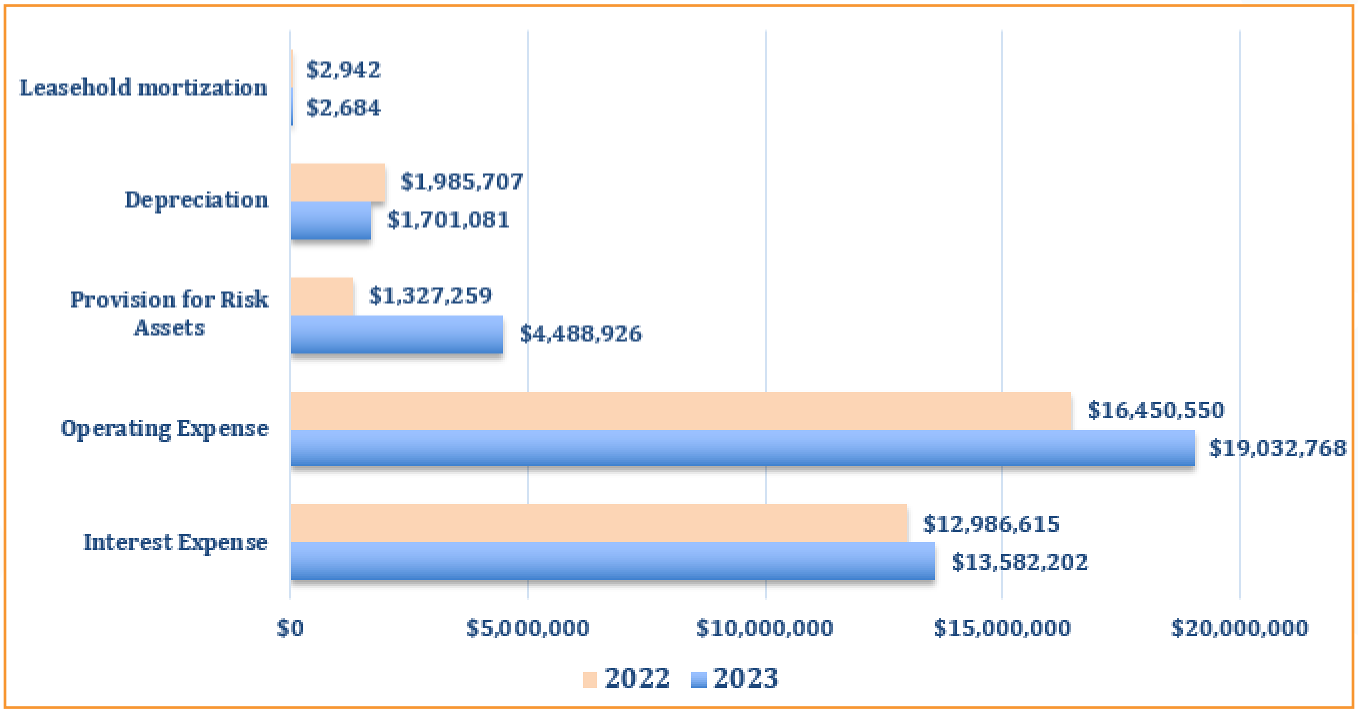
The other sources of income account for **16.45%** of Total Income. There was a marginal decline in Investment Income of **4.35%**, in part due to the closure of various instruments and transfers from savings to meet the needs of a demanding market for credit facilities, and the consistent reduction of interest rates on other instruments. The leadership team is committed to exploring and acquiring best investments to maximize interest and wealth for the Society's members.

There was a notable increase in Other Income which recorded a year-on-year growth of **$1.3 million** or **110.03%.** One of the main contributors was deferred income of insurance funds which was received for damages post Hurricane Maria, providing **33.33%** of the total sum. Other sources of income include the provision of professional services, insurance and bill payment fees which accounted for another **43.09%** of the total.

Expenses

Total expenditure for the year 2023 totalled **$38.8 million** compared to last year when **$32.8 million** was recorded, an increase of **$6.0 million** or **18.29%**.

Graph 3: Total Expenses by Category for the Year 2023/2022



Key reasons for the rise in costs include:

- Increased Financial Costs as a result of the growth in member deposits, which rose exceedingly following the closure of First Caribbean International Bank in January 2023.

- Increased salary and related costs due to additional staff to improve operational efficiency and services to members.

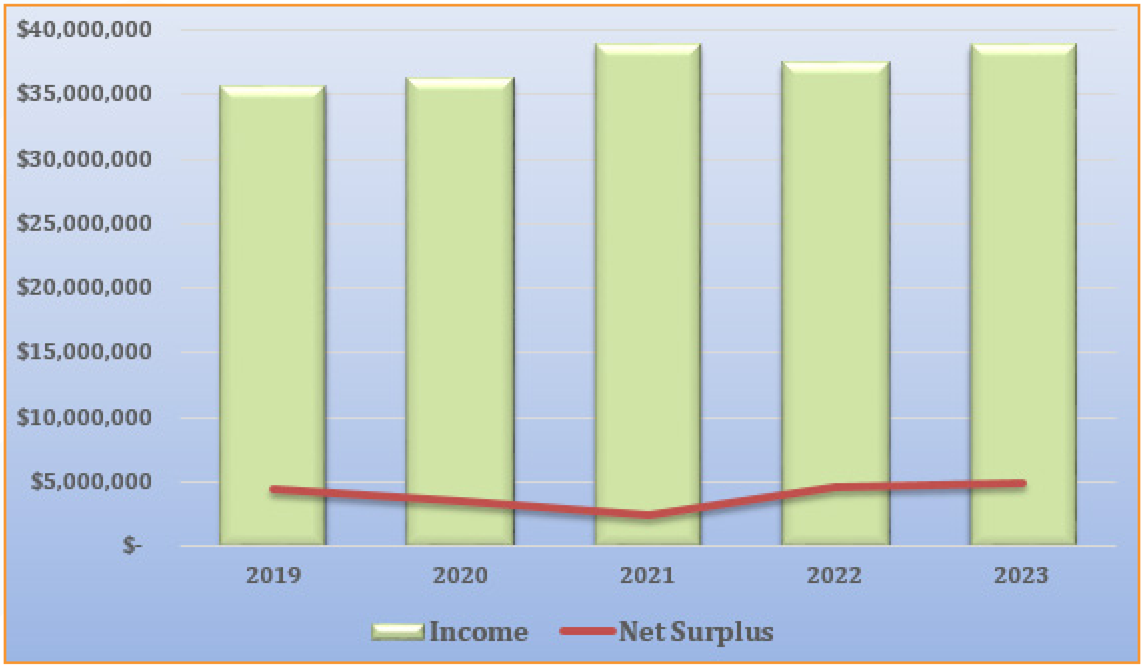
- Increased operational costs especially those for computer and technological improvements. These costs have risen immensely, hence the domino effect is transferred to the institution.

- The Society continues to make Provision for Risk Assets as mandated by International Financial Reporting Standards (IFRS) 9 which is especially important given the remarkable growth in loans. Allowances must be made to buffer and protect the institution against the risk of uncollected debt which is key during economic hardship.

Surplus Before Appropriation

The Society has begun the implementation of its transformational strategic plan and these actions and achievements when combined, created a remarkable realization of **$4.8 million** Net Surplus in 2023. The graph below shows the trend comparison of Total Income to Net Surplus for the five-year period from 2019 to 2023, resulting in growing revenue and growing Net Surplus ratio.

Graph 4: Net Surplus for the five-year period 2019-2024



FINANCIAL POSITION

Assets

At the end of December 2023, NCCU's Total Assets stood at **$767.5 million,** representing growth of **3.65%** over the prior year. The Society's assets are categorized into earning and non-earning assets; earning assets increased by **$75.9 million** in 2023 and now represents **85.8%** of Total Assets. This growth has been steadily increasing over the past years, characterized by robust growth in the loans portfolio.

During the past financial year, the loans portfolio rose by an outstanding **$77.2 million** as the Society continued to listen to and meet the demands of its members. The data highlights the success of implementing a core strategic goal as NCCU aims to remain competitive in the financial industry. The Net Loans to Total Asset Ratio increased from **56.97%** at the end of 2022 to **64.41%** at the end of 2023. Table 3 highlights the improvement in ratios over the past years.

Table 3: Assets and Loan Composition

Year	Net Loans $	Assets $	Ratio %
2017	360,489,571	588,069,125	61.30
2018	365,783,097	625,770,982	58.45
2019	387,309,274	640,932,228	60.43
2020	388,394,940	661,667,413	58.70
2021	393,834,825	693,160,090	56.82
2022	421,826,732	740,500,569	56.97
2023	494,373,431	767,534,196	64.41

Delinquency Management

Delinquency Management is a major component in sustaining the institution's profitability. The Society was able to effectively manage delinquency and achieved a rate reduction from **13.42%** in 2022 to **11.91%** in 2023. The implementation of the One Collections Unit has proved to be a worthwhile investment and your Credit Union continues to take steps to keep the rate at a minimum.

Through efforts of the Collections Unit, a number of previously Non-Performing Loans (NPL) have regained performing status as the facilities were either restructured or refinanced. Members are urged to honour their loan contracts and continue to make payments a priority as non-payment will negatively impact NCCU's ability to operate effectively.

Liabilities

The main components of the Credit Union's liabilities are obligations to members and other institutions for deposits held. Over the past year, member deposits grew by **$16.6 million,** which is testament to the trust and confidence that members continue to place in the institution; to this we say thank you.

Non-interest-bearing liabilities which includes accruals for services, gratuity and other payables stood at **$15.8 million**, a slight increase of **$3.6 million** or **2.9%,** primarily due to the escalation of online transactions by our members.

Equity

Member's Equity is vital to the institution as it assists with future growth initiatives, dividend payout and acts as a buffer against economic instability. In 2023, member's equity was **$81.8 million,** an increase of **$6.8 million** or **9.10%** when compared with **$75.0 million** reported for the previous year.

The increase was primarily as a result of a substantial growth in institutional capital of **$4.4 million.** There was also growth in Share Capital by **$499,648** or **7.46%** to end the year at **$7.2 million.**

The Credit Union continues to encourage members to solidify their investment by purchasing additional shares as this helps to strengthen the institution's long-term viability.

PEARLS RATIO ANALYSIS

PEARLS is a set of financial ratios or indicators designed specifically to analyse the performance of the credit union by setting benchmarks for six (6) categories (**P**rotection, **E**ffective Financial Structure, **A**sset Quality, **R**ates of Returns/Cost, **L**iquidity and **S**igns of Growth). The following table shows the behaviour of various ratios relative to 2022 and their respective goals.

Table 4: PEARLS Ratio Analysis for the Year 2023/2022

Performance Ratio	Goal	2023	2022
Protection:			
Allowance for Loan Loss	100%	86.36%	88.59%
Effective Financial Structure:			
Net Loans/Total Assets	70%-80%	64.56%	56.94%
Institutional Capital/Total Assets	10%	9.00%	8.58%
Savings/Total Assets	70%-80%	86.73%	88.09%
Asset Quality:			
Total Delinquency/Gross Loan Portfolio	5%	11.91%	14.06%
Non-Earning Assets/Total Assets	5%	14.75%	21.50%
Rates of Return & Cost			
Total Expenditure /Total Income	<=85%	88.89%	87.54%
Liquidity:			
Liquid Assets/Total Deposit	15-20%	27.58%	37.95%
Liquid Reserve/Total Savings Deposit	10%	3.33%	3.35%
Non-Earning Liquid Assets/Total Asset	<1%	7.39%	14.74%
Signs of Growth			
Growth in Loans	>=10%	18.10%	7.05%
Growth in Institutional Capital	>5%	6.69%	6.26%
Growth in Membership	>12%	7.46%	4.19%

It is noteworthy that NCCU's ratio performance is very encouraging, however we note that there is room for improvement in relation to certain goals. Management has set out an objective of improving at least one ratio in each category annually.

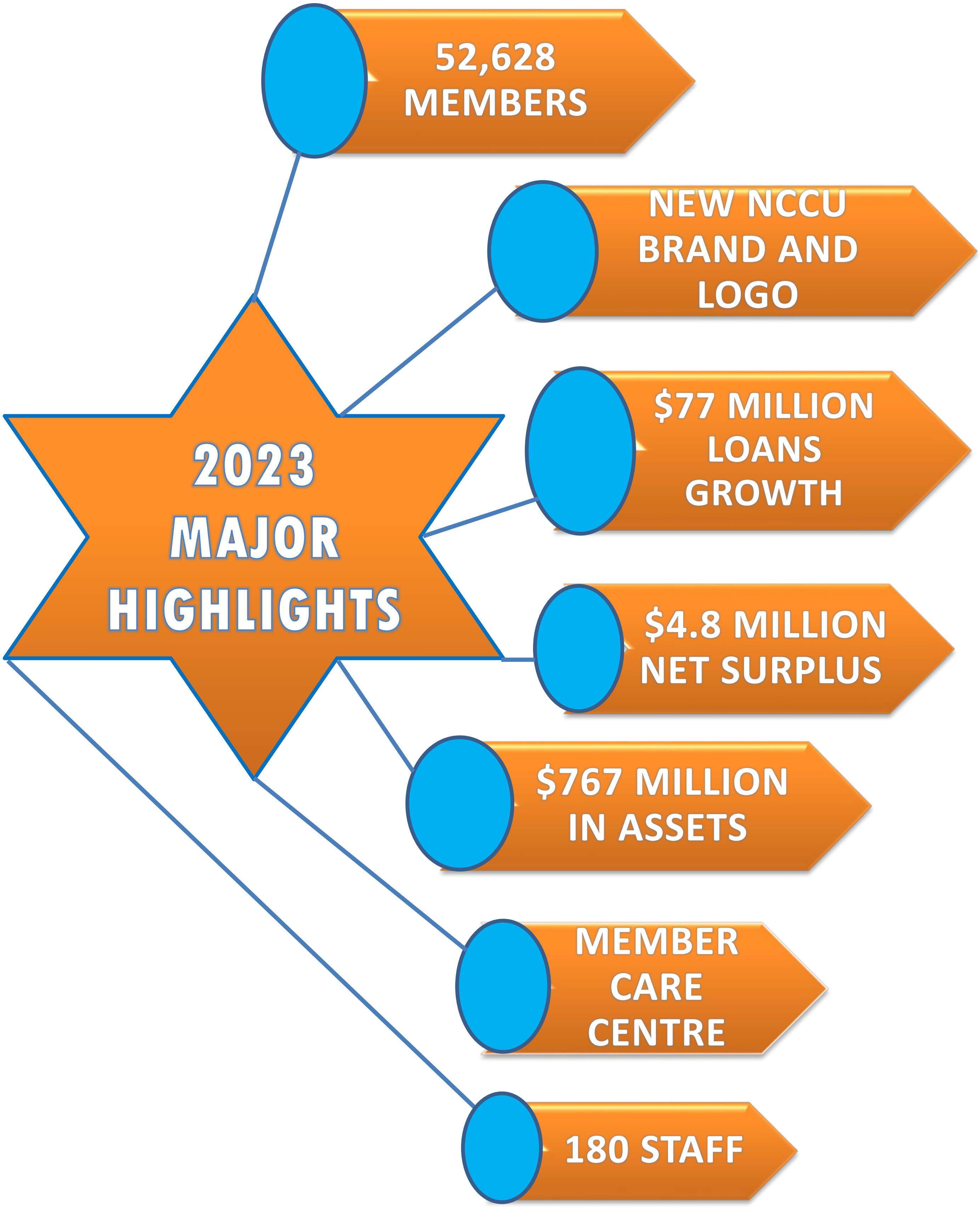
CONCLUSION AND ACKNOWLEDGMENT

The Board of Directors has always been cognizant of the need to ensure solid returns to our membership, and we remain steadfast in our quest to grow revenues and minimize costs to ensure that healthy dividends can be paid. The financial performance for 2023 epitomized our resilience and strength.

Our strategic thrust for 2024 will continue to be guided by our strategic plan and influenced by the macroeconomic environment in which we operate. NCCU will continue to develop creative solutions and products to meet our members' needs and invest more in reorientating operating and administrative processes and policies to improve administrative efficiency. We are relentless in achieving our mission to enhance the quality of life of all members consistent with co-operative principles by being the Premier Community Financial Partner.

I wish to thank you the Members, Board of Directors, Committee Members, Management and Staff and other stakeholders for their support in 2023, and I have no doubt that in the future, we can and will continue to achieve more together.

Juliana Toussaint-Williams (Mrs.)
Treasurer
(For and on behalf of the Board of Directors)


2023 MAJOR HIGHLIGHTS
52,628 MEMBERS
NEW NCCU BRAND AND LOGO
$77 MILLION LOANS GROWTH
$4.8 MILLION NET SURPLUS
$767 MILLION IN ASSETS
MEMBER CARE CENTRE
180 STAFF

THE NCCU FAMILY

La Salette Branch

Vieille Case Branch

St. Paul Branch

Orlando Allan Richards FCCA CA
CHARTERED CERTIFIED ACCOUNTANT
P.O. Box 202
Independence Street
Roseau
Dominica

INDEPENDENT AUDITOR'S REPORT

To the Members of National Co-operative Credit Union Limited

Opinion

I have audited the accompanying financial statements of the National Co-operative Credit Union Limited which comprise the statement of financial position as at December 31, 2023, and the statement of income and appropriation, statement of changes in equity and cash flow statement for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the National Co-operative Credit Union Limited as at December 31, 2023, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board and comply with the Co-operative Societies Act No. 2 of 2011 and the Co-operative Societies Regulations S.R.O 26 of 2001 of the Laws of the Commonwealth of Dominica.

