1.0 CALL TO ORDER

The meeting was called to order at 9:10 am by Mrs. Corine Robinson Fuller, Executive Director of the Belize Credit Union League (BCUL).

2.0 NATIONAL ANTHEM

Mrs. Nadia Gibson, Administrative Officer of BCUL led attendees in singing the National Anthem.

3.0 PRAYER

The opening prayer was offered by Mr. Abe Dyck of Blue Creek Credit Union, followed by a recital of the Peace Prayer of St. Francis De Assisi by attendees. Mrs. Fuller then asked all present to observe a moment of silence in honor of all affiliated members who had died in the past year.

4.0 WELCOME AND ROLL CALL

Mr. Clement Usher, President of the League, welcomed and thanked everyone for attending, especially those who travelled a long distance to be there. Recognition was given to the following invited guests:

- Mr. Pat Fey and Mr. Gerry Thompson – Irish League of Credit Unions Foundation
- Mr. Karl Menzies and Mr. Eric Eusey - Past Directors of the League
- Ms. Angela Reneau and Ms. Sharette Yorke – Central Bank of Belize
- Mr. Cornelius Dyck & Mr. Plett – Spanish Lookout Community
- Mr. Kenny Lamb and Mr. Jerry Noguera – Baker, Tilly, Hulse (Auditors)

The president then conducted a roll call and representatives from the following credit unions (CUs) indicated their presence:

- Civil Service Credit Union (CSCU)
- St. John’s Credit Union (SJCU)
- Toledo Teachers’ Credit Union (TTCU)
- Citrus Growers Credit Union (CGCU)
- St. Martin’s Credit Union (SMCU)
- Evangel Credit Union (ECU)
- St. Francis Xavier Credit Union (SFXCU)
5.0 APPROVAL OF MINUTES OF 57th AGM

The secretary of BCUL’s Board, Mrs. Lizbeth Castillo highlighted areas of the Minutes of the 57th AGM which was held at the Black Orchid Resort on Saturday, 15 June 2013 at 9:00 am. She requested attendees to provide comments and/or corrections to the Minutes. No corrections or additions were made and the Minutes were accepted on a motion by Mr. Karl H. Menzies (HRCU) and seconded by Mr. Victor Paulino (TTCU).

6.0 MATTERS ARISING FROM MINUTES

There were no matters arising out of the Minutes.

7.0 PRESENTATION AND ACCEPTANCE OF REPORTS:

A. President and Board of Directors Report

Mr. Clement Usher reported on behalf of the board of directors. He commenced his report by extending a warm welcome to all affiliates and special invited guests. He acknowledged Mrs. Fuller, Executive Director of BCUL and her competent staff, for their work and support given to the Credit Union Movement during the year 1 April 2013 to 31 March 2014.

He commented on the serious responsibility entrusted to directors, committee members and staff by credit union members, the importance of managing with transparency and accountability, and encouraged them to continue working together to realize surplus at the end of the year enabling members-owners to benefit from dividends. He further stated that it was an honor for him to attend most of the CUs’ AGM and he was elated to hear dividends and loan interest rebates being declared above any CD or savings interest rate offered by commercial banks.

While the president emphasized the importance of regulations and regulatory measures in keeping CUs’ financially sound he expressed his dissatisfaction with the Central Bank’s policy on the classification of delinquent loans. He commented that the policy took away the level of leverage given to members-owners on their loan repayment. He said that regulations are good, and credit unions are not against them because they help to keep us in check; but they should not be a threat to our success and sustainability. Mr. Usher reiterated credit unions’ willingness to work with the regulator for the betterment of the movement, and asked that the regulator be willing to work with credit unions by providing enabling legislations.

He reported that BCUL had surpassed the 100,000 member-owners benchmark which guaranteed it a safe seat on the Caribbean Confederation of Credit Unions (CCCU) Board of Directors. He expressed the League’s need for CCCU’s expertise and experience in these challenging times and requested the support of affiliates to host an upcoming CCCU Board Meeting in Belize.
The President informed that during his time of service to the League, two of his three goals had been accomplished: The League is now financially sustainable, and it has a permanent place of operation. The final goal is to have LICU rejoin the League. The importance of a unified League was reiterated when he cited the case of CUs in Barbados that were required to pay tax amounting to 2% of their assets.

In concluding the President encouraged all CUs to revisit their “modus operandi”, prepare for battles ahead, and do not condemn, destroy, and tear down ourselves. Building is a task for giants, and we can all be giants of this great movement, by coming together as one movement and taking it to a higher level.

