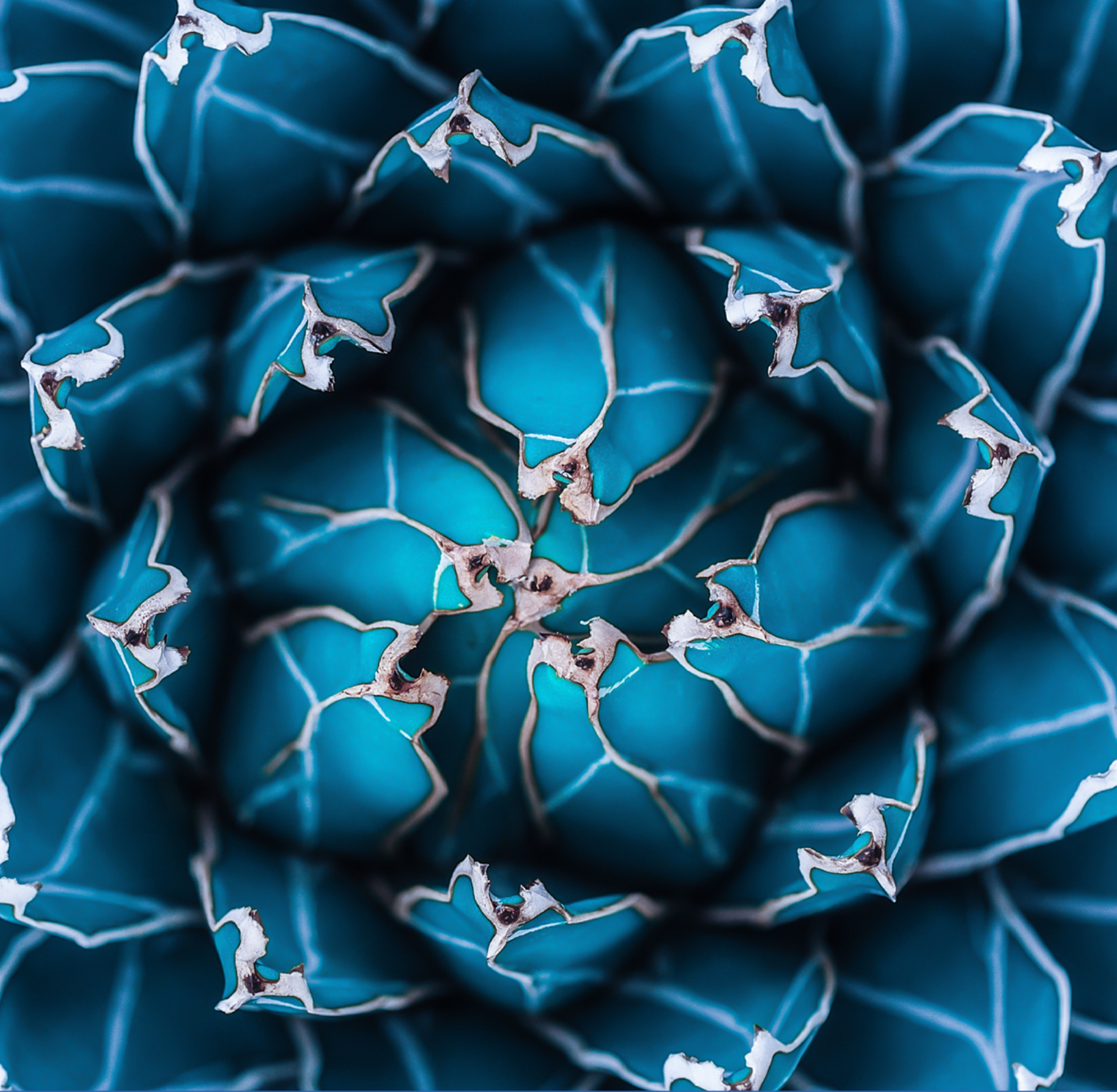




***ENDURE  
ADAPT &  
THRIVE***

*ANNUAL REPORT 2020*



CACTI SYMBOLIZE ENDURANCE AND THE  
ABILITY TO THRIVE AGAINST THE ODDS

## **VISION**

The model Credit Union and leading provider of financial and other services in the Caribbean

## **MISSION**

To satisfy members' needs through creativity and foresight by providing competitive financial and other products and services

## **CORE VALUES**

Respect | Integrity | Honesty | Fairness | Trust

## **THE NATIONAL ANTHEM**

Forged from the love of liberty  
In the fires of hope and prayer  
With boundless faith in our destiny  
We solemnly declare:  
Side by side we stand  
Islands of the blue Caribbean Sea,  
This our native land  
We pledge our lives to thee.  
Here every creed and race  
Find an equal place,  
And may God bless our Nation.  
Here every creed and race  
Find an equal place,  
And may God bless our Nation.

## **THE CREDIT UNION PRAYER**

LORD, make me an instrument of Thy Peace.  
Where there is hatred, let me sow Love,  
Where there is injury, Pardon,  
Where there is doubt, Faith,  
Where there is despair, Hope,  
Where there is darkness, Light,  
And where there is sadness, Joy.

O Divine Master,  
Grant that I may not so much seek,  
To be consoled, as to console,  
To be understood, as to understand,  
To be loved, as to love.  
For it is 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.



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A MESSAGE FROM

# THE PRESIDENT

Members of RHAND Credit Union

The year 2020 has been a challenging year for our Credit Union and consequently, the Board of Directors, like all stakeholders, endured the effects of the COVID 19 Pandemic. We adapted our approach to doing business and thrived, thereby achieving a reasonably successful year end performance. Hence the theme for our 73rd Annual General Meeting: *Endure, Adapt, Thrive*.

Notwithstanding the challenges occasioned by the various public health restrictions and the harsh economic realities; under the industrious leadership of our General Manager and dedicated staff, RHAND was successfully able to minimize any operational disruptions in our ability to serve you over the months. The Board extends our sincerest gratitude to the management and staff.

As we prepare for the year ahead, we will continue to ensure that the necessary measures are in place for the safety and wellbeing of our staff and members who visit our branches daily. It is said that out of adversity comes opportunity. In 2020 RHAND took the need for “social distancing” as an opportunity to expand its use of technology in its operations and hosting of meetings. We adapted to the “new normal”.

“Bravery is the engine of change...” RHAND has been able to identify prime properties for acquisition. With your approval, RHAND purchased commercial properties in Port of Spain and Arima. The Tobago branch office has been re-located at Sangster’s Hill Mall in Scarborough and outfitted in a modern style. Members visiting our Scarborough branch, in the first instant, will enjoy a greater pleasurable experience while doing business. By the fourth quarter of 2021, staff at the Arima branch can expect to occupy a new and spacious office with comfortable parking.

At the Head Office in Port of Spain, additional office space in the recently purchased building immediately south of the existing Head Office building will also bring more comfort and parking for you, our members. These property acquisitions were completed to enhance service delivery and member experience whenever you visit a RHAND office. Our Investment Committee is also exploring the potential for an acceptable physical presence in other parts of Trinidad and will seek your approval if any additional capital expenditure arises.

Your Credit Union was not immune to the adverse economic conditions prevalent in the country as a result of the pandemic. Notwithstanding the negative impact on the loan and investment portfolios, RHAND was able to withstand a reduction in loan interest income and lower returns on our investments. In the closing months of 2020, we thrived as new loan business rose to levels characteristic of pre-pandemic times and stock market returns rebounded.

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Astute management of your Credit Union's resources permitted RHAND to realize a healthy surplus which allowed your Board to propose a competitive dividend payment and patronage refund for your approval at this year's Annual General Meeting. During 2021 we will continue to explore and pursue new opportunities that may arise and intensify our efforts to generate new income streams and increase our surplus for the benefit of the membership. In this regard, we look forward to establishing a new vehicle for investment, our asset management subsidiary company "OneRHAND Wealth Management Services Ltd".

I sincerely thank our loyal members for your continued support and patronage during the year 2020. Permit me to use this opportunity to thank the Board of Directors for electing me to serve as your President for the 2020-2021 term. I wish each member and their loved ones, God's Blessings as we continue to thrive in the months ahead.



---

**Reynold Cooper**

President - Board of Directors







NOTICE OF  
*THE 73<sup>RD</sup> ANNUAL  
GENERAL MEETING*

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NOTICE OF  
**THE 73<sup>RD</sup> ANNUAL GENERAL MEETING**

Notice is hereby given that the 73rd Annual General Meeting of RHAND Credit Union Co-operative Society Limited will be held virtually, on Saturday – April 24, 2021.

The Meeting will be facilitated through the internet via links provided to a closed Zoom meeting portal.

**AGENDA**

1. Adoption of the Standing Orders
2. President's Address
3. Minutes of the 72nd Annual General Meeting of October 10, 2020
4. Matters Arising out of the Minutes of the 72nd Annual General Meeting
5. Reports 2020
  - Board of Directors
  - Education Committee
  - Credit Committee
  - Supervisory Committee
  - Independent Auditors
  - Financial Statements
  - Nominating Committee
6. Election of Officers for the 2021/2022 Term
7. 2021 Quantitative Objectives, Proposed Capital Expenditure and Financial Projections
8. Motions
9. Resolutions
10. Other Business

Dated this 6th day of April, 2021  
BY ORDER OF THE BOARD,



**Martin Minguell**

Secretary – Board of Directors

**NOTE:**

- Having regard to the fact that the AGM will be online with digital presentations, all members who wish to participate in the AGM must register by Monday, 19th April, 2021 at 4:00 p.m.
- Members are required to provide proper identification when registering.
- Members can register via the AGM-registration portal on our website, email [agm@rhand.org.tt](mailto:agm@rhand.org.tt), or call 62-RHAND ext 1271 - 1273.
- Only registered members will be emailed a link, with accompanying instructions, to access the virtual meeting.

## STANDING ORDERS

1. The microphones of all participating members shall be kept muted except where permitted by the Chairperson.
2. The videos of all participating members shall remain off unless addressing the Chairperson.
3. Members addressing the Chairperson must be appropriately attired.
4. Members will type their question into the chat box. The AGM Moderator will collate and transmit questions to the Chairperson.
5. A member shall address the meeting ONLY when called upon and unmuted by the Chairperson to do so.
6. No member shall address the meeting except through the Chairperson. All speeches shall be clear and relevant to the specific subject before the meeting.
7. A member shall use the Raise Hand button ONLY when:
  - a) He/she is a mover or seconder of a motion.
  - b) He/she is raising a point of order.
  - c) He/she requires to object or to explain.
  - d) He/she requires the urgent attention of the Chair. The member shall identify himself/herself prior to proceeding.
8. On any agenda item, a member is permitted:
  - a) One question and
  - b) His/her contribution shall not exceed two (2) minutes. Except with the permission of the Chairperson.
9. A member may not speak twice on the same subject, except:
  - a) A member rising on a “point of order” shall state the point clearly and concisely (a point of order must have relevance to the Standing Orders).
  - b) The mover of a motion – who has the right to reply.
  - c) To object or to explain (with the permission of the Chair).
  - d) The mover of a “procedural motion” – (adjournment, lay on the table, motion to postpone) shall have no right to reply.
10. Only one amendment shall be before the meeting at one and the same time.
11. When a motion is withdrawn, any amendment to it falls.
12. If there is an equality of voting on an amendment and if the Chairperson does not exercise his casting vote, the amendment is lost.
13. The Chairperson shall have the right to a “casting vote”.
14. No speeches shall be made after the “question” has been put and carried or negated.
15. No member shall impute improper motives against another.
16. A member shall not “call” another member “to order” but may draw the attention of the Chairperson to a “breach of order”. On no account can a member call the Chairperson “to order”.
17. Provision shall be made for the protection of the Chairperson from vilification (personal abuse).
18. Should a tie occur at the election for the Board of Directors or Credit Committee or Supervisory Committee, that tie will be broken by a run-off.
19. No form of recording of the proceedings shall be allowed without the permission of the Chairperson.

COMPOSITION OF  
**THE BOARD OF DIRECTORS AND STATUTORY  
COMMITTEES 2020-2021**

**BOARD OF DIRECTORS**



*Reynold Cooper  
President*



*Joycelyn Hunte  
Vice President*



*Martin Minguell  
Secretary*



*Petal-Dawn Hinkson  
Assistant Secretary*



*Glenda Bruce  
Treasurer*



*Myrtle Pilgrim-Edwards  
Director*



*Cheryl Bruce-Metivier  
Director*



*Martin Gibbs  
Director*



*Charmaine Isabelle Cummings  
Director*



*David Maynard  
Director*



*Desmond Noel  
Director*



*Kristed Herbert  
1st Substitute*



*Charlene Davidson  
Director*



*Simone Huggins  
2nd Substitute*

COMPOSITION OF  
**THE BOARD OF DIRECTORS AND STATUTORY  
COMMITTEES 2020-2021**

**SUPERVISORY COMMITTEE**



*Claudette Brown*  
Chairperson



*Pamela Ogiste*  
Secretary



*Patricia Williams*  
Member



*Nadine Ellis*  
Member



*Erica Charles*  
Member



*Victor Laptiste*  
2nd Substitute



*Linda Renaud-medford*  
1st Substitute

**CREDIT COMMITTEE**



*Jennifer James*  
Chairperson



*Susan Hinds Morgan*  
Secretary



*Patricia Harry*  
Member



*Lenus Joseph*  
Member



*Don Finley*  
Member



*Victor Kirton*  
2nd Substitute



*Pascalle Edwards*  
1st Substitute



MINUTES OF  
*THE 72<sup>ND</sup> ANNUAL  
GENERAL MEETING*

---



MINUTES OF  
**THE 72<sup>ND</sup> ANNUAL GENERAL MEETING**

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**Held virtually at RHAND Credit Union's Head Office at 57-61 Abercromby Street, on Saturday, October 10, 2020.**

**1. INTRODUCTION**

1.1 The meeting commenced at 1.04 pm, and the Chairman, Mr. Martin Minguell, welcomed everyone. He noted that, Covid-19, being declared a dangerous infectious disease under the Public Health Ordinance, the credit union could not hold the standard open air meeting to which, over the years, members have become accustomed. He noted further that this Annual General Meeting (AGM) was being held virtually and the sanction of the Commissioner for Co-operative Development was sought and obtained for so-doing. The use of the term "the AGM was being held virtually" as used herein meant that it was being facilitated through the internet via links provided to a closed Zoom portal. Thereafter, he gave a briefing to those who were logged on regarding the procedural aspects of the meeting; these included:

- The desire to conduct the business of the meeting within a manageable period of time and he suggested two and one half hours;
- All communication by members with either the Chairman or other Presiding Officer was to be done through a moderator, and
- voting will be conducted online.

1.2 He invited those present at the Head Table and members who were logged on to stand for the playing of the National Anthem and the recitation of the Credit Union Prayer.

1.3 Reverend Clifford Rawlins conducted the invocation and thereafter one minute of silence was observed for those members who departed this life since the date of the last AGM.

1.4 Thereafter, the Secretary, Mrs. Michele Rouff, was invited to read the Notice convening the meeting.

**2. NOTICE OF MEETING AND ADOPTION OF STANDING ORDERS**

2.1 The Secretary read the Notice convening the meeting and reported that notice was duly given and that a quorum being present, the meeting was duly constituted and could proceed to business. At this point, Four Hundred and Ninety-four (494) members were present at the meeting.

2.2 Members were told that the Standing Orders, structured specially to treat with a virtual meeting, were approved by the Board of Directors on the 30th September, 2020. The Standing Orders were duly adopted by the meeting on a motion of Mr. Martin Gibbs and seconded by Ms. Jennifer James. The motion was put to the vote and carried.

2.3 In addition, after a motion of Ms. Avelon Perry which was seconded by Mr. Martin Gibbs, members approved the Annual Report, thereby agreeing to take same as being read.



MINUTES OF  
*THE 72<sup>ND</sup> ANNUAL GENERAL MEETING*

**3. PRESIDENT’S ADDRESS**

3.1 The Chairman referred to his address in the Annual Report and asked members to note same.

3.2 Thereafter, he referred to the Errata Sheet and asked members to note same, which they did.

**4. CONFIRMATION OF MINUTES OF:**

**THE 71ST ANNUAL GENERAL MEETING HELD ON THE 27TH APRIL, 2019**

4.1 The minutes of the 71ST AGM were tabled for the consideration of meeting. The meeting confirmed the above minutes after a motion of Ms. Pamela Ogiste which was seconded by Ms. Charlene Roberts without any amendments.

**SPECIAL MEETING HELD ON THE 9TH OCTOBER, 2019**

4.2 The minutes of the above Special Meeting were tabled for the consideration of the members. The members confirmed the above minutes without any amendments after a motion of Ms. Petal Dawn Hinkson and seconded by Ms. Kristed Herbert.

**5. MATTERS ARISING OUT OF THE MINUTES OF:**

**THE 71ST ANNUAL GENERAL MEETING**

5.1 There were no matters arising out of the Minutes of the above Meeting.

**SPECIAL MEETING HELD ON THE 9TH OCTOBER, 2019**

5.2 There were no matters arising out of the Minutes of the above Special Meeting.

**6. REPORTS**

**REPORT OF THE BOARD OF DIRECTORS**

6.1 The Report of the Board of Directors was tabled for the consideration of the meeting. A Confidentiality Policy for Elected Officials and a Report of the Education Committee were contained in the above Report.

6.2 Members were satisfied with the Report of the Board of Directors and they did not seek any explanations regarding its contents.

6.3 At this point, the above-mentioned Confidentiality Policy was tabled and discussed by the membership. Members were asked to approve the above Confidentiality Policy. The Confidentiality Policy, the Chairman explained, was, in essence, a “Declaration of Secrecy”; that is, it is concerned with having elected Officers and members of Committees appointed by the Board keep confidential

MINUTES OF  
**THE 72<sup>ND</sup> ANNUAL GENERAL MEETING**

all information and other data, not publicly available, coming to their attention while attending to the business of the society. The Confidentiality Policy was duly approved by the membership after a motion of Ms. Judy Joseph which was seconded by Mr. Kingsley Hinkson.

- 6.4 The Report of the Education Committee was considered. The members duly adopted the above Report after a motion of Ms. Susan Morgan which was seconded by Ms. Esme Forde.
- 6.5 The Report of Board of Directors was adopted by the meeting after a motion of Ms. Priya Surajsingh which was seconded by Mr. Evans John. The motion was put to the vote and carried.

**REPORT OF THE CREDIT COMMITTEE**

- 6.6 The Report of the Credit Committee was tabled for the consideration of the meeting. Ms. Jennifer James, the Chairperson of the above Committee, was invited to present the said Report and she did so.
- 6.7 Members were satisfied with the above Report and they did not seek any explanation regarding its contents. As such, the Report of the Credit Committee was adopted by the meeting after a motion of Mr. Brian Noel which was seconded by Ms. Marva Collier. The motion was put to the vote and carried.

**REPORT OF THE SUPERVISORY COMMITTEE**

- 6.8 The Report of the Supervisory Committee was tabled for the consideration of the meeting. Ms. Claudette Browne, the Chairperson of the above Committee, was invited to present the said Report and she did so.
- 6.9 Members were satisfied with the above Report and they did not seek any explanation regarding its contents. As such, the Report of Supervisory Committee was adopted by the membership after a motion of Ms. Joycelyn Hunte and which was seconded by Mr. Jean-Paul Bethelmy. The motion was put to the vote and carried.

**AUDITORS' REPORT**

- 6.10 Mr. Daniel Bissondial, Audit Partner of Messrs. BDO, a firm of Chartered Accountants, was invited by the Chairman to present the Auditors' Report and he did so. In the Report dated the 25th March, 2020, the Auditors expressed the opinion that "the... financial statements present fairly, in all material respects, the financial position of the Credit Union as at December 31, 2019 and... its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards." As such, the above financial statements were not qualified in any way.
- 6.11 The meeting duly adopted the above Report after a motion of Ms. Andrea Rago which was seconded by Mr. Brian Noel. The motion was put to the vote and carried. Mr. Bissondial was excused from the meeting at this point.

MINUTES OF  
**THE 72<sup>ND</sup> ANNUAL GENERAL MEETING**

**FINANCIAL STATEMENTS**

6.12 The Financial Statements of the Society for the year ended the 31st December, 2019 were tabled for the consideration of the meeting. A video containing highlights of the Financial Statements was presented. Thereafter, the Treasurer, Mr. R. Cooper, gave a brief overview of the financial performance of the society during the last financial year. On the one hand, he mentioned, among other things, the following increases:

- Assets increased by 6.1 percent from 2018 to 2019;
- Institutional Capital increased by 15.5 percent;
- Revenue increased by 1.9 percent, and
- Surplus increased 6.4 percent.

Regarding the above increases, he said that the society hoped to preserve at all times all the gains realized through its operations over the years

On looking at the quality of the loans on the books of the society, on the other hand, he noted that there was an increase in the non-performing loans for 2020, compared to 2019. He said that, going forward, particular attention will be paid by management to the loan portfolio.

6.13 The Financial Statements were adopted by the membership after a motion of Ms. Petal Dawn Hinkson and seconded by Mr. Martin Gibbs. The motion was put to the vote and carried.

**7. 2020 - QUANTITATIVE OBJECTIVES, PROPOSED CAPITAL EXPENDITURE AND FINANCIAL PROJECTIONS**

7.1 The meeting agreed to a variation of the Agenda to treat with the matter at caption. The above budget of the society was tabled and discussed. A motion for the approval of the Financial Projections and Proposed Capital Expenditure Budget for 2020 was moved by Ms. Sharon Jack and seconded by Ms. Marlene Felix. The motion was put to the vote and carried.

**8. AMENDMENT TO THE BYE-LAWS OF THE SOCIETY**

8.1 The Chairman advised that there was one proposal for the amendment of the Bye-Laws. Mr. Martin Gibbs was asked to present the above-mentioned proposal and he did so. The Board, Mr Gibbs said, agreed to amend Bye-Law 4(b)(ii), a provision dealing with a criteria to be met by a person desiring to become a member of the society. He pointed out a limitation on such a person becoming a member, it being the requirement that the application of the proposed applicant be signed both by the applicant and by at least one member of the society who is in good standing (the above second limb being referred to hereafter as “the member in good standing limitation”). The proposed amendment to the Bye-Law 4(b)(ii), he said further, sought to dispense with the member in good standing limitation. The reasons offered by him in support of the amendment included:

- Traditional co-operative principles have changed over time. One such change deals with the widening of the bond in most societies.

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MINUTES OF  
**THE 72<sup>ND</sup> ANNUAL GENERAL MEETING**

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- The financial market has become more competitive over the years, and
- Too much of a burden is put on a prospective member to find a member in good standing of the society.