Basis for Opinion

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

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

1. Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

2. Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the League's internal control.

3. Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

4. Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention

in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.

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

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

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

Other Information

Management is responsible for the other information. The other information comprises the content of the Society's Annual Report except for the financial statements and my Auditor's Report thereon. My opinion on the financial statements does not cover the other information and I do not express any form of assurance on the other information.

In connection with my audit of the financial statements, my responsibility is to read the other information identified above and, in doing so, consider whether the other information appears to be materially misstated or inconsistent with the financial statements. If, based on the work I have performed, I conclude that there is a material misstatement in the other information, then I am required to report that fact. I have nothing to report in this regard.

Other Matters

This report is made solely to the Members of the National Co-operative Credit Union Limited as a body, in accordance with Section 130 of the Co-operative Societies Act No. 2 of 2011 of the Laws of the Commonwealth of Dominica. My audit work has been undertaken so that I might state to the Members those matters I am required to state to them in an Auditor's Report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Society and its Members as a body, for my audit work, for this report, or for the opinion I have formed.

Roseau, Dominica
May 2024

STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2023

	Notes	2023 $	2022 $
ASSETS			
Cash and bank balances	**5**	52,022,670	110,745,605
Investment securities	**6**	159,084,108	157,082,331
Loans and advances to members	**7**	494,373,431	421,826,732
Other Assets	**8**	24,681,212	14,723,572
Property, plant and equipment	**10**	37,372,474	36,119,344
Leasehold improvements	**9**	301	2,985
TOTAL ASSETS		**767,534,196**	**740,500,569**
LIABILITIES			
Members' savings/ordinary deposits	**11**	486,237,167	468,686,850
Term deposits	**12**	133,877,411	136,614,945
Accounts payable and provisions	**13**	15,821,821	12,234,596
Member retirement account	**14**	46,495,642	44,709,864
Accrued interest payable	**15**	3,325,473	3,297,198
TOTAL LIABILITY		**685,757,514**	**665,543,453**
MEMBERS' EQUITY			
Share capital	**16**	7,196,108	6,696,450
Statutory reserve (guarantee fund)	**17**	23,988,497	23,005,955
Education fund	**18**	281,533	303,032
Loan protection fund	**19**	686,876	590,873
Capital reserve		498,301	498,301
Capital contribution	**20**	4,797,344	4,797,344
Revaluation surplus	**21**	10,938,195	8,634,580
Fair value reserve	**6**	284,102	247,087
Development fund	**22**	330,003	281,487
Retained surplus		32,775,723	29,902,007
TOTAL MEMBERS' EQUITY:		**81,776,682**	**74,957,116**
TOTAL LIABILITIES AND MEMBERS' EQUITY		**767,534,196**	**740,500,569**

The accompanying notes form an integral part of these financial statements.

Approved by The Board on April 25, 2024 and signed on behalf of the Board of Directors by:

PRESIDENT **TREASURER**

Statement of Changes in Equity
For the Year Ended December 31, 2023

	Member Share Capital	Statutory Reserve	Education Fund	Development Fund	Revaluation Surplus	Capital Reserve	Capital Contribution	Loan Protection Fund	Fair Value Reserve	Retained Surplus	**Total**
Balance as at 31/12/21	6,416,026	22,060,588	323,246	234,885	8,634,580	498,301	4,797,344	626,754	335,913	27,297,281	71,224,918
Appropriation	-	932,037	-	46,602	-	-	-	-	-	-	978,639
Net surplus	-	-	-	-	-	-	-	-	-	3,558,171	3,558,171
Payments	-	-	(20,214)	-	-	-	-	(159,256)	-	-	(179,470)
Receipts	280,424	-	-	-	-	-	-	-	-	-	280,424
Adjustment /prior year etc.	-	-	-	-	-	-	-	-	-	(62,173)	(62,173)
Entrance fees	-	13,330	-	-	-	-	-	-	-	-	13,330
Dividend	-	-	-	-	-	-	-	-	-	(891,272)	(891,272)
Transfers	-	-	-	-	-	-	-	123,375	-	-	123,375
Fair value loss at FVOCI	-	-	-	-	-	-	-	-	(88,826)	-	(88,826)
Balance as at 31/12/22	6,696,450	23,005,955	303,032	281,487	8,634,580	498,301	4,797,344	590,873	247,087	29,902,007	74,957,116
Appropriation	-	970,322	-	48,516	-	-	-	-	-	-	1,018,838
Transfer	-	-	-	-	-	-	-	169,000	-	-	169,000
Net surplus	-	-	-	-	-	-	-	-	-	3,663,774	3,663,774
Payments	-	-	(21,499)	-	-	-	-	(72,997)	-	-	(94,496)
Receipts	499,658	-	-	-	-	-	-	-	-	-	499,658
Entrance fee	-	12,220	-	-	-	-	-	-	-	-	12,220
Fair value loss at FVOCI	-	-	-	-	-	-	-	-	37,015	-	37,015
Surplus on revaluation	-	-	-	-	2,303,615	-	-	-	-	-	2,303,615
Adjustment	-	-	-	-	-	-	-	-	-	(271,310)	(271,310)
Dividend	-	-	-	-	-	-	-	-	-	(518,748)	(518,748)
Balance as at 31/12/23	7,196,108	23,988,497	281,533	330,003	10,938,195	498,301	4,797,344	686,876	284,102	32,775,723	81,776,682

Statement of Income and Appropriation

For the Year Ended December 31, 2023

	NOTES	2023 $	2022 $
Interest income	23	41,109,173	36,199,112
Interest expense	23	(13,582,202)	(12,986,615)
Net interest income		27,526,971	23,212,497
Other Income	24	2,550,100	1,214,146
Operating income		30,077,071	24,426,643
Operating cost	25	(19,032,768)	(16,450,550)
Expected Credit Losses on Loans		(4,488,926)	(1,327,259)
Depreciation		(1,701,081)	(1,985,707)
Leasehold/ amortisation		(2,684)	(2,942)
Surplus before appropriation		4,851,612	4,660,185
Appropriations			
Transfer to statutory reserve (20%)		(970,322)	(932,037)
Development fund		(48,516)	(46,602)
Education Fund		-	-
Loan protection fund	19	(169,000)	(123,375)
Net surplus for the year		3,663,774	3,558,171
Fair value gain / (loss) on investment at FVOCI		37,015	(88,826)
Total comprehensive income for the year		3,700,789	3,469,345

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31, 2023

	Notes	2023 $	2022 $
Cash flows from operating activities			
Surplus for period		4,851,612	4,660,185
Adjustments for:			
Depreciation		1,701,081	1,985,707
Expected Credit Losses		4,488,926	1,327,259
Leasehold amortization		2,684	2,942
Loss on disposal of property, plant and equipment		18,000	76
Cash flows before changes in operating assets and liabilities		11,062,303	7,976,169
Increase in originated loans		(77,035,625)	(29,319,166)
(Increase) / Decrease in other assets		(9,957,640)	205,312
Increase in members' savings/demand deposits		17,550,317	38,798,172
Decrease in term deposits		(2,737,534)	(1,029,435)
Increase in members' retirement account		1,785,778	1,212,489
Increase in accounts payable and provisions		3,587,225	4,782,137
Increase (Decrease) in accrued interest payable		28,275	(155,082)
Net Cash from operating activities		(55,716,901)	22,470,596
Cash flow from investing activities			
Purchase of fixed assets		(799,910)	(1,948,891)
Purchase of investment securities		(1,964,762)	(3,624,876)
Net cash from investing activities		(2,764,672)	(5,573,767)
Cash flow from financing activities			
Share capital		499,658	280,424
Dividend paid		(518,748)	(891,272)
Payment from funds		(94,496)	(179,470)
Adjustment /prior year etc.		(139,996)	175,094
Entrance fee		12,220	13,330
Net cash from financing activities		(241,362)	(601,894)
Net cash flows		(58,722,935)	16,294,935
Cash at beginning of year		110,745,605	94,450,670
Cash at end of year		52,022,670	110,745,605

Notes to Financial Statements
FOR THE YEAR ENDED DECEMBER 31, 2023

1. General Information

The National Co-operative Credit Union Limited (NCCU) was registered under the Co-operatives Societies Act No. 2 of 2011 of the Laws of the Commonwealth of Dominica.

The Society's Head Office is located at 31-37 Independence Street, Roseau. Other branches are located at Pointe Mitchel, Mahaut, Riviere Cyrique, Castle Bruce, La Plaine and Vielle Case, with sub-Branches at Penville, Paix Bouche and Thibaud.

2. Summary of significant accounting policies

This note provides a list of the significant accounting policies adopted in the preparation of these financial statements to the extent they have not already been disclosed in the other notes above. These policies have been consistently applied to all the years presented, unless otherwise stated.

a) Basis of preparation

(i) Compliance with IFRS

The financial statements of the Society have been prepared in accordance with International Financial Reporting Standards (IFRS) and interpretations issued by the IFRS Interpretations Committee (IFRS IC) applicable to companies reporting under IFRS. The financial statements comply with IFRS as issued by the International Accounting Standards Board (IASB).

(ii) Historical cost convention

The financial statements have been prepared on a historical cost basis, except for the following:

- certain financial assets and liabilities, certain classes of property, plant and equipment- measured at fair value

(iii) Going Concern

These financial statements have been prepared on the going concern basis, which assumes that the Society will continue in operation for the foreseeable future. They do not purport to give effect to adjustments, if any, that may be necessary should the Society is unable to realize its assets and discharge its liabilities in other than the ordinary course of business.

2. Summary of significant accounting policies cont'd

a) Basis of preparation cont'd

(iv) Adoption of New or Revised Standards, Amendments to Standards and Interpretations

There are no new or adopted accounting standards, interpretations and amendments effective for accounting periods beginning on or after January 1, 2023 impacting the Society's financial statements.

b) Cash and cash equivalents

For the purpose of presentation in the statement of cash flows, cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

c) Financial assets and liabilities

Measurement methods

Amortised cost and effective interest rate
The amortised cost is the amount at which the financial asset or financial liability is measured at initial recognition minus the principal repayments, plus or minus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount and, for financial assets, adjusted for any loss allowance.

The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial asset or financial liability to the gross carrying amount of a financial asset (i.e. its amortised cost before any impairment allowance) or to the amortised cost of a financial liability. The calculation does not consider expected credit losses and includes transaction costs, premiums or discounts and fees and points paid or received that are integral to the effective interest rate, such as origination fees.

When the Society revises the estimates of future cash flows, the carrying amount of the respective financial assets or financial liability is adjusted to reflect the new estimate discounted using the original effective interest rate. Any changes are recognised in profit or loss.

Notes to Financial Statements
FOR THE YEAR ENDED DECEMBER 31, 2023

2. Summary of significant accounting policies cont'd

c) Financial assets and liabilities cont'd

Interest income
Interest income is calculated by applying the effective interest rate to the gross carrying amount of financial assets, except for financial assets that have subsequently become credit impaired (or 'stage 3'), for which interest revenue is calculated by applying the effective interest rate to their amortised cost (i.e.net of the expected credit loss provision).

Initial recognition and measurement
Financial assets and financial liabilities are recognised when the Society becomes a party to the contractual provisions of the instrument. Regular way purchases and sales of financial assets are recognised on trade-date, the date on which the Society commits to purchase or sell the asset.

At initial recognition, the Society measures a financial asset or financial liability at its fair value plus or minus, in the case of a financial asset or financial liability not at fair value through profit or loss, transaction costs that are incremental and directly attributable to the acquisition or issue of the financial asset or financial liability, such as fees and commissions. Transaction costs of financial assets and financial liabilities carried at fair value through profit or loss are expensed in profit or loss.

Immediately after initial recognition, an expected credit loss allowance (ECL) is recognised for financial assets measured at amortised cost and investments in debt instruments measured at FVOCI, which results in an accounting loss being recognised in profit or loss when an asset is newly originated.

When the fair value of financial assets and liabilities differs from the transaction price on initial recognition, the entity recognises the difference as follows:

- When the fair value is evidenced by a quoted price in an active market for an identical asset or liability (i.e. a Level 1 input) or based on a valuation technique that uses only data from observable markets, the difference is recognised as a gain or loss.

- In all other cases, the difference is deferred, and the timing of recognition of deferred day one profit or loss is determined individually. It is either amortised over the life of the instrument, deferred until the instrument's fair value can be determined using market observable inputs, or realised through settlement.

2. Summary of significant accounting policies cont'd

c) Financial assets and liabilities cont'd

Financial assets

(i) Classification and subsequent measurement

The Society classifies its financial assets in the following measurement categories:

- Fair value through profit or loss (FVPL);
- Fair value through other comprehensive income (FVOCI); or
- Amortised cost

The classification requirements for debt and equity instruments are described below:

Debt instruments

Debt instruments are those instruments that meet the definition of a financial liability from the issuer's perspective, such as loans, government and corporate bonds and trade receivables purchased from clients in factoring arrangements without recourse.

Classification and subsequent measurement of debt instruments depend on:

(i) the Society's business model for managing the asset; and
(ii) the cash flow characteristics of the asset.

Based on these factors, the Society classifies its debt instruments into one of the following three measurement categories:

- Amortised cost: Assets that are held for collection of contractual cash flows where those cash flows measured at amortised cost. The carrying amount of these assets is adjusted by any expected credit loss allowance recognised and measured. Interest income from these financial assets is included in 'Interest Income' using the effective interest rate method.

- Fair value through other comprehensive income (FVOCI): Financial assets that are held for collection payments of principal and interest, and that are not designated at FVPL, are measured at fair value through other comprehensive income (FVOCI). Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest revenue and foreign exchange which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in 'Net Investment income'. Interest income from these financial assets is included in 'Interest income' using the effective interest rate method.

2. Summary of significant accounting policies cont'd

c) Financial assets and liabilities cont'd

- Fair value through profit or loss: Assets that do not meet the criteria for amortised cost or FVOCI are measured at fair value through profit or loss. A gain or loss on a debt investment that is subsequently measured at fair value through profit or loss and is not part of a hedging relationship is recognised in profit or loss and presented in the profit or loss statement within 'Net trading income' in the period in which it arises, unless it arises from debt instruments that were designated at fair value or which are not held for trading, in which case they are presented separately in 'Net investment income'. Interest income from these financial assets is included in 'Interest income' using the effective interest rate method.

Business model: the business model reflects how the Society manages the assets in order to generate cash flows. That is, whether the Society's objective is solely to collect the contractual cash flows from the assets or is to collect both the contractual cash flows and cash flows arising from the sale of assets. If neither of these is applicable (e.g. financial assets are held for trading purposes), then the financial assets are classified as part of 'other' business model and measured at FVPL. Factors considered by the Society in determining the business model for a group of assets include past experience on how the cash flows for these assets were collected, how the asset's performance is evaluated and reported to key management personnel, how risks are assessed and managed and how managers are compensated. For example, the Society's business model for the mortgage loan book is to hold to collect contractual cash flows.

Another example is the liquidity portfolio of assets, which is held by the Society as part of liquidity management and is generally classified within the hold to collect and sell business model. Securities held for trading are held principally for the purpose of selling in the near term or are part of a portfolio of financial instruments that are managed together and for which there is evidence of a recent actual pattern of short-term profit-taking. These securities are classified in the 'other' business model and measured at FVPL.

SPPI: Where the business model is to hold assets to collect contractual cash flows or to collect contractual cash flows and sell, the Society assesses whether the financial instruments' cash flows represent solely payments of principal and interest (the 'SPPI test'). In making this assessment, the Society considers whether the contractual cash flows are consistent with a basic lending arrangement i.e. interest includes only consideration for the time value of money, credit risk, other basic lending risks and a profit margin that is consistent with a basic lending arrangement. Where the contractual terms introduce exposure to risk or volatility that are inconsistent with a basic lending arrangement, the related financial asset is classified and measured at fair value through profit or loss.

2. Summary of significant accounting policies cont'd

c) Financial assets and liabilities cont'd

Equity instruments
Equity instruments are instruments that meet the definition of equity from the issuer's perspective; that is, instruments that do not contain a contractual obligation to pay and that evidence a residual interest in the issuer's net assets. Examples of equity instruments include basic ordinary shares.

The Society subsequently measures all equity investments at fair value through profit or loss, except where the Society's management has elected, at initial recognition, to irrevocably designate an equity investment at fair value through other comprehensive income. The Society's policy is to designate equity investments as FVOCI when those investments are held for purposes other than to generate investment returns. When this election is used, fair value gains and losses are recognised in OCI and are not subsequently reclassified to profit or loss, including on disposal. Impairment losses (and reversal of impairment losses) are not reported separately from other changes in fair value. Dividends, when representing a return on such investments, continue to be recognised in profit or loss as other income when the Society's right to receive payments is established.

Gains and losses on equity investments at FVPL are included in the 'Other Income' line in the statement of profit or loss.