B. Supervisory Committee Report

Ms. Luanne Daniels of the Supervisory Committee reported that the committee had caused the books and records of the League for the financial year ending 31 March 2014 to be audited by the independent external auditor, Baker Tilly Hulse. As well, the committee held quarterly meetings to review monthly financial statements, minutes of the meetings of the board of directors, and conducted an examination of the League’s financial procedures. The committee gained assurance as to the internal control and efficiency of the policies and procedures of the League, and along with the external auditors, conclude that the financial statements fairly state the affairs of the League for the year ended 31 March 2014.

C. Treasurer’s Report

Mr. Rene Torres, treasurer, reported on the financial performance of the League. He said that there was a decrease of $2,614 in its total income, from $562,973 in 2013 to $560,359 in 2014. There was a decrease of $1,468 in expenses, and a net profit of $37,154 was realized before payment of dividends on preference shares. Return on assets employed was 4%, and the fund balance increased by 6% from $236,658 in 2013 to $250,413 in 2014.

D. Executive Director’s (ED) Report

Economic Overview and Outlook: Mrs. Corine Robinson Fuller, the Executive Director, reported that the average economic growth of borrowing member countries of the Caribbean Development Bank was 1.5% in 2013 and projected at 2.3% in 2014. Belize experienced GDP growth of 0.7% in 2013, the Consumer Price Index increased by 1.6% and average unemployment declined to 12.9% from 15.2%. Against this backdrop, the Credit Union Movement once again performed well. Credit unions that had already convened AGMs paid dividends ranging from 2.5% to 5%. The movement’s loan portfolio increased by 11%, total assets by 6%, total savings by 8% and membership by 4%. The world economy is expected to continue to improve in 2014, and Belize’s GDP is expected to grow by up to 2.5% in the coming year, due mainly to growth in the service sector, and modest growth in the primary sector.

Belize Rural Finance Programme (BRFP): The BRFP was in its 5th year of implementation and although there was significant progress, there was still a sizeable gap between expectations
and actual results. As of February 2014 new eligible members receiving shares incentives under
the BRFP totaled 4,297 representing 29% of the total target of 15,000. Incentives paid by the
programme amounted to $232,527, up from $162,975 last year.

To accelerate the BCUL’s capacity in leading and developing affiliates, BRFP financed a
twinning relationship with the Irish League of Credit Unions Foundation (ILCUF), and will also
finance salary for a business development officer who will be tasked with developing the overall
business of BCUL. Affiliates will also receive capacity building training, designed to enhance
their ability to deliver sustainable financial services to members.

**Caribbean Confederation of Credit Unions (CCCU):** Fifteen persons representing affiliates
and BCUL attended the 56th Annual International Convention & 42nd AGM of CCCU which was
held under the theme “The Credit Union Difference, Members Matter Most” in Panama, at the
Hotel RIU Plaza. The highlight of the AGM was the announcement that the Co-operative Credit
Union League of Trinidad & Tobago was re-instated as a member of CCCU.

**Caribbean Microfinance Alliance (CMFA) –** Mr. Armin Cal, the microfinance field officer
from TTCU was chosen to attend a 3 days Financial Education Training Seminar facilitated by
the CMFA. Upon his return the BRFP funded a two day training of trainers’ workshop for other
MFFOs and CU personnel.

**BCUL’s Convention:** Two hundred credit union directors, staff, and members participated in
the Convention which was held at the Corozal Community College on 19 October 2013 under
the theme “Credit Union Unite for Good. A better Way.” Training was delivered on the
following topics: Taking Credit Union Governance to the Next Level, Cultivating and
Strengthening Relationship with members and Marketing and Sales for Micro Entrepreneurship
and Small Business Owners. At the Awards Banquet held at the Princess Hotel, in the Free
Zone, BCCU was awarded for achieving the highest percentage growth in loans, SJCU for the
highest number of new members and most new products. SFXCU was also awarded for the
introduction of the most new products and HRCU for maintaining the highest net institutional
capital.

During Credit Union Week the Mad City Money Simulation program was launched in
collaboration with SMCU at Sacred Heart College in San Ignacio. The program was
subsequently duplicated in other schools in Cayo, and by SFXCU in San Pedro.