As such, he moved the following proposal for amending Bye-Law 4(b)(ii):

“An application under Bye-Law 4(b)(ii) shall be made on the prescribed form addressed to the Secretary and it shall be signed by the applicant”:

8.2 The above proposal was seconded by Ms. Sherma Marcelle.

8.3 There being no discussion by the members on the above proposal for amending the Bye-Law, it was put to the vote. A total of 625 members were present at this point. The results of the voting process were as follows: 444 members voted in favour, 21 voted against and there were 40 abstentions. Based on the formula present in the Bye-Law 29 for making amendments thereto, the above proposal for amendment failed.

## **9. MOTIONS**

9.1 The Chairman advised that no Motion were received by the society pursuant to Bye-Law 16(b) for consideration at the meeting. He advised, however, that he wished, pursuant to Bye-Law 16(a) to propose a Motion; the Motion was concerned with increasing the capital expenditure budget to facilitate the acquisition by the credit union of a property. He asked Mr. Martin Gibbs to read the above-mentioned Motion on his behalf and he did so. The Motion was as follows:

“That this 72ND Annual General Meeting give permission to the Board of Directors to increase the capital expenditure budget by Ten Million dollars (\$10m) to facilitate the acquisition of a suitable property.”

9.2 The reasons offered in support of the Motion included the following:

- RHAND has outgrown the office space at its Head Office and needed more space for its operations, and
- Office space is needed for RHAND’s proposed subsidiary.

The floor was opened for the discussion of the Motion. There being no discussion by members, a motion for the approval of the Motion was moved by Ms. Joycelyn Hunte and seconded by Ms. Esme Forde. Three Hundred and Eighty-nine (389) members voted in favour of the Motion, Forty-seven (47) against and there Forty-seven (47) abstentions. As such, the Motion carried.

## **10. RESOLUTIONS**

10.1 The following Resolutions were tabled for the consideration of members:

MINUTES OF  
**THE 72<sup>ND</sup> ANNUAL GENERAL MEETING**

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**APPOINTMENT OF AUDITORS**

That the firm of Chartered Accountants, BDO, be appointed as the Auditors of the Society for the financial year ending the 31st December, 2020.

**BUILDING FUND**

That, pursuant to Bye-Law 15(h)(ix), the sum of \$750,000 be allocated from the surplus for the year ended December 31, 2019 to the Building Fund.

**DIVIDEND ON SHARES**

That:

- a dividend of 3.0 percent on the average monthly share balance held by each member for the year ended December 31, 2019 be declared for the year ended December 31, 2019 and that the proceeds of this dividend be credited to the Savings Deposit Accounts of each.
- bearing in mind the Commissioner for Co-operative Development sanctioned the early payment of seventy-five (75) percent the above dividend, the AGM do ratify such payment in the circumstances.

**PATRONAGE REFUND**

That a Patronage Refund of 1.5 percent on the interest paid on the loans of members in 2019, where the loans are less than 90 days past due, for the year ended December 31, 2019 be declared for the year ended December 31, 2019

Where the loans are less than 30 days past due, the proceeds of this refund shall be credited to the Savings Deposit Accounts of each qualified member

Where the loans are more than 30 days but less than 90 days past due, the proceeds of this refund shall be credited to the loan of each qualified member.

**HONORARIA**

That:

- Honoraria in the gross sum of \$306,667, (being \$230,000 net of income tax liability), be declared for the year ended December 31, 2019.
- bearing in mind the Commissioner for Co-operative Development sanctioned the early payment of fifty (50) percent the above honoraria, the AGM do ratify such payment in the circumstances.

**MAXIMUM LIABILITY**

That the Maximum Liability be increased from \$150,000,000 to \$200,000 subject to the approval of the Commissioner for Co-operative Development.

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MINUTES OF  
THE 72<sup>ND</sup> ANNUAL GENERAL MEETING

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10.2 The above Resolutions, on a motion of the Chairman and seconded by Ms. Nadine Ellis, were put to the vote one by one; each was duly carried.

**11. ELECTION OF OFFICERS FOR THE 2020**

**REPORT OF THE NOMINATING COMMITTEE**

11.1 The Report of the Nominating Committee was tabled for the consideration of the meeting, Ms. Avelon Perry, the Chairperson of the Committee, was invited to present the said Report and she did so. She mentioned, in particular, that one member, selected as a nominee for the Board of Directors, withdrew subsequently his nomination; as such, there were thirteen nominees now.

11.2 The meeting adopted the said Report after a motion of Ms. Kristed Herbert which was seconded by Mr. Anton Baran. The motion was put to the vote and carried.

11.3 Following the adoption of the Report of the Nominating Committee, the Chairman vacated the chair and the Returning Officer, Mrs. Daphne Moore, took same. The Returning Officer explained the voting process to members, the number of persons for whom one may vote regarding the Board of Directors and the Committees.

11.4 A video was presented at this stage; it supplemented the matters discussed by the Returning Officer regarding the voting process.

11.5 Thereafter, the voting portal was opened and members cast their respective votes.

11.6 The following persons were elected to the Board of Directors, the Credit and the Supervisory Committees:

**Board of Directors**

Cheryl Metivier

Dr Isabelle Cummings

Glenda Bruce

Desmond Noel

Kristed Herbert

First Substitute

Simone Huggins

Second Substitute

**Credit Committee**

Jennifer James

Don Finley

Lenus Joseph

Pascal Edwards

First Substitute

Victor Kirton

Second Substitute

MINUTES OF  
THE 72<sup>ND</sup> ANNUAL GENERAL MEETING

**Supervisory Committee**

Claudette Brown

Pamela Ogiste

Nadine O. Ellis

Linda Renaud-Medford

First Substitute

Victor Laptiste

Second Substitute

- 11.7 Having accepted the results of the election, a motion for the destruction of the ballots, was moved by Mrs. Valerie Boissiere and seconded by Ms. Shelly Prince. It was put to the vote and carried.
- 11.8 The Returning Officer vacated the chair and the Chairman assumed same once again.

**12. OTHER MATTERS**

- 12.1 Members asked several questions regarding, among other things, the operations of the credit union; the Chairman and the General Manager, where necessary, provided adequate answers to the questions. The questions posed to the Chairman by members included:
- Will RHAND be facilitated on the inter-bank money transfer network?
  - What can be done to “speed up” the approval of applications for membership?
  - An update was requested regarding the proposed relocation of the society’s office in Tobago.
  - The suggestion was made that, rather than considering the purchase of additional properties, the society should explore avenues to be more effective going digitally (rather than making capital commitments to acquire properties);
  - Low percentage in dividend payment in light of the published growth in the credit union.
  - The lack of parking facilities at the Arima office.
  - How soon will the balance of the dividends be paid?
  - What negative effects did Covid-19 have on the operations of the credit union?
- 12.2 There being no other matters, the meeting ended at 4:15 pm. The Chairman thanked those members who logged on for their participation.

Respectfully submitted,



**Secretary - Board of Directors**





REPORT OF  
**THE BOARD  
OF DIRECTORS**

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REPORT OF  
**THE BOARD OF DIRECTORS**

---

**1. INTRODUCTION**

- 1.1 The Board of Directors is pleased to present to the general membership, its Report on the affairs of RHAND Credit Union Co-operative Society Limited for the year ended December 31, 2020.

**2. COMPOSITION OF THE BOARD OF DIRECTORS**

- 2.1 The following Members were elected to the Board of Directors at the 72nd Annual General Meeting held on Saturday 10th October, 2020.

Ms. Glenda Bruce  
Mr. Desmond Noel  
Ms. Cheryl-Ann Bruce-Metivier  
Dr. Charmaine Isabelle Cummings

- 2.2 Mr. Kristed Herbert was elected as the 1st Substitute Member while Ms. Simone Huggins was elected as the 2nd Substitute Member.

- 2.3 The full Board comprised the following Members (listed in alphabetical order):

Glenda Bruce	<b>Substitute Members</b>
Reynold Cooper	
Isabel Cummings	Kristed Herbert
Charlene Davidson	Simone Huggins
Martin Gibbs	
Petal-Dawn Hinkson	
Joycelyn Hunte	
David Maynard	
Cheryl Metivier	
Martin Minguell	
Desmond Noel	
Myrtle Pilgrim-Edwards	

- 2.4 The term of office of Directors – Mr. Martin Minguell, Ms. Petal Dawn-Hinkson, Mrs. Myrtle Pilgrim-Edwards and Mr. David Maynard comes to an end at this 73rd Annual General Meeting.

**3. EXECUTIVE COMMITTEE**

- 3.1 As mandated by the Bye-laws, at the Inaugural Meeting, the Members of the Board elected an Executive Committee. The Executive Committee for the 2019/2020 Term comprised the following:

Reynold Cooper	-	President
Joycelyn Hunte	-	Vice President
Martin Minguell	-	Secretary
Petal-Dawn Hinkson	-	Assistant Secretary
Glenda Bruce	-	Treasurer

REPORT OF  
**THE BOARD OF DIRECTORS**

3.2 In order to discharge its responsibility during the period under review, the Executive Committee met weekly and whenever necessary for a total of forty-eight (48) meetings.

**4. MEETINGS OF THE BOARD OF DIRECTORS**

4.1 The Board held Twelve (12) Regular and Twelve (12) Extraordinary meetings during the period January 01, 2020 to December 31, 2020. Attendance of Members at Board Meetings are detailed at **Table B1**.

**Table B1: Attendance At Board Meetings**

	REGULAR			SPECIAL			REMARKS
	P	Ex	A	P	Ex	A	
Reynold Cooper	12	-	-	12	-	-	
Joycelyn Hunte	10	1	1	12	-	-	
Martin Minguell	12	-	-	11	1	-	
Petal-Dawn Hinkson	12	-	-	9	3	-	
Glenda Bruce	10	1	1	8	2	1	Elected as Director at 2020 AGM
Martin Gibbs	12	-	-	12	-	-	
David Maynard	12	-	-	11	-	1	
Charlene Davidson	10	1	1	10	-	2	
Myrtle Pilgrim-Edwards	10	1	1	12	-	-	
Desmond Noel	3	-	-	3	-	-	Elected as Director at 2020 AGM
Cheryl Bruce-Metivier	3	-	-	3	-	-	Elected as Director at 2020 AGM
Charmaine Isabelle Cummings	3	-	-	3	-	-	Elected as Director at 2020 AGM
Kristed Herbert	3	-	-	3	-	-	Elected as 1st Alternate at 2020 AGM
Simone Huggins	12	-	-	12	-	-	Elected as 2nd Alternate at 2020 AGM
Dave Williams	8	1	-	5	2	2	End of Term in Office as 2nd Alternate
Emmanuel Walker	9	-	-	9	-	-	End of Term in Office as Vice-President
Michele Rouff	9	-	-	9	-	-	End of Term in Office as Secretary
Andrea Borneo-Ragoo	9	-	-	8	-	1	End of Term in Office as Director

**5. MEMBERSHIP**

5.1 During the year 2020, one thousand and thirty (1030) Adults and thirty-five (35) Youth Applicants were admitted to Membership. A total of one hundred and fifty-one (151) members, excluding the ninety eight (98) who passed away (Appendix 1), ceased membership in 2020. As at December 31, 2020, the total membership complement of RHAND Credit Union stood at 21,404.

5.2 The Members of the Board of Directors, Members of the Statutory Committees, Management and Staff of RHAND Credit Union, wish to extend condolences to the family and friends of the above deceased members of the extended RHAND family.

**6. GLOBAL MACROECONOMIC ENVIRONMENT OVERVIEW**

6.1 2020 was indeed a historic and unique year for the world with the advent of the COVID-19 pandemic. The International Monetary Fund’s (IMF) coined it the Great Lockdown. Economic growth contracted

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REPORT OF  
**THE BOARD OF DIRECTORS**

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sharply across both advanced and developing economies, underpinned by the social impact of the pandemic. Despite sizable fiscal and monetary stimulus packages the economic fallout severely affected the labour market. Financial conditions also tightened significantly for most of the first half of 2020, primarily reflective of heightened uncertainty and worsening global prospects. Moreover, emerging and developing economies experienced an unprecedented surge in capital outflows in March and April 2020, widening sovereign borrowing spreads, and currency depreciations. The projected growth recovery this year follows a severe collapse in 2020 that has had acute adverse impacts on women, youth, the poor, the informally employed, and those who work in contact-intensive sectors. The global growth contraction for 2020 is estimated at negative 3.5 percent, 0.9 percentage point higher than projected in the previous forecast. (<https://www.imf.org/en/Publications/WEO/Issues/2021/01/26/2021-world-economic-outlook-update>)

- 6.2 Although recent vaccine approvals have raised hopes of a turnaround in the pandemic later this year, renewed waves and new variants of the virus pose concerns for the outlook. Amid exceptional uncertainty, the global economy is projected to grow 5.5 percent in 2021 and 4.2 percent in 2022. The 2021 forecast is revised up 0.3 percentage points relative to the previous forecast, reflecting expectations of a vaccine-powered strengthening of activity later in the year and additional policy support in a few large economies. (<https://www.imf.org/en/Publications/WEO/Issues/2021/01/26/2021-world-economic-outlook-update>)
- 6.3 The strength of the recovery is projected to vary significantly across countries, depending on access to medical interventions, effectiveness of policy support, exposure to cross-country spillovers, and structural characteristics entering the crisis. (<https://www.imf.org/en/Publications/WEO/Issues/2021/01/26/2021-world-economic-outlook-update>)

The potential impact of these developments on our US Dollar investments will be continuously monitored throughout the course of the year with a view to taking the necessary mitigating strategies accordingly.

## **7. DOMESTIC MACROECONOMIC ENVIRONMENT OVERVIEW**

- 7.1 Like most other countries, the COVID-19 pandemic resulted in the Trinidad and Tobago economy being deeply impacted. According to the Central Bank's Monetary Policy Report - November 2020, the sharp decrease in major energy commodity prices and precipitous fall in global demand significantly reduced this country's export opportunities for its manufactured goods and energy products. Moreover, tourism was greatly impacted as international travel reduced drastically. The pandemic also impacted the domestic labour market, either directly or via the mitigation measures employed to restrict the virus. The national 'Stay-at-Home' public health measure implemented in March 2020 contributed to labour market adjustments such as furloughed employment, layoffs, pay cuts, and reductions in working hours. In responding to a question in the Parliament on unemployment figures recorded from March 21st to October 2020, the Minister of Labour revealed that 1,891 people have been left jobless owing to the pandemic.

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7.2 The domestic economic outlook for 2021 will center around the lingering effects of the pandemic, which are expected to persist well into the first three quarters of the new year. Going into the pandemic, Trinidad and Tobago had a relatively good starting point, with significant buffers, including sizable international reserves and its sovereign wealth fund (Heritage and Stabilization Fund). Given the finite nature of these buffers however, it is imperative that the transition be managed very carefully.

7.3 The Ministry of Finance's 2021 expenditure projections have been reduced year-on-year by 2.5% to \$49.6B (with anticipated budget cuts at Ministry level). The 2021 fiscal deficit was estimated at \$8.2B (down 51%) or 5.6% of GDP. A decline in GDP is projected in 2020 of 2.4%, rebounding to growth of 2.6% in 2021.

RHAND will continue to monitor the local economic climate and accordingly adjust our strategies geared toward growing membership, new loan business and delinquency management.

## **8. DOMESTIC FINANCIAL SYSTEM OVERVIEW**

8.1 The Central Bank's contribution to supporting the economy during the COVID-19 pandemic has been to steer the Financial Services Sector with various initiatives including a reduction in the reserve requirements for the commercial banks from 17 percent to 14 percent, and a reduction in the repo rate from 5.0 percent to 3.5 percent. These adjustments would have resulted in commercial banks reducing their prime lending rates from an average of 9.5 percent to 7.5 percent. It should be noted that the narrowing spread between lending rates and deposit rates will push the banking system to pursue improved efficiency (at a cost to the banking public in some cases). Other Central Bank initiatives included directing all financial institutions to allow payment deferrals, rate reductions, waivers and reduced penalties on credit facilities.

8.2 In early 2020, before the lockdown, private sector credit grew moderately at just under 5 per cent (year-on-year). However, the closure of all non-essential activity exerted downward demand pressure on borrowing. By the end of August, consolidated system credit had slowed sharply. Credit card debt, which had been growing during the year, contracted. Loans for motor vehicles, however, remained strong given the low-interest-rate environment. Lending to businesses worsened over recent months, while real estate mortgage lending continued to grow but at a much lower rhythm than in March. (Central Bank of Trinidad & Tobago Monetary Policy November 2020).

8.3 Consumer financing is expected to remain a high activity market amidst expected improvements in local economic conditions in 2021. The economic fallout from the pandemic has increased loan loss risks and as such RHAND will need to exercise extra due diligence in its lending efforts while seeking to sustain growth trends to our primary asset.

8.4 Institutions like Island Finance, Courts and JMMB Express, in addition to the commercial banks, continue to threaten market share as consumers continue to demand faster and easier access to loans.

RHAND will continue the review of its lending infrastructure to enhance the borrowing experience.

# REPORT OF THE BOARD OF DIRECTORS

## 9. REGULATORY DEVELOPMENTS

- 9.1. The IMF Caribbean Regional Technical Assistance Centre's (CARTAC) report on Strengthening The Regulatory Framework For The Supervision Of The Credit Union Sector In Trinidad And Tobago remains the primary guide into the future of the Sector.

The establishment of a new regulator, more robust performance monitoring and the tightening of financial requirements are all still in the pipeline with timelines now skewed by the pandemic.

- 9.2. RHAND shall continue to be a sector leader by ensuring that the necessary financial positioning, controls and governance infrastructure are implemented, in the face of any challenges, with a view to maintaining our reputation as a solid financial institution and a model Credit Union.

## 10. ASSET BASE GROWTH FOR 2020 AND PROJECTED GROWTH FOR 2021

- 10.1 It is against the domestic assessments in Sections 7 through 9 above that RHAND's asset growth rate fell short of target and recorded an increase in its asset base of \$37,117,817 or 5.42% (against targeted growth of 6.15%) for the year ended December 31, 2020 (**Table B2**). Through its strategic initiatives, Credit Union is targeting asset base growth for 2021 of \$36,116,000 (5.00%).

**Table B2: Total Assets – 2016 - 2020**

Year	Total Assets (\$)	Increase/(Decrease) (\$)	(%)
2016	590,786,432	26,109,241	4.62
2017	621,309,195	30,522,763	5.17
2018	645,507,360	24,198,165	3.89
2019	684,780,180	39,272,814	6.08
2020	721,897,994	37,117,817	5.42

## 11. LOANS PORTFOLIO

- 11.1 The conditions in the consumer credit environment were exacerbated by the COVID-19 pandemic from two perspectives: the initiatives of the Ministry of Finance increased the liquidity of the commercial banks thereby making loans cheaper for the public; and the Ministry of Health's 'Stay-at-Home' measures crippled many businesses resulting in a mix of pay-cuts, temporary layoffs and permanent layoffs thereby impacting household incomes and by extension ability to repay loan facilities.

- 11.2 Generally, persons whose incomes were not adversely impacted, increased their borrowing demand, as home improvements and debt restructuring became the focal point - As such, competitor behavior remained highly aggressive. RHAND was able to take advantage of its digital marketing presence to beat the odds and still churn a net positive result with a \$13.8M or 3.46% increase in the portfolio size (against targeted growth of 9.00%). Refer to **Table B3**.

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The necessary infrastructure and strategies have been put in place to ensure 2021 sees a continuation of the positive trend in the portfolio's performance.

**Table B3: Gross Loan Principal Balances Outstanding 2016 - 2020**

Year	Total Balances Outstanding (\$)	Increase/(Decrease) (\$)	(%)
2016	398,829,324	29,081,914	7.87
2017	409,952,626	11,123,302	2.79
2018	400,666,277	(9,286,349)	(2.37)
2019	399,781,916	(884,361)	(0.22)
2020	413,615,935	13,834,019	3.46

### 11.3 LOAN DELINQUENCY

As at December 31, 2020, the delinquency ratio for all loans deteriorated from 6.99% in 2019 to 9.60% (**Table B4**). This amounted to 580 loans in arrears with a value of \$39,714,235. Of these, 424 loans were 90 days or more in arrears and classified as non-performing (WOCCU Standard). Thus, the delinquency ratio according to the WOCCU Standard was 6.93% compared to 4.99% in 2019.

Additionally, based on the Expected Credit Loss (ECL) model, implemented in 2018, the loan loss provision (expense) for 2020 was ramped up to \$1.86M (compared to the budgeted \$600,000).

- 11.4 The adverse results reported were significantly attributable to members who were either directly impacted, or whose households were adversely impacted by the economic fallout from the pandemic. To support our affected members, RHAND approved 180 payment deferrals over the period April to July 2020 in addition to providing financial counselling and rescheduling loans where feasible.

The Board has taken a more direct interest in the status of our delinquent loans and affected members and will be working closely with the Credit Committee and Credit Administration Department to monitor the efforts to regularize these loans and provide additional policy support as needed.

**Table B4: Delinquency Statistics (RHAND and WOCCU Standards)**

Year	Number of Delinquent Loans	Total of Delinquent Loan Balances	Delinquency Ratios	
	(\$)	(\$)	Total	WOCCU
2016	462	22,691,139	5.69	4.52
2017	352	25,711,592	6.27	5.34
2018	408	28,476,864	7.11	5.63
2019	509	27,926,494	6.99	4.99
2020	580	39,714,235	9.60	6.93

# REPORT OF THE BOARD OF DIRECTORS

## 12. SHARE CAPITAL PORTFOLIO

- 12.1 The total share capital of the Credit Union stood at \$428,028,705 as at December 31, 2020, representing an increase of \$16,331,710 or 3.97% (against targeted growth of 4.00%), over the previous year (**Table B5**).

**Table B5: Share Capital 2016 - 2020**

Year	Total Share Capital (\$)	Increase/(Decrease) (\$)	(%)
2016	371,303,066	17,819,107	5.04
2017	383,553,933	12,250,867	3.30
2018	395,379,647	11,825,714	3.08
2019	411,696,995	16,317,348	4.13
2020	428,028,705	16,331,710	3.97

## 13. EARNINGS PERFORMANCE AND OPERATING EFFICIENCY PROFILE

- 13.1 For the financial year ended December 31, 2020, RHAND Credit Union realized an operating surplus of \$21,448,451 (**Table B6**), which represents a Net Profit Margin of 40.29% for the financial year, compared to a Net Profit Margin of 42.82% for the year 2019 financial year.