(ii) Impairment

The Society assesses on a forward-looking basis the expected credit loss ('ECL') associated with its debt instrument assets carried at amortised cost and FVOCI and with the exposure arising from loan commitments and financial guarantee contracts. The Society recognises a loss allowance for such losses at each reporting date. The measurement of ECL reflects:

- An unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes;
- The time value of money; and
- Reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions.

Note 4 (a) provides more detail of how the expected credit loss allowance is measured.

2. Summary of significant accounting policies cont'd

c) Financial assets and liabilities cont'd

(iii) Modification of loans

The Society sometimes renegotiates or otherwise modifies the contractual cash flows of loans to members. When this happens, the Society assesses whether or not the new terms are substantially different to the original terms. The Society does this by considering, among others, the following factors:

- If the borrower is in financial difficulty, whether the modification merely reduces the contractual cash flows to amounts the borrower is expected to be able to pay.
- Whether any substantial new terms are introduced, such as a profit share/equity-based return that
- substantially affects the risk profile of the loan.
- Significant extension of the loan term when the borrower is not in financial difficulty.
- Significant change in the interest rate.
- Insertion of collateral, other security or credit enhancements that significantly affect the credit risk associated with the loan.

If the terms are substantially different, the Society derecognises the original financial asset and recognises a 'new' asset at fair value and recalculates a new effective interest rate for the asset. The date of renegotiation is consequently considered to be the date of initial recognition for impairment calculation purposes, including for the purpose of determining whether a significant increase in credit risk has occurred.

However, the Society also assesses whether the new financial asset recognised is deemed to be credit-impaired at initial recognition, especially in circumstances where the renegotiation was driven by the debtor being unable to make the originally agreed payments. Differences in the carrying amount are also recognised in profit or loss as a gain or loss on derecognition.

If the terms are not substantially different, the renegotiation or modification does not result in derecognition, and the Society recalculates the gross carrying amount based on the revised cash flows of the financial asset and recognises a modification gain or loss in profit or loss. The new gross carrying amount is recalculated by discounting the modified cash flows at the original effective interest rate (or credit-adjusted effective interest rate for purchased or originated credit-impaired financial assets). The impact of modifications of financial assets on the expected credit loss calculation is discussed in note 4 (a).

2. Summary of significant accounting policies cont'd

c) Financial assets and liabilities cont'd

(iv) Derecognition other than on a modification

Financial assets, or a portion thereof, are derecognised when the contractual rights to receive the cash flows from the assets have expired, or when they have been transferred and either (i) the Society transfers substantially all the risks and rewards of ownership, or (ii) the Society neither transfers nor retains substantially all the risks and rewards of ownership and the Society has not retained control.

The Society enters into transactions where it retains the contractual rights to receive cash flows from assets but assumes a contractual obligation to pay those cash flows to other entities and transfers substantially all of the risks and rewards. These transactions are accounted for as 'pass through' transfers that result in derecognition if the Society:

(i) Has no obligation to make payments unless it collects equivalent amounts from the assets;
(ii) Is prohibited from selling or pledging the assets; and
(iii) Has an obligation to remit any cash it collects from the assets without material delay.

Collateral (shares and bonds) furnished by the Society under standard repurchase agreements and securities lending and borrowing transactions are not derecognised because the Society retains substantially all the risks and rewards on the basis of the predetermined repurchase price, and the criteria for derecognition are therefore not met. This also applies to certain securitisation transactions in which the Society retains a subordinated residual interest.

Financial liabilities

(i) Classification and subsequent measurement

In both the current and prior period, financial liabilities are classified as subsequently measured at amortised cost, except for:

- Financial liabilities at fair value through profit or loss: this classification is applied to financial liabilities designated as such at initial recognition. Gains or losses on financial liabilities designated at fair value through profit or loss are presented partially in other comprehensive income (the amount of change in the fair value of the financial liability that is attributable to changes in the credit risk of that liability, which is determined as the amount that is not attributable to changes in market conditions that give rise to market risk) and partially profit or loss (the remaining amount of change in the fair value of the liability). This is unless such a presentation would create, or enlarge, an accounting mismatch, in which case the gains and losses attributable to changes in the credit risk of the liability are also presented in profit or loss;

2. Summary of significant accounting policies cont'd

c) Financial assets and liabilities cont'd

- Financial liabilities arising from the transfer of financial assets which did not qualify for derecognition, whereby a financial liability is recognised for the consideration received for the transfer. In subsequent periods, the Society recognises any expense incurred on the financial liability; and

- Financial guarantee contracts and loan commitments Note 2 (d).

(i) Derecognition

Financial liabilities are derecognised when they are extinguished (i.e. when the obligation specified in the contract is discharged, cancelled or expires).

The exchange between the Society and its original lenders of debt instruments with substantially different terms, as well as substantial modifications of the terms of existing financial liabilities, are accounted for as an extinguishment of the original financial liability and the recognition of a new financial liability. The terms are substantially different if the discounted present value of the cash flows under the new terms, including any fees paid net of any fees received and discounted using the original effective interest rate, is at least 10% different from the discounted present value of the remaining cash flows of the original financial liability.

In addition, other qualitative factors, such as the currency that the instrument is denominated in, changes in the type of interest rate, new conversion features attached to the instrument and change in covenants are also taken into consideration. If an exchange of debt instruments or modification of terms is accounted for as an extinguishment, any costs or fees incurred are recognised as part of the gain or loss on the extinguishment. If the exchange or modification is not accounted for as an extinguishment, any costs or fees incurred adjust the carrying amount of the liability and are amortised over the remaining term of the modified liability.

d) Financial guarantee contracts and loan commitments

Financial guarantee contracts are contracts that require the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payments when due, in accordance with the terms of a debt instrument. Such financial guarantees are given to banks, financial institutions and others on behalf of members to secure loans, overdrafts and other banking facilities.

2. Summary of significant accounting policies cont'd

d) Financial guarantee contracts and loan commitments cont'd

Financial guarantee contracts are initially measured at fair value and subsequently measured at the higher of:

- The amount of the loss allowance; and
- The premium received on initial recognition less income recognised in accordance with the principles of IFRS 15.

Loan commitments provided by the Society are measured as the amount of the loss allowance. The Society has not provided any commitment to provide loans at a below-market interest rate, or that can be settled net in cash or by delivering or issuing another financial instrument.

For loan commitments and financial guarantee contracts, the loss allowance is recognised as a provision. However, for contracts that include both a loan and an undrawn commitment and the Society cannot separately identify the expected credit losses on the undrawn commitment component from those on the loan component, the expected credit losses on the undrawn commitment are recognised together with the loss allowance for the loan. To the extent that the combined expected credit losses exceed the gross carrying amount of the loan, the expected credit losses are recognised as a provision.

e) Functional and presentation currency

(i) Functional and Presentation Currency
Items included in the financial statements of the Society are measured using the currency of the primary economic environment in which the Society operates ('the functional currency'). The financial statements are presented in Eastern Caribbean Dollars, which is the Society's functional and presentation currency

(ii) Transactions and Balances
Foreign currency transactions are translated into the functional currency using the exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at year end exchange rates are generally recognised in profit or loss.

Foreign exchange gains and losses that relate to borrowings are presented in the statement of profit or loss, within finance costs. All other foreign exchange gains and losses are presented in the statement of profit or loss on a net basis within other gains / (losses).

2. Summary of significant accounting policies cont'd

e) Functional and presentation currency cont'd

Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined. Translation differences on assets and liabilities carried at fair value are reported as part of the fair value gain or loss. For example, translation differences on non-monetary assets and liabilities such as equities held at fair value through profit or loss are recognised in profit or loss as part of the fair value gain or loss and translation differences on non-monetary assets such as equities classified as at fair value through other comprehensive income are recognised in other comprehensive income.

f) Property, plant and equipment

Land and building are stated at valuations carried out in 2011 and 2012 with subsequent additions at cost, less subsequent depreciation for building. All other property, plant and equipment are stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Society and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognised when replaced. All repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

Land is not depreciated. Depreciation and amortization are calculated on the straight-line method to write down the cost of such assets to their residual value over their estimated useful lives as follows:

Building	25-50 years
Furniture fixtures and equipment	5-7 years
Computer Systems	3-5 years
Motor Vehicles	4 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in profit or loss. When revalued assets are sold, it is Society policy to transfer any amounts included in other reserves in respect of those assets to retained earnings.

2. Summary of significant accounting policies cont'd

g) Intangible assets

Costs associated with maintaining software programmes are recognised as an expense as incurred.

Directly attributable costs that are capitalised as part of the software include employee costs and an appropriate portion of relevant overheads.

Capitalised development costs are recorded as intangible assets and amortised from the point at which the asset is ready for use.

Intangible assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Other assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at the end of each reporting period.

h) Payables

These amounts represent liabilities for goods and services provided to the Society prior to the end of the financial year which are unpaid. The amounts are unsecured and are usually paid within thirty (30) days of recognition.

i) Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred.

Borrowings are subsequently measured at amortised cost.

Borrowings are removed from the statement of financial position when the obligation specified in the contract is discharged, cancelled or expired.

2. Summary of significant accounting policies cont'd

j) Dividends

Dividends on shares are recognized in equity in the period in which they are declared.

Section 5 of the Regulations to the Co-operative Societies Act authorizes the Society to pay a dividend on its shares at a rate which is not greater than three percent above savings rate set by the Eastern Caribbean Central Bank (ECCB). As at December 31, 2022 the ECCB savings rate was two percent.

Under section 129 of the Co-operative Societies Act No. 2 of 2011, a Society must pay a dividend to its members in proportion to their business with the Society at such rates as may be prescribed by its By-laws. Unrealized gains or gains arising from asset revaluation are not considered in determining income for the distribution of dividends.

Fair value gains on investment securities available–for-sale are not considered in determining income for the distribution of dividends.

k) Revenue recognition

Interest income and expense
Interest income and expense are recognized in the income statement for all interest-bearing instruments on an accrual basis using effective interest rates. Interest income includes income on fixed investments.

When the collectability of loans becomes doubtful, they would be written down to their recoverable amounts and interest income is thereafter recognized based on the rate of interest used to discount the future cash flows for the purpose of measuring the recoverable amount.

Dividend and other income
Dividend income and other income are recognized when received.

l) Provisions

Provisions for legal claims and make good obligations are recognised when the Society has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount can be reliably estimated. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

2. Summary of significant accounting policies cont'd

l) Provisions cont'd

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

m) Employee benefits

(i) Short-term obligations

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulating sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefit obligations in the balance sheet.

(ii) Other long-term employee benefit obligations

The Society also has liabilities for staff retirement that are not expected to be settled wholly within 12 months after the end of the period in which the employees render the related service. These obligations are therefore measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method.

Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the end of the reporting period of high-quality corporate bonds with terms and currencies that match, as closely as possible, the estimated future cash outflows. Remeasurements as a result of experience adjustments and changes in actuarial assumptions are recognised in profit or loss.

The obligations are presented as current liabilities in the balance sheet if the Society does not have an unconditional right to defer settlement for at least twelve months after the reporting period, regardless of when the actual settlement is expected to occur.

n) Taxation

The Society's income is exempt from taxation under section 25 (m) of the Income Tax Act Chapter 67: 01 of the Laws of the Commonwealth of Dominica.

2. Summary of significant accounting policies cont'd

o) Comparatives

Where necessary, comparatives figures have been adjusted to conform to changes in presentation in the current year.

p) Rounding of amounts

All amounts disclosed in the financial statements and notes have been rounded off to the nearest EC dollar unless otherwise stated.

3. Critical accounting estimates and judgement

The preparation of financial statements requires the use of accounting estimates which, by definition, will seldom equal the actual results. Management also needs to exercise judgement in applying the Society's accounting policies.

This note provides an overview of the areas that involve a higher degree of judgement or complexity, and major sources of estimation uncertainty that have a significant risk of resulting in a material adjustment within the next financial year. Detailed information about each of these estimates and judgements is included in the related notes together with information about the basis of calculation for each affected line item in the financial statements.

Measurement of the expected credit loss allowance

The measurement of the expected credit loss allowance for financial assets measured at amortised cost and FVOCI is an area that requires the use of complex models and significant assumptions about future economic conditions and credit behaviour (e.g. the likelihood of members defaulting and the resulting losses). Explanation of the inputs, assumptions and estimation techniques used in measuring ECL is further detailed in note 4 (a), which also sets out key sensitivities of the ECL to changes in these elements.

A number of significant judgements are also required in applying the accounting requirements for measuring ECL, such as:

- Determining criteria for significant increase in credit risk;
- Choosing appropriate models and assumptions for the measurement of ECL;
- Establishing the number and relative weightings of forward-looking scenarios for each type of product/market and the associated ECL; and
- Establishing groups of similar financial assets for the purposes of measuring ECL.

Detailed information about the judgements and estimates made by the Society in the above areas is set out in note 4 (a).

4. Financial Risk Management

This note explains the Society's exposure to financial risks and how these risks could affect the Society's future financial performance.

Risk	Exposure arising from	Measurement	Management
Credit risk	Cash and cash equivalents, trade receivables, debt investments and contract assets	Aging analysis Credit ratings	Diversification of bank deposits, credit limits, Investment guidelines for debt investments
Market risk – security prices	Investments in equity securities	Sensitivity analysis	Portfolio diversification
Currency risk	Recognised financial assets and liabilities not denominated in Eastern Caribbean Dollars (XCD)	Cash flow forecasting	Strict guidelines for conducting foreign currency transactions
Liquidity risk	Borrowings and other liabilities	Rolling cash flow forecasts	Availability of committed credit lines and borrowing facilities

a) Credit risk

Credit risk is the risk of suffering financial loss, should any of the Society's members, clients or market counterparties fail to fulfil their contractual obligations to the Society. Credit risk arises mainly from interbank, commercial and member loans and advances, and loan commitments arising from such lending activities, but can also arise from credit enhancement provided, financial guarantees, letters of credit, endorsements and acceptances.

Credit risk is the single largest risk for the Society's operations; management therefore carefully manages its exposure to credit risk. The credit risk management and control are centralised in a credit risk management team which reports regularly to the Board of Directors.

Maximum exposure to credit risk

The maximum on-balance sheet and off-balance sheet exposure to credit risk at the reporting date was:

	2023	2022
On-balance sheet	$	$
Cash and bank balances	47,188,579	106,739,259
Investments	159,084,108	157,082,331
Loans and advances to members	494,373,431	421,826,732
Other Assets (receivables)	20,512,895	12,637,659
	721,159,013	698,285,981
Off-balance sheet		
Loan commitments	16,207,530	10,103,145
Future lease commitments	52,500	45,000
	16,260,030	10,148,145
	737,419,043	708,434,126

4. Financial Risk Management cont'd

a) Credit risk cont'd

Credit risk measurement

Loans and advances (incl. loan commitments and guarantees)
The estimation of credit exposure for risk management purposes is complex and requires the use of models, as the exposure varies with changes in market conditions, expected cash flows and the passage of time. The assessment of credit risk of a portfolio of assets entails further estimations as to the likelihood of defaults occurring, of the associated loss ratios and of default correlations between counterparties. The Society measures credit risk using Probability of Default (PD), Exposure at Default (EAD) and Loss Given Default (LGD). This is similar to the approach used for the purposes of measuring Expected Credit Loss (ECL) under IFRS 9.

Credit risk grading
The Society uses internal credit risk gradings that reflect its assessment of the probability of default of individual counterparties. The Society use internal rating models tailored to the various categories of counterparty. Borrower and loan specific information collected at the time of application (such as disposable income, and level of collateral for retail exposures is fed into this rating model. This allows for considerations which may not be captured as part of the other data inputs into the model. The credit grades are calibrated such that the risk of default increases exponentially at each higher risk grade.

Expected credit loss measurement
IFRS 9 outlines a 'three-stage' model for impairment based on changes in credit quality since initial recognition as summarised below:

- A financial instrument that is not credit-impaired on initial recognition is classified in 'Stage 1' and has its credit risk continuously monitored by the Society.

- If a significant increase in credit risk ('SICR') since initial recognition is identified, the financial instrument is moved to 'Stage 2' but is not yet deemed to be credit-impaired. Please refer to section below for a description of how the Society determines when a significant increase in credit risk has occurred.

- If the financial instrument is credit-impaired, the financial instrument is then moved to 'Stage 3'.

- Financial instruments in Stage 1 have their ECL measured at an amount equal to the portion of lifetime expected credit losses that result from default events possible within the next 12 months. Instruments in Stages 2 or 3 have their ECL measured based on expected credit losses on a lifetime basis.

- A pervasive concept in measuring ECL in accordance with IFRS 9 is that it should consider forward-looking information. The section on 'Forward-looking information incorporated in the ECL models' includes an explanation of how the Society has incorporated this in its ECL models.

Further explanation is also provided of how the Society determines appropriate groupings when ECL is measured on a collective basis.