**Table B6: Operating Surplus And Net Profit Margin 2016 – 2020**

Income/Expenses Captions	2016 (\$)	2017 (\$)	2018 (\$)	2019 (\$)	2020 (\$)
Interest on loans	38,483,380	41,504,714	43,432,734	41,177,963	40,447,069
Investment securities	3,344,483	4,798,086	5,903,511	9,221,595	11,132,044
Other income	1,551,483	1,429,183	2,127,062	2,124,358	1,655,813
Total Income	43,621,512	47,731,983	51,463,307	52,523,916	53,234,926
Total Expenses	27,070,065	27,004,710	30,329,483	30,034,392	31,786,475
Net Surplus	16,551,446	20,727,273	21,133,824	22,489,524	21,448,451
Net Profit Margin	37.94%	43.42%	41.07%	42.82%	40.29%
Expenses to Income Ratio	62.06%	56.58%	58.93%	57.09%	59.71%



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THE BOARD OF DIRECTORS

**Table B7: Comprehensive Income And Return On Assets 2016 - 2020**

Income /Assets/Return Captions	2016 (\$)	2017 (\$)	2018 (\$)	2019 (\$)	2020 (\$)
Operating Surplus	16,551,446	20,727,273	21,133,824	22,489,524	21,448,451
Unrealized/Actuarial Gain(Loss)	(796,287)	3,078,101	(4,416,137)	7,293,325	(1,809,520)
Comprehensive Income	15,755,209	23,805,374	16,717,687	29,782,849	19,638,931
Average Assets	577,731,819	606,047,814	633,408,278	665,143,770	703,339,087
Return On Assets	2.73%	3.93%	2.64%	4.44%	2.79%

- 13.2 The more significant cost variances incurred for the year 2020 under the expense items of Loan Protection expenses and Loan Loss expense/Expected Credit Loss (ECL) which totaled \$3,456,224 compared with a budgeted \$1,800,000 (an increase of 92.01%). This sharp adjustment was necessary as the economic impact of the COVID-19 pandemic on delinquency forced the Credit Union to increase the provision for loan losses in accordance with IFRS9.
- 13.3 Additionally, the 25% jump in Personnel Costs from 2019 to 2020 was attributable to back pay and salary increases as collective bargaining covered a record 6-year period (2015 to 2020).

**Table B8** details these and other major cost items.

**Table B8: Expenses Highlighting Major Cost Items 2016 – 2020**

Expenses Captions	2016 (\$)	2017 (\$)	2018 (\$)	2019 (\$)	2020 (\$)
Personnel costs	12,399,092	11,463,827	11,475,555	12,464,320	15,171,557
Interest on Savings and Time Deposits	2,312,649	2,255,688	2,225,231	2,107,835	2,162,017
Life savings insurance expenses	811,226	915,057	987,889	746,257	725,825
Loan protection expense	895,625	1,092,306	2,200,621	1,800,946	1,516,324
Education Committee expenses	1,125,294	987,081	1,048,243	1,005,005	147,660
Legal and Professional Services	1,125,317	887,905	1,277,005	122,755	671,984
Loan loss expense/Expected Credit Loss	916,600	1,000,000	346,116	1,225,595	1,939,900
Depreciation expense	1,032,472	996,817	1,111,845	967,061	975,274
Advertising & promotion	447,289	447,031	671,759	527,363	923,838
Other expenses	6,004,501	6,958,998	8,985,219	9,067,255	7,552,095
<b>Total Expenses</b>	<b>27,070,065</b>	<b>27,004,710</b>	<b>30,329,483</b>	<b>30,034,392</b>	<b>31,786,475</b>

**14. EFFICIENCY, PROFITABILITY AND FINANCIAL STRENGTH AND SOUNDNESS REVIEW**

- 14.1 As a guide for assessing the strength of the Credit Union’s balance sheet, the safety and soundness of the Credit Union’s financial structure and the efficiency and profitability of the Credit Union’s operations, the following ratios are presented in **Table B9**.

REPORT OF  
THE BOARD OF DIRECTORS

Table B9: PEARLS and EFFICIENCY RATIOS

Financial Ratio Equation	RHAND Value		Standard of Excellence	COMMENT
	2020	2019		
<b>1) Net Institutional Capital Ratio</b>				
$\frac{\text{Fund}^* + \text{Undivided Balances} + \text{Earnings}}{\text{Total Assets}} = \frac{\$ 91,700,885}{\$ 721,897,996}$	12.70%	12.15%	Minimum of 8.00%	RHAND value more favourable than standard
*Reserve, Education & Building Funds				
<b>2) Liquidity Adequacy Ratio</b>				
$\frac{\text{Cash and Cash Equivalents} + \text{Inv. Securities} < 2 \text{ yrs}}{\text{Total Assets}} = \frac{\$ 111,869,902}{\$ 721,897,994}$	15.50%	16.74%	Maximum of 20.00%	RHAND value more favourable than standard
<b>3) Asset Quality Ratio</b>				
$\frac{\text{Total Delinquent Loans}}{\text{Gross Loans}} = \frac{\$ 39,714,235}{\$ 413,615,935}$	9.60%	6.99%	Maximum of 5.00%	RHAND value less favourable than standard
<b>4) Total Operating Expenses To Average Asset Ratio</b>				
$\frac{\text{Total Operating Expenses}}{\text{Average Assets}} = \frac{\$ 31,786,475}{\$ 703,339,087}$	4.52%	4.50%	Maximum of 5.00%	RHAND value more favourable than standard
<b>5) Efficiency Ratio</b>				
$\frac{\text{Non-Interest Expenses} - \text{IFRS9 Expenses}}{\text{Total Income} - \text{Interest Expenses}} = \frac{\$ 29,624,458 - 1,862,847}{\$ 53,234,926 - 2,162,017}$	54.36%	52.86%	Maximum of 55.00%	RHAND value more favourable than standard
<b>6) Return On Average Members' Equity</b>				
$\frac{\text{Comprehensive Income}}{\text{Ave. Institutional Capital} + \text{Ave. Share Savings}} = \frac{\$ 19,638,931}{\$ 109,843,635 + 419,862,850}$	3.52%	5.94%	Minimum of 5.00%	RHAND value less favourable than standard

REPORT OF  
**THE BOARD OF DIRECTORS**

**15. WORK ACTIVITIES IN WHICH THE BOARD OF DIRECTORS WAS ENGAGED**

15.1 POLICY FORMULATION

The Board continued its work of policy review and formulation of new policies for the effective governance of the Credit Union. Three (3) new policies were developed and approved:

- (i) Enterprise Risk Management Policy
- (ii) Remote Work Policy
- (iii) Remote Participation in Meetings Policy

Additionally, the Serving Officer Confidentiality Agreement, approved at the 72nd AGM, was implemented and the Investment Policy was reviewed.

15.2 OTHER SIGNIFICANT ACCOMPLISHMENTS

1. All the necessary safety measures were implemented in a manner that allowed RHAND to avoid any major disruption of our member services and operations during the pandemic.
2. Conducted our first (and highly successful) Virtual AGM.
3. Acquisition of TSTT building adjacent to our Abercromby Street office to facilitate expansion and additional member parking.
4. Completion of our first dual period Collective Bargaining negotiations (2015-2017 and 2018-2020) for operational staff and completion of the Go-green statement conversion (Discontinuation of biannual statements to members).
5. Subscribed to the SUREPAY network payment system.

**16. RECOGNITION AND BEST WISHES**

16.1 The Board of Directors wishes to recognize all the individuals who have contributed to the many successes achieved by RHAND Credit Union in the Year 2019 – Members of the Joint Management Team (Board of Directors and Statutory Committees), Members of Staff and most importantly you, our members.

Best wishes and God’s blessings to everyone for the 2021-2022 term and continue to keep yourselves and your loved ones safe as we pilot through the tail end of this global pandemic.



**Reynold Cooper**  
President – Board of Directors



**Martin Minguell**  
Secretary – Board of Directors



REPORT OF  
*THE EDUCATION  
COMMITTEE*

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# REPORT OF THE EDUCATION COMMITTEE

## 1. INTRODUCTION

The Education Committee is a Board-appointed Committee as stipulated in RHAND Credit Union's Bye-Law 21(a); which states, "This Committee shall be in charge of publicity and education and shall supply strategic support to the Board of Directors in achieving the objectives of the Society;" consequently, its strategic role is inextricably linked to the Mission, Vision and Strategic direction of RHAND Credit Union.

## 2. OBJECTIVE OF THE COMMITTEE

The Education Committee is a feature of all organizations operating under the Co-operative Society business model. The Committee enables the Co-operative Principle through education, training and Information to its members, members' children, employees and the general public, promoting self-development, development of the Credit Union and the values and benefits of co-operation.

## 3. FORMATION DETAILS

As is customary the Committee was appointed after the hosting of the Annual General Meeting. In 2020, this meeting (RHAND's first virtual) was held on the 10th of October due to the restrictions imposed on the national community to protect citizens from the adverse health crisis caused by the COVID-19 pandemic.

The following members were appointed by the Board of Directors to the Education Committee in 2020:

Joycelyn Hunte	-	Chairperson
Cheryl Bruce-Metivier	-	Secretary
Simone Huggins	-	2nd Substitute
Charlene Davidson	-	Board Member
Charmaine Isabelle Cummings	-	Board Member
Gerard Sampson	-	Manager, Marketing

The Education Committee performs its function through the establishment of a number of Sub-committees namely: the Social Events Sub-committee, the Education Assistance Sub-committee, Membership Skills Development Programme (MSDP) Sub-committee and the Youth Sub-committee. All work together to achieve the mandate of the overarching Committee - the Education Committee.

It is well-known that COVID 19 pandemic response required significant changes to the manner in which all of our everyday activities are conducted. This was no different for the Education Committee, and notwithstanding an approved action plan that included most of RHAND's flagship events, only one event conducted by the Youth Sub-Committee was actually implemented.

### Youth Sub-committee

Ms. Simone Huggins (Convenor) is ably assisted by members, Chenice Peniston-Williams, Thandiwe Masaisai, Reuben Cruikshank, Korena Peters, Nefertari Thomas, Christelle Noel, Kershelle Hinkson

REPORT OF  
**THE EDUCATION COMMITTEE**

and Petal Dawn Hinkson, conducted “A Covid Christmas Drop” at the Lady of the Wayside Home (an institution that houses children) during the Christmas period to bring Yuletide cheer to children in the community.

**4. RHAND SIGNATURE EVENTS**

- SEA and May Cherrie Award Programme whereby Eighteen (18) children receive SEA awards, fourteen (14) from Trinidad and four (4) from Tobago
- May Cherrie Scholarship Programme. Three (3) awards are granted
- Children’s Christmas parties held in Trinidad and in Tobago
- Membership Skills Development Programme (MSDP)

**5. CONCLUSION**

The Committee is cognizant of the new reality, that in the short to medium term, the conduct of business would require a potentially new way of doing things. As we seek to reimagine and redesign our events, the Committee asks for your patience and understanding.

The Committee expresses its gratitude to: (1) The Manager and staff of the Marketing Department for their continued support. (2) The faithful Members of RHAND who actively participate in all the programmes and events.

Let us all continue to be safe during this pandemic, practice safe physical distancing and sanitization protocols and may the Almighty God continue to shower his blessings on our Credit Union.



**Joycelyn Hunte**  
Chairman-Education Committee



**Cheryl Bruce-Metivier**  
Secretary-Education Committee





REPORT OF  
**THE CREDIT  
COMMITTEE**

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# REPORT OF THE CREDIT COMMITTEE

## 1. INTRODUCTION

- 1.1 For the financial year ended December 31, 2020, the Credit Committee is pleased to report on its statutory role as outlined in Regulation 34 of the Co-operative Societies Act and Section 23 (a) of the Bye-laws of the Society, that is, the Supervision of Credit.

## 2. COMPOSITION OF THE CREDIT COMMITTEE

- 2.1 At the 72nd Annual General Meeting held virtually on Saturday 10th October, 2020 the following members were elected to serve on the Credit Committee.

Ms. Jennifer James	-	Member
Mr. Don Finley	-	Member
Mr. Lenus Joseph	-	Member
Mr. Pascalle Edwards	-	1st Substitute
Mr. Victor Kirton	-	2nd Substitute

Ms. Jennifer James, Mr. Don Finley and Mr. Lenus Joseph were elected to serve for a period of two (2) years consistent with the provisions of Section 23(b) (ii) of the Bye-laws of the Society.

- 2.2 At the first meeting of the Credit Committee, Ms. Jennifer James and Mrs. Susan Hinds-Morgan were elected as Chairman and Secretary respectively.

- 2.3 The full Committee for the 2020/2021 Term comprised the following members:

Ms. Jennifer James	-	Chairman
Mrs. Susan Hinds Morgan	-	Secretary
Ms. Patricia E Harry	-	Member
Mr. Don Finley	-	Member
Mr. Lenus Joseph	-	Member

- 2.4 The term of office of the following members of the Credit Committee comes to an end at this 73rd Annual General Meeting:

- Mrs. Susan Hinds Morgan
- Ms. Patricia E. Harry

## 3. ATTENDANCE AT MEETINGS

- 3.1 The members of the Credit Committee attended one hundred and two (102) Regular and six (6) Joint Management Committee Meetings. The attendance of members of the Credit Committee at Meetings is detailed at **Table C1**.

REPORT OF  
**THE CREDIT COMMITTEE**

**TABLE C1: Attendance at Credit Committee Meetings**

NAMES OF MEMBERS	REGULAR			SPECIAL			REMARKS
	P	Ex	A	P	Ex	A	
Jennifer James	102	-	-	6	-	-	
Susan Hinds Morgan	96	6	-	6	-	-	Out of the country / Job-related
Patricia E Harry	102	-	-	6	-	-	
Lenus Joseph	101	1	-	6	-	-	Family related
Esme Forde	79		-	6	3	-	Member did not seek re-election
Don Finley	22		-	3	3	-	Full member with effect from October 10, 2020

#### 4. CREDIT SUPERVISION

- 4.1 One hundred and fifty (150) loan applications were processed by the Credit Committee. Four (4) members were interviewed to conclude the processing of their applications.
- 4.2 Six (6) of the said loan applications required sanctioning by the Board of Directors as the loans were not fully secured.
- 4.3 Eighty-eight (88) of said loans recommended by the Internal Risk Review Committee (IRRC) were approved by the Credit Committee.
- 4.4 For the financial year, three thousand, eight hundred and thirty-five (3,835) loan applications were approved by the other approving agents namely: General Manager; Credit Manager; Branch Manager, Tobago; Branch Manager, Arima; Supervisor II; Credit Officer Tobago; Supervisor I; Senior Clerk - Lending; and Clerk - Lending. When added to the loan applications approved by the Credit Committee, the total loans granted in 2020 were three thousand, nine hundred and eighty-five (3985).
- 4.5 **Table C2** captures the levels at which loan approvals were granted, while **Tables C3, C4a** and **C4b** profile the classification of loans approved and disbursed.

REPORT OF  
THE CREDIT COMMITTEE

**C2: Approving Authority for Loans Granted**

AUTHORITY	NUMBER OF LOANS	(%) OF LOANS	APPROVAL LIMIT (\$)
Credit Committee	150	3.8	1,000,000
General Manager	321	8.1	500,000
Credit Manager	564	14.2	500,000
Branch Manager - Tobago	327	8.2	200,000
Branch Manager - Arima	513	12.8	200,000
Supervisor II	597	15.0	200,000
Credit Officer - Tobago	231	5.8	100,000
Supervisor I	590	14.8	100,000
Senior Clerk-Lending	640	16.0	75,000
Clerk-Lending	52	1.3	50,000
Total	3985	100	

**Table C3: Particulars of All Loans Approved and Disbursed by Credit Union**

Class of Loan	2020		2019	
	Number of Loans	\$ Value	Number of Loans	\$ Value
Consumer Expenses	2818	77,962,372	3694	67,361,965
Debt Consolidation	199	11,005,398	156	7,126,948
Disaster Recovery Fund	0	0	0	0
Disaster Relief	0	0	0	0
Education & Training Financing	49	1,401,770	88	2,161,095
Home Improvement	695	29,667,398	649	23,849,515
Investment Financing	9	490,000	22	559,600
Medical Expenses Financing	95	1,793,396	127	2,166,218
Motor Vehicle Financing	96	11,585,648	138	13,733,574
Real Estate Financing	19	7,610,715	39	9,919,837
RHAND Retirees Cruise	0	0	1	20,000
SME & Other Entrepreneurial Venture	5	347,814	3	143,300
Total	3985	141,864,511	4917	127,042,050

REPORT OF  
THE CREDIT COMMITTEE

**Table C4a: Particulars of Loans Disbursed by the Tobago Branch Office**

Class of Loan	2020		2019	
	Number of Loans	\$ Value	Number of Loans	\$ Value
Consumer Expenses	246	5,502,755	729	17,718,220
Debt Consolidation	151	13,243,026	59	2,852,248
Education and Training Financing	63	2,069,617	17	237,707
Enterprise/Business Financing	0	0	0	0
Home Improvement	237	11,303,105	137	5,112,550
Investment in Financial Assets	25	1,237,171	1	12,000
Medical Expenses Financing	25	705,165	13	465,136
Motor Vehicle Financing	87	4,507,335	20	1,314,785
Real Estate Financing	0	0	4	853,580
RHAND Retirees Cruise Financing	0	0	0	0
SME & Other Entrepreneurial Venture	0	0	12	179,447
Total	834	38,568,174	992	28,745,673

**Table C4b: Particulars of Loans Disbursed by Arima Branch Office**

Class of Loan	2020		2019	
	Number of Loans	\$ Value	Number of Loans	\$ Value
Consumer Expenses	564	8,162,287	838	11,980,650
Debt Consolidation	127	6034,406	62	2,178,468
Education and Training Financing	44	962,439	31	618,200
Enterprise/Business Financing	0	0	0	0
Home Improvement	333	12,923,306	225	7,424,209
Investment Financial Assets Financing	19	741,280	7	260,000
Medical Expenses Financing	67	811,205	55	723,012
Motor Vehicle Financing	44	4,792,082	34	2,955,637
Real Estate Financing	1	130,000	5	669,380
RHAND Retirees Cruise Financing	0	0	1	20,000
SME & Other Entrepreneurial Venture	0	0	2	20,639
Total	1199	34,557,005	1260	26,850,195

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REPORT OF  
**THE CREDIT COMMITTEE**

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**5. LOAN PAYMENT DEFERRALS**

- 5.1 The government requested that financial organizations, namely banks, credit unions and mortgage companies grant moratoria to their customers/members, who, due to the Covid-19 Pandemic were unable to honor their commitments. The Credit Committee processed ninety-six (96) applications for three (3) months deferrals. Eighty-nine of said applications were recommended for approval by the Board of Directors, while seven (7) applications were not recommended since they did not meet the criteria required for approval.

**6. NON-PERFORMING LOANS**

- 6.1 As at December 31, 2020, there were five hundred and eighty (580) loans in arrears with a value of \$39,714,235, on the books of the Society, resulting in a delinquency ratio of 9.60%. Of these, there were four hundred and twenty-four (424) non-performing loans (loans 90 days or more in arrears, according to the WOCCU standard) with a value of \$28,666,044 or 6.93%.

This large increase in delinquency is attributed in large part to the effects of the COVID-19 pandemic (full/partial loss of income of some members or their households) but also to late arrival of over the counter payments.

**7. ADMINISTRATION OF LOAN PROTECTION BENEFITS**

- 7.1 The Credit Committee advised the Board of Directors on the settlement of forty-two (42) Death Claims/Benefit with a dollar value of one million, four hundred and fifty-eight thousand, nine hundred and ninety-two dollars and nineteen cents (\$1,458,992).
- 7.2 The Board of Directors was also advised on the settlement of one (1) Disability Claim/Benefit with a dollar value of fifty-five thousand, eight hundred and ninety-eight dollars (\$55,898.).

**8. SHARE SAVINGS WITHDRAWAL APPLICATIONS**

- 8.1 The Credit Committee processed three hundred and forty-six (346) share savings withdrawal applications. Two hundred thirty-three applications with a dollar value of one million, three hundred and sixty-three thousand, five hundred and seventy-nine dollars (\$1,363,579.00). One hundred and thirteen (113) share savings withdrawal applications with a dollar value of four hundred and ninety six thousand and thirty-five dollars (\$496,035.00) were denied. There was an increase in share savings withdrawals. This was also attributed to hardship experienced by members during the Covid-19 pandemic.

**9. MONITORING OF FILES**

- 9.1 Eight hundred and thirty-four (834) files were monitored at Head Office, with the relevant notes outlining the Committee's concern being affixed thereon. Due to the Ministry of Health Covid-19

REPORT OF  
**THE CREDIT COMMITTEE**

guidelines the Committee was unable to monitor files at the Arima and Tobago Branch offices as it would have been difficult to socially distance.

**10. PARTICIPATION ON BOARD APPOINTED COMMITTEES**

10.1 During the period under review, one member of the Credit Committee served on the Annual General Meeting Planning Committee.

**11. TRAINING**

11.1 During the period under review, members of the Credit Committee participated in the annually mandated AML/CFT Training Workshop.

**12. CONCLUDING REMARKS**

12.1 Fellow members, the Covid-19 Pandemic has taken the world along an uncharted course, with no determined end in sight. While our credit union stands ready to assist you, it is incumbent on us to go back to basics when we applied for prudent loans. In those days, our needs outweighed our wants. *Remember we are in this together, and the chain is as strong as its weakest link.*

12.2 The Credit Committee wishes to recognize those who have contributed to the credit union's achievements despite this challenging period. In this regard, special mention is made of the Board of Directors; Supervisory Committee; General Manager and his Management Team; Members of Staff; and You, our valued members.



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**Jennifer James**  
Chairperson



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**Susan Hinds Morgan**  
Secretary





REPORT OF  
*THE SUPERVISORY  
COMMITTEE*

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REPORT OF  
**THE SUPERVISORY COMMITTEE**

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**1. INTRODUCTION**

The Supervisory Committee takes pleasure in presenting its report on the auditing of the accounting books and records for the Administrative and Financial Year of January 1st to December 31st 2020.

The audit was carried out to ensure compliance with the legal framework, namely, the Co-operative Societies Act Chapter 81:03, the Bye Laws of RHAND Credit Union, the Credit Administration Policy and the Laws of Trinidad and Tobago.

**2. COMPOSITION OF THE SUPERVISORY COMMITTEE**

At the 72nd Annual General Meeting (AGM) held on October 10th, 2020, the following members were elected to serve on the Supervisory Committee:

- Ms. Claudette Brown
- Ms. Pamela Ogiste
- Ms. Nadine Ellis

Mrs. Linda Renaud-Medford and Mr. Victor Laptiste were elected as 1st and 2nd Substitutes, respectively.

In accordance with Bye-law 24(c)(iii), the inaugural meeting of the Committee was held on October 13th, 2020. Ms. Claudette Brown and Ms. Pamela Ogiste were elected to the positions of Chairperson and Secretary, respectively.

Further, in accordance with Bye-Law 24(c) (i), the five (5) members who comprised the Supervisory Committee for the 2020/2021 term were as follows:

- Ms. Claudette Brown - Chairperson
- Ms. Pamela Ogiste - Secretary
- Mrs. Patricia Williams - Member
- Ms. Erica Charles - Member
- Ms. Nadine Ellis - Member

At this 73rd Annual General Meeting of 2021, the term of office of the following members comes to an end:

- Mrs. Patricia Williams
- Ms. Erica Charles.

**3. THE AUTHORITY OF THE SUPERVISORY COMMITTEE**

Bye-law 24 (a) states that the Supervisory Committee is the Statutory Internal Auditors of the Credit Union and as such, have the following powers and duties:

*REPORT OF*  
**THE SUPERVISORY COMMITTEE**

- Make an examination of the affairs of the Society, including an examination of its books, at least semi-annually and, if the Committee thinks it necessary, make a report of its findings to the Commissioner for Co-operative Development.
- Make an annual report of its audit and submit same to the Annual General Meeting of the members.
- Attest (at least 1 member) the monthly statements prepared by the General Manager of the Society.

**4. MEETINGS AND ATTENDANCES AT MEETINGS**

**4.1 Regular and Special Meetings**

The Supervisory Committee held twelve (12) Statutory meetings and three (3) Special meetings.

**Attendance at Supervisory Committee Meetings is as follows:**

NAME OF MEMBER	REGULAR				SPECIAL				REMARKS
	P	V	Ex	Ab	P	V	Ex	Ab	
Claudette Brown	12	-	-	-	3	-	-	-	
Pamela Ogiste	12	-	-	-	3	-	-	-	
Patricia Williams	9	-	3	-	3	-	-	-	
Erica Charles	9	1	-	2	3	-	-	-	
Nadine Ellis	12	-	-	-	3	-	-	-	
Linda Renaud-Medford	11	-	1	-	3	-	-	-	
Victor Laptiste	2	-	-	1	1	-	-	-	Elected at AGM held on 10-10-2020

**4.2 Macro Committee Meetings**

The Supervisory Committee was invited by the Board of Directors to attend meetings to discuss the following:

- The 2020 Marketing Plan;
- Twelve (12) Months Financial Projections for 2020;
- Presentations for the proposed renovations plans – Headquarters; and
- Loan approval for a member of the Statutory Committees.

**4.3 Other Meetings**

Members of the Supervisory Committee participated in the work of the AGM Planning Committee and the AGM Brochure Committee.

**5. WORK PROGRAMME OF THE COMMITTEE**

For the period under review the following key areas of the operations of the Credit Union were

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*REPORT OF*  
**THE SUPERVISORY COMMITTEE**

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examined and reports and recommendations were submitted to the Board of Directors:

- Attestation of the monthly Financial Statements;
- Credit Administration Review;
- Review of the Delinquency Portfolio;
- Review of the Minutes of the Meetings of the Board of Directors;
- Cash Counts;
- Review of Branch Operations;
- Review of Verbatim Notes – 2019 AGM; and
- Review of the Education Committee Reports.

## **6. OBSERVATIONS ON AREAS OF EXAMINATION**

### **6.1 Examination of the Financial Records and Attestation of the Monthly Statements**

Under the provisions of Bye-Law 24(a) (iv), the Committee examined the monthly Financial Statements to ensure that the expenditure incurred was for the benefit of the operations of the Society.

The Accounting Books and records of the Society were examined on a sample basis in order to determine whether the records formed a reliable basis for the preparation of the Financial Statements. Observations arising out of the examinations, where necessary, were discussed with the Manager, Finance and Accounting and the General Manager and recommendations were submitted to the Board of Directors.

From our examinations, expenditure incurred was for the benefit of the operations of the Credit Union and was properly supported by relevant documents.

### **6.2 Credit Administration Review**

Audits were conducted on the Loan Portfolio, the objective being to ascertain whether:

- There was adherence to the Co-operative Societies Act and its supporting Regulations, RHAND's Bye-Laws and the Credit Administration Policy Manual; and
- Securities held for Mortgage Loans were valid and adequate.

#### **Methodology:**

A random sample of approved loans was selected for auditing in accordance with the provisions of Bye-Law 24(b) and the Programme of Work of the Supervisory Committee.

#### **Observation:**

Ordinary, Mortgage and Promotional Loans granted and disbursed were approved in keeping with RHAND's Bye-Laws and Credit Administration Policy Manual. Findings were brought to the attention

REPORT OF  
**THE SUPERVISORY COMMITTEE**

of the Supervisor of Loans and the Manager, Credit Administration for review. The introduction of the Deferrals Portfolio, that is, the provision for members to access financial reprieve from the unanticipated negative consequences brought on by the Covid-19 pandemic was also reviewed and found to be in satisfactory adherence to the terms of the Policy.

### **6.3 Review of the Delinquency Portfolio**

In determining the success rate of implemented measures to the reduction of the number of non-performing loans, audits were conducted on the delinquency portfolio.

As at 31st December, 2020 there were five hundred and eighty (580) non-performing loans with a value of \$39,714,235.00 on the books of RHAND Credit Union. This represents a Delinquency Ratio of 9.60% which is almost twice the accepted PEARLS Ratio of 5%. The corresponding period of 2019 showed a figure of five hundred and nine (509) non-performing loans with a value of \$27,926,494.00 and a delinquency ratio of 6.99%. This is an increase of 2.61% over last year's delinquency ratio and warrants even closer monitoring by the Committee.

When a member becomes delinquent for varying reasons, it is strongly recommended that the member inform the Credit Union of their inability to continue regular loan payments due to unforeseen circumstances, rather than remaining silent!

Remember that this is a breach of trust with your Credit Union and in essence you are defrauding us, the Membership. Be your brother's keeper and do the right thing, always.

### **6.4 Review of Minutes of the Meetings of the Board of Directors**

The Committee received and reviewed the minutes of meetings held by the Board of Directors. The objective of the exercise was to monitor the implementation of decisions taken and follow up on matters in train for 2021.

### **6.5 Conduct of Cash Counts**

Statutory Cash counts were conducted at Head Office and Branch Offices. There were no excesses or shortages of cash revealed in the conduct of these exercises. The Half-yearly and Surprise Cash Counts were not undertaken due to Covid 19 restrictions.

### **6.6 Audit of Branch Operations**

In spite of the many challenges faced in light of the Covid-19 pandemic the Committee maneuvered its resourcefulness in an effort to ensure that its presence was maintained at both Branch Offices. The conduct of audits took more time than usual since members of staff were rotated based on their individual circumstances. Nevertheless, the framework for the conduct of business was maintained and in our opinion, the operations at the Arima and Tobago Branches were successfully managed in compliance with the policies and guidelines established by RHAND and the Co-operative Societies Act.

REPORT OF  
**THE SUPERVISORY COMMITTEE**

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**6.7 Review of Verbatim Minutes of the 2019 AGM**

The Verbatim Notes (2019), pages (53) to (61) of the AGM held on Saturday October 10th, 2020 revealed there were concerns raised by the Membership in relation to other properties owned and/or occupied by the Credit Union. The Supervisory Committee, in its deliberations to satisfy the concerns of the Membership, ensured that there was follow-up action by the Board of Directors and the Management Team on the concerns raised.

One of the concerns raised was the movement of the Tobago Branch Office to a more suitable location. The relocation was effective from Monday February 08, 2021 to the new location at #11-12 Sangster Hill Mall, Scarborough, Tobago.

**6.8 Review of the Education Committee Report**

Section 21 (a) of the Bye Laws of RHAND Credit Union states the role of the Education Committee is as follows:

“This Committee shall be in charge of publicity and education and shall supply strategic support to the Board of Directors in achieving the objectives of the Society...”

Reports and minutes of the Education Committee for the year 2020 were requested and reviewed. Due to Covid-19 restrictions, activities for the year were unfulfilled.

**7. RELATIONSHIP WITH THE AUDIT COMMITTEE AND THE INTERNAL AUDITOR**

As part of our responsibilities the Committee is required to ensure that there are Systems of Internal Controls in place to safeguard the assets of the Credit Union and that these Internal Controls are operating effectively. In this regard the Audit Committee forwarded the reports of the Internal Auditor to the Supervisory Committee.

The reports were reviewed and the recommendations made on the areas of concern were taken into consideration in the formalization of the Work Program of the Committee for 2020.

**8. TRAINING**

The Supervisory Committee continues to embrace the training opportunities aimed towards the improvement of members becoming more proficient in the execution of its duties and more knowledgeable on Credit Union matters. As such, members participated in the following:

- In-house training session on Anti-Money Laundering/Combating the Financing of Terrorism; and
- Information and Communications Technology Unit Virtual Training Session.

In addition to the above training sessions, the Committee also participated in the following Seminar and Webinar:

REPORT OF  
**THE SUPERVISORY COMMITTEE**

- “Connecting with RHAND”; and
- Cipriani College of Labour and Co-operative Studies Webinar Series: “Credit Union and Covid-19 – Through the Eyes of our Members”.

**9. APPRECIATION**

Your Supervisory Committee members would like to take this opportunity to thank you, the membership, for entrusting us with the responsibility of monitoring our affairs and making suggestions where and when necessary to assist in the smooth running of the Credit Union. We would also like to thank the management and staff for their unstinting help in the conduct of our audits. Most importantly we thank our Heavenly Father for taking us through another challenging year full of unexpected upheavals in which we had to depend on Him for divine guidance. May He continue to keep us safe as we continue on through 2021.

**Respectfully submitted:**

**Claudette Brown - Chairperson**

**Pamela Ogiste - Secretary**

**Patricia Williams - Member**

**Erica Charles - Member**

**Nadine Ellis - Member**



**Claudette Brown**  
Chairperson



**Pamela Ogiste**  
Secretary





REPORT OF  
*THE NOMINATING  
COMMITTEE*

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REPORT OF  
**THE NOMINATING COMMITTEE**

**Introduction**

The Nominating Committee is appointed by the Board of Directors in accordance with Bye Law #17 of RHAND Credit Union Cooperative Society Limited and charged with the responsibility to select suitably qualified members willing to be considered for election to the Board of Directors and Statutory Committees. This four (4) member Committee was appointed via letter dated November 5th 2020 and held its inaugural meeting on November 13th 2020. The Committee comprised of the following persons:

- Avelon Perry – Chairperson
- Jeneece Isaac – Secretary
- Liseli Benjamin – Member
- Cherisse Nixon – Member

**Selection of suitably qualified members**

Minor adjustments were made to the nominating process to comply with COVID-19 measures and to provide members with adequate time to view nominee profiles and elect appropriate Officers to the Board of Directors and Statutory Committees. Attempts were made to have a more aggressive campaign to solicit young professionals to serve. However, the time between the Committee’s appointment and the date of the election was truncated which did not facilitate adequate planning and execution of such.

The nominations process officially started on January 14th 2021 with the publication of the “**Call to Serve**” in the print media, RHAND’s website and its social media pages. At the close of nominations on February 12th 2021 a total of 34 nominations were received. All nominees were screened to confirm their eligibility according to the criteria outlined in the Bye Laws and are members in good standing. As such, the Nominating Committee now recommends 29 nominees to this Annual General Meeting as members suitably qualified to serve.

**Vacancies and Nominees Received for the Board of Directors and Statutory Committees**

<b>Statutory Committee</b>	<b>No of Vacancies[1]</b>	<b>No of Nominees</b>
Board of Directors	4	11
Credit Committee	2	10
Supervisory Committee	2	8

REPORT OF  
**THE NOMINATING COMMITTEE**

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**Closing**

RHAND Credit Union Cooperative Society Limited continues to make significant strides in the local Credit Union Co-operative industry. This is an industry that is growing and faced with new challenges due to digitization, increase in financial crimes and intense competition. It is thus our recommendation that the Nominating Committee operations and existing nomination procedures be strengthened to allow for:

- i. Meaningful screening of nominees to ensure the candidates with the desired skill sets and talent are recommended to the AGM;
- ii. A progressive nomination process with a strategic approach guided by the Board of Directors; and
- iii. An aggressive marketing approach and collaboration with the Youth Arm to attract a diverse group of nominees.

The Nominating Committee thanks the Board of Directors for the support during this term of service and the confidence and trust in our ability to complete this task. Special thanks also to the management and staff for their professionalism and dedication.

Cooperatively yours,

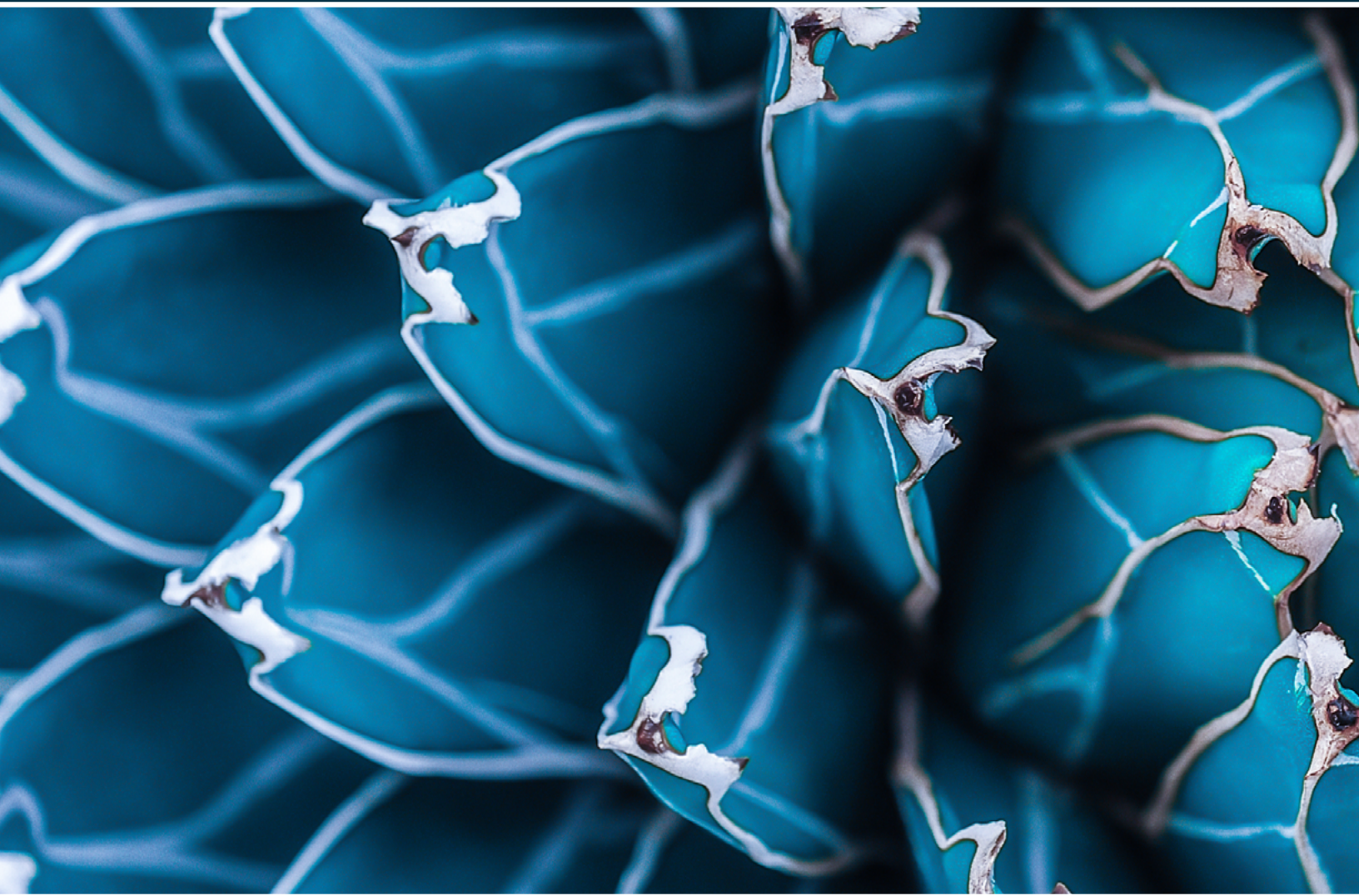


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**Jenece Isaac**  
Secretary - Nominating Committee

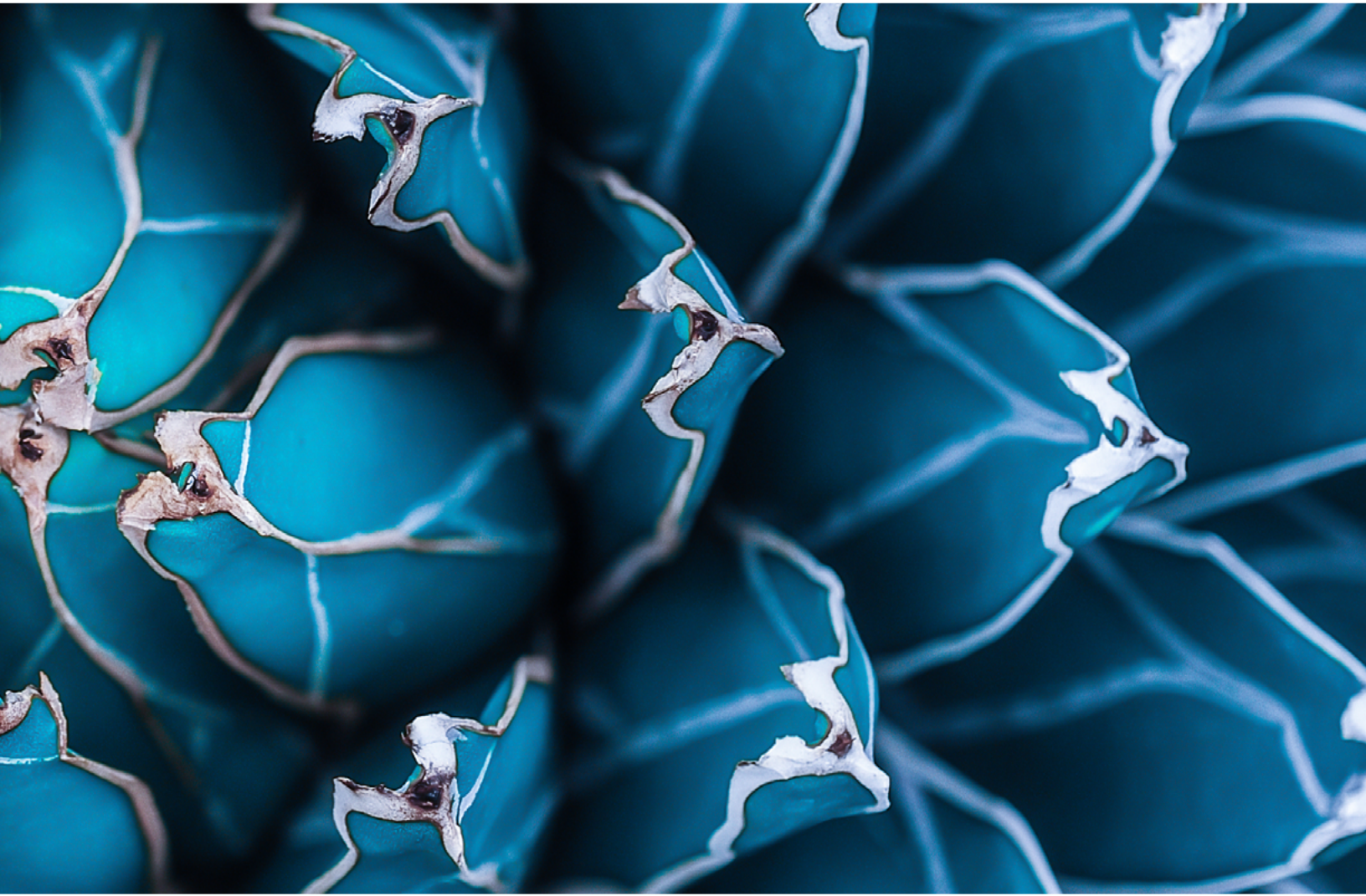
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[1] This does not include the two (2) alternate positions for the Board of Directors, Credit and Supervisory Committees. Persons are elected to these positions annually at the Annual General Meeting.



# *FINANCIAL STATEMENTS*

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STATEMENT OF  
**MANAGEMENT'S RESPONSIBILITY**

*For the year ended December 31, 2020  
(Expressed in Trinidad and Tobago Dollars)*

Management is responsible for the following:

- Preparing and fairly presenting the accompanying financial statements of RHAND Credit Union Co-operative Society Limited (the "Credit Union") which comprise the statement of financial position as at December 31, 2020, the statement of comprehensive income, statement of changes in institutional capital, statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.
- Ensuring that the Credit Union keeps proper accounting records;
- Selecting appropriate accounting policies and applying them in a consistent manner;
- Implementing, monitoring and evaluating the system of internal control that assures the security of the Credit Union's assets, detection/prevention of fraud, and the achievement of the Credit Union's operational efficiencies;
- Ensuring that the system of internal control operated effectively during the reporting period;
- Producing reliable financial reporting that comply with laws and regulations; and
- Using reasonable and prudent judgement in the determination of estimates.

In preparing these audited financial statements, management utilised the International Financial Reporting Standards, as issued by the International Accounting Standards Board and adopted by the Institute of Chartered Accountants of Trinidad and Tobago. Where International Financial Reporting Standards presented alternative accounting treatments, management chose those considered most appropriate in the circumstances.

Nothing has come to the attention of management to indicate that the Credit Union will not remain a going concern for the next twelve months from the reporting date; or up to the date the accompanying financial statements have been authorised for issue, if later.

Management affirms that it has carried out its responsibilities as outlined above.



**Ainsley Andrews**

General Manager

April 7, 2021



**Lister Puckerin**

Manager, Finance

April 7, 2021

# INDEPENDENT AUDITOR'S REPORT

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To the Members of  
RHAND Credit Union Co-operative Society Limited

## **Opinion**

We have audited the financial statements of RHAND Credit Union Co-operative Society Limited (the "Credit Union"), which comprise the statement of financial position as at December 31, 2020, and the statement of comprehensive income, statement of changes in institutional capital, statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Credit Union as at December 31, 2020, and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards ("IFRSs").