4. Financial Risk Management cont'd

a) Credit risk cont'd

The following diagram summarises the impairment requirements under IFRS 9 (other than purchased or originated credit-impaired financial assets):

Change in credit quality since initial recognition

Stage 1	**Stage 2**	**Stage 3**
(Initial recognition)	(Significant increase in credit risk since initial recognition)	(Credit-impaired assets)
12-month expected credit losses	Lifetime expected credit losses	Lifetime expected credit losses

The key judgements and assumptions adopted by the Society in addressing the requirements of the standard are discussed below:

Significant increase in credit risk (SICR)

Qualitative criteria:
For the loan portfolio, if the borrower meets one or more of the following criteria:
- In short-term forbearance
- Direct debit cancellation
- Extension to the terms granted
- Previous arrears within the last [12] months

For Treasury portfolios, if the borrower meets one or more of the following criteria:
- Significant increase in credit spread
- Significant adverse changes in business, financial and/or economic conditions in which the borrower operates
- Actual or expected forbearance or restructuring
- Actual or expected significant adverse change in operating results of the borrower
- Significant change in collateral value (secured facilities only) which is expected to increase risk of default
- Early signs of cashflow/liquidity problems such as delay in servicing of trade creditors/loans

The assessment of SICR incorporates forward-looking information and is performed on an annual basis at a portfolio level for all financial instruments held by the Society.

The criteria used to identify SICR are monitored and reviewed periodically for appropriateness by the independent Credit Risk team.

4. Financial Risk Management cont'd

a) Credit risk cont'd

Definition of default and credit-impaired assets

The Society defines a financial instrument as in default, which is fully aligned with the definition of credit impaired, when it meets one or more of the following criteria:

Quantitative criteria

The borrower is more than 90 days past due on its contractual payments

Qualitative criteria

The borrower meets the unlikeliness to pay criteria, which indicates the borrower is in significant financial difficulty. These are instances where:

- The borrower is in long-term forbearance
- The borrower is deceased
- The borrower is insolvent
- The borrower is in breach of financial covenant(s)
- An active market for that financial asset has disappeared because of financial difficulties
- Concessions have been made by the lender relating to the borrower's financial difficulty
- It is becoming probable that the borrower will enter bankruptcy
- Financial assets are purchased or originated at a deep discount that reflects the incurred credit losses.

The criteria above have been applied to all financial instruments held by the Society and are consistent with the definition of default used for internal credit risk management purposes. The default definition has been applied consistently to model the Probability of Default (PD), Exposure at Default (EAD) and Loss given Default (LGD) throughout the Group's expected loss calculations.

An instrument is considered to no longer be in default (i.e. to have cured) when it no longer meets any of the default criteria for a consecutive period of six months. This period of six months has been determined based on an analysis which considers the likelihood of a financial instrument returning to default status after cure using different possible cure definitions.

4. Financial Risk Management cont'd

a) Credit risk cont'd

The Expected Credit Loss (ECL) is measured on either a 12-month (12M) or Lifetime basis depending on whether a significant increase in credit risk has occurred since initial recognition or whether an asset is considered to be credit-impaired. Expected credit losses are the discounted product of the Probability of Default (PD), Exposure at Default (EAD), and Loss Given Default (LGD), defined as follows:

- The PD represents the likelihood of a borrower defaulting on its financial obligation (as per "Definition of default and credit-impaired" above), either over the next 12 months (12M PD), or over the remaining lifetime (Lifetime PD) of the obligation.

- EAD is based on the amounts the Society expects to be owed at the time of default, over the next 12 months (12M EAD) or over the remaining lifetime (Lifetime EAD). For example, for a revolving commitment, the Society includes the current drawn balance plus any further amount that is expected to be drawn up to the current contractual limit by the time of default, should it occur.

- Loss Given Default (LGD) represents the Society's expectation of the extent of loss on a defaulted exposure. LGD varies by type of counterparty, type and seniority of claim and availability of collateral or other credit support. LGD is expressed as a percentage loss per unit of exposure at the time of default (EAD). LGD is calculated on a 12-month or lifetime basis, where 12-month LGD is the percentage of loss expected to be made if the default occurs in the next 12 months and Lifetime LGD is the percentage of loss expected to be made if the default occurs over the remaining expected lifetime of the loan.

The ECL is determined by projecting the PD, LGD and EAD for each future month and for each individual exposure or collective segment. These three components are multiplied together and adjusted for the likelihood of survival (i.e. the exposure has not prepaid or defaulted in an earlier month). This effectively calculates an ECL for each future month, which is then discounted back to the reporting date and summed. The discount rate used in the ECL calculation is the original effective interest rate or an approximation thereof.

The 12-month and lifetime EADs are determined based on the expected payment profile, which varies by product type.

- For amortising products and bullet repayment loans, this is based on the contractual repayments owed by the borrower over a 12 month or lifetime basis. This will also be adjusted for any expected overpayments made by a borrower. Early repayment/refinance assumptions are also incorporated into the calculation.

4. Financial Risk Management cont'd

a) Credit risk cont'd

The 12-month and lifetime LGDs are determined based on the factors which impact the recoveries made post default. These vary by product type.

- For secured products, this is primarily based on collateral type and projected collateral values, historical discounts to market/book values due to forced sales, time to repossession and recovery costs observed.

- For unsecured products, LGD's are typically set at product level due to the limited differentiation in recoveries achieved across different borrowers. These LGD's are influenced by collection strategies, including contracted debt sales and price.

Forward-looking economic information is also included in determining the 12-month and lifetime PD, EAD and LGD. These assumptions vary by product type.

The assumptions underlying the ECL calculation - such as how the maturity profile of the PDs and how collateral values change etc. - are monitored and reviewed on an annual basis.

There have been no significant changes in estimation techniques or significant assumptions made during the reporting period.

Forward-looking information incorporated in the ECL models

The assessment of SICR and the calculation of ECL both incorporate forward-looking information. The Society has performed historical analysis and identified the key economic variables impacting credit risk and expected credit losses for each portfolio.

As with any economic forecasts, the projections and likelihoods of occurrence are subject to a high degree of inherent uncertainty and therefore the actual outcomes may be significantly different to those projected. The Society considers these forecasts to represent its best estimate of the possible outcomes and has analysed the non-linearities and asymmetries within the Society's different portfolios to establish that the chosen scenarios are appropriately representative of the range of possible scenarios.

4. Financial Risk Management cont'd

a) Credit risk cont'd

Grouping of instruments for losses measured on a collective basis

For expected credit loss provisions modelled on a collective basis, a grouping of exposures is performed on the basis of shared risk characteristics, such that risk exposures within a group are homogeneous. In performing this grouping, there must be sufficient information for the group to be statistically credible. Where sufficient information is not available internally, the Society has considered benchmarking internal/external supplementary data to use for modelling purposes. The characteristics and any supplementary data used to determine groupings are outlined below:

Retail - Groupings for collective measurement
- Loan type (e .g. Mortgage, Personal and Education, Vehicles etc.)

The following exposures are assessed individually:

Retail
- Stage 3 loans with current exposure above $100,000
- Properties in repossession proceedings

The appropriateness of groupings is monitored and reviewed on a periodic basis by the Credit Risk team.

Loss allowance

The loss allowance recognised in the period is impacted by a variety of factors, as described below:

- Transfers between Stage 1 and Stages 2 or 3 due to financial instruments experiencing significant increases (or decreases) of credit risk or becoming credit-impaired in the period, and the consequent "step up" (or "step down") between 12-month and Lifetime ECL;

- Additional allowances for new financial instruments recognised during the period, as well as releases for financial instruments de-recognised in the period;

- Impact on the measurement of ECL due to changes in PDs, EADs and LGDs in the period, arising from regular refreshing of inputs to models;

- Impacts on the measurement of ECL due to changes made to models and assumptions;

- Discount unwind within ECL due to the passage of time, as ECL is measured on a present value basis;

- Financial assets derecognised during the period and write-offs of allowances related to assets that were written off during the period.

4. Financial Risk Management cont'd

a) Credit risk cont'd
Expected Credit Loss (ECL) on loans to members are analysed

	Gross Amount $	ECL $	Net Amount $
Stage 1	469,846,033	5,037,520	464,808,513
Stage 2	8,358,824	4,213,345	4,145,479
Stage 3	55,780,710	30,361,271	25,419,439
As at December 31, 2023	533,985,567	39,612,136	494,373,431
As at December 31, 2022	456,770,621	34,943,889	421,826,732

Write-off policy
The Society writes off financial assets, in whole or in part, when it has exhausted all practical recovery efforts and has concluded there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include (i) ceasing enforcement activity and (ii) where the Society's recovery method is foreclosing on collateral and the value of the collateral is such that there is no reasonable expectation of recovering in full.

The Society may write-off financial assets that are still subject to enforcement activity. The Society still seeks to recover amounts it is legally owed in full, but which have been partially written off due to no reasonable expectation of full recovery.

Modification of financial assets
The Society sometimes modifies the terms of loans provided to members due to commercial renegotiations, or for distressed loans, with a view to maximising recovery. Such restructuring activities include extended payment term arrangements, payment holidays and payment forgiveness. Restructuring policies and practices are based on indicators or criteria which, in the judgement of management, indicate that payment will most likely continue. These policies are kept under continuous review. Restructuring is most commonly applied to term loans.

The risk of default of such assets after modification is assessed at the reporting date and compared with the risk under the original terms at initial recognition, when the modification is not substantial and so does not result in derecognition of the original asset. The Society monitors the subsequent performance of modified assets. The Society may determine that the credit risk has significantly improved after restructuring, so that the assets are moved from Stage 3 or Stage 2 (Lifetime ECL) to Stage 1 (12-month ECL).

This is only the case for assets which have performed in accordance with the new terms for six consecutive months or more.

The Society continues to monitor if there is a subsequent significant increase in credit risk in relation to such assets through the use of specific models for modified assets.

4. Financial Risk Management cont'd

b) Liquidity risk

Liquidity risk is the risk that arises when the maturity dates of assets and liabilities do not match. An unmatched position potentially enhances profitability, but can also increase the risk of losses.

The Society seeks to maintain sufficient available cash and committed credit lines and borrowing facilities to meet the demands of its members. To manage and reduce liquidity risk the Society's management actively seeks to match cash inflows with liability requirements.

Maturities of Financial Assets and Liabilities

	Up to 1 year $	1 to 5 years $	Over 5 years $	Total $
As at December 31, 2023				
Assets				
Cash and bank balances	52,022,670	-	-	52,022,670
Investments	76,284,093	67,974,374	14,825,641	159,084,108
Loans and advances to members (Gross)	25,285,651	87,786,663	420,913,253	533,985,567
Other Assets	17,963,741	2,547,594	1,073,687	21,585,022
Total Financial Assets	171,556,155	158,308,631	436,812,581	766,677,367
Liabilities				
Members' savings/ordinary deposits	486,237,167	-	-	486,237,167
Term deposits	56,429,362	77,448,049	-	133,877,411
MRA	980,604	14,591,234	30,923,804	46,495,642
Other liabilities	14,572,489	1,249,332	-	15,821,821
Accrued interest payable	1,401,688	1,923,785	-	3,325,473
Total Financial Liabilities	559,621,310	95,212,400	30,923,804	685,757,514
Liquidity gap	(388,065,155)	63,096,231	405,888,777	80,919,853
As at December 31, 2022				
Total financial assets	211,739,171	126,797,889	399,654,819	738,191,879
Total financial liabilities	535,661,725	96,607,447	32,804,326	665,073,498
Liquidity gap	(323,922,554)	30,190,442	366,850,493	73,118,381

4. Financial Risk Management cont'd

c) Market Risk

The Society is exposed to market risks on a daily basis. Investments have been diversified to reduce the impact of market risk.

d) Currency Risk

The Society's exposure to currency risk is minimal since the Society's assets and liabilities are held in the functional currency, which is the Eastern Caribbean Dollar. Management has issued strict guidelines to staff for processing foreign currency transactions.

e) Operational Risk

Operational risk is the risk of direct or indirect loss arising from a wide variety of causes associated with the Credit Union's processes, personnel, technology and infrastructure and from external factors other than credit, liquidity, market and currency risks such as those arising from legal and regulatory requirements and generally accepted standards of corporate behaviour.

The primary responsibility for the development and implementation of controls to address operational risk is assigned to the Board of Directors. This responsibility is supported by the development of overall Credit Union's standards for the management of operational risk.

5. Cash and Bank Balances

	2023 $	2022 $
Cash on hand	4,834,091	4,006,346
Current account	47,188,579	106,739,259
	52,022,670	110,745,605

6. Investment Securities

	2023 $	2022 $
Investment Securities measured at FVTPL (a)	11,657,260	6,657,260
Investment Securities measured at amortised cost (b)	146,715,690	149,750,928
Investment securities measured at FVOCI (c)	711,158	674,143
	159,084,108	157,082,331

6. Investment Securities Cont'd

Investment securities measured at FVTPL (a)	2023 $	2022 $
Equity shares	5,657,260	5,657,260
Preference shares	6,000,000	1,000,000
	11,657,260	6,657,260

Investment securities measured at amortised cost (b)

	2023 $	2022 $
Government treasury bills	11,965,052	11,965,052
Government bond	3,003,200	3,006,400
E.C. Home Mortgage bonds	8,500,000	8,500,000
Fixed deposits at banks and other institutions	100,707,775	105,147,904
Fund with brokers for investment	9,723,083	8,753,523
Statutory reserve deposit	20,559,478	20,120,947
	154,458,588	157,493,826
Provision for impairment	(7,742,898)	(7,742,898)
	146,715,690	149,750,928

Investment securities measured at FVOCI (c)

	2023 $	2022 $
Quoted shares	555,228	518,213
Unquoted shares	155,820	155,820
Unit Trust income fund	110	110
	711,158	674,143

Unrealized gains or losses on quoted shares reflect the difference between the fair valu through other comprehensive income (OCI) at cost and their fair value.

7. Originated Loans

The Society classifies its originated loans at amortised cost where both of the following criteria are met:

- the loan is held within a business model whose objective is to collect the contractual cash flows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

Originated loans at amortised cost include the following:

	2023 $	2022 $
(a) Loans and advances to Members		
Member Loans	515,394,603	439,768,224
Overdraft	1,840,532	1,932,766
Staff Advances and loans	16,750,432	15,069,631
	533,985,567	456,770,621
Less: Allowance for Expected Credit Losses	39,612,136	34,943,889
	494,373,431	421,826,732
Current portion	25,285,651	7,259,337
Non-current portion	508,699,916	449,511,284
Total loans	533,985,567	456,770,621

(b) Allowance for Expected Credit Losses

	2023 $	2022 $
Provision at beginning of year	34,943,889	32,863,655
Bad debts recovered	644,033	1,200,587
Bad debts Written Off	(464,712)	(447,612)
	35,123,210	33,616,630
Expected credit loss	4,488,926	1,327,259
Closing Allowance for Expected Credit Losses	39,612,136	34,943,889

(c) Originated Loans - Sectoral Analysis	2023 $	2022 $
Personal	108,123,193	97,497,927
Mortgage	366,266,677	299,848,921
Vehicle	14,762,718	14,587,008
Land	24,100,910	23,429,950
Business	15,479,959	15,977,663
Other Loans (Litigated)	5,252,110	5,429,152
	533,985,567	456,770,621

8. Other Assets

	2023 $	2022 $
Interest receivable on investments	2,853,524	2,248,852
Inventory of stationery/office Supplies	787,373	997,953
Prepayments	461,858	431,931
Deferred expenses	2,919,086	656,029
Loans receivable interest	7,513,885	4,443,055
Financial Instruments Issued	-	480,000
Debtors	7,444,806	4,843,326
Staff pension receivable	1,072,127	536,240
Receivable staff education	58,203	58,203
Clearing Accounts	2,640,917	469,955
Other Receivables	1,560	1,060
	25,753,339	15,166,604
Less: Expected Credit Losses	1,072,127	443,032
	24,681,212	14,723,572

9. Leasehold Improvements

	2023 $	2022 $
Balance beginning of the year	2,985	5,927
Additions	-	-
Amortised during the year	(2,684)	(2,942)
	301	2,985

NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2023

10. Property, Plant and Equipment

	Land	Building	Furniture & Equipment	Computer Systems	Motor Vehicle	ATM	Legal Library	TOTAL
COST								
Balance - December 31, 2021	3,782,060	34,292,559	8,840,841	10,630,351	732,300	3,933,891	19,525	62,231,527
Additions	-	724,945	772,266	246,809	145,000	59,871	-	1,948,891
Disposal	-	-	(1,138)	-	(404,300)	-	-	(405,438)
Balance - December 31, 2022	3,782,060	35,017,504	9,611,969	10,877,160	473,000	3,993,762	19,525	63,774,980
Additions	-	34,372	476,380	60,768	187,000	41,390	-	799,910
Revaluation	797,200	1,506,415	-	-	-	-	-	2,303,615
Adjustment	676,000	(676,000)	-	-	-	-		-
Disposal	-	-	(2,951)	-	(180,000)	-	-	(182,951)
Balance – December 31, 2023	5,255,260	35,882,291	10,085,398	10,937,928	480,000	4,035,152	19,525	66,695,554
ACCUMULATED DEPRECIATION								
Balance - December 31, 2021	-	4,313,004	7,321,467	10,083,978	654,920	3,445,130	19,525	25,838,024
Charge for the period		702,945	539,346	527,015	60,167	156,234	-	1,985,707
Eliminated on disposal	-	-	(1,062)	-	(404,300)	-	-	(405,362)
Adjustment	-	141,786	80,749	40,690	5,380	(31,338)	-	237,267
Balance - December 31, 2022	-	5,157,735	7,940,500	10,651,683	316,167	3,570,026	19,525	27,655,636
Eliminated on disposal	-	-	(2,951)	-	(162,000)	-	-	(164,951)
Adjustments	-	131,388	(74)	-	-	-	-	131,314
Charge for the period	-	761,863	595,250	220,905	59,467	63,596	-	1,701,081
Balance - December 31, 2023	-	6,050,986	8,532,725	10,872,588	213,634	3,633,622	19,525	29,323,080
Net Book Value								
December 31, 2022	3,782,060	29,859,769	1,671,469	225,477	156,833	423,736	-	36,119,344
December 31, 2023	5,255,260	29,831,305	1,552,673	65,340	266,366	401,530	-	37,372,474

11. Members Savings/Ordinary Deposits

Members' Savings formerly called "members shares" are now recorded as a liability in accordance with International Financial Reporting Standards (IFRS). According to Section 129 of the Co-operative Societies Act No.2 of 2011, the Credit Union may distribute by way of dividend or bonus amongst its members in proportion to their business with the Society at such rate as may be prescribed by its bye-laws. Members' savings and ordinary deposits subject to special terms and conditions are due on demand.

	2023 $	2022 $
Members' savings/ordinary deposits – interest rate 2%	486,237,167	468,686,850

12. Term Deposits

	2023 $	2022 $
Interest bearing fixed deposit at rates in range 1.75% to 3%	133,877,411	136,614,945

13. Accounts Payable and Provisions

	2023 $	2022 $
Accounts payable and Provisions	14,319,857	10,648,576
Accrued staff gratuity	1,450,964	1,533,796
Audit	51,000	52,224
	15,821,821	12,234,596

14. Member Retirement Account

The Credit Union operates two (2) retirement savings plan for the benefit of its members. Under the MRA and MRA Gold, enjoy a rate of interest higher than the normal deposit interest rate on condition that the savings are not with-drawn before the member has reached the retirement age. Currently members' savings are limited to EC$1,000 per month to a maximum of $12,000 in any calendar year. As at year end, the rate offered to members was 4% per annum.

	2023 $	2022 $
	46,495,642	44,709,864

15. Accrued Interest Payable

	2023 $	2022 $
Accrued interest payable	3,325,473	3,297,198

16. Share Capital

	2023 $	2022 $
Issued and fully paid 133,929 shares at December 31, 2023 of $50 (par value) per share		
Balance - beginning of year	6,696,450	6,416,026
Issued during the year	499,658	280,424
	7,196,108	6,696,450

The liability of each member is limited to the paid up shares.

Shares may with the consent of the Board, but not otherwise, be transfers from one member to another. Such transfers shall be in writing in such form as the Registrar may approve and shall be subject to payment by the transferee of such fee for each transfer as the Board of Directors may prescribe. The Board may, in its absolute discretion, purchase shares from a member in case of hardship.

17. Statutory Reserve

The Co-operative Societies Act stipulates that a Society shall credit no less than 20% of its net surplus to a reserve fund; and such Reserve Fund, may subject to the approval of the Commissioner, be used in the business of the Society, for the purposes of an exceptional nature, including unforeseen losses, unexpected shortfalls in liquid cash, capital retention, repair and maintenance and the avoidance of external borrowing.

Movements during the year were as follows:	2023 $	2022 $
Balance - beginning of year	23,005,955	22,060,588
Add: Entrance Fee	12,220	13,330
Appropriation from surplus	970,322	932,037
	23,988,497	23,005,955

18. Education Fund

This represents funds appropriated from surplus for members' education.

	2023 $	2022 $
Balance - beginning of year	303,032	323,246
Less: disbursements	(21,499)	(20,214)
Appropriation from surplus	-	-
	281,533	303,032

This represents funds appropriated from surplus for member education.

19. Loan protection fund

This fund represents amounts set aside by the Society to cover that portion of members' loan not covered under the CORP-EFF Insurance Company Limited Scheme up to $100,000.

	2023 $	2022 $
Balance - Beginning of period	590,873	626,754
Disbursements	(72,997)	(159,256)
Appropriation from surplus	169,000	123,375
	686,876	590,873

20. Capital Contribution

	2023 $	2022 $
This represents: Members' contribution (a) and Credit balance on amalgamation of 7 Credit Unions (b)	4,797,344	4,797,344

(a) Members' contributions to the construction cost of the Society's office building on Independence Street, Roseau

(b) Five Credit Unions namely Roseau, La Salette, St. David, St. Paul and Vielle Case amalgamated in accordance with the Co-operative Societies Act to form the National Co-operative Credit Union Limited (NCCU). The assets and liabilities of the five (5) former Credit Unions were vested in the NCCU in accordance with the Co-operative Societies Act as of November 1, 2010. In 2016 and 2017 respectively, the assets and liabilities of the Caste Bruce and South East Credit Union were transferred to the NCCU. The resulting credit balance on amalgamation of the seven Credit Unions is accounted for under Members' Equity as capital contribution.

21. Revaluation Surplus

This represents the surplus on valuation over cost of the Society's land and building following valuations carried out in December 2012 and in May 2023 by Mckenzie Architect and Construction Services Incorporated. The valuations were accepted by the Board of Directors. The Excess of the revalued amount over cost is included under Revaluation Surplus as follows:

	2023 $	2022 $
Surplus on revaluations carried out as at December 2012	8,634,580	8,634,580
Surplus on May 2023 revaluation	2,303,615	-
	10,938,195	8,634,580

22. Development Fund

Section 126 of the Co-operative Societies Act No.2 of 2011, states that every Society shall establish and maintain a Development Fund. Every Society that realises a surplus from its operations as ascertained by the annual audit shall make such annual contribution, not exceeding ten percent of that surplus, and the Co-operative Society shall use the funds for strengthening the capacity and growth of Co-operative Societies and for human development.

	2023 $	2022 $
Balance beginning of year	281,487	234,885
Disbursements	-	-
Appropriation from surplus	48,516	46,602
	330,003	281,487

23. Net Interest and Investment income

Interest Income	**2023 $**	**2022 $**
Income from Loans	36,476,138	31,355,326
Income from Investments	1,218,398	1,036,863
Interest on Fixed Deposits	3,414,637	3,806,923
	41,109,173	36,199,112
Interest expense	**2023 $**	**2022 $**
Interest on term deposits	2,895,684	2,988,597
Interest on members Savings	8,895,170	8,278,772
Interest on MRA	1,774,005	1,702,482
Interest on Christmas clubs	17,343	16,764
	13,582,202	12,986,615
Net interest and investment income	**27,526,971**	**23,212,497**

24. Other Income

	2023 $	2022 $
Rent	16,223	48,280
Cheque Book fees	112,013	105,281
Sale of rule and pass book	25,575	26,170
Professional services	1,068,663	642,140
Sundry Services Charge	176,025	152,741
Commissions	73,147	111,488
Other fees	1,078,454	128,046
	2,550,100	**1,214,146**

25. Operating Cost

	2023 $	2022 $
Personnel expenses (See note 26)	9,885,260	9,146,549
Governance	369,668	208,478
Corp-EFF Insurance	1,582,449	1,210,971
Annual General Meeting	102,931	63,490
Scholarship	93,683	68,336
Overseas Travel and conferences	155,333	133,693
Computer services and expenses	1,028,490	981,845
Stationery and office supplies	368,115	228,490
Fraternity expenses	267,547	239,398
Audit Fee	51,000	52,224
Occupancy expenses	1,056,918	1,196,632
Insurance Building and content	449,080	429,386
General expenses (See note 28)	3,622,294	2,491,058
	19,032,768	**16,450,550**

26. Personnel Expenses

	2023 $	2022 $
Salaries, staff benefits & allowances	8,802,135	8,145,673
Social Security	543,369	499,584
Uniforms allowances and transportation	539,756	501,292
	9,885,260	**9,146,549**

27. Key Management Compensation

	2023 $	2022 $
Salaries and Allowance	1,925,307	1,955,753
Gratuity	381,557	406,324
	2,306,864	**2,362,077**

28. General Expenses

	2023 $	2022 $
Security services	213,633	215,715
Postage	2,568	7,321
Advertising, publicity and promotions/dues	628,037	382,601
4cs expenses	422,780	433,315
Donations	193,903	102,789
ATM services and expenses	489,465	566,936
Entertainment	206,475	79,812
Maintenance of fixed assets	475,841	240,462
Bank charges	396,417	331,626
Other	593,175	130,481
	3,622,294	**2,491,058**

29. Related Party Transactions

Parties are considered to be related if one party had the ability to control the other party or exercise significant influence over the other party by making financial and operational decisions.

As at the year end, related party transactions/balances were as follows:

	2023 $	2022 $
Loans		
Directors & Volunteers	3,800,668	5,202,428
Key Management Staff	4,403,055	3,954,001
TOTAL LOANS	8,203,723	9,156,429
Deposits		
Directors & Volunteers	2,111,081	2,733,032
Key Management Staff	2,844,068	3,894,195
TOTAL DEPOSITS	4,955,149	6,627,227

All financial assets and liabilities are carried at fair value.

31. Contingent Liabilities / Commitments

(a) Loans and advances committed but not yet drawn down at the balances sheet date totalled $16,207,529.65 in 2023 (2022: $10,103,145).

(b) Lease commitment for office rent is $52,500 (2022: $45,000).

(c) Legal:
The Society has matters before the Courts for determination and has estimated contingent liabilities of $985,000.

(d) Capital Commitment
The Society is committed to the construction of the La Salette building.

THE NCCU FAMILY

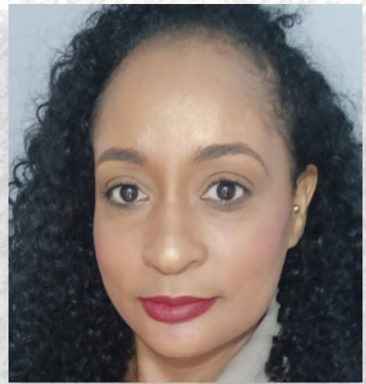
South East Branch - La Plaine Office

South East Branch - St. Davids Office

South East Branch - Castle Bruce Office

CREDIT COMMITTEE

Ms. Keturah Deschamps
Chairperson



Ms. Ayisha Challenger
Secretary

Mr. George Maxwell
Member

Ms. Noala Blanc
Member

Mr. Julian L. Benjamin
Member

Mr. Andre Cadette
Member

Ms. Renita Charles
Member

Mr. Cecil Joseph
Member

Ms. Sherika Winston
Member [Resigned 4th September 2023]

Mr. Dorian Harris
Member

Mr. Jefferson Durand
Member

Mr. David Maximea
Member

Mrs. Leandra Savarin
Member

Credit Committee's Report

FOR THE YEAR ENDED DECEMBER 31, 2023

In keeping with the Co-operative Societies Act No. 2 of 2011 and the By-laws of the National Co-operative Credit Union (NCCU) Ltd., the Credit Committee is immensely pleased to present the annual report for the year ending December 31, 2023.

MEETINGS

The Credit Committee comprises thirteen (13) members.

Table 1 below summarizes the various meetings scheduled and attended by the Committee Members during the period under review.

Table 1 – Meetings attended by Committee Members Jan. – Dec 2023

Names	No. of Meeting Scheduled Jan to Dec. 31, 2023	No of Scheduled Meetings Cancelled Jan to Dec. 31, 2023	No. of Meetings Attended * Jan to Dec. 31, 2023	No. of Meetings Attended on Behalf of another Committee Member
Ms. Keturah Deschamps	22	05	22	05
Ms. Ayisha Challenger	42	09	43	10
Mr. George Maxwell	42	06	47	11
Ms. Renita Charles	43	10	38	05
Mr. Cecil Joseph	39	02	27	00
Mr. Andre Cadette	40	08	31	01
Mr. Julian Lloyd Benjamin	40	03	43	06
Mr. Dorian Harris	44	05	44	05
Mr. Jefferson Durand	40	04	38	02
Mr. David Maximea	22	05	17	00
Ms. Noala Blanc	23	04	20	01
Mrs. Leandra D. Savarin	23	01	20	02
Ms. Sherika Winston *[Resigned effective Sept. 4, 2023]*	25	03	31	09
Jan. 2023 up to AGM – June 27, 2023				
Ms. Natasha Nation	16	00	18	02
Ms. Isabella Prentice	20	02	21	03
Mr. Joseph Pinard *[Absent: Dec. 15, 2022 to Jun. 27, 2023]*	15	00	00	00

*** Includes meetings attended on behalf of a Committee member who was excused.***

The Committee's bi-weekly meetings were held on Tuesdays and Thursdays. Five (5) members are required per meeting to review and deliberate on loans, and they met regularly. Members were assigned to various subcommittees of the institution namely: Delinquency Management and Control, Scholarship, Building, Strategic Planning, Member Education, Entertainment and ALCO. These contributed to the strategic objectives of the NCCU. Joint Committee Meetings were also attended.

OVERVIEW

Regardless of the rigorous competition faced from other financial institutions, coupled with the persistent economic challenges faced in Dominica currently, the NCCU remains resolute. We continue to devise and implement new initiatives geared towards our rebranding efforts, to guarantee that we remain as your Community Financial Partner.

Nonetheless, through the loyalty and unwavering commitment of our invaluable members, we can report a remarkable performance for the year in review. The rebranding process accentuated innovation, originality, and creative thinking with new loan products and services which were carefully crafted to suit the needs of our members. This resulted in a significant increase in loan applications, especially mortgages which saw a **117.96%** increase in applications and a **123.47%** increase in approvals of the same during the period under review. Additionally, critical changes were made to the requirements for processing loans which ensured maximum access, flexibility and affordability for all members. These changes included decreased savings requirement, reduction in interest rates and extended terms, among others.

LOANS (analysis)

During the review period, the total number of loans approved was **8,256** as compared to **6,649** in 2022, which represents a **24.17%** increase overall. The year 2023 was exceptional for the Society and a manifestation of dedicated work, increased focus on member service and experience, and a return to community outreach and partnerships. The loans requested reflected what the market demanded and the NCCU effectively obliged.

The areas of major growth, in the number of applications approved, were: Building & Construction **54.12%** (from **284** to **619**), Always Secure & Always Prompt (ASAP) **8.89%** (from **1,630** to **1,789**), Mortgage Blast 2.0 **63.59%** (from **217** to **355**) and Debt Consolidation **30.93%** (from **514** to **673**).

Table 2: No. of Loans Approved – 2023 and 2022

NO. OF LOANS APPROVED			
2023	2022	VARIANCE	
Vol.	Vol.	Vol.	%
8,256	6,649	1,607	24.17

Table 3: Value of Loans Approved – 2023 and 2022

VALUE OF LOANS APPROVED			
2023	2022	VARIANCE	
$	$	$	%
166,471,581.57	100,616,958.68	65,854,622.89	65

The top five (5) loans approved for the fiscal year 2023 as are presented at Table 4 below.