## **Basis for Opinion**

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

## **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 IFRSs, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

## **Auditor's Responsibilities for the Audit of the Financial Statements**

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



## INDEPENDENT AUDITOR'S REPORT

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

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

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



April 7, 2021  
Port of Spain,  
Trinidad, West Indies

# STATEMENT OF FINANCIAL POSITION

(Expressed in Trinidad and Tobago Dollars)

As at December 31, 2020	Notes	2020	2019
<b>ASSETS</b>			
Cash and cash equivalents	7	35,041,561	55,990,776
Investment securities	8	238,138,606	193,041,343
Accounts receivable and prepayments	9	6,200,121	5,870,132
Net loans to members	10	403,640,183	391,695,935
Property and equipment	11	38,877,523	38,181,994
<b>TOTAL ASSETS</b>		<b>\$721,897,994</b>	<b>\$684,780,180</b>
<b>INSTITUTIONAL CAPITAL AND LIABILITIES</b>			
<b>INSTITUTIONAL CAPITAL</b>			
Reserve fund		34,601,831	32,309,246
Education fund		3,734,427	2,806,354
Loan protection fund	15	3,372,082	2,736,941
Building fund		16,750,000	16,000,000
Investment re-measurement reserve		18,395,746	20,271,466
Undivided earnings		36,614,626	32,094,551
<b>TOTAL INSTITUTIONAL CAPITAL</b>		<b>113,468,712</b>	<b>106,218,558</b>
<b>LIABILITIES</b>			
Accounts payable and accruals	12	13,546,025	13,364,786
Members' deposit savings		76,371,397	65,087,905
Members' time deposits		89,556,455	86,790,336
Retirement benefit obligation	13	926,700	1,621,600
Members' share savings	14	428,028,705	411,696,995
<b>TOTAL LIABILITIES</b>		<b>608,429,282</b>	<b>578,561,622</b>
<b>TOTAL INSTITUTIONAL CAPITAL AND LIABILITIES</b>		<b>\$721,897,994</b>	<b>\$684,780,180</b>
<b>The accompanying notes form an integral part of these financial statements.</b>			

On April 7, 2021 the Board of Directors of RHAND Credit Union Co-operative Society Limited authorised these financial statements for issue.



**Reynold Cooper**  
President



**Glenda Bruce**  
Treasurer



**Claudette Brown**  
Member, Supervisory  
Committee

# STATEMENT OF COMPREHENSIVE INCOME

(Expressed in Trinidad and Tobago Dollars)

For the year ended December 31, 2020	Notes	2020	2019
<b>Income</b>			
Interest income			
<i>calculated using the effective interest rate method:</i>			
- Loans		40,447,069	41,177,963
- Investment securities		7,243,071	5,395,013
Unrealised gain on investment securities at FVTPL		3,888,973	3,826,582
Other income	19	1,655,813	2,124,358
<b>Total income</b>		<b>53,234,926</b>	<b>52,523,916</b>
<b>Expenditure</b>			
Administrative expenses	20	(8,208,209)	(8,865,898)
Board and committees' expenses	21	(850,614)	(1,017,867)
Life savings insurance expense		(725,825)	(746,257)
Loan protection expense	15	(1,516,324)	(1,800,946)
Expected credit loss on loans to members	10	(1,862,847)	(1,159,794)
Expected credit loss on investment securities		(77,053)	(65,801)
Interest on members' deposits		(2,162,017)	(2,107,835)
Member education, training and development expenses		(147,660)	(1,005,005)
Salaries and staff benefits	22	(15,171,557)	(12,464,320)
Green fund levy		(155,570)	(690,886)
Foreign exchange loss		(908,799)	(109,783)
<b>Total expenditure</b>		<b>(31,786,475)</b>	<b>(30,034,392)</b>
<b>Net surplus for the year</b>		<b>21,448,451</b>	<b>22,489,524</b>
<b>Other comprehensive income</b>			
Unrealised (loss)/gain on investment securities at FVOCI		(1,875,720)	6,860,725
Net actuarial gain on retirement benefit obligation	13	66,200	432,600
<b>Total other comprehensive (loss)/income</b>		<b>(1,809,520)</b>	<b>7,293,325</b>
<b>Total comprehensive income for the year</b>		<b>\$19,638,931</b>	<b>\$29,782,849</b>

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

# STATEMENT OF CHANGES IN INSTITUTIONAL CAPITAL

(Expressed in Trinidad and Tobago Dollars)

For the year ended December 31, 2020							
	Reserve Fund	Education Fund	Loan Protection Fund	Building Fund	Investment Re-measurement Reserve	Undivided Earnings	Total
<b>Year ended December 31, 2020</b>							
Balance as at January 1, 2020	32,309,246	2,806,354	2,736,941	16,000,000	20,271,466	32,094,551	106,218,558
Total comprehensive income for the year	-	-	-	-	(1,875,720)	21,514,651	19,638,931
<b>Appropriation for the year:</b>							
- 10% to the Reserve Fund	2,151,465	-	-	-	-	(2,151,465)	-
- 5% to the Education Fund	-	1,075,733	-	-	-	(1,075,733)	-
- 10% to the Loan Protection Fund	-	-	2,151,465	-	-	(2,151,465)	-
- Transfer to Building Fund	-	-	-	750,000	-	(750,000)	-
	<b>34,460,711</b>	<b>3,882,087</b>	<b>4,888,406</b>	<b>16,750,000</b>	<b>18,395,746</b>	<b>47,480,539</b>	<b>125,857,489</b>
Dividends	-	-	-	-	-	(12,388,777)	(12,388,777)
Entrance fees	141,120	-	-	-	-	(141,120)	-
Member education, training and development expenses	-	(147,660)	-	-	-	147,660	-
Loan protection expense	-	-	(1,516,324)	-	-	1,516,324	-
<b>Balance as at December 31, 2020</b>	<b>\$34,601,831</b>	<b>\$3,734,427</b>	<b>\$3,372,082</b>	<b>\$16,750,000</b>	<b>\$18,395,746</b>	<b>\$36,614,626</b>	<b>\$113,468,712</b>
<b>Year ended December 31, 2019</b>							
Balance as at January 1, 2019	29,920,261	2,665,253	2,245,675	15,250,000	13,410,741	25,139,196	88,631,126
Total comprehensive income for the year	-	-	-	-	6,860,725	22,922,124	29,782,849
<b>Appropriation for the year:</b>							
- 10% to the Reserve Fund	2,292,212	-	-	-	-	(2,292,212)	-
- 5% to the Education Fund	-	1,146,106	-	-	-	(1,146,106)	-
- 10% to the Loan Protection Fund	-	-	2,292,212	-	-	(2,292,212)	-
- Transfer to Building Fund	-	-	-	750,000	-	(750,000)	-
	<b>32,212,473</b>	<b>3,811,359</b>	<b>4,537,887</b>	<b>16,000,000</b>	<b>20,271,466</b>	<b>41,580,790</b>	<b>118,413,975</b>
- Dividends	-	-	-	-	-	(12,195,417)	(12,195,417)
- Entrance fees	96,773	-	-	-	-	(96,773)	-
- Member education, training and development expenses	-	(1,005,005)	-	-	-	1,005,005	-
- Loan protection expense	-	-	(1,800,946)	-	-	1,800,946	-
<b>Balance as at December 31, 2019</b>	<b>\$32,309,246</b>	<b>\$2,806,354</b>	<b>\$2,736,941</b>	<b>\$16,000,000</b>	<b>\$20,271,466</b>	<b>\$32,094,551</b>	<b>\$106,218,558</b>
<b>The accompanying notes form an integral part of these financial statements.</b>							

# STATEMENT OF CASH FLOWS

(Expressed in Trinidad and Tobago Dollars)

For the year ended December 31, 2020	2020	2019
<b>Cash flows from operating activities</b>		
Net surplus for the year	21,448,451	22,489,524
Adjustments for non-cash items:		
Depreciation	975,275	967,062
Expected credit loss on loans to members	1,862,847	1,159,794
Expected credit loss on investment securities	77,052	65,801
Loss on disposal of property and equipment	6,619	22,488
Unrealised gain on investment securities at FVTPL	(3,888,973)	(3,826,582)
Retirement benefit asset – IAS 19 adjustment	(628,700)	(96,500)
Operating cash flow before changes in operating assets and liabilities	<b>19,852,571</b>	<b>20,781,587</b>
(Increase)/decrease in accounts receivable and prepayments	(329,989)	722,411
(Increase)/decrease in net loans to members	(13,807,095)	977,566
Increase in accounts payable and accruals	181,239	2,511,454
Increase in members' deposit savings	11,283,492	6,375,951
Increase/(decrease) in members' time deposits	2,766,119	(2,990,265)
Increase in members' share savings	16,331,710	16,317,348
<b>Net cash generated from operating activities</b>	<b>36,278,047</b>	<b>44,696,052</b>
<b>Cash flows from investing activities</b>		
Proceeds from disposal of property and equipment	1,588	24,538
Purchase of property and equipment	(1,679,011)	(7,605,522)
Purchase net of proceeds from disposal and maturity of investments	(43,161,062)	(18,947,095)
<b>Net cash used in investing activities</b>	<b>(44,838,485)</b>	<b>(26,528,079)</b>
<b>Cash flows from financing activities</b>		
Dividends distribution	(12,388,777)	(12,195,417)
<b>Net cash used in financing activities</b>	<b>(12,388,777)</b>	<b>(12,195,417)</b>
<b>(Decrease)/increase in cash and cash equivalents</b>	<b>(20,949,215)</b>	<b>5,972,556</b>
Cash and cash equivalents, beginning of year	55,990,776	50,018,220
<b>Cash and cash equivalents, end of year</b>	<b>\$35,041,561</b>	<b>\$55,990,776</b>

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

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**1. Incorporation and Business Activities**

RHAND Credit Union Co-operative Society Limited (the “Society” or “Credit Union”) was registered under the Co-operative Societies Act of Trinidad and Tobago Ch: 81:03 on March 27, 1947. The registered office of the Credit Union is located at 57-61 Abercromby Street, Port of Spain, with branch operations in Arima and Scarborough, Tobago. Its objectives are to promote the economic and social welfare of its members, to encourage the spirit and practice of thrift, self-help and co-operation among members and to promote the development of co-operative ideas.

**2. Basis of Accounting**

These financial statements are prepared in accordance with International Financial Reporting Standards (IFRS) and are stated in Trinidad and Tobago dollars. These financial statements are stated on the historical cost basis, except for the measurement at fair value of investments securities and certain other financial instruments.

**3. Use of Judgements and Estimates**

The preparation of the financial statements in conformity with IFRS requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

Information about significant areas of estimation uncertainty and critical judgements in applying accounting policies that have the most significant effect on the amounts recognised in the financial statements are described in Note 6.

**4. Significant accounting policies**

**(a) Property and equipment**

Property and equipment are stated at historical cost less accumulated depreciation. Depreciation is provided using both the reducing balance method and the straight-line method. Land is not depreciated.

The following rates, which are considered appropriate to write-off the assets over their estimated useful lives, are applied:

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Car park	10%	Straight line
Building	2%	Straight line
Furniture, fixtures and fittings	10%	Reducing balance
Office equipment	20%	Reducing balance
Telephone facilities	33⅓%	Reducing balance
Other equipment	12½%, 33⅓%	Reducing balance
Motor vehicles	25%	Reducing balance
Computer facilities	20%	Reducing balance

The assets' residual values and useful lives are reviewed at each reporting date and adjusted as appropriate. 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 the proceeds with the carrying amount and are recognised in the statement of comprehensive income.

## **(b) Financial instruments**

Financial instruments carried on the statement of financial position include cash and cash equivalents, investment securities, loans to members, accounts receivable, accounts payable, members deposit savings, members time deposits and members share savings. The standard treatment for recognition, derecognition, classification and measurement of financial instruments is described in notes (i) – (iv) below.

### **i. Recognition and initial measurement**

The Society initially recognises financial instruments on the date on which they are originated.

A financial asset or financial liability is measured initially at fair value plus, for an item not at Fair Value through Profit or Loss ("FVTPL"), transaction costs that are directly attributable to its acquisition or issue.

### **ii. Classification**

The Society classifies all of its financial assets based on the business model for managing the assets and the asset's contractual terms, measured at either:

- Amortised cost
- Fair Value through Other Comprehensive Income ("FVOCI")
- FVTPL

The Society only measures cash and cash equivalents and loans to members and other financial investments at amortised cost if both of the following conditions are met:

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

**Business model assessment**

The Society determines its business model at the level that best reflects how the Society manages its financial assets to achieve its business objective.

The Society's business model is not assessed on an instrument-by-instrument basis, but at a higher level of aggregated portfolios and is based on observable factors such as:

- How the performance of the business model and the financial assets held within that business model are evaluated and reported to the Society's key management personnel;
- The risks that affect the performance of the business model (and the financial assets held within that business model) and, in particular, the way those risks are managed;
- The expected frequency, value and timing of sales are also important aspects of the Society's assessment.

The business model assessment is based on reasonably expected scenarios without taking 'worst case' or 'stress case' scenarios into account. If cash flows after initial recognition are realised in a way that is different from the Society's original expectations, the Society does not change the classification of the remaining financial assets held in that business model but incorporates such information when assessing newly originated or newly purchased financial assets going forward.

**The SPPI test**

As the second step of its classification process, the Society assesses the contractual terms of financial instruments to identify whether they meet the SPPI test. 'Principal' for the purpose of this test is defined as the fair value of the financial asset at initial recognition and may change over the life of the financial asset (for example, if there are repayments of principal or amortisation of the premium/discount). The most significant elements of interest within a lending arrangement are typically the consideration for the time value of money and credit risk. To make the SPPI assessment, the Bank applies judgement and considers relevant factors such as the currency in which the financial asset is denominated and the period for which the interest rate is set. In contrast, contractual terms that introduce a more than de minimis exposure to risks or volatility in the contractual cash flows that are unrelated to a basic lending arrangement do not give rise to contractual cash flows that are solely payments of principal and interest on the amount outstanding. In such cases, the financial asset is required to be measured at FVTPL.



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***Financial assets or financial liabilities held for trading***

The Society classifies financial assets or financial liabilities as held for trading when they have been purchased or issued primarily for short-term profit-making through trading activities or form part of a portfolio of financial instruments that are managed together, for which there is evidence of a recent pattern of short-term profit-taking. Held-for-trading assets and liabilities are recorded and measured in the statement of financial position at fair value. Changes in fair value are recognised in the statement of comprehensive income. Interest and dividend income or expense are recorded in the statement of comprehensive income according to the terms of the contract, or when the right to payment has been established.

***iii. Fair value measurement***

'Fair value' is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date in the principal or, in its absence, the most advantageous market to which the Society has access at that date. The fair value of a liability reflects its non-performance risk.

When one is available, the Society measures the fair value of an instrument using the quoted price in an active market for that instrument. A market is regarded as 'active' if transactions for the asset or liability take place with sufficient frequency and volume to provide pricing information on an ongoing basis.

If there is no quoted price in an active market, then the Society uses valuation techniques that maximise the use of relevant observable inputs and minimise the use of unobservable inputs. The chosen valuation technique incorporates all of the factors that market participants would take into account in pricing a transaction.

The best evidence of the fair value of a financial instrument on initial recognition is normally the transaction price – i.e. the fair value of the consideration given or received. If the Society determines that the fair value on initial recognition differs from the transaction price and the fair value is evidenced neither by a quoted price in an active market for an identical asset or liability nor based on a valuation technique for which any unobservable inputs are judged to be insignificant in relation to the measurement, then the financial instrument is initially measured at fair value, adjusted to defer the difference between the fair value on initial recognition and the transaction price. Subsequently, that difference is recognised in profit or loss on an appropriate basis over the life of the instrument but no later than when the valuation is wholly supported by observable market data or the transaction is closed out.

If an asset or a liability measured at fair value has a bid price and an ask price, then the Society measures assets and long positions at a bid price and liabilities and short positions at an ask price.

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The Society recognises transfers between levels of the fair value hierarchy as of the end of the reporting period during which the change has occurred.

**iv. Impairment**

The Society recognises loss allowances for Expected Credit Loss (“ECL”) on the following financial instruments that are not measured at FVTPL:

- financial assets that are debt instruments;
- financial guarantee contracts issued; and
- loan commitments issued.

No impairment loss is recognised on equity investments.

The Society measures loss allowances at an amount equal to lifetime ECL, except for the following, for which they are measured as 12-month ECL:

- debt investment securities that are determined to have low credit risk at the reporting date; and
- other financial instruments on which credit risk has not increased significantly since their initial recognition.

**Measurement of ECL**

ECL is a probability-weighted estimate of credit losses. They are measured as follows:

- financial assets that are not credit-impaired at the reporting date: as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Society expects to receive);
- financial assets that are credit-impaired at the reporting date: as the difference between the gross carrying amount and the present value of estimated future cash flows;
- undrawn loan commitments: as the present value of the difference between the contractual cash flows that are due to the Society if the commitment is drawn down and the cash flows that the Society expects to receive.

**Restructured financial assets**

If the terms of a financial asset are renegotiated or modified or an existing financial asset is replaced with a new one due to financial difficulties of the borrower, then an assessment is made of whether the financial asset should be derecognised (see (iv)) and ECL are measured as follows.

- If the expected restructuring will not result in derecognition of the existing asset,

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then the expected cash flows arising from the modified financial asset are included in calculating the cash shortfalls from the existing asset.

- If the expected restructuring will result in derecognition of the existing asset, then the expected fair value of the new asset is treated as the final cash flow from the existing financial asset at the time of its derecognition. This amount is included in calculating the cash shortfalls from the existing financial asset that are discounted from the expected date of derecognition to the reporting date using the original effective interest rate of the existing financial asset.

### **Credit-impaired financial assets**

At each reporting date, the Society assesses whether financial assets carried at amortised cost and debt financial assets carried at FVOCI are credit-impaired. A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit-impaired includes the following observable data:

- significant financial difficulty of the borrower or issuer;
- a breach of contracts such as a default or past due event;
- the restructuring of a loan or advance by the Society on terms that the Society would not consider otherwise;
- it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation; or
- the disappearance of an active market for a security because of financial difficulties.

A loan that has been renegotiated due to a deterioration in the borrower's condition is usually considered to be credit-impaired unless there is evidence that the risk of not receiving contractual cash flows has reduced significantly and there are no other indicators of impairment.

### **Presentation of allowance for ECL in the statement of financial position**

Loss allowances for ECL are presented in the statement of financial position as follows:

- financial assets measured at amortised cost: as a deduction from the gross carrying amount of the assets;
- loan commitments: generally, as a provision;
- where a financial instrument includes both a drawn and an undrawn component, and the Society cannot identify the ECL on the loan commitment component separately from those on the drawn component: the Society presents a combined loss allowance for both components. The combined amount is presented as a deduction from the gross carrying amount of the drawn component. Any excess of the loss allowance over the gross amount of the drawn component is presented as a provision; and

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- debt instruments measured at FVOCI: no loss allowance is recognised in the statement of financial position because the carrying amount of these assets is their fair value. However, the loss allowance is disclosed and is recognised in the investment remeasurement reserve.

**Write-off**

Loans and debt securities are written off (either partially or in full) when there is no reasonable expectation of recovering a financial asset in its entirety or a portion thereof. This is generally the case when the Society determines that the borrower does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. This assessment is carried out at the individual asset level.

Recoveries of amounts previously written off are included in ‘impairment losses on financial instruments’ in the statement of comprehensive income.

Financial assets that are written off could still be subject to enforcement activities in order to comply with the Society’s procedures for recovery of amounts due.

**(c) Dividends payable to members**

Dividends are computed on the basis of the average value of shares held throughout the year, the average being determined on the basis of the value of shares held at the end of each month.

**(d) Foreign currency**

Monetary assets and liabilities denominated in foreign currencies are expressed in Trinidad and Tobago dollars at rates of exchange ruling at the statement of financial position date. All revenue and expenditure transactions denominated in foreign currencies are translated at the average rate and the resulting profits and losses on exchange from these trading activities are recorded in the statement of comprehensive income.

**(e) Provision**

Provisions are recognised when the Society has a present legal or constructive obligation as a result of past events, it is more likely than not that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the statement of financial position date, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

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**(f) Retirement benefit**

The Society operates a defined benefit plan for all employees who have completed at least three months of continuous service with the Credit Union and have attained the age of eighteen (18) years but are not yet sixty (60) years at the time of enrolment. Provision is made for pension benefits based on employees' salaries. Pension benefits are based upon contributions made by employees and the Credit Union during employment and determined by actuarial valuations of the Pension Fund Plan. International Accounting Standard 19 – Employee Benefits, requires the use of actuarial techniques on an annual basis to measure the present value of the defined benefit obligation, the related current service cost and the actuarial gains and losses that are recognised in the financial statements.

The Plan was established by Trust Deed dated August 18, 1988, made between the RHAND Credit Union Co-operative Society Limited and Republic Bank Limited and is approved by the Board of Inland Revenue and registered with the Inspector of Financial Institutions. Its operations are governed by the aforementioned Trust Deed, Rules and the applicable laws of Republic of Trinidad and Tobago. The Trustee, Republic Bank Limited has elected to fund the benefits by way of a Deposit Administration Contract with the Pan-American Life Insurance Company Limited.

**(g) Taxation**

The profits arising from the Society are exempt from income tax, as per the Co-operative Societies Act Chapter 81:03 sections 76-77. The Society pays Green Fund Levy at 0.3% of its gross receipts.

**(h) Cash and cash equivalents**

Cash and cash equivalents are short-term, highly liquid investments readily convertible to known amounts of cash and subject to insignificant risks of change in value. These are shown at cost, which is equivalent to fair value.

Cash and cash equivalents also comprise cash balances which are payable on demand and deposits with maturities of three months or less from the date of acquisition. Bank overdrafts are disclosed as current liabilities.

**(i) Members' deposit savings and time deposits**

Members' deposits are initially measured at fair value, net of any transaction costs directly attributable to the issuance of the instrument. Members' deposits are subsequently measured at amortised cost, using the effective interest rate method.

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**(j) Members' shares**

Upon opening an account at the Society, new members are required to subscribe for a minimum of one share. Subsequently, every member subscribes at least twelve shares per annum to his/her share capital in the Society. Members can withdraw all or any portion of their unencumbered shares from the Society at any time.

Members' shares are classified as other financial liabilities under the International Accounting Standard (IAS) 32 Financial Instruments: Disclosure and Presentation and are measured at par value.

**(k) Accounts payable and accruals**

Liabilities for creditors and other payables are classified as accounts payable and accruals and initially measured at fair value net of any transaction costs directly attributable to the issuance of the instrument and subsequently carried at amortised cost using the effective interest rate method.

**(l) Funds and reserves**

Included within this financial statement caption are the following funds and reserves:

**i) Reserve Fund**

In accordance with the Act (Section 47(2)) and Bye-Law 58 of the Society, at least 10% of the net surplus of each year is transferred to the Reserve Fund. The reserve fund is indivisible, and no member is entitled to any specific share thereof.

Under Regulation 47 of the Co-operative Society Act 1971, the Reserve Fund of a society may, with the approval of the Commissioner, be applied to meet bad debts or losses sustained through extraordinary circumstances over which the Society has no control.

**ii) Education Fund**

In accordance with Bye-law 12 (A) (v.) of the Credit Union, an amount of 5% of the net surplus for the year, is transferred to the education fund. This fund is to be used for educational purposes.