Table 4: Top 5 Most Approved loans (Vol.) – 2023 vs. 2022

	2023		2022			
	NO. OF LOANS APPROVED	VALUE OF LOANS APPROVED	NO. OF LOANS APPROVED	VALUE OF LOANS APPROVED	VARIANCE	
LOAN CATEGORY	#	$	#	$	#	$
Building Construction & Purchase	619	95,205,700.67	284	42,603,633.45	335	52,602,067.22
Get it Now Seasonal	2226	1,481,157.10	-	-	-	-
Always Secure Always Prompt (ASAP)	1693	12,499,947.89	1630	17,524,735.59	63	5,024,787.70
Mortgage Blast	355	10,964,854.66	217	7,325,117.69	138	3,639,736.97
Debt Consolidation	673	6,859,924.64	514	4,488,390.38	159	2,371,534.26
Total	**5566**	**127,011,584.96**	**2645**	**$71,941,877.11**	**695**	**55,069,707.85**

Fig. 1: Top five (5) Most Approved Loans (#) - 2023 v 2022

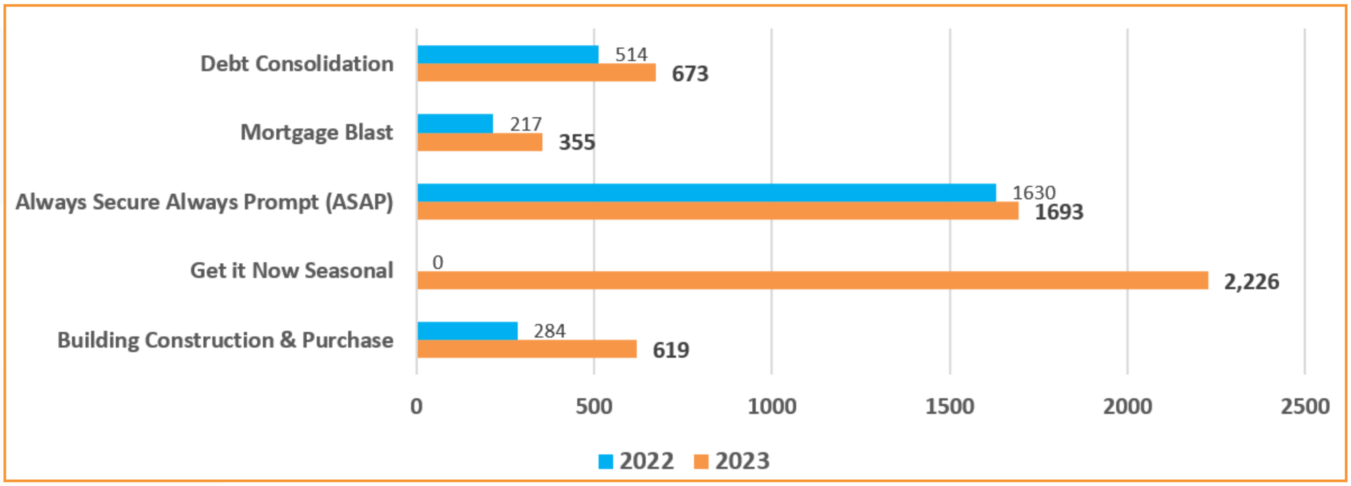
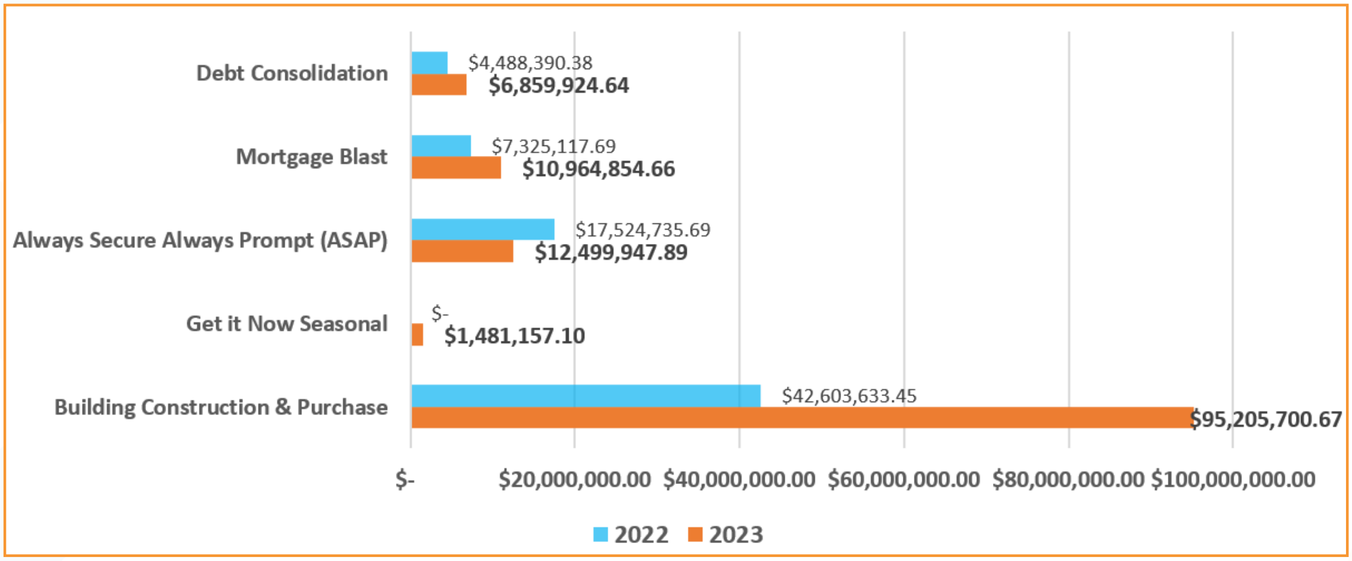


Fig. 1.2: Top 5 Most Approved Loans ($) - 2023 v 2022



The Get It Now seasonal loans, which are a group of quick, short-term products introduced in late 2022 performed remarkably and beyond expectations and yielded **2,226** loans.

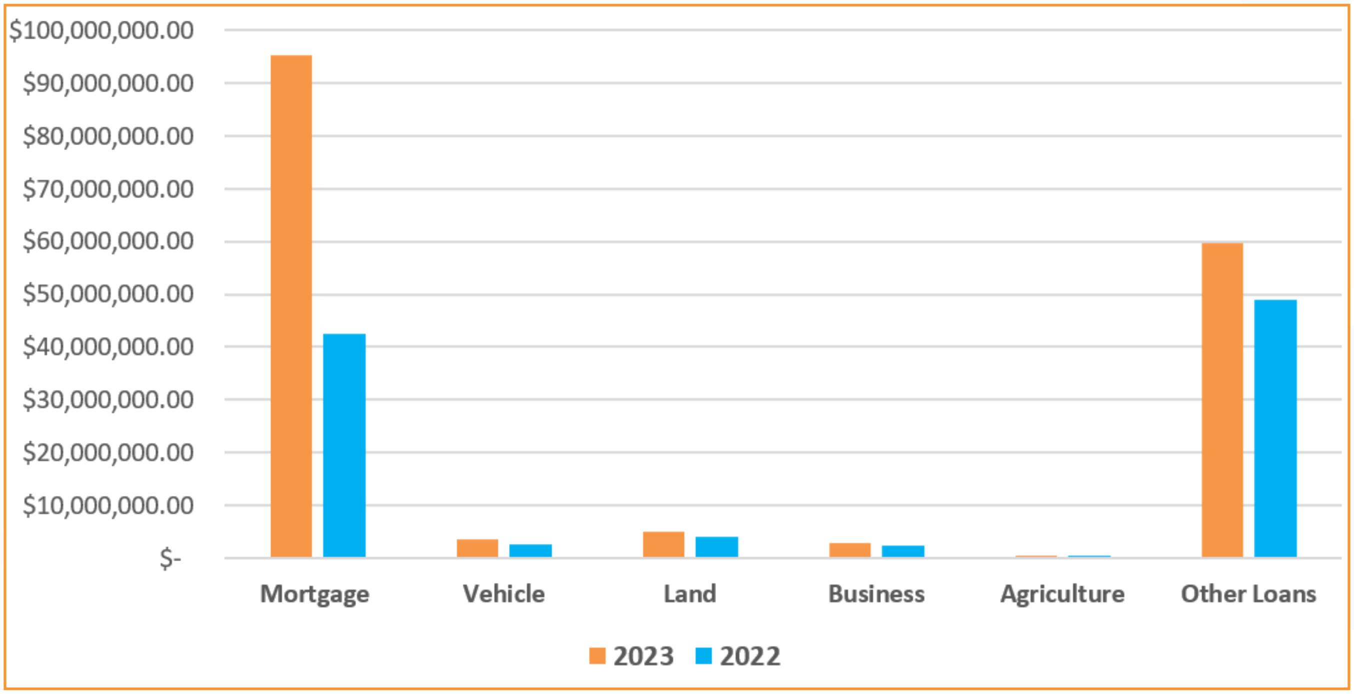
Together, these loan categories had approvals valued at **$127,011,585** and effectively contributed to the unprecedented increase in our total loan portfolio, which now stands at **$533,985,567**.

The NCCU continues to diversify its loan portfolio and offers a balance, consisting of short, medium and long term loans to its membership. During the review period, the NCCU welcomed an activity in nearly all loan categories which resulted in total loan approval of **$166,471,582** which was an increase of over **65%** or **$100,616,957** in 2022.

Table 5: Loans Approved by Sector 2023 & 2022

LOAN CATEGORY	2023	2022	VARIANCE	
	$	$	$	%
Mortgage	95,205,701	42,603,633	52,602,068	123
Vehicle	3,504,909	2,572,809	932,100	36
Land	4,967,759	3,932,304	1,035,455	26
Business	2,963,607	2,448,373	515,234	21
Agriculture	21,500	61,800	40,300	65
Other Loans	59,808,106	48,998,037	10,810,069	22
Total	**$166,471,582**	**$100,616,957**	**$65,854,625**	**65**

Fig.2: Loans Approved by Sector 2023 & 2022



The NCCU loans portfolio at the end of 2023 was **$533,985,567** as compared to **$456,770,621** at the end of 2022 an increase of **$77,214,946** or **17%**.

Table 6 - Loans Portfolio as at Dec. 31, 2023 & Dec. 31, 2022

LOANS PORTFOLIO			
2023	2022	VARIANCE	
$	$	$	%
533,985,567	456,770,621	77,214,946	17

Fig. 3: Loans Portfolio as at Dec. 31, 2023 & Dec. 31, 2022

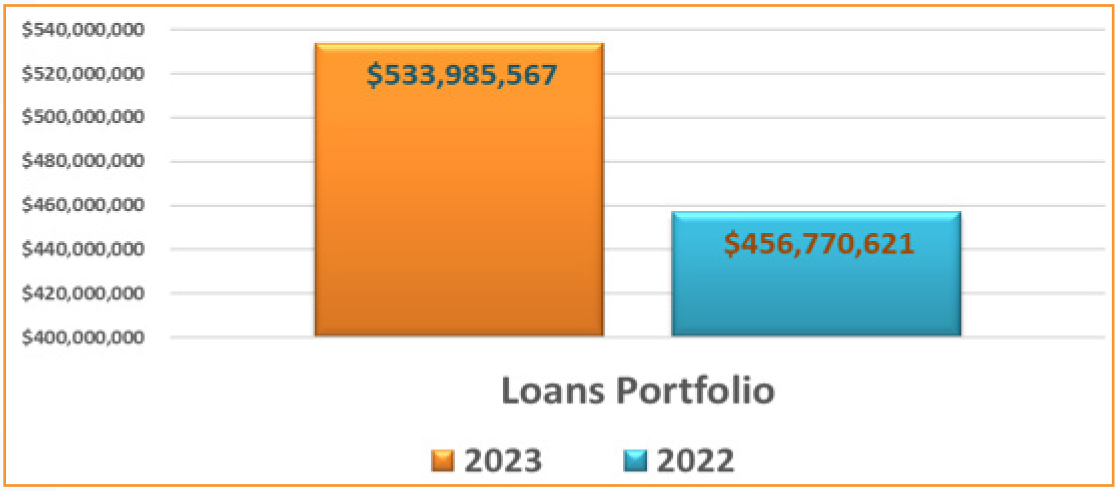
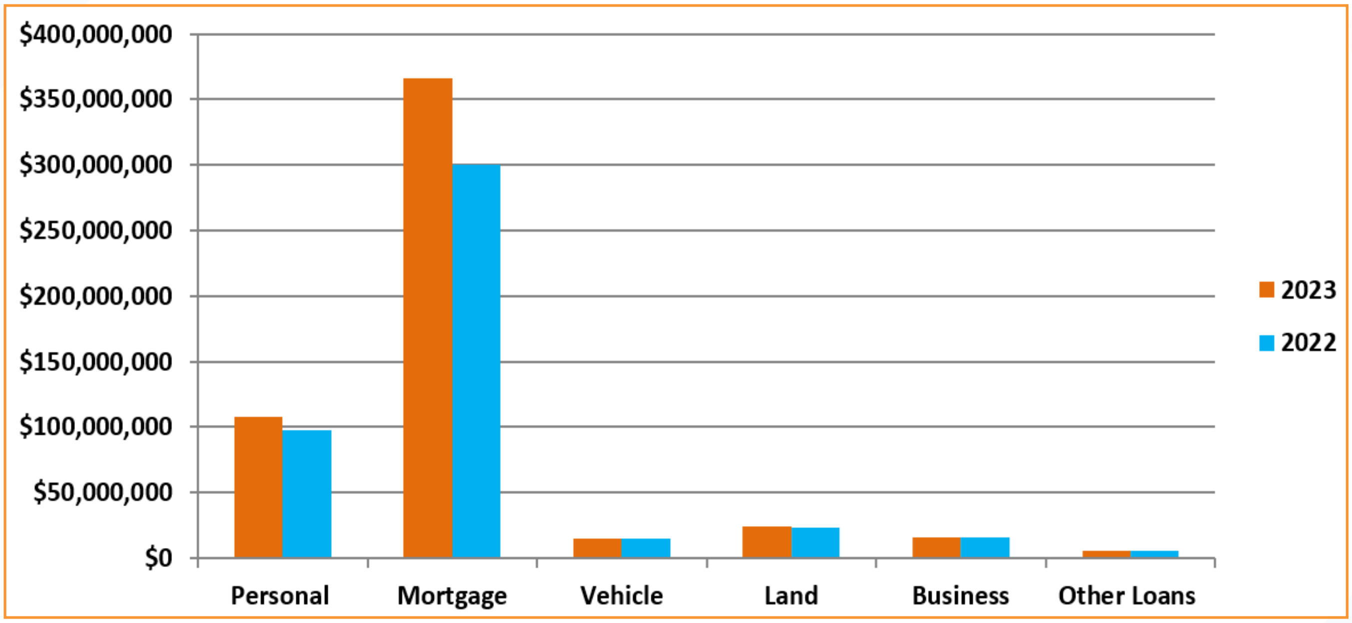


Table 7: Loans Portfolio by Category for the Year Ended Dec. 31, 2023 vs. 2022

LOAN CATEGORY	2023	2022	VARIANCE	
	$	$	$	%
Personal	108,123,193	97,497,927	10,625,266	11
Mortgage	366,266,677	299,848,921	66,417,756	22
Vehicle	14,762,718	14,587,008	175,710	1
Land	24,100,910	23,429,950	670,960	3
Business	15,479,959	15,977,663	497,704	3
Other Loans	5,252,110	5,429,152	177,042	3
Total	**533,985,567**	**456,770,621**	**77,214,946**	**17**

Fig 4.: Loans Portfolio by Category for the Year Ended Dec. 31, 2023 vs. 2022



Members have utilized the services of the Credit Union to protect and preserve their savings as well as to procure loans that aided the development of small business and agriculture among others.

Notable was the significant growth in the Mortgage Loans portfolio from **$299,848,921** in 2022 to **$366,266,677** in 2023, an increase of **$66,417,756** or **22%**.

Vehicle Loans reflected positive growth of only **1%** from **$14,587,008** in 2022 to **$14,762,718** in 2023. As a result, a new and improved vehicle loan product, with attractive terms and conditions, has been proposed which is expected to reflect an increased growth rate by the next financial year.

The Society continues to see a decline in Agricultural Loans from **$61,800** in 2022 to **$21,500** in 2023.

The NCCU acknowledges the importance of the business sector; however, significant growth was not reflected in the Business Loans for the review period. As a result, we have enhanced the Business Development Unit with an additional qualified staff.

The Business Development Unit is focused on capacity building, providing counselling and training for business owners, through workshops and community outreaches. Members are trained to:

- Set targets.
- Maintain accurate financial records - An income and Expenditure book has been created to assist members in this regard.

Members are also provided with:

- Guidance to ensure timely loan payments.
- Advice on suitable business for a particular area.

DELINQUENCY

Delinquent loans are a constant concern for the Society. While some level of loan delinquency will be factored in our operations, if it becomes too exorbitant, the institution can be impacted negatively to include increased collection costs and reputational risk.

The delinquency rate as at December 31, 2023 was **11.91%** as compared to **13.42%** reported for the previous year. During the year, the Society continued its strategic approach to tackle delinquency which included further strengthening of the One Collections Unit.

The objectives of the Unit are to:

- Generate income directly and indirectly through sale and disposal of chattel.
- Ensure that short- and medium-term loans are updated and regularized in a timely manner.
- Ensure that extremely bad / dead loans are managed (charged-off) or removed completely from the books, to make more resources available for further lending.
- Actively monitor and report on the delinquency rate and portfolio fluctuations, averting crisis in our loan system.

The NCCU continues to effectively manage delinquency since its main income stream are loan interest payments. It is the Committee's co-operative responsibility to ensure that all loan requests are duly reviewed and considered.

Financial prudence and effective member counselling are tantamount to achieving the Society's goal to reduce delinquency below 10%.

OVERSIGHT RESPONSIBILITY

In performing its oversight responsibility, the Committee visited six (6) Branches during the annual outreach activity; namely, St. Paul, La Salette, Castle Bruce, South East, Vieille Case and St. David. Critical information was obtained, in the form of concerns, issues and recommendations from every branch as it relates to loan processes.

This exercise is geared towards the improvement and enhancement of our loans. All findings were submitted to the Board of Directors and the Supervisory and Compliance Committee for review and action.

Members are reminded that in case of loan disapproval, they have the right to request an audience with the Credit Committee.

REPRESENTATION

Members of the Committee participated in various training opportunities organized by the NCCU and Dominica Co-operative Societies League (DCSL). They are as follows:

- DCSL Co-operative Governance Course in February 2023.
- Caribbean Development Education Program (CaribDE) in St. Lucia attended by one (1) member in May 2023 and by one (1) member in September 2023 in St. Kitts.
- Caribbean Confederation of Credit Unions (CCCU) Annual Convention in Puerto Rico attended by one (1) member in June 2023.
- In September 2023: in-house training on Roles and Responsibilities of the Credit Committee. Highlights of the Society's Strategic Plans and Rebranding Project. Loan Underwriting, Delinquency Management, and the Financial Position of the institution.
- OECS Summit in Grenada attended by two (2) members in October 2023.
- DCSL Anti-Money Laundering/CFT Training in December 2023.

Community Outreach

Community outreach is an integral component of any organization and the NCCU is no exception. Primarily, it enables organizations to engage with their local communities, discover their needs and collaborate to address them.

In December 2023, the Credit Committee embarked on a drive to donate food items, clothing, sanitary items and other domestic supplies to the CHANCES Juvenile Centre at Jimmit.

This was a combination of Committee members' personal funds and the willing assistance of NCCU. In the spirit of Christmas and most of all, to reach out and give back to the community, this institution was selected.

Our mission was to extend cheer and happiness to the Home, and to give residents the reassurance that regardless of unfortunate circumstances, there is always hope and love.

RECOMMENDATIONS

It is extremely critical during these times of economic challenges for members to exercise more prudent tactics when conducting their financial affairs. Members are advised to remain within their financial limitations, thereby reducing high indebtedness and delinquency.

Mortgagors specifically, are guided to adhere strictly to loan agreements signed and permission received from the Physical Planning Division. Deviations from approved building plans are not in the interest of the members or the institution.

Members are advised to utilize the best loan products catered to them while examining prudence and affordability. All are encouraged to purchase additional shares which will increase Member Share Capital and contribute to the expansion of the institution.

Prospective Committee members are advised to sensitize themselves on the roles and responsibilities of an effective volunteer to ensure continued viability and growth of the NCCU.

CONCLUSION

The Credit Committee expresses sincere gratitude you the members for your loyalty and commitment by ensuring that the NCCU remains our Community Financial Partner. The growth and sustainability of the institution depends on all members.

We thank the Board of Directors, Supervisory and Compliance Committee, Management and Staff for their dedication throughout the year. As a team, we can all succeed in remaining the premier financial institution in Dominica.

May the Almighty Father continue to bless our NCCU.

Keturah Deschamps (Ms.)
Chairperson
Credit Committee

Summary of Loans Approved by the Credit Committee and Manager

FOR THE YEAR ENDED DECEMBER 31, 2023 and 2022

LOAN CATEGORIES	LOANS APPROVED IN 2023						LOANS APPROVED IN 2022							
	BY THE MANAGER ON BEHALF OF THE CREDIT COMMITTEE		DIRECTLY BY THE CREDIT COMMITTEE		TOTAL APPROVED BY THE CREDIT COMMITTEE		BY THE MANAGER ON BEHALF OF THE CREDIT COMMITTEE		DIRECTLY BY THE CREDIT COMMITTEE		TOTAL APPROVED BY THE CREDIT COMMITTEE		COMPARATIVE INCREASE/DECREASE OVER 2022	
	NO.	AMOUNT	NO.	AMOUNT	NO.	AMOUNT	NO.	AMOUNT	NO.	AMOUNT	NO.	AMOUNT	AMOUNT	%
BUILDING CONSTRUCTION & PURCHASE	87	$ 1,535,094.83	532	$ 93,670,605.84	619	$ 95,205,700.67	67	$ 829,620.25	217	$ 41,774,013.20	284	$ 42,603,633.45	$ 52,602,067.22	123%
LAND	54	$ 2,846,252.14	9	$ 2,121,506.54	63	$ 4,967,758.68	36	$ 1,551,159.79	22	$ 2,381,144.81	58	$ 3,932,304.60	$ 1,035,454.08	26%
DEBT CONSOLIDATION HR/CC	159	$ 1,062,888.09	5	$ 132,503.14	164	$ 1,195,391.23	132	$ 750,117.67	8	$ 44,184.70	140	$ 794,302.37	$ 401,088.86	50%
DEBT CONSOLIDATION	655	$ 6,318,119.83	18	$ 541,804.81	673	$ 6,859,924.64	486	$ 3,691,998.69	28	$ 796,391.69	514	$ 4,488,390.38	$ 2,371,534.26	53%
BUSINESS	85	$ 1,079,043.40	17	$ 1,884,563.75	102	$ 2,963,607.15	84	$ 968,753.53	14	$ 1,479,620.00	98	$ 2,448,373.53	$ 515,233.62	21%
EQUIPMENT	10	$ 275,667.10	4	$ 524,022.70	14	$ 799,689.80	4	$ 48,242.98	0	$ -	4	$ 48,242.98	$ 751,446.82	1558%
TRAVEL	27	$ 313,108.73	3	$ 135,190.00	30	$ 448,298.73	36	$ 267,049.88	3	$ 28,200.00	39	$ 295,249.88	$ 153,048.85	52%
OVERDRAFT	12	$ 319,670.85	4	$ 235,000.00	16	$ 554,670.85	25	$ 677,827.76	3	$ 65,000.00	28	$ 742,827.76	$ (188,156.91)	-25%
MORTGAGE BLAST 2.0	69	$ 884,157.11	286	$ 10,080,697.55	355	$ 10,964,854.66	33	$ 523,577.12	184	$ 6,801,540.57	217	$ 7,325,117.69	$ 3,639,736.97	0%
MOTOR VEHICLE - PRIVATE	173	$ 3,128,435.53	8	$ 376,473.46	181	$ 3,504,908.99	163	$ 2,098,128.01	13	$ 474,681.40	176	$ 2,572,809.41	$ 932,099.58	36%
HOUSE HOLD GOODS	37	$ 326,399.63	0	$ -	37	$ 326,399.63	41	$ 283,354.57	1	$ 10,000.00	42	$ 293,354.57	$ 33,045.06	11%
DWELLING HOUSE REPAIR	85	$ 1,008,073.50	3	$ 519,642.26	88	$ 1,527,715.76	99	$ 1,049,191.97	6	$ 101,813.22	105	$ 1,151,005.19	$ 376,710.57	33%
EDUCATION	47	$ 694,124.66	5	$ 210,537.39	52	$ 904,662.05	44	$ 419,603.35	7	$ 255,887.95	51	$ 675,491.30	$ 229,170.75	34%
AGRICULTURAL EXPENSES	3	$ 21,500.75	0	$ -	3	$ 21,500.75	1	$ 29,800.00	2	$ 32,000.00	3	$ 61,800.00	$ (40,299.25)	-65%
DOMESTIC	524	$ 1,823,193.28	0	$ -	524	$ 1,823,193.28	587	$ 2,045,853.40	2	$ 15,000.00	589	$ 2,060,853.40	$ (237,660.12)	-12%
MOTOR VEHICLE EXPENSES	29	$ 225,349.94	3	$ 14,000.00	32	$ 239,349.94	81	$ 422,381.29	2	$ 121,079.97	83	$ 543,461.26	$ (304,111.32)	-56%
LEGAL EXPENSES	12	$ 123,054.82	1	$ 34,197.96	13	$ 157,252.78	9	$ 66,281.79	0	$ -	9	$ 66,281.79	$ 90,970.99	137%
LEARN WHILE U EARN	20	$ 246,099.60	0	$ -	20	$ 246,099.60	29	$ 234,422.92	0	$ -	29	$ 234,422.92	$ 11,676.68	5%
MEDICAL	29	$ 497,197.13	0	$ -	29	$ 497,197.13	24	$ 278,831.49	1	$ 14,000.00	25	$ 292,831.49	$ 204,365.64	70%
LINE OF CREDIT	25	$ 159,666.26	1	$ 3,500.00	26	$ 163,166.26	52	$ 266,039.84	0	$ -	52	$ 266,039.84	$ (102,873.58)	-39%
NOW 4 NOW	272	$ 631,885.82	0	$ -	272	$ 631,885.82	1385	$ 7,697,598.65	1	$ 10,000.00	1386	$ 7,707,598.65	$ (7,075,712.83)	-92%
ALWAYS SECURE ALWAYS PROMPT	1783	$ 13,618,734.67	6	$ 46,100.00	1789	$ 13,664,834.67	1623	$ 17,323,235.59	7	$ 201,500.00	1630	$ 17,524,735.59	$ (3,859,900.92)	-22%
ALTERNATE ENERGY LOAN	1	$ 10,000.00	1	$ 16,000.00	2	$ 26,000.00	0	$ -	0	$ -	0	$ -	$ 26,000.00	#DIV/0!
GET IT NOW SEASONAL PROMOTION	2226	$ 13,481,157.10	0	$ -	2226	$ 13,481,157.10	0	$ -	0	$ -	0	$ -	$ 13,481,157.10	#DIV/0!
SAVINGS/DEPOSIT LOANS @ 5.99%	921	$ 5,108,076.48	1	$ 22,200.00	922	$ 5,130,276.48	1079	$ 4,402,122.81	4	$ 76,595.00	1083	$ 4,478,717.81	$ 651,558.67	15%
HURRICANE MARIA RELIEF LOAN	3	$ 10,259.92	0	$ -	3	$ 10,259.92	3	$ 7,588.60	1	$ 1,524.22	4	$ 9,112.82	$ 1,147.10	13%
BEYOND THE MORTGAGE	0	$ -	1	$ 155,825.00	1	$ 155,825.00	0	$ -	0	$ -	0	$ -	$ 155,825.00	#DIV/0!
TOTAL	7348	$ 55,747,211.17	908	$ 110,724,370.40	8256	$ 166,471,581.57	6123	$ 45,932,781.95	526	$ 54,684,176.73	6649	$ 100,616,958.68	$ 65,854,622.89	65%

SUPERVISORY AND COMPLIANCE COMMITTEE

Ms. Nadette Williams
Chairperson

Ms. Petillia Jno Baptiste
Secretary

Ms. Rubyanha Bedneau
Member

Ms. Nadine Riviere
Member

Ms. Bernadette Austrie
Member

Mr. Terry Royer
Member [Deceased 25th February, 2024]

Ms. Michelle Pauline Joseph
Member

Mr. Shannon Bedminister
Member

Mr. Daniel Marie
Member

Mrs. Julie Shillingford-Durand
Member

Mr. Vernon Martin O'Brien
Member

Ms. Lynn Delsol
Member

Ms. Sandra Maxwell
Member

Supervisory and Compliance Committee's Report

FOR THE YEAR ENDED DECEMBER 31, 2023

OVERVIEW

Pursuant to Section 65 of the Co-operative Societies Act No. 2 of 2011, the Supervisory and Compliance Committee (S&CC) of the National Co-operative Credit Union Ltd. (NCCU) is pleased to provide a comprehensive report outlining its activities and initiatives for the year ending December 31, 2023. With a focus on governance, regulatory compliance, risk management, and internal control, the Committee has undertaken strategic measures to ensure the effective management of affairs at NCCU.

Key highlights included the formulation of a detailed work plan and the establishment of sub-committees for enhanced efficiency. Based on the reports received, actionable recommendations were submitted and urgent inquiries were promptly addressed. The Committee remained committed to fostering a positive working environment and continued to seek avenues for continuous improvement to uphold NCCU's reputation as a trusted financial institution.

Members serving on the Committee for the year under review were:

Table 1: Members serving January – December 2023

January – December 2023	
Ms. Nadette Williams	Chairperson
Ms. Petillia Jno Baptiste	Secretary
Ms. Bernadette Austrie	Member
Mr. Shannon Bedminister	Member
Ms. Rubyanha Bedneau	Member
Ms. Lynn Delsol	Member
Ms. Michelle P. Joseph	Member
Mr. Daniel Marie	Member
Ms. Sandra Maxwell	Member
Mr. Vernon Martin O' Brien	Member
Mrs. Julie Shillingford-Durand	Member
Ms. Nadine Riviere	Member
Mr. Terry Royer (deceased)	Member

January – June 2023	
Ms. Linda Gonzalez-Peltier	Chairperson
Ms. Kayan Toussaint	Secretary

Table 2: Meeting Attendance – January – December 2023

Committee Members	No. of Meetings Scheduled Regular	No. of Meetings Scheduled Joint	Total No. of Meetings Scheduled	No. of Meetings Attended	No. of Meetings Excused
Ms. Nadette Williams (Chairpersion)*	20	03	23	21	02
Ms. Petillia Jno Baptiste (Secretary)	20	03	23	20	03
Ms. Bernadette Austrie**	20	03	23	20	03
Mr. Shannon Bedminister *	20	03	23	19	04
Ms. Lynn Delsol	20	03	23	19	04
Ms. Michelle P. Joseph	20	03	23	20	03
Mr. Daniel Marie	20	03	23	18	05
Ms. Sandra Maxwell	20	03	23	21	02
Mr. Vernon Martin O'Brien *	20	03	23	16	07
Ms. Nadine Riviere	20	03	23	20	03
Mr. Terry Royer (deceased)	20	03	23	21	02
June – December 2023					
Ms. Rubyanha Bedneau	11	02	13	11	02
Mrs. Julie Shillingford-Durand	11	02	13	13	00
January 2023 up to AGM – June 2023					
Ms. Linda Gonzalez-Peltier	09	01	10	10	00
Ms. Kayan Toussaint	09	01	10	07	03

** Up for Re-election* *** Term ends June 2024*

SUMMARY OF MAJOR ACTIVITIES

Table 3: Summary of Major Activities January – December 2023

Activities	Outcome
Work Plan Development	The Committee has meticulously crafted a detailed work plan for the first quarter of 2024, encompassing branch visits, meetings, training sessions, audits, compliance activities, and more. This plan serves as a strategic roadmap to guide the Committee's activities and ensure alignment with organizational objectives.
Sub-committee Formation	Recognizing the importance of specialized focus areas, sub-committees have been formed for Governance, Operations, and Processes. Each subgroup has defined roles, functions, and tasks aimed at optimizing efficiency and effectiveness within their respective areas.
Reports and Presentations	Reports have been presented on various topics, including insights from the OECS CU Summit and CaribDE, updates on the S&CC Reporting Format, Branch Visits and observations from Board meetings. Recommendations from these reports have been carefully considered for implementation, with comprehensive reviews planned to ensure effectiveness.
Branch Visits	Various branches were visited to monitor, evaluate, and ensure overall compliance. Recommendations were made following each of the branch visits.
Cash Counts	Several surprise cash count, as well as the scheduled end-of-year cash count at each of the seven branches, were conducted in accordance with the established policy. No major discrepancies were observed during these cash counts.
Review of the Delinquency Ratio	• Audits were conducted on the delinquency portfolio to determine the success of implemented measures to reduce the number of non-performing loans. • The PEARLS Monitoring System which is accepted globally suggested that credit unions should aim to keep their delinquency rate under 5% of total loans. Nonetheless, the National Cooperative Credit Union (NCCU) reported a default ratio of 11.91% as of December 31, 2023 compared to 13.42% for the previous year. This high percentage suggested a significant amount of loan delinquency, which could affect the NCCU's stability and financial performance. • It emphasized the necessity of strategic interventions and improved credit management procedures to reduce risks, strengthen debt recovery initiatives, and guarantee the society's long-term viability. The Supervisory and Compliance Committee monitored the situation closely and provided recommendations as needed to enhance the overall performance of the entire loan portfolio.

REGULATORY COMPLIANCE

Adherence to Regulatory Standards

The Committee maintained a proactive stance on regulatory compliance, ensuring adherence to relevant laws, regulations, and industry standards. Efforts were focused on staying abreast of regulatory changes and implementing necessary measures to remain compliant.

Code of Conduct Review

A comprehensive review of the Code of Conduct was planned for inclusion in the Committee's 2023 Work Plan. This review aimed to strengthen ethical standards and promote a culture of integrity within NCCU.

Legal Proceedings Oversight

Updates and deeper probing, on ongoing legal proceedings were closely monitored by the Committee. Efforts were made to provide timely updates and ensure legal compliance in all activities.

RISK MANAGEMENT

Risk Assessment and Mitigation

The Committee conducted regular risk assessments to identify and evaluate potential risks facing NCCU. The reports from the Internal Auditor were consistently reviewed, and recommendations and/or investigations were subsequently acted upon.

Compliance Monitoring

Robust compliance monitoring processes were in place to track compliance with internal policies, regulatory requirements, and industry best practices. Compliance issues were promptly identified and remediated to mitigate potential risks and maintain regulatory adherence.

GOVERNANCE

Board Oversight and Leadership

The Committee collaborated closely with the Board of Directors to provide oversight and guidance on governance matters. Effective leadership was recognized and praised, fostering a positive team spirit and productive environment within NCCU.

Committee Structure and Functioning

The Committee's structure and functioning were designed to promote transparency, accountability, and efficiency in governance processes. Sub-committees played a vital role in addressing specific focus areas in a timely manner and driving strategic initiatives forward.

Stakeholder Engagement/Community Outreach

Stakeholder engagements were prioritized to ensure that the interests of members, employees, and the community were represented in governance decisions. Open communication channels facilitate feedback, collaboration, and continuous improvement.

PHYSICAL PLANT INSPECTION

The Committee conducted thorough inspections of NCCU's physical facilities to ensure compliance with safety standards, identify maintenance needs, and assess overall operational efficiency. Key observations and recommendations from these inspections included:

1. ***Infrastructure Maintenance***
   Identified areas requiring maintenance and repairs to uphold safety standards, employee comfort and productivity and to enhance member experience. Recommendations include addressing structural issues, upgrading facilities for accessibility, and improving signage for clear navigation.

2. ***Environmental Considerations:***
   Assessed environmental factors impacting NCCU's operations, such as energy efficiency and disaster preparedness. Recommendations include adopting sustainable practices, investing in renewable energy solutions, and developing contingency plans for natural disasters.

MEETING WITH THE BOARD OF DIRECTORS

The Supervisory and Compliance Committee (S&CC) regularly engaged in discussions and consultations with the Board of Directors to provide updates, seek guidance, and align strategic initiatives with organizational objectives. These interactions served as a crucial forum for decision-making, oversight, and governance. Here are key highlights from meetings with the Board:

1. ***Strategic Alignment***
   The S&CC collaborated closely with the Board to ensure alignment between the committee's activities and the overarching strategic direction of NCCU. The Committee participated in strategic planning sessions and workshops organized by the Board to define NCCU's long-term vision, goals, and strategic priorities. These collaborative sessions enable the Board and the S&CC to align their efforts, leverage synergies, and drive organizational growth and sustainability.