**iii) Loan Protection Fund**

The Loan Protection Fund provides loan protection coverage for members, which allows the loan balance, up to a maximum of \$100,000, to be liquidated in the event of the death of the member before his/her indebtedness to the Credit Union has been repaid.

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**iv) Building Fund**

In accordance with BYE law 12 (A) (v.) of the Credit Union, an amount of \$750,000 of the net surplus for the year is transferred to Building Fund. The building fund was established for the construction and or expansion of the Society's offices.

**v) Investment measurement reserve**

The society created an investment measurement reserve to include unrealised gain/losses on investments recorded as fair value through other comprehensive income.

**(m) Revenue recognition**

Revenue comprises interest on loans to members as well as income from investments.

The interest charged on loans to members is calculated at rates varying between 0.5% and 1.5% per month on the reducing balance and is recognised on the accrual basis net of provisions for expected credit losses.

All other income is recognised on an accrual basis.

**(n) Leases**

The Society accounts for a contract, or a portion of a contract, as a lease when it conveys the right to use an asset for a period of time in exchange for consideration. Leases are those contracts that satisfy the following criteria:

- There is an identified asset;
- The Society obtains substantially all the economic benefits from the use of the asset; and
- The Society has the right to direct use of the asset.

The Society considers whether the supplier has substantive substitution rights. If the supplier does have those rights, the contract is not identified as giving rise to a lease. In determining whether the Society obtains substantially all the economic benefits from the use of the asset, the Society considers only the economic benefits that arise use of the asset, not those incidental to legal ownership or other potential benefits.

In determining whether the Society has the right to direct use of the asset, the Society considers whether it directs how and for what purpose the asset is used throughout the period of use. If there are no significant decisions to be made because they are pre-determined due to the nature of the asset, the Society considers whether it was involved in the design of the asset in a way that predetermines how and for what purpose the asset will be used throughout the period of use. If the contract or portion of a contract does not satisfy these criteria, the Society applies other applicable IFRSs rather than IFRS 16.

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

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

The Society has one lease which is considered a short-term lease and as such has been exempted from IFRS 16 requirements.

**(o) New, revised and amended standards and interpretations not yet effective**

- (i) New and amended standards adopted by the Society

There were no new and amended standards adopted by the Company

- (ii) New standards, amendments and interpretations issued but not effective and not early adopted

There are a number of standards, amendments to standards and interpretations which have been issued by the IASB that are effective in future accounting periods but are not considered relevant to the Society and have not been disclosed.

- (iii) Standards and amendments to published standards early adopted by the Society

The Society did not early adopt any new, revised or amended standards.

**(p) Comparative figures**

Certain changes in presentation have been made during the year and comparative figures have been restated accordingly.

**5. Financial Risk Management**

The Society is exposed to interest rate risk, credit risk, liquidity risk, currency risk, operational risk, compliance risk and reputation risk arising from the financial instruments that it holds. The risk management policies employed by the Society to manage these risks are discussed below:

**(a) Interest rate risk**

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

The Society is exposed to interest rate risk through the effect of fluctuations in the prevailing levels of interest rates on interest-bearing financial assets and liabilities, including investments in bonds, loans, customer deposits and other funding instruments.



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The exposure is managed through the matching of funding products with financial services and monitoring market conditions and yields.

**(i) Investment securities**

The Society invests mainly in medium-term bonds consisting of fixed-rate instruments. The market values of the fixed-rate bonds are not very sensitive to changes in interest rates. The market values of the floating rate bonds are sensitive to changes in interest rates. The longer the maturity of the bonds, the greater is the sensitivity to changes in interest rates. Because these assets are not traded, any changes in market values will not impact the statement of comprehensive income.

**(ii) Loans to members**

The Society generally invests in fixed-rate loans for terms not exceeding five years. However, the Society has a significant mortgage loan portfolio with terms ranging from 6 to 30m years. All loans are funded mainly from members' deposits and shares.

**(b) Credit risk**

Credit exposures arise principally in lending activities that lead to loans. Credit risk relates to the failure by counterparties to discharge their obligations and could reduce the amount of future cash inflows from financial assets on hand at the statement of financial position date. All lending activities are conducted with various counterparties and it is in pursuing these activities that the Society becomes exposed to credit risk.

It is expected that this area of business will continue to be the principal one for the Society in the future and with loans currently comprising a significant portion of the Society's assets and being responsible for a substantial portion of the revenue generated, it is anticipated that the Society will continue to be exposed to credit risk well into the future. The management of credit risk is therefore of utmost importance to the Society and an appropriate organizational structure has been put in place to ensure that this function is effectively discharged; management therefore carefully manages its exposure to credit risk. Exposure to credit risk is managed through appropriate credit policies, procedures, practices and audit functions, together with approved limits. Exposure is also managed by obtaining tangible collateral.

**(i) Credit risk management**

In its management of credit risks, the Society has established an organizational structure which supports its lending philosophy. This structure comprises the Board of Directors, the Credit Committee, the Internal Risk Review Committee (IRRC), the General Manager, the Credit Administration Department, the Internal Audit Department, and the Supervisory Committee. The Board of Directors maintains general oversight to ensure that policies and procedures are consistent with the strategic direction and credit philosophy of the Society and that they serve to bring the required level of protection over assets that are exposed to credit risks. The Board also sanctions amendments to

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credit policies, the delegation of lending authority to senior management and credit requests exceeding the authority of management.

The Credit Committee, the statutory body appointed by the membership to approve loans and to provide oversight of the loan portfolio, has delegated authority for specific areas to the General Manager, with an appropriate reporting system, to facilitate day to day decision making and timely implementation of decisions. The IRRC reviews all credit requests exceeding the authority of the General Manager. The major focus of the Manager, Credit Administration Department is to formulate credit policies, monitor compliance with them and on a continuous basis to assess their relevance to the changing business environment. Most of these policies and procedures are established and communicated through the Society's written Credit Policy Manual and Credit Procedures & Guidelines Manual. These documents set out in detail the current policies governing the lending function and provide a comprehensive framework for prudent risk management of the credit function. Major areas of focus are general credit criteria and control risk mitigants over the Credit Portfolio among others. The Internal Audit Department monitors the effectiveness of credit procedures and policies and may recommend changes to strategies to improve the effectiveness of policies.

As part of the on-going process of prudent risk management, the Society's policy is to perform Credit Bureau credit checks at the time of approval in addition to a preset ranking (Credit Classification System). The ranking is guided by a model developed for the Society for this purpose. The model utilizes a scale incorporating rating of 0 to 15 with 0 being too new to rate. These have been consolidated into five (5) rating bands which have been set in relation to the total credit portfolio. The rating process is exercised at the discretion of the Delinquency Control Unit of the Credit Administration Department.

### (iii) **Credit classification system**

The Society's Credit Classification System is outlined as follows:

Classification	Description	Rating
Pass	Standard/Pass	1, 2, 3
SM	Special mention	0, 4, 5, 6, 12
SS	Substandard	7, 8, 13, 14
D	Doubtful	9, 10
L	Loss	11, 15

### (iv) **Risk limit control and mitigation policy**

The Society structures the levels of credit risk it undertakes by placing limits on the amount of risk accepted in relation to one borrower. The Society monitors its concentration of credit exposure so that no single borrower default will have a material impact on the Society. These limits are implemented and monitored by the Manager, Credit Administration via the stipulations of the Society's Credit Policy Manual. In

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instances where it is strategically beneficial and adequately documented, the Society would seek approval on an exception basis for the variation to its standard approved limits from the Board of Directors.

**Collateral**

The principal collateral types for loans and advances are:

- Cash deposits;
- Cash equivalents such as cash surrender values of life insurance policies and shares listed on the TTSE;
- Mortgage Bills of Sale over motor vehicles; and
- Mortgages over residential properties.

The Society does not take a second or inferior collateral position to any other lender on advances outside the lending value calculated as per the Society's stipulated guidelines. The Society recognizes that the value of items held as collateral may diminish over time resulting in loans being less protected than initially intended. To mitigate the effect of this, margins are applied to security items in evaluating coverage. The Society assesses the collateral value of credits at the point of inception and monitors the market value of collateral during periodic review of loan accounts in arrears as per the Credit Policy.

**(v) Impairment and provisioning policies**

The Society's impairment policy is covered in detail in Note 4(b).

The Society's impairment provisioning model was developed using a multi-criteria decision-making model for determining Expected Credit Loss. The data used to develop this model are based on records and data of the Society backed by economic and financial estimates based on management's experience and professional judgment.

The model calculates an unbiased and probability-weighted estimation of Expected Credit Loss utilizing the following approach:

$$\text{Expected Credit Losses (ECL)} = \text{EAD} \times \text{LGD} \times \text{PD}$$

Where,

- EAD – Exposure at Default
- LGD - Loss Given Default
- PD – Probability of Default

The model utilized the following inputs:

1. The paper from the World Council of Credit Unions (WOCCU) on IFRS 9 Loan Loss Accounting for Cooperative Financial Institutions;

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2. Expert judgment - As provided by the internal (and MBA qualified) IFRS 9 Project team comprising the General Manager (former Credit Manager), Finance Manager, the senior supervisor in charge of delinquency management and the acting senior ICT administrator.
3. The implementation of IFRS 9 impairment requirements by banks, detailed by the Global Public Policy Committee of representatives of the six largest accounting networks (GPPC).

**Exposure at Default (EAD)**

The Exposure at Default is the principal amount that is estimated to be at risk of non-recoverability at default. This is reflective of the carrying value of the asset adjusted for the expected changes in the exposure after the reporting date. These changes are influenced by various factors given that each loan type has unique features and equally unique credit exposures. The Society's Exposure at Default (EAD) factors these variables by firstly stratifying the portfolio of assets by type.

In assessing the Society's loan portfolio it was determined that all loans fall into three broad categories/ types based on the interest rate, contractual period, collateral, and purpose. These types are:

- Instalment- for which loans are typically partially secured by the assignment and typically experience reducing exposures over the life of the loan.
- Motor Vehicles - for which loans are typically fully secured by the assignment and typically remain with coverage at par or with small exposures over the life of the loan.
- Real Property (Mortgages) - for which loans are typically fully secured by the assignment and typically remain with a buffer of coverage during the life of the loan.

**Adjusting for value of member shares held**

The Society's standing policy on loans requires the drawdown on shareholdings (cash) associated with a given loan upon delinquency (30 days past due). Further to this, once encumbered, members are not permitted to withdraw shares which are held against borrowings.

As such, according to policy and operating practice, the credit loss exposure is reduced by the carrying value of the encumbered shares being that encumbered shares would be liquidated by the time default occurs.

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Stage	Type	Balance	Shares held	EAD
Stage 1 - Performing Loans	Consumer	210,420,501	147,377,411	63,043,090
	Motor Vehicle	30,916,758	12,127,771	18,788,987
	Mortgage	132,634,058	47,753,795	84,880,263
	<b>Total Performing Loans</b>	<b>373,971,317</b>	<b>207,258,977</b>	<b>166,712,340</b>
Stage 2 – Under Performing Loans	Consumer	4,874,000	2,278,927	2,595,073
	Motor Vehicle	2,088,199	333,076	1,755,123
	Mortgage	4,016,376	691,458	3,324,918
	<b>Total Under Performing Loans</b>	<b>10,978,575</b>	<b>3,303,461</b>	<b>7,675,114</b>
Stage 3 – Non-performing Loans	Consumer	12,160,964	1,990,895	10,170,068
	Motor Vehicle	2,136,445	89,671	2,046,774
	Mortgage	14,368,635	398,403	13,970,232
	<b>Total Non-Performing Loans</b>	<b>28,666,044</b>	<b>2,478,969</b>	<b>26,187,075</b>
	<b>TOTAL</b>	<b>\$413,615,936</b>	<b>\$213,041,407</b>	<b>\$200,574,529</b>

As at December 31, 2019				
Stage	Type	Balance	Shares held	EAD
Stage 1 - Performing Loans	Consumer	202,452,835	149,061,507	53,391,328
	Motor Vehicle	34,386,184	15,846,844	18,539,340
	Mortgage	131,652,292	45,898,946	85,753,346
	<b>Total Performing Loans</b>	<b>368,491,311</b>	<b>210,807,297</b>	<b>157,684,014</b>
Stage 2 – Under Performing Loans	Consumer	5,034,051	3,078,002	1,956,049
	Motor Vehicle	585,022	534,698	50,324
	Mortgage	5,480,184	973,238	4,506,946
	<b>Total Under Performing Loans</b>	<b>11,099,257</b>	<b>4,585,938</b>	<b>6,513,319</b>
Stage 3 – Non-performing Loans	Consumer	10,877,498	1,656,310	9,221,188
	Motor Vehicle	2,009,060	76,184	1,932,876
	Mortgage	7,304,790	308,696	6,996,094
	<b>Total Non-Performing Loans</b>	<b>20,191,348</b>	<b>2,041,190</b>	<b>18,150,158</b>
	<b>TOTAL</b>	<b>\$399,781,916</b>	<b>\$217,434,425</b>	<b>\$182,347,491</b>

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## **Probability at Default (PD)**

This is the likelihood of a member defaulting (90 days past due). In estimating the likelihood of a borrower's default (PD), the Society used an internal benchmark which examined the delinquency rate of each loan type portfolio stratified by stages for period 2016-2020.

An average rate for stage 1 and 2 was calculated using delinquency data over a five-year period and adjusted utilizing forward-looking assumption which historically had a material impact on the Society's credit quality. For stage 3, 100% probability of default was applied on the basis that the default criteria were met by all loans at this stage.

Probability of default was calculated as follows:  $PD = AR \times (1 + WF1 + WF2 + WF3)$

Where,

- AR = Average Delinquency Rate (Over a 5-year period)
- W = Weighting by the correlation between delinquency and key economic factors
- F = Economic Factor (expected unemployment rate, GDP and Inflation)

## **Loss Given Default (LGD)**

This is the share of a member's loan principal that is expected to be unrecoverable if a borrower defaults, expressed as a percentage (or expected loss percentage). The Default is defined as 90 days or more past due.

LGD was determined for each of the 9 sub-buckets based on a different rationale applied to each of the 3 primary buckets. The respective details follow:

### **Calculation of Loss Given Default (LGD)**

Using WOCCU's guidelines for establishing expected loss percentages, the option of a 3-Year Weighted Average approach was determined to be best. The formula was expressed as:  $ex = (3L0 + 2L1 + L2) / 6$

Where:

- ex = the expected loss percentage for each Sub-bucket.
- L0 = losses as a percentage of face value incurred on similar loans over the previous 12 months.
- L1 = losses as a percentage of face value incurred on similar loans 12-24 months ago
- L2 = losses as a percentage of face value incurred on similar loans 24-36 months ago

This metric was calculated using information extracted from the Society's Annual Report for the year ended December 31, 2019 (Note 5(b)(vii)(c)-Individually Impaired).

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L0 was represented by the ratio of Impairment allowance / Loans to members for 2020.

L1 was represented by the ratio of Impairment allowance / Loans to members for 2019.

L2 was represented by the ratio of Impairment allowance / Loans to members for 2018.

### **Expected Credit Loss**

The final ECL is measured in a way that reflects the time value of money. This meant that cash shortfalls associated with default are discounted back to the statement of financial position date, using the effective interest rate (EIR) (i.e. the same rate used to recognize interest income) or an approximation and the weighted average time to maturity on the portfolio.

The ECL for Stage 1 of the portfolio (12 Month ECL) was calculated by dividing the average ECL (ECLA) balance for these assets by the portfolio. Stage 2 and 3 (Lifetime ECL) incorporated the weighted average time to maturity as its time factor (5.77 years).

Thus  $ECL = ECL / (1+EIR)^t$

The ECL provision for the loan portfolio of the Society for the year ended December 31, 2020, is estimated to be \$9,975,752 (2019: \$8,085,980).

### **(vi) Maximum exposure to credit risk before collateral held or other credit enhancement**

Cash balances are held with high credit quality financial institutions and the Society has policies to limit the amount of exposure to any single financial institution.

The Society also actively monitors global economic developments and government policies that may affect the growth rate of the local economy.

	2020	2019
Cash and cash equivalents with banks and other financial institutions	33,774,998	55,232,362
Investment securities	191,372,598	148,583,719
Accounts receivable	5,429,494	5,483,654
Loans to members (gross)	413,615,936	399,781,916
	<b>\$644,193,026</b>	<b>\$609,081,651</b>

The above table represents a worst-case scenario of credit risk exposure to the Society without taking account of any collateral held or other credit enhancements attached.

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Financial assets that are neither past due nor impaired

	2020	2019
Cash and cash equivalents	33,774,998	55,232,363
Investment securities	191,372,598	148,581,701
Accounts receivable with full repayment expected	5,429,494	5,483,654
Loans to members	373,901,700	368,104,736
	<b>\$604,478,790</b>	<b>\$577,402,454</b>

## (a) Neither past due nor impaired

The composition of the portfolio of loans to members that were neither past due nor impaired on an individual basis is illustrated below by loan type.

	2020	2019
Instalment loans	210,361,020	202,167,965
Motor vehicles	30,906,622	34,284,479
Mortgages	132,634,058	131,652,292
<b>Total</b>	<b>\$373,901,700</b>	<b>\$368,104,736</b>

## (b) Past due but not impaired

Loans to members less than 90 days past due are not considered impaired unless other information is available to indicate the contrary. Gross amount of loans to customers that were past due but not impaired on an individual basis are as follows:

	Up to 31 days	32 to 61 days	62 to 90 days	Total
<b>As at December 31, 2020</b>				
Instalment loans	3,541,154	1,392,327	-	4,933,481
Motor vehicles	1,840,058	208,080	50,197	2,098,335
Mortgages	2,506,051	1,480,543	29,781	4,016,375
<b>Total</b>	<b>\$7,887,263</b>	<b>\$3,080,950</b>	<b>\$79,978</b>	<b>\$11,048,191</b>
<b>Fair value of collateral</b>	<b>\$6,206,026</b>	<b>\$3,820,993</b>	<b>\$74,524</b>	<b>\$10,101,543</b>
<b>As at December 31, 2019</b>				
Instalment loans	3,757,883	1,561,039	-	5,318,922
Motor vehicles	480,557	206,170	-	686,727
Mortgages	4,231,513	1,994,527	-	6,226,040
<b>Total</b>	<b>\$8,469,953</b>	<b>\$3,761,736</b>	<b>\$-</b>	<b>\$12,231,689</b>
<b>Fair value of collateral</b>	<b>\$13,004,558</b>	<b>\$4,134,761</b>	<b>\$-</b>	<b>\$17,139,319</b>



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### (c) *Individually impaired*

	Instalment loans	Motor Vehicles	Mortgages	Total
<b>As at December 31, 2020</b>				
Loan to members	12,160,964	2,136,445	14,368,636	28,666,045
Fair value of collateral	2,394,170	895,976	11,723,748	15,013,894
Exposure at Default	(8,589,728)	(1,245,682)	(5,539,632)	(15,375,042)
<b>As at December 31, 2019</b>				
Loan to members	10,877,498	2,009,060	6,558,933	19,445,491
Fair value of collateral	184,166	956,854	8,832,833	9,973,853
Exposure at Default	(7,283,583)	(639,759)	(1,293,423)	(9,216,765)

Upon initial recognition of loans to customers, the fair value of collateral is based on valuation techniques commonly used for the corresponding assets. In the subsequent periods, the fair values are referenced by marked values for cash and cash equivalents; written down market value for motor vehicles based on annual discounting, and written down market value (at initial assignment) as outlined in the Credit Policy for real property.

### (d) *Loans to customers restructured*

Restructuring activities include extended payment arrangements and modification of payment. Restructuring policies and practices are based on indicators or criteria that, in the judgment of management, indicate that payment will most likely continue. These policies are kept under continuous review. Restructuring is most commonly applied to instalment loans. In some cases, restructuring results in the assets continuing to be impaired but in most cases, restructuring is geared to facilitate correction of the root cause of impairment which eventually improves collectability of the assets.

	2020	2019
Number of loans restructured	83	50
<b>Value of restructured loans</b>	<b>\$7,545,814</b>	<b>\$5,474,695</b>

### (viii) *Repossessed collateral*

Repossessed properties are sold as soon as practicable, with the proceeds used to reduce the outstanding indebtedness. The Society does not assume the title of these assets, and as a result, they are not included in the statement of financial position.

Real and personal properties valued at \$2,309,000 which were held as collateral, were repossessed during 2020 (2019: \$70,000) and efforts are ongoing to liquidate for value by mortgagee sale.

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## 5. Financial Risk Management (continued)

### (c) 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 has procedures with the object of minimising such losses such as maintaining sufficient cash and other highly liquid current assets and by having available an adequate amount of committed credit facilities.

The Society can make daily calls on its available cash resources to settle financial and other liabilities.

### Risk management

The matching and controlled mismatching of the maturities and interest rates of assets and liabilities are fundamental to the management of the Society. The Society employs various asset/liability techniques to manage liquidity gaps. Liquidity gaps are mitigated by the marketable nature of a substantial segment of the Society's assets as well as generating sufficient cash from new and renewed members' deposits and shares. To manage and reduce liquidity risk the Society's management actively seeks to match cash inflows with liability requirements.

### Liquidity gap

The Society's exposure to liquidity risk is summarized in the table below which analyses the discounted cash flow of financial assets and liabilities based on the remaining period from the statement of financial position date to the contractual maturity date.

As at December 31, 2020	Up to 1 year	1 to 5 years	Over 5 years	Total
<b>Financial Assets</b>				
Cash and cash equivalents	33,774,998	-	-	33,774,998
Investment securities	62,969,528	46,317,478	128,851,600	238,138,606
Accounts receivable	5,429,494	-	-	5,429,494
Loans to members (gross)	18,476,664	248,607,386	146,531,886	413,615,936
<b>Total financial assets</b>	<b>120,650,684</b>	<b>294,924,864</b>	<b>275,383,486</b>	<b>690,959,034</b>
<b>Financial liabilities</b>				
Members' savings and time deposits	165,927,851	-	-	165,927,851
Members' shares	428,028,705	-	-	428,028,705
Accounts payable	10,051,774	-	-	10,051,774
<b>Total financial liabilities</b>	<b>604,008,330</b>	<b>-</b>	<b>-</b>	<b>604,008,330</b>
<b>Net position</b>	<b>\$(483,357,646)</b>	<b>\$294,924,864</b>	<b>\$275,383,486</b>	<b>\$86,950,704</b>

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As at December 31, 2019	Up to 1 year	1 to 5 Years	Over 5 years	Total
<b>Financial Assets</b>				
Cash and cash equivalents	55,232,362	-	-	55,232,362
Investment securities	34,623,398	46,172,874	112,245,071	193,041,343
Accounts receivable	5,483,654	-	-	5,483,654
Loans to members (gross)	14,300,448	266,057,998	119,423,470	399,781,916
<b>Total financial assets</b>	<b>109,639,862</b>	<b>312,230,872</b>	<b>231,668,541</b>	<b>653,539,275</b>
<b>Financial liabilities</b>				
Members' savings and time deposits	151,878,241	-	-	151,878,241
Members' shares	411,696,995	-	-	411,696,995
Accounts payable	10,392,968	-	-	10,392,968
<b>Total financial liabilities</b>	<b>573,968,204</b>	<b>-</b>	<b>-</b>	<b>573,968,204</b>
<b>Net position</b>	<b>\$(464,328,342)</b>	<b>\$312,230,872</b>	<b>\$231,668,541</b>	<b>\$79,571,071</b>

**(d) Currency risk**

Currency risk is the risk that the value of financial instruments will fluctuate due to changes in foreign exchange rates. Currency risk arises when future commercial transactions and recognised assets and liabilities are denominated in a currency that is not the Society's measurement currency. The Society is exposed to foreign exchange risk arising from various currency exposures primarily with respect to the United States Dollar. The Society's management monitors the exchange rate fluctuations on a continuous basis and acts accordingly.

**(e) Operational risk**

Operational risk is the risk derived from deficiencies relating to the Society's information technology and control systems, as well as the risk of human error and natural disasters. The Society's systems are evaluated, maintained and upgraded continuously. Supervisory controls are also installed to minimise human error.

**(f) Compliance risk**

Compliance risk is the risk of financial loss, including fines and other penalties, which arise from non-compliance with laws and regulations of the state. The risk is limited to a significant extent due to the supervision applied by the Commissioner of Co-operative Development in the Ministry of Labour and Small and Micro Enterprise Development, as well as by the monitoring controls applied by the Society.

**(g) Reputation risk**

The risk of loss of reputation arising from the negative publicity relating to the Society's operations (whether true or false) may result in a reduction of its clientele, reduction in revenue

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and legal cases against the Society. The Society engages in public social endeavours to engender trust and minimize this risk.

## (h) Fair value

The following table summarizes the carrying amounts and fair values of the Society's financial assets and liabilities:

As at December 31, 2020	Carrying Value	Fair Value
<b>Financial assets</b>		
Cash at bank	33,774,998	33,774,998
Investment securities	238,138,606	237,702,153
Accounts receivable	5,429,494	5,429,494
Loans to members	413,615,936	413,615,936
	<b>\$690,959,034</b>	<b>\$690,552,581</b>
<b>Financial liabilities</b>		
Members' savings and time deposits	165,927,852	165,927,852
Members' shares	428,028,705	428,028,705
Accounts payable	10,051,774	10,051,774
	<b>\$604,008,331</b>	<b>\$604,008,331</b>
<b>As at December 31, 2019</b>	<b>Carrying Value</b>	<b>Fair Value</b>
<b>Financial assets</b>		
Cash at bank	55,232,362	55,232,362
Investment securities	193,041,343	193,041,343
Accounts receivable	5,483,654	5,483,654
Loans to members	399,781,916	399,781,916
	<b>\$653,539,275</b>	<b>\$653,539,275</b>
<b>Financial liabilities</b>		
Members' savings and time deposits	151,878,241	151,878,241
Members' shares	411,696,995	411,696,995
Accounts payable	10,392,968	10,392,968
	<b>\$573,968,204</b>	<b>\$573,968,204</b>

## 6. Significant Accounting Estimates and Judgements

The preparation of financial statements in accordance with IFRS requires management to make judgements, estimates and assumptions in the process of applying the Society's accounting policies. See Note 4.

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the

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circumstances. The Society makes estimates and assumptions concerning the future. However, actual results could differ from those estimates as the resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Changes in accounting estimates are recognised in the statement of comprehensive income in the period in which the estimate is changed if the change affects that period only, or in the period of the change and future periods if the change affects both current and future periods.

The significant judgements, apart from those involving estimations, which have the most significant effect on the amounts recognised in the financial statements, are as follows:

- (i) Classification of financial assets: assessment of the business model within which the assets are held and assessment of whether the contractual terms of the financial asset are SPPI on the principal amount outstanding.
- (ii) Establishing the criteria for determining whether credit risk on the financial asset has increased significantly since initial recognition, determining the methodology for incorporating forward-looking information into the measurement of ECL and selection and approval of modes used to measure ECL.
- (iii) Impairment of financial instruments: determining inputs into the ECL measurement model, including the incorporation of forward-looking information. Determination of fair value of financial instruments with significant unobservable inputs.
- (iv) Measurement of defined benefit obligation: key actuarial assumptions
- (v) Impairment of financial instruments: key assumptions used in estimating recoverable cash flows.
- (vi) Which depreciation method for property and equipment is used.

The key assumptions concerning the future and other key sources of estimation uncertainty at the statement of financial position date (requiring management's most difficult, subjective or complex judgements) that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are as follows:

- (i) Impairment of assets

IFRS 9 dictates that entities are to develop an impairment model that would reflect the general pattern of deterioration in the credit quality of financial instruments and in which the amount of expected credit losses recognized as a loss allowance or provision would depend on the level of deterioration in the credit quality of financial instruments since initial recognition. As such, RHAND has developed a three-stage model for its loan portfolio stratified (as defined by Note 4)

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(ii) Property and equipment

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

## 7. Cash and cash equivalents

	2020	2019
Cash in hand and at bank	9,063,371	6,866,828
Money Market Mutual Fund holdings and fixed deposits	24,288,016	46,781,789
Cash at broker	1,690,174	2,342,159
	<b>\$35,041,561</b>	<b>\$55,990,776</b>

## 8. Investment Securities

	2020	2019
Investment securities measured at FVTPL	95,193,775	73,377,634
Investment securities measured at FVOCI	86,552,314	88,277,254
Investment securities at amortised cost	56,392,517	31,386,455
	<b>\$238,138,606</b>	<b>\$193,041,343</b>
<b>Investment securities measured at FVTPL</b>		
First Citizens Investment Services Limited Medium-Term Fixed Rate Notes	8,500,000	8,500,000
Guardian Asset Management and Investment Services Limited – Fixed Rate Note	3,036,083	3,036,083
Bourse Securities Limited - Repurchase Agreement	27,391,113	19,558,940
KCL Capital Market Brokers Limited – Assets Under Management	8,602,616	11,214,782
KCL Capital Market Brokers Limited – Participation Investment Certificate	4,006,458	4,991,323
Firstline Securities Limited – Commercial Paper Secured Notes	6,856,480	6,538,042
Central Bank – Open Market Operation	-	785,368
KSBM Asset Management Limited - Equities	18,365,434	14,734,346
Caribbean Finance Company Limited – Certificate of Deposit	8,035,591	4,018,750
Police Credit Union Co-operative Society Limited - Direct Deposit	7,400,000	-
Home Mortgage Bank - Collateralized Mortgage Obligation	3,000,000	-
<b>Total investment securities measured at FVTPL</b>	<b>\$ 95,193,775</b>	<b>\$73,377,634</b>

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	2020	2019
<b>Investment securities measured at FVOCI</b>		
<b>Quoted equities</b>		
Republic Bank Limited	1,970,044	1,915,025
Prestige Holdings Limited	1,381,574	1,636,074
Grace Kennedy Company Limited	577,500	592,500
Guardian Holdings Limited	397,100	411,350
Massy Holdings Limited	964,557	964,715
West Indian Tobacco Company Limited	824,820	964,853
One Caribbean Media Limited	174,240	306,000
Sagcor Financial Corporation	328,249	572,250
Jamaica Money Market Brokers Limited	437,184	585,189
Ansa McAl Limited	779,495	804,264
Scotiabank Trinidad and Tobago Limited	904,800	951,600
Royal Bank of Canada	175,737	169,488
National Commercial Bank of Jamaica	406,500	543,000
Angostura Holdings Limited	328,000	324,000
CLICO Investment Fund	593,375	669,750
First Citizens Bank Limited	12,271,898	12,691,133
Trinidad and Tobago NGL Limited	1,411,085	1,988,800
Exchange Traded Funds (ETF):		
First Citizens Investment Services Limited	4,474,418	3,633,287
<b>Mutual Fund Units</b>		
Trinidad and Tobago Unit Trust Corporation		
- Calypso Macro Index Fund	2,790,148	3,136,676
- Growth and Income Fund	55,361,590	55,417,300
<b>Total investment securities measured at FVOCI</b>	<b>\$86,552,314</b>	<b>\$88,277,254</b>
<b>Investment securities measured at Amortised cost:</b>		
<b>Bonds:</b>		
Government of the Republic of Trinidad and Tobago	11,407,180	8,097,586
Government of St. Lucia	363,304	362,948
Housing Development Corporation	194,776	189,000
National Insurance Property Development Company	1,172,148	1,153,596
Neal and Massy Holdings Limited	-	500,000
National Infrastructure Development Company Limited	119,867	138,065
Phoenix Park Gas Processors Limited	25,559	76,074
Trinidad and Tobago Mortgage Finance Company Limited	2,511,535	497,500
First Citizens Bank Limited	820,303	805,488
National Investment Fund	9,825,760	9,632,000
Methanol Holding Limited	5,056,908	5,000,000
Guardian Holdings Limited	5,051,559	4,976,012
HADCO Holdings Limited	19,962,484	-
Less: Expected Credit Loss	(118,866)	(41,814)
<b>Total investments securities measured at amortised cost</b>	<b>\$56,392,517</b>	<b>\$31,386,455</b>

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**9. Accounts Receivable and Prepayments**

	2020	2019
Interest receivable on investments	1,226,010	1,719,578
Interest receivable on loans	1,426,417	1,499,884
Other receivables and prepayments	1,671,189	1,208,423
Staff members' loans	830,572	709,847
LINCU settlement advance & reserve	450,000	450,000
CUNA Payment Protector & FIP Claims & FIP Payable	595,933	282,400
	<b>\$6,200,121</b>	<b>\$5,870,132</b>

**10. Net Loans to Members**

**(a) Loans to Members**

Member loans are initially measured at cost, net of loan origination fees and inclusive of transaction costs incurred. They are subsequently measured at amortised cost, using the effective interest rate method, less any impairment losses. Loans to members are reported at their recoverable amount representing the aggregate amount of principal, less any allowance or provision for impaired loans.

Impairment provisions for loans to members are recognised based on the three-stage approach within IFRS 9 as follow:

Stage 1 represents 12 months expected credit losses

- Applicable when no significant increase in credit risk;
- Entities continue to recognise 12-month expected losses that are updated at each reporting date;
- Presentation of interest on a gross basis.

Stage 2 represents lifetime expected credit losses

- Applicable in case of a significant increase in credit risk;
- Recognition of lifetime expected losses;
- Presentation of interest on a gross basis.

Stage 3 represents - lifetime expected credit losses (net interest)

- Applicable in case of credit impairment;
- Recognition of lifetime expected losses;
- Presentation of interest on a net basis.



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The table below shows the staging of loans to members and the related expected credit losses based on the Company's adoption of IFRS 9.

As at December 31, 2020	Stage 1 0-90 days in arrears	Stage 2 91-120 days in arrears	Stage 3 >120 days in arrears	Sum Total
Gross loan	373,971,317	10,978,575	28,666,044	413,615,936
Expected Credit losses	(3,310,021)	(95,760)	(6,569,972)	(9,975,753)
As at December 31, 2019	Stage 1 0-90 days in arrears	Stage 2 91-120 days in arrears	Stage 3 >120 days in arrears	Sum Total
Gross loan	368,491,311	11,099,257	20,191,348	399,781,916
Expected Credit losses	(2,167,541)	(63,182)	(5,855,258)	(8,085,981)

**(b) Loans to members are stated at principal outstanding net of expected credit losses.**

	2020	2019
Loans to members	413,615,936	399,781,916
Less: Expected Credit loss	(9,975,753)	(8,085,981)
	<b>\$403,640,183</b>	<b>\$391,695,935</b>

**(c) Analysis of movement in expected credit loss.**

	2020	2019
Expected credit loss at beginning of the year	8,085,981	6,832,981
ECL adjustment	26,927	93,206
Expected credit loss for the year	1,862,847	1,159,794
<b>Expected credit loss at end of the year</b>	<b>\$9,975,753</b>	<b>\$8,085,981</b>

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### 11. Property & Equipment

	Land	Car Park	Building	Work-in-Progress
<b>Cost</b>				
Balance as at January 1, 2020	26,144,808	186,868	10,166,886	2,894,841
Additions	-	-	-	1,344,754
Disposals	-	-	-	-
Reclassification	-	-	-	(20,868)
<b>Balance as at December 31, 2020</b>	<b>26,144,808</b>	<b>186,868</b>	<b>10,166,886</b>	<b>4,218,727</b>
<b>Accumulated Depreciation</b>				
Balance as at January 1, 2020	-	(186,868)	(5,659,788)	-
Charges for the year	-	-	(203,338)	-
Disposals	-	-	-	-
<b>Balance as at December 31, 2020</b>	<b>-</b>	<b>(186,868)</b>	<b>(5,863,126)</b>	<b>-</b>
<b>Net book value</b>	<b>\$26,144,808</b>	<b>\$-</b>	<b>\$4,303,760</b>	<b>\$4,218,727</b>
<b>Cost</b>				
Balance as at January 1, 2019	19,356,907	186,868	10,143,049	3,072,746
Additions	6,157,901	-	-	1,176,861
Disposals	-	-	(2,961)	(19,953)
Reclassification	630,000	-	26,798	(1,334,813)
<b>Balance as at December 31, 2019</b>	<b>26,144,808</b>	<b>186,868</b>	<b>10,166,886</b>	<b>2,894,841</b>
<b>Accumulated Depreciation</b>				
Balance as at January 1, 2019	-	(186,868)	(5,457,440)	-
Charges for the year	-	-	(203,345)	-
Disposals	-	-	997	-
<b>Balance as at December 31, 2019</b>	<b>-</b>	<b>(186,868)</b>	<b>(5,659,788)</b>	<b>-</b>
<b>Net book value</b>	<b>\$26,144,808</b>	<b>\$-</b>	<b>\$4,507,098</b>	<b>\$2,894,841</b>

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**11. Property & Equipment (continued)**

Furniture Fixtures & Fittings	Office Equipment	Telephone Facilities	Other Equipment	Motor Vehicle	Computer Facilities	Total
3,602,158	773,615	338,000	2,930,541	467,627	8,968,217	56,473,561
11,027	4,500	-	19,084	-	299,647	1,679,012
-	-	-	-	-	(16,503)	(16,503)
20,868	-	-	-	-	-	-
<b>3,634,053</b>	<b>778,115</b>	<b>338,000</b>	<b>2,949,625</b>	<b>467,627</b>	<b>9,251,361</b>	<b>58,136,070</b>
(2,472,671)	(603,785)	(308,689)	(1,997,082)	(386,459)	(6,676,225)	(18,291,567)
(73,660)	(31,252)	(8,408)	(152,133)	(18,121)	(488,363)	(975,275)
-	-	-	-	-	8,295	8,295
<b>(2,546,331)</b>	<b>(635,037)</b>	<b>(317,097)</b>	<b>(2,149,215)</b>	<b>(404,580)</b>	<b>(7,156,293)</b>	<b>(19,258,547)</b>
<b>\$1,087,722</b>	<b>\$143,078</b>	<b>\$20,903</b>	<b>\$800,410</b>	<b>\$63,047</b>	<b>\$2,095,068</b>	<b>\$38,877,523</b>
3,375,260	764,731	338,000	2,768,243	467,627	8,526,502	48,999,933
51,085	10,828	-	3,720	-	205,127	7,605,522
(3,372)	(1,944)	-	(53,105)	-	(50,559)	(131,894)
179,185	-	-	211,683	-	287,147	-
<b>3,602,158</b>	<b>773,615</b>	<b>338,000</b>	<b>2,930,541</b>	<b>467,627</b>	<b>8,968,217</b>	<b>56,473,561</b>
(2,332,888)	(569,013)	(296,900)	(1,917,701)	(363,130)	(6,285,433)	(17,409,373)
(141,306)	(36,410)	(11,789)	(123,300)	(23,329)	(427,583)	(967,062)
1,523	1,638	-	43,919	-	36,791	84,868
<b>(2,472,671)</b>	<b>(603,785)</b>	<b>(308,689)</b>	<b>(1,997,082)</b>	<b>(386,459)</b>	<b>(6,676,225)</b>	<b>(18,291,567)</b>
<b>\$1,129,487</b>	<b>\$169,830</b>	<b>\$29,311</b>	<b>\$933,459</b>	<b>\$81,168</b>	<b>\$2,291,992</b>	<b>\$38,181,994</b>

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**12. Accounts Payable and Accruals**

	2020	2019
Death/disability claims payable	6,023,257	5,826,664
Backpay accrual	2,324,507	1,400,000
Other payables and accruals	1,424,224	1,941,063
Interest payable on members' time deposits	1,126,222	862,659
Members' FIP premiums payable	914,378	1,489,980
Cummings/ Fraser Foundation Account	760,000	760,000
Unclaimed members' deposits	547,730	547,730
Vacation pay accrual	374,333	478,008
Non-members receipts	26,552	33,860
Unclaimed members' share savings	24,595	24,595
Sharon FYFE "Coopers" Account	227	227
	<b>\$13,546,025</b>	<b>\$13,364,786</b>

**13. Retirement Benefit Obligations**

**(a) Change in Present Value of Defined Benefit Obligations**

	2020	2019
Opening present value of defined benefit obligation	19,925,900	20,134,400
Current service cost	731,000	792,700
Interest cost	1,027,600	1,017,300
Plan participants contributions	348,500	252,800
Actuarial gain on obligation	(240,200)	(604,600)
Benefits paid	(905,700)	(1,666,700)
<b>Closing present value of defined benefit obligation</b>	<b>\$20,887,100</b>	<b>\$19,925,900</b>

**(b) Change in Fair Value of Plan Assets**

	2020	2019
Opening fair value of plan assets	18,304,300	17,983,700
Administrative expenses	(29,200)	(54,800)
Expected return on plan assets	937,500	889,300
Actuarial loss on plan assets	(174,000)	(172,000)
Employer contributions	1,479,000	1,072,000
Plan participants contributions	348,500	252,800
Benefit paid and administrative expenses	(905,700)	(1,666,700)
<b>Closing fair value of plan assets</b>	<b>\$19,960,400</b>	<b>\$18,304,300</b>

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**(c) Items for Inclusion in Statement of Financial Position**

	2020	2019
Defined benefit obligation	20,887,100	19,925,900
Money Market Mutual Fund holdings and fixed deposits	(19,960,400)	(18,304,300)
	<b>\$926,700</b>	<b>\$1,621,600</b>

**(d) Items for Inclusion in Statement of Comprehensive Income**

	2020	2019
Current service cost	731,000	792,700
Interest cost	90,100	128,000
Administrative expenses	29,200	54,800
	<b>\$850,300</b>	<b>\$975,500</b>

**(e) Reconciliation of Opening and Closing Statement of Financial Position Entries**

	2020	2019
Opening defined benefit asset	1,621,600	2,150,700
Net pension cost	850,300	975,500
Actuarial (gain) loss on obligation	(66,200)	(432,600)
Company contributions paid	(1,479,000)	(1,072,000)
	<b>\$926,700</b>	<b>\$1,621,600</b>

**(f) Actual Return on Plan Assets**

	2020	2019
Expected return on plan assets	937,500	889,300
Actuarial loss on plan assets	(174,000)	(172,000)
	<b>\$763,500</b>	<b>\$717,300</b>

**(g) Expected Society Contributions**

	2020	2019
Expected Society Contributions	<b>\$1,120,200</b>	<b>\$1,147,000</b>

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## (h) Summary of Principal Assumptions

	2020	2019
Discount rate at start of year	5%	5%
Discount rate at end of year	5%	5%
Future salary increase	3%	3%
Expected return on assets	5%	5%

## (i) Major Categories of Plan Assets

	2020	2019
Deposit Administration Contract	100%	100%

## Sensitivity of Present Value of Defined Benefit Obligation

Should the discount rate increase by 1%, the obligation will decrease by \$3,400,800 and should the rate decrease by 1%, the obligation will increase by \$4,430,200. Should there be a 1% increase in expected salary growth, the obligation will increase by \$1,731,500 and should there be a 1% decrease, the obligation will decrease by \$1,481,500. The weighted average duration of the obligation in 21 years (2019: 22 years).

## 14. Member' Share Savings

The Bye-Laws of RHAND Credit Union Co-operative Society Limited allows for the issue of an unlimited number of shares valued at \$5.00 each. In accordance with International Financial Reporting Interpretation Committee (IFRIC) Interpretation #2 redeemable shares have been treated as liabilities.

## 15. Loan Protection Fund

The Loan Protection Fund provides loan protection coverage for members, which allows the loan balance, up to a maximum of \$100,000, to be liquidated in the event of the death of the member before his/her indebtedness to the credit union has been repaid. For the year ended December 31, 2020, \$1,516,324 (2019: \$1,800,946) was expensed from the Fund and \$2,151,465 (2019: \$2,292,212) was allocated to the Fund. As at December 31, 2020, the balance stood at \$3,372,084 (2019: \$2,736,941).

## 16. Related Party Transactions

Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial decisions. Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the Society. A number of transactions are entered into with related parties in the normal course of business. These transactions were carried out on commercial terms at market rates.

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Balances and transaction with related parties and key management personnel during the year were as follows:

	2020	2019
<b>Assets, Liabilities and Members' Equity</b>		
<b>Loans and other receivables</b>		
Due from Directors, committee members, key management personnel	\$5,009,033	\$5,813,955
Due from LINCUC Limited	\$450,000	\$450,000
<b>Shares, deposits and other liabilities</b>		
Directors, committee members, key management personnel	\$4,234,854	\$5,026,040
Cummings/Fraser Foundation Account	\$760,000	\$760,000
<b>Interest and other income</b>		
Directors, committee members, key management personnel	\$430,237	\$476,437
<b>Interest and other expenses</b>		
Directors, committee members, key management personnel	\$94,747	\$124,038
<b>Key management compensation</b>		
Short-term benefits	\$2,427,427	\$2,334,450

## 17. Fair Values

Fair value is the amount for which an asset could be exchanged, or a liability settled between knowledgeable, willing parties in an arm's length transaction. The existence of published price quotation in an active market is the best evidence of fair value. Where market prices are not available, fair values are estimated using various valuation techniques, including using recent arm's length market transactions between knowledgeable, willing parties, if available, the current fair value of another financial instrument that is substantially the same and discounted cash flow analysis.