2. ***Policy Development and Review***
   The S&CC collaborates with the Board in developing and reviewing organizational policies, including compliance policies, risk management frameworks, and governance guidelines. Through thorough analysis and deliberation, the Committee ensures that policies are aligned with regulatory requirements, industry standards, and NCCU's strategic objectives.

In light of this, numerous subcommittees or task forces were established to ensure the smooth execution of our credit union's business. Listed below are the names of the representatives for each of the Committee:

Table 4: S&CC Representatives on Subcommittees

Subcommittees	Representatives
Delinquency Management and Control Committee	Ms. Sandra Maxwell
Scholarship Committee	Mr. Shannon Bedminister
Building Committee	Ms. Lynn Delsol
Member Education Committee	Ms. Rubyanha Bedneau
Entertainment Committee	Ms. Nadette Williams
Strategic Planning Committee	Ms. Petillia Jno Baptiste
Asset/Liability Management Committee	Mrs. Julie Shillingford-Durand
Audit Committee	Mr. Daniel Marie

FUTURE PLANS

Looking ahead, the S&CC outlines key priorities and initiatives to drive NCCU's success and sustainability:

1. Strategic Planning

Continued collaboration with the Board of Directors and senior management to develop and implement strategic plans aligned with NCCU's mission, vision, and values. Focus areas include member engagement, product innovation, and digital transformation.

2. Risk Mitigation Strategies

Proactive identification and mitigation of emerging risks to safeguard NCCU's financial stability and reputation. Emphasis on enhancing Cyber Security measures, compliance frameworks, and operational resilience.

3. Compliance and Governance

Encouraging high standards of regulatory compliance, ethical conduct, and governance practices to maintain trust and confidence among stakeholders. Focus on continuous monitoring, internal controls, and adherence to industry best practices.

CONCLUSION

As we draw to a close, the Supervisory Committee & Compliance Committee extends heartfelt appreciation to the Board of Directors, Management, Staff and Credit Committee for their steadfast dedication and support. Your combined efforts and strategic insights have been instrumental in navigating the challenges and seizing the opportunities we encountered this year.

To our members, we assure you that we will continue to prioritize your interests and work tirelessly to uphold the trust you have placed in us. Together, we remain steadfast in our pursuit of excellence and pledge to always strive for the highest standards of governance and compliance.

Speaking to the current economic climate, we recognize the myriad challenges that have arisen. The ongoing uncertainties in the market, coupled with regulatory and compliance changes have presented formidable obstacles. However, through collaboration and resilience, we have managed to adapt and thrive amidst these conditions.

Looking ahead, we remain committed to addressing the dynamic landscape, fostering innovation, and maintaining financial stability. Together, we are poised to embrace the future with confidence, building upon the achievements of the past year and striving for even greater success.

Nadette Williams (Ms.)
Chairperson
For and on behalf of the Supervisory and Compliance Committee

THE NCCU FAMILY

Loans Department - Roseau Branch

Head Office - CEO's Office, Legal, Human Resource, Marketing, Compliance, Information Technology, Collections, Business Development Unit, Audit and Finance

Member Services Department - Roseau Branch

Nominations Committee's Report

TO MEMBERS AT THE 2024 ANNUAL GENERAL MEETING

The Nominations Committee was duly appointed by the Board of Directors in accordance with the Society's By-Laws 59(a) to propose and recommend members to serve on the Board of Directors, Supervisory and Compliance and Credit Committees and tasked to recommend one (1) member to fill each vacancy.

The Nominations Committee comprised the following persons:

- Mr. Clement Marcellin Jr. - Chairperson
- Mr. Yoland Jno Jules
- Mr. Daniel Marie
- Ms. Keturah Deschamps
- Mr. Curth Charles

Announcements were placed in the media from January 23, 2024 inviting members to nominate eligible and willing members to serve as volunteers on the various Committees by the deadline of February 23, 2024.

At the Nominations Committee meeting held on April 3, 2024, the Committee perused the applicable legislation and By-Laws which provide guidelines for eligibility of volunteers as follows:

- Co-operative Societies Act No. 2 of 2011, Section 53(4);
- Financial Services Unit Act No. 18 of 2008, Section 27; and
- The Society's By-Laws No. 3 of 2023, Sections 59 – 61.

Biographical data of members nominated were reviewed to ensure that they met the requirements of the FIT and Proper Guidelines dated March 23, 2020 from the Financial Services Unit (FSU), issued in accordance with the FSU Act No. 18 of 2008 and posted on the Society's web page. Section 3.1 of the Guidelines which follows was also included in the nominations notice:

> ***"In accordance with governing legislation, a person is considered to be fit and proper if the person essentially is of good character, competent, honest, financially sound, reputable, reliable and discharges or is likely to discharge his/her responsibilities fairly."***

Preliminary due diligence was carried out in addition to reviewing individual activity of members nominated on the Society's computer system, in order to determine their eligibility to serve on the Board and Committees.

The Committee is pleased to report that in keeping with the guidelines, all nominees are in good standing and are able to serve the Society.

Outgoing volunteers of the Society are as follows:

Board of Directors	***Served two (2) consecutive terms [not eligible for re-election]:*** • Mr. Glenworth Ducreay • Ms. Sonia Williams • Mr. Shon Savarin [elected at 2020 AGM to complete unexpired 2nd term [2018-2021] of Charmaine Brumant – deceased] ***Served one (1) term [eligible for re-election]:*** • Mrs. Ingrid Prosper-Bruno • Mr. Wendell Gregoire
Supervisory and Compliance Committee	***Served two (2) consecutive terms [not eligible for re-election]:*** • Ms. Nadine Riviere • Ms. Bernadette Austrie ***Served one (1) term [eligible for re-election]:*** • Mr. Vernon Martin O'Brien • Mr. Shannon Bedminister • Ms. Nadette J. Williams ***Was serving 2nd term: 2023 – 2026:*** • Mr. Terry Royer [deceased]
Credit Committee	***Served two (2) consecutive terms [not eligible for re-election]:*** • Mr. Julian Lloyd Benjamin • Mr. Andre Cadette ***Served one (1) term [eligible for re-election]:*** • Ms. Ayisha Challenger • Mr. Dorian J. Harris • Mr. Jefferson Durand ***Was serving 1st term: 2022 – 2025:*** • Ms. Sherika Winston [Resigned effective September 4, 2023]

Following the Committee's deliberations, the Committee decided to recommend the following nominees to you the members, a sufficiently diverse list of the members to serve on the Board of Directors, Credit and Supervisory and Compliance Committee:

BOARD OF DIRECTORS

Five (5) persons are nominated to serve.

Mrs. Ingrid Prosper-Bruno	• Currently serving first term on NCCU Board as Secretary • Association of Chartered Accountants (ACCA) Affiliate • Masters of Business Administration
Mr. Wendell Gregoire	• Currently serving first term on NCCU Board. • BSc. in Economics and Masters in International Trade • Public Officer in the Min. of Foreign Affairs & Trade
Ms. Jasmine Timothy	• Graduate Qualified Teacher at the Dominica Community High School • BSc. Degree in Education • Current Director of the Rotary Club of Dominica
Mr. Michael Augustine	• Past NCCU Director and Board President • Past NCCU Credit Committee member • Teacher at the Dominica Grammar School
Mr. Carl Maynard	• Senior IT Manager and Strategic Leader • Manager – Information Technology at DOMLEC • BSc. Degree in Computer Science

SUPERVISORY AND COMPLIANCE COMMITTEE [S&CC]

Six (6) persons are nominated to serve. One (1) will serve the unexpired period up to 2026 of deceased Terry Royer.

Ms. Nadette J. Williams	• Currently serving first term on NCCU S&CC. • Teacher at Convent High School • Former volunteer on NCCU Credit Committee • BSc. Degree in Management Studies
Mr. Vernon Martin O'Brien	• Currently serving first term on NCCU S&CC. • Project Manager at Organization of Eastern Caribbean States • PhD. in Management; Masters in Business Administration • Project Management Professional (PMP)
Mr. Shannon Bedminister	• Currently serving first term on NCCU S&CC. • Employed at Min. of Finance, Govt. of Dominica • MSc in Professional Accountancy • Association of Chartered Certified Accountants, 2020 • Member of Roseau Cathedral Finance Committee

Ms. Daina W. E. Matthew	• State Attorney in the Director of Public Prosecutions Office • Masters of Law – International Commercial Law • Secretary, Dominica Cricket Association and member of Methodist Church Resources and Development Committee
Ms. Leandra Laidlow	• Public Officer who served in field of Education for 40 years • Holder of two Bachelor's Degrees and one Masters Degree • Experience in Statistics, Sports, Entrepreneurship and marketing of fresh local produce.
Ms. Shellyn Jno Jules	• Associate Degree in Environmental Health Science • Coordinator of the Vieille Case Disaster Committee

CREDIT COMMITTEE

Six (6) persons are nominated to serve. One (1) will serve the unexpired period up to 2025 of Ms. Sherika Winston.

Mr. Jefferson Durand	• Currently serving first term on NCCU Credit Committee. • Senior Engineer technician at DOWASCO • Owner of Jay Technical Professional Services [construction] • Certification in Water and Environmental Management, Project Management and Technician in Construction Technology.
Mr. Dorian J. Harris	• Currently serving first term on NCCU Credit Committee. • Corporate Services Officer – Ministry of Finance • Professional DJ and Radio Announcer • Managing Director of Good Vibes Entertainment • BSc. in Accounting & Economics
Ms. Ayisha K. Challenger	• Currently serving first term on NCCU Credit Committee. • Secretary to the Minister of Labour, Govt. of Dominica • Ten (10) years of Offshore Financial Services/International Banking experience; Licensed Insurance Representative, Brokerage and Placement. • Completed short courses in Project Management, Compliance and International Trust Management.
Ms. Natasha Nation	• Past Secretary of the NCCU Credit Committee. • Information Technology (IT) and Literature Teacher at Convent High School (CHS). Oversees the IT Department at CHS. • BSc. in Information Technology

Mr. Jervin Gian Benjamin	• Employed as Examiner, Citizen by Investment Unit, Gov't. of Dominica • BSc. in Accounting; Certificate in Refrigeration and Air-Conditioning • Professional Cricketer (Winward Island Volcanoes), Youth Coach/Mentor • Social Media Platform Management
Ms. Neresa Marcellin	• Mathematics Teacher at Dominica Grammar School and Business Training College; Mathematics Facilitator at Adult Education Division. • BSc. Accounting

RECOMMENDATION AND CONCLUSION

The Committee recommends that persons elected to serve on the Board and Committees will be mandated to pursue some Credit Union volunteer programs which will assist in them effectively carrying out their functions. Also, for the future, the NCCU in collaboration with the Dominica Co-operative Societies League will lobby with the Government for legislative changes to ensure that interested members receive the necessary training prior to being elected to serve as volunteers.

The Nominations Committee is pleased to present this report to you the members at the 14th Annual General Meeting of the National Co-operative Credit Union Ltd.

Mr. Clement Marcellin Jr.

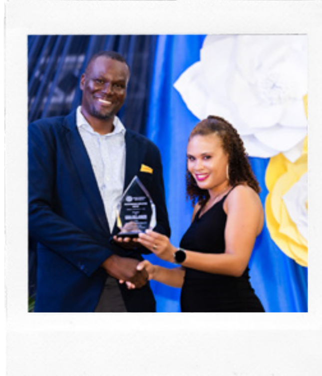
Mr. Yoland Jno Jules

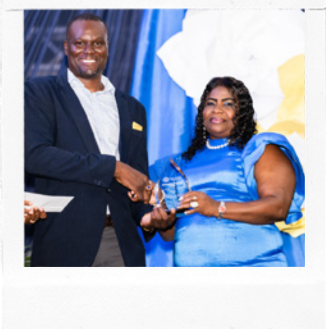
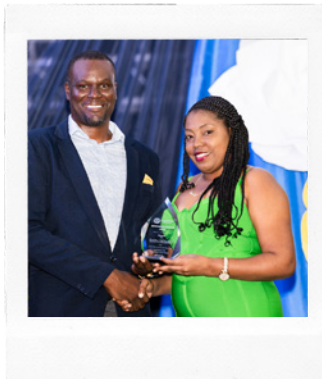
Mr. Daniel Marie

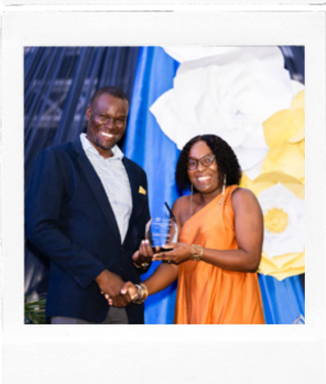
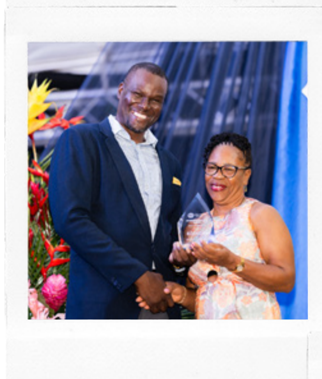
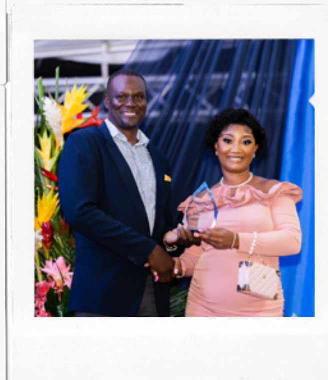
Ms. Keturah Deschamps

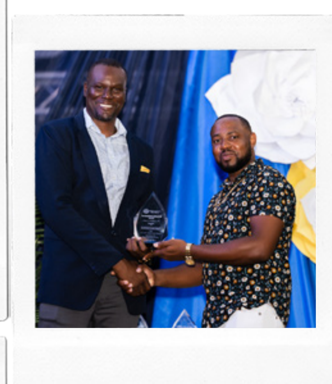
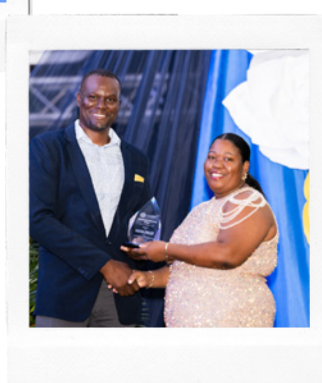
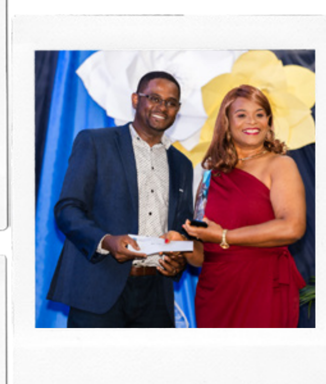
Mr. Curth Charles

Staff Awardees

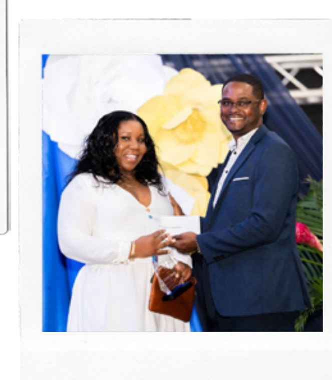







Notes

Forever in Our Hearts,
Always in Our Memories: Honoring
Mr. Terry Royer's
Legacy

A part of us was snatched away on that day, when we learned of your untimely passing. When we heard the news, we were all in total shock. Our dearly, beloved Terry would no longer grace us with his presence - we would no longer be greeted with that wonderful smile. We would no longer be told, let's get back on track when we strayed away from our discussions at meetings. Who would now be the first to volunteer to create a report for the Committee? You always did a fantastic job and you were so very humble about the praise you received. Your guidance and encouragement during our time together was invaluable. Your confidence in our Committee's ability to perform our duties was unwavering and you treated us with love and respect. That speaks volumes about the great person that you were. But heaven chose to give you wings so it's time to fly. May you continue to be a guiding light to our Committee.

Farewell Terry, sweet angel, you will forever remain in our hearts!

National Co-operative Credit Union

Your Community Financial Partner.

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P.O. Box 175, 31-37 Independence Street,
Roseau, Commonwealth of Dominica, W.I.
Tel: 255 2172

NCCU Member Care Centre
Roseau Branch
Tel: 255 2126

Vieille Case Branch
7021 Church Street, Vieille Case
Commonwealth of Dominica, W.I.
Tel: 255 2241

St. Paul Branch
Cnr of Main Rd & Campbell Rd.
Mauhaut
Commonwealth of Dominica, W.I.
Tel: 255 2215

St. David's Branch
Riviere Cyrique
Commonwealth of Dominica, W.I.
Tel: 255 2256

La Salette Branch
Pointe Michel
Commonwealth of Dominica, W.I.
Tel: 255 2228

Castle Bruce Branch
Glu-Glu, Castle Bruce
Commonwealth of Dominica, W.I.
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La Plaine Branch
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