The following methods have been used to estimate the fair values of various classes of financial assets and liabilities:

### (a) *Accounts receivable and Accounts payable*

The carrying amounts of accounts receivable and accounts payable are a reasonable approximation of the fair values because of their short-term nature.

### (b) *Members' loans*

Loans are net of specific allowances for losses. These assets result from transactions conducted under typical market conditions and their values are not adversely affected by unusual terms. The inherent rates of interest in the portfolio approximate market conditions and yield discounted cash flow values which are substantially in accordance with financial statement amounts.

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**(c) Investment securities**

The fair values of investments are determined on the basis of market prices available at December 31, 2020.

**(d) Members' deposits**

Members' deposits bear interest at rates that are not significantly different from current rates and are assumed to have discounted cash flow values which approximate carrying values.

**(e) Members' share savings**

The carrying amounts of members' share savings are a reasonable approximation of the fair values because they are due on demand.

**(f) Classification of financial instruments at fair value**

The Society measures fair values using the following fair value hierarchy that reflects the significance of the inputs used in making the measurements.

Level 1: Quoted market price (unadjusted) in an active market for an identical instrument.

Level 2: Valuation techniques based on observable inputs, either directly (i.e. as prices) or indirectly (i.e. derived from prices). This category includes instruments valued using: quoted market prices in active markets for similar instruments; quoted prices for identical or similar instruments in markets that are considered less than active; or other valuation techniques where all significant inputs are directly or indirectly observable from market data.

Level 3: Valuation techniques using significant unobservable inputs. This category includes all instruments where the valuation technique includes inputs not based on observable data and the unobservable inputs have a significant effect on the instrument's valuation. This category includes instruments that are valued based on quoted prices for similar instruments where significant unobservable adjustments or assumptions are required to reflect differences between the instruments.

There were no transfers of financial instruments between levels during the year, neither were there any changes in the categorization from the prior year.

The following table shows the fair values of financial assets and financial liabilities, including their level in the fair value hierarchy. It does not include the fair value information for financial assets and financial liabilities not measured at fair value if the carrying amount is a reasonable approximation of fair value.



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As at December 31, 2020	Level 1	Level 2	Level 3	Total
<b>Financial assets measured at fair value</b>				
Investment securities	23,926,157	157,819,932	-	181,746,089
<b>Financial assets not measured at fair value</b>				
Investment securities	-	-	56,392,517	56,392,517
Loans to members	-	-	403,640,183	403,640,183
<b>Financial liabilities not measured at fair value</b>				
Members' deposits	-	-	(165,927,852)	(165,927,852)
Members' savings	-	-	(428,028,705)	(428,028,705)
	<b>\$23,926,157</b>	<b>\$157,819,931</b>	<b>\$(133,923,857)</b>	<b>\$47,822,232</b>
<hr/>				
As at December 31, 2019	Level 1	Level 2	Level 3	Total
<b>Financial assets measured at fair value</b>				
Investment securities	26,089,990	135,564,898	-	161,654,888
<b>Financial assets not measured at fair value</b>				
Investment securities	-	-	31,386,455	31,386,455
Loans to members	-	-	391,695,935	391,695,935
<b>Financial liabilities not measured at fair value</b>				
Members' deposits	-	-	(151,878,241)	(151,878,241)
Members' savings	-	-	(411,696,995)	(411,696,995)
	<b>\$26,089,990</b>	<b>\$135,564,898</b>	<b>\$(140,492,846)</b>	<b>\$21,162,042</b>

## 18. Capital Risk Management

The Society manages its capital to ensure that it will be able to continue as a going concern while maximising the return to members, whilst providing value to its members by offering loan and savings facilities. The Society's overall strategy remains unchanged from previous years.

The capital structure of the Society consists of equity attributable to members, which comprises reserves and undivided earnings.

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**19. Other Income**

	2020	2019
CUNA commissions	1,163,682	907,258
Other commissions	59,914	66,627
Rental income	240,210	478,213
Entrance fees	141,120	96,773
Miscellaneous income	43,928	188,064
Service charges	6,910	11,482
MSDP registration and education	49	375,941
	<b>\$1,655,813</b>	<b>\$2,124,358</b>

**20. Administrative Expenses**

	2020	2019
Repairs, maintenance and cleaning	1,740,868	2,130,195
Depreciation	975,274	967,062
Advertising & promotions	923,838	527,363
Legal and professional services	815,059	722,755
Property rental	733,167	720,000
Stationery, computer supplies, printing and postage	701,193	769,922
Electricity	357,913	372,062
Telephone	354,313	678,436
Annual and special general meetings	331,430	502,689
Bank charges	323,054	332,583
Security	279,010	260,807
Insurances	203,114	209,133
LINCU Debit Card expenses	162,000	162,000
Miscellaneous expenses	155,164	277,193
Debt collector's commissions	83,495	42,535
Rates and taxes	32,648	19,000
SurePay fees & expenses	20,250	-
Donations	9,800	49,675
Loss on disposal of property and equipment	6,619	22,488
Cummings Fraser Foundation	-	100,000
	<b>\$8,208,209</b>	<b>\$8,865,898</b>

**21. Board and Committees' Expenses**

	2020	2019
Honoraria	295,200	275,260
Meetings	273,964	362,897
Subsistence	235,675	282,335
Entertainment and duty allowance	39,600	43,200
Training	5,375	15,350
Conferences	800	32,875
Travelling	-	5,950
	<b>\$850,614</b>	<b>\$1,017,867</b>

NOTES TO THE  
**FINANCIAL STATEMENTS**  
 December 31, 2020  
*(Expressed in Trinidad and Tobago Dollars)*

## 22. Salaries and Benefits

	2020	2019
Salaries and other staff benefits	15,724,408	12,353,253
Retirement Benefit Asset – IAS 19 adjustment	(628,700)	(96,500)
Training and subsistence	75,849	207,567
	<b>\$15,171,557</b>	<b>\$12,464,320</b>

## 23. Contingent Liabilities

The Society is involved in various claims and litigations and there are legal proceedings to which the Company is a party that, in the Society's opinion, would not have a significant effect on the Society's financial position or results of operations. No provision has been made in these financial statements as the Society's management do not consider that there is any probable loss.

## 24. Impact of Covid-19 on the Society

The World Health Organization declared the outbreak of a respiratory disease caused by a coronavirus as a "pandemic". First identified in late 2019 and known now as COVID 19, the outbreak has impacted thousands of individuals worldwide. In response, many countries have implemented measures to combat the outbreak which have impacted global business operations.

No impairments were recorded as of the statement of financial position date as no triggering events or changes in circumstances had occurred as of year-end; however, due to significant uncertainty surrounding the situation, management's judgement regarding this could change in the future.

The pandemic had an impact on the Society's Loan portfolio resulting in a 51.5% increase in Non-performing loans over the period.

In response to the pandemic the society supported its affected members, with the approval of 180 payment deferrals over the period April to July 2020 in addition to providing financial counselling and even rescheduling loans where feasible.

## 25. Subsequent Events

There were no events occurring after the reporting date and before the date of approval of the financial statements by the Board of Directors that require adjustment to or disclosure in these financial statements. With the exception that dividends are proposed and declared after the Statement of Financial Position date are not shown as a liability in accordance with IFRS 10 – Events after the Reporting Period.

## 2021 QUANTITATIVE OBJECTIVES

# PROPOSED CAPITAL EXPENDITURE AND FINANCIAL PROJECTIONS

## 2021 Quantitative Objectives

Key Results Area	Budgeted	Actual	Increase/(Decrease)	
	2021 (\$)	2020 (\$)	(\$)	%
Share savings portfolio	445,228,705	428,028,705	17,200,000	4.01
Time deposits portfolio	90,756,454	89,556,454	1,200,000	1.34
Deposit savings portfolio	86,371,397	76,371,397	10,000,000	13.09
Loans portfolio (Gross)	447,283,048	413,615,936	33,667,112	8.14
Non-performing loans (Gross)	33,546,229	39,714,235	(6,168,006)	(15.53)
Investment Securities under 2 years	108,457,512	108,457,512	0.00	0.00
Investment Securities over 2 years	164,440,694	155,134,788	9,305,906	1.00

### During the year 2021, the key initiatives for the Credit Union include:

- Relocation of Tobago branch to interim office
- A more aggressive suite of loan campaigns
- Simplification of new-membership requirements
- Launch of Risk-based Lending model of doing loan business.
- Implementation of a Customer Relationship Management platform
- Implementation of a RHAND Mobile App
- Upgrade of our Online Banking platform
- Acquisition of a new home for, and the subsequent relocation of, our Arima branch

### 2021 Proposed Capital Expenditure with 2020 Comparisons

Project/Item Of Expenditure	Proposed 2020 (\$)	Actual 2020 (\$)	Proposed 2021 (\$)
Land Improvement Works	0.00	0.00	0.00
Buildings	2,650,000	1,269,993	30,300,000
Computer facilities	945,397	345,455	1,275,126
Furniture, fixtures and fittings	2,571,500	31,893	25,000
Office equipment	20,700	12,585	32,500
Other equipment	52,000	19,084	24,000
<b>Total</b>	<b>6,239,597</b>	<b>1,679,010</b>	<b>31,656,626</b>

2021 QUANTITATIVE OBJECTIVES  
**PROPOSED CAPITAL EXPENDITURE AND  
 FINANCIAL PROJECTIONS**

**2021 Financial Projections with Budgeted and Actual Results for 2020 and 2019**

	2019		2020		2021
	BUDGETED \$	ACTUAL \$	BUDGETED \$	ACTUAL \$	BUDGETED \$
<b>Income</b>					
Interest Income Calculated using the effective Interest Method					
Interest on loans	43,445,304	41,177,963	45,914,969	40,447,069	49,015,414
Investment Securities	4,784,650	5,395,013	6,420,174	7,243,071	5,084,837
Unrealised Gain on FVTPL	840,000	3,826,582	533,719	3,888,973	837,384
Other income *	2,866,856	2,124,358	1,885,551	1,655,813	1,739,920
<b>Total Income</b>	<b>51,936,810</b>	<b>52,523,916</b>	<b>54,754,413</b>	<b>53,234,926</b>	<b>56,677,555</b>
<b>Expenditure</b>					
Administrative expenses **	9,417,000	8,865,897	10,471,799	8,208,209	11,770,776
Board and committees' expenses	1,244,461	1,017,867	1,285,000	850,614	1,247,900
Life savings insurance expense	1,200,000	746,257	840,000	725,825	780,000
Loan protection expense	1,200,000	1,800,946	1,200,000	1,516,324	1,200,000
Expected credit loss on loans	1,000,000	1,159,794	600,000	1,862,847	1,200,000
Expected credit loss on investments	1,000,000	65,801	120,000	77,053	18,000
Unrealised loss on FVTPL	-	-	-	-	-
Interest on members' deposits	2,343,228	2,107,835	2,276,235	2,162,017	2,310,299
Member education, training and development expenses	1,440,905	1,005,005	1,084,000	147,660	844,895
Salaries and benefits	12,414,500	12,464,320	16,054,763	15,171,557	17,136,527
Green Fund Levy	-	690,886	150,000	155,570	170,000
Foreign Exchange Loss	-	109,783	-300,000	908,799	-300,000
<b>Total expenditure</b>	<b>31,260,094</b>	<b>30,034,391</b>	<b>33,781,797</b>	<b>31,786,475</b>	<b>36,378,397</b>
<b>Net surplus for the year</b>	<b>20,676,716</b>	<b>22,489,525</b>	<b>20,972,616</b>	<b>21,448,451</b>	<b>20,299,158</b>

OTHER INCOME	2019		2020		2021
	BUDGETED \$	ACTUAL \$	BUDGETED \$	ACTUAL \$	BUDGETED \$
Rental Income	522,105	478,213	528,000	240,210	171,600
CUNA Commissions	1,057,063	907,258	900,000	1,163,682	1,140,000
Other Commissions	55,000	66,627	57,840	59,914	56,400
Service Charges	5,000	11,482	7,500	6,910	6,000
Entrance Fees	60,000	96,773	80,400	141,120	80,400
MSDP registration and education	352,172	375,941	282,500	49	250,000
Miscellaneous Income	815,516	188,064	29,311	43,928	35,520
<b>TOTAL</b>	<b>2,866,856</b>	<b>2,124,358</b>	<b>1,885,551</b>	<b>1,655,813</b>	<b>1,739,920</b>

## 2021 QUANTITATIVE OBJECTIVES

# PROPOSED CAPITAL EXPENDITURE AND FINANCIAL PROJECTIONS

ADMINISTRATIVE EXPENSES	2019 BUDGETED \$	ACTUAL \$	2020 BUDGETED \$	ACTUAL \$	2021 BUDGETED \$
Advertising and promotion	900,000	527,363	1,221,388	923,838	1,312,765
Annual and Special general meetings	610,000	502,689	633,900	331,430	410,000
Bank charges	240,000	332,583	322,160	323,054	324,700
Debt collector's commissions	100,000	42,535	123,000	83,495	237,240
Depreciation	1,128,000	967,062	1,064,088	975,274	1,000,000
Donations	48,000	49,675	50,000	9,800	50,000
Electricity	420,000	372,062	466,000	357,913	472,200
Insurances	180,000	209,133	174,532	203,114	156,380
Legal and professional services	600,000	722,755	793,500	815,059	2,426,200
LINCU Debit Card expenses	162,000	162,000	162,000	162,000	162,000
Loss on disposal of fixed assets	60,000	22,488	60,000	6,619	240,000
Miscellaneous expenses	461,000	277,193	222,600	155,164	128,000
Rates and taxes	36,000	19,000	25,520	32,648	38,752
Property rental	720,000	720,000	888,000	733,167	878,004
Repairs, maintenance and cleaning	1,548,000	2,130,195	2,398,041	1,740,868	2,319,732
Security	300,000	260,807	305,200	279,010	296,745
Stationery, computer supplies, printing and postage	1,204,000	769,922	853,938	701,193	783,778
Telephone	600,000	678,436	607,932	354,313	434,280
SurePay fees & expenses	0	0	0	20,250	0
Cummings Fraser Foundation	100,000	100,000	100,000	0	100,000
<b>TOTAL</b>	<b>9,417,000</b>	<b>8,865,897</b>	<b>10,471,799</b>	<b>8,208,209</b>	<b>11,770,776</b>

# RESOLUTIONS

## APPOINTMENT OF AUDITORS

Be it resolved, that the firm of Chartered Accountants – BDO, be appointed as the Auditors of the Society for the financial year ending December 31, 2021.

## BUILDING FUND

Be it resolved, that pursuant to Bye-Law 15 (h) (ix), that the sum of \$750,000 be allocated from the surplus for the year ended December 31, 2020 to the Building Fund.

## DIVIDEND ON SHAREHOLDINGS

Be it resolved, that a dividend of 3.00% on the average monthly share balance held by each member for the year ended December 31, 2020 be declared for the year ended December 31, 2020 and that the proceeds of this dividend distribution be credited to the Share Savings and Savings Deposit Accounts of each member by way of credits of 30% and 70% respectively of the entitlement for each member.

## PATRONAGE REFUND

Be it resolved, that a Patronage Refund of 2.00% on the interest paid on the loans of members in 2020, where the loans are less than 90 days past due, for the year ended December 31, 2020 be declared for the year ended December 31, 2020.

Where the loans are 20 days or less past due, the proceeds of this refund shall be credited to the Savings Deposit Accounts of each qualified member.

Where the loans are more than 20 days but less than 90 days past due, the proceeds of this refund shall be credited to the loan of each qualified member.

## PROPOSED BAD DEBT WRITE-OFF AGAINST THE LOAN PORTFOLIO

Composition of Loans to be written off:

Status	No. of Accounts	Loan Balance
Arbitration	114	\$3,754,488.00
Uneconomical To Pursue	4	\$2,591.40
Irrecoverable	32	\$1,343,194.69
<b>TOTAL</b>	<b>150</b>	<b>\$5,100,274.09</b>

# RESOLUTIONS

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## Status Definitions:

- **ARBITRATION:** internal efforts to recover the funds exhausted, matter before or to be presented to Commissioner's office to elicit payment
- **UNECONOMICAL TO PURSUE** - cost to continue pursuing recovery exceeds the respective loan balances
- **IRRECOVERABLE:** primarily where member is unemployed, unable to work, known to be residing abroad, or whereabouts unknown, and any other qualifying reason for which a debt may be deemed irrecoverable

Whereas RHAND Credit Union Co-operative Society Limited (RHAND) makes every effort to recover non-performing loans in pursuance of the Delinquency Control policies and procedures of the Society.

And Whereas RHAND 150 non-performing loans valued \$5,100,274.09 are more than 365 days past due and the efforts to recover have been deemed futile thus far.

And Whereas RHAND has previously made loan loss provisions which fully cover the amount of \$5,100,274.09

And Whereas the Board continues to pursue the recovery of non-performing loans even after they have been written off from the active loan portfolio.

Be it resolved, that 150 accounts, reviewed and approved by the Board of Directors, in the sum \$5,100,274.09 be written-off during the 2021 financial year.

## **HONORARIA**

Be it resolved, that honoraria in the gross sum of \$306,667 (\$230,000 net of income tax liability), be declared for the year ended December 31, 2020.



# APPENDICES

## Members Who Died In 2020

		SURNAME	FIRST NAME				SURNAME	FIRST NAME	
1	25476	Yorke	Dianne	January 02, 2020	50	9541	Jack-Speede	Cynthia	July 16, 2020
2	15104	Patterson-Roberts	Beverly	January 07, 2020	51	4473	Fraser-Edwards	Yvonne	July 21, 2020
3	14407	Jordan-Baptiste	Lois	January 18, 2020	52	8169	Parris-Price	Eurice	July 23, 2020
4	3864	Mc Leod	Jennifer	January 18, 2020	53	10014	Gordon	Verna	July 28, 2020
5	1538	Villafana	Alice	January 20, 2020	54	4995	Raphael	Sherwin	July 30, 2020
6	3483	Prescott	Theodora	January 21, 2020	55	21888	Denoon	Kenrick	July 31, 2020
7	12402	Millette	Esther	January 29, 2020	56	4780	Chapman	Edmund	August 04, 2020
8	16932	Joseph-Henry	Lucyann	February 03, 2020	57	3749	Arneaud	Valentine	August 04, 2020
9	19872	Alexander	Evelyn	February 11, 2020	58	18257	Siewnarine	Lutchman	August 07, 2020
10	12919	Myers	Owen	February 12, 2020	59	11309	Clarke	Muriel	August 08, 2020
11	10979	Burris	Albert	February 13, 2020	60	3568	Lewis	Marva	August 10, 2020
12	558	Lewis	Eastlyn	February 13, 2020	61	8586	Harper	Cynthia	August 12, 2020
13	23865	Rochford	Ursula	February 18, 2020	62	1839	Le Maitre-Frederick	Cynthia	August 12, 2020
14	14231	Rostant	Patricia	February 20, 2020	63	15195	Baptiste-Cuthbert	Arlene	August 13, 2020
15	4494	Wilson	George	February 21, 2020	64	6270	Samaroo	Ralph	August 15, 2020
16	9606	Guevara	Gemma	February 24, 2020	65	10684	Stewart	Gail	August 16, 2020
17	14729	Stewart	Larry	March 01, 2020	66	28014	Lewis	Andrea	August 20, 2020
18	2311	Sampson	Mervyn	March 01, 2020	67	18328	Antoine	Patricia	August 27, 2020
19	3482	Prescott	Edmund	March 03, 2020	68	11495	Villaroel	Gerald	August 27, 2020
20	2602	Blanchfield	Idahlia	March 07, 2020	69	6757	James	Cyd	August 31, 2020
21	5808	Mc Leod	Lucille	March 09, 2020	70	17555	Radgman	Dianne	September 03, 2020
22	408	Brooks	Carmen	March 13, 2020	71	22263	Teague	Phyllis	September 09, 2020
23	2397	Joseph	Ellen	March 24, 2020	72	15999	Jackson	Hyacinth	September 19, 2020
24	17709	Nicholson	Laverne	March 29, 2020	73	78	Cayona	Pedro	September 20, 2020
25	4332	Dookie	Roy	March 31, 2020	74	2097	Inniss	Noble	September 25, 2020
26	15477	Wells	Francis	April 04, 2020	75	10654	King	Veneilia	September 25, 2020
27	24064	Bruce	Arnold	April 06, 2020	76	28478	Samuel	Sheranne	September 27, 2020
28	10395	Ramkissoon	Jewan	April 26, 2020	77	17382	Hector	Ernest	October 01, 2020
29	3583	Watts	Tellis	April 26, 2020	78	11682	Francois-Valley	Germaine	October 03, 2020
30	887	Nero	Errol	April 28, 2020	79	3317	James	Ruthven	October 03, 2020
31	1153	Ashby	Sandra	May 06, 2020	80	12223	Toby	Patricia	October 04, 2020
32	11058	Phillips	Leonard	May 14, 2020	81	12959	John-Stuart	Beulah	October 07, 2020
33	1033	Trim	Valerie	May 21, 2020	82	2718	Solomon	Wilma	October 14, 2020
34	1069	Hall	Margaret	May 28, 2020	83	12383	Bruce	Alma	October 17, 2020
35	6734	Hepburn	Cynthia	May 30, 2020	84	19623	Balfour	Chamilyn	October 19, 2020
36	13422	Lawrence	Sidney	June 04, 2020	85	13100	Marslin	Reynold	October 19, 2020
37	7978	Sankar	Roland	June 11, 2020	86	17726	Jack	Elizabeth	October 20, 2020
38	27570	Douglas	George	June 21, 2020	87	7161	James	Isaac	October 20, 2020
39	3111	Joseph	Frankie	June 22, 2020	88	9391	Sampson	Mc Laurence	October 27, 2020
40	10333	Samuel	Julius	June 25, 2020	89	13939	Carter	Inniss	November 01, 2020
41	12246	Adams	Edmund	June 27, 2020	90	10858	Connell	Brian	November 23, 2020
42	8238	Checkley	Simon	June 28, 2020	91	23185	Moore	Angela	November 25, 2020
43	4603	Dillon	Sandra	July 02, 2020	92	12553	Alfred	Clifford	December 02, 2020
44	4975	Constantine	Gloria	July 04, 2020	93	10251	Plowden	Judith	December 06, 2020
45	19343	Graham	Curtis	July 06, 2020	94	6268	Wilson	Thora	December 10, 2020
46	24892	Walcott	Della-Marie	July 12, 2020	95	23911	Goddard-Alexander	Eastlyn	December 13, 2020
47	17070	Young	Pamela	July 13, 2020	96	9310	Jacobs	Elroy	December 19, 2020
48	15749	Phillips	Owendie	July 14, 2020	97	2144	Edwards	Andrew	December 24, 2020
49	17413	Grant-George	Sandra	July 15, 2020	98	4673	Alexander	Augustus	December 25, 2020