**Advocacy:** Two meetings were held with the Registrar during the year. The first discussed the
Caribbean Financial Action Task Force (CFATF) assessment of Belize and the CU sector was
asked to demonstrate that it is complying with all the requirements of its anti-money laundering
prevention and countering of financing of terrorism regime before the next assessment. In the
second meeting, the request for an extension to the timeframe for achieving full provisioning and
institutional capital was denied. Concerns were raised by credit unions about the change in the
way delinquent loans were to be reported, the Regulator confirmed that credit union data will be
published on a quarterly basis, and informed that charges for non-compliance with liquidity
requirements will be levied.
Two meetings were conducted to advise affiliates of the findings on research conducted to understand the implications of the Foreign Account Tax Compliance Act (FATCA) for credit unions, especially since Belize has not signed an Intergovernmental Agreement (IGA) with the United States. One was facilitated by CCCU, where it was confirmed that all CUs were to register with the IRS by 25 April 2014, to obtain a GIIN which is to be submitted to their bankers upon request.

**Marketing:** BCUL continued to market the credit union difference through television and radio ads, and booth displays at several business and financial literacy fairs.

**Training & Development:** Training for the year was focused on Anti-Money Laundering (AML) Prevention for credit union staff and officers, to become compliant with statutory requirements. Training was also conducted in understanding the PEARLS Management System, substantial work was done on customizing credit administration manuals, a strategic plan for one credit union was being developed, a proposal for an Inter Credit Union Lending Facility, which allows borrowing from within the movement to meet liquidity reporting shortfalls was completed, and arrangements were made with the Belize Red Cross to facilitate first aid training at Credit unions. Submitted Pearls data was analyzed and reported back to affiliates.

**Insurance & Other Support Services:** Affiliates continue to utilize the League’s RF&G Insurance Agency for placing property insurance, which contributed significantly to income. Administration of Loan Protection and Life Savings benefit program continued for 6 affiliates through the Belize Credit Union Assurance Services Ltd, and mortgage cancellation insurance for loans exceeding the limit offered internally was fully implemented for SFXCU through an external provider. Information technology support was provided to CSCU and ECU for the MCOOP system, and a contractual arrangement for certain IT services was negotiated and is being implemented for SMCU. Hardware and software for online data storage was procured and installed, and an IT working group was established and tasked to find ways to use technology to improve competitiveness and expand the services of credit unions.

**Budget Proposal for 2014/2015:** The ED presented the budget which had been circulated to affiliates and endorsed by the League’s Board beforehand. It projected total income of $609,521, total expenses of $569,107 and net profit of $40,415. The main source of income which was derived from affiliates dues, administration and agency fees, training, development and consultancy services, was expected to increase by 9%. Expenses were also expected to increase by 9%, due mainly to increase in dues to CCCU, and personnel and administration expenses.

**Acceptance of Reports:**

An invitation was given for delegates to comment on the reports but none were made. They were accepted on a motion by Mr. Felix Reyes (HRCU), and seconded by Mr. Kenneth Garbutt (SJCU).
E. Affiliates’ Report FY 2013-2014

1) Civil Service Credit Union (CSCU)

The manager of CSCU, Ms. Jacqueline Taibo, reported that as of March 31, 2014 CSCU had a total of 1,591 members with a combined savings of $2.6M, assets of $4.5M and $4.2M in the loans portfolio. High delinquency continued to affect their cash flow. Although some accounts were closed, other members remained because of their ability to get small loans. CSCU launched its “Payday Loan” product which offers small loans with a shorter term and higher interest rate. This new product also served as a membership drive for the credit union. The service of lawyers, the courts, and collection agencies was used to assist in the collection of bad debts. Ms. Taibo concluded by thanking the League for its council and guidance and sister credit unions for their continuous support and willingness to share.

2) St. John’s Credit Union (SJCU)

Mrs. Daisy Dawson, reported that SJCU was exceptionally pleased with the growth they had experienced in the past year, as a result of the re-branding of the credit union, reduction in mortgage interest rate from 12% to 8%, the good take up of the 15% fast line product, and the relocation of the Belmopan office.

Growth was reflected in membership at 12% with over 2,500 new members, total assets at 28%, shares at 12%, loans at 52% and the delinquency decreasing from 8% to 6.4%. This success had enabled SJCU to pay dividend and interest rebate of 5% for the year 2013/14. Mrs. Dawson concluded by introducing new board and committee members, and newly elected president, Mr. Alvan Haynes.

3) Toledo Teachers Credit Union (TTCU)

Mr. Carmello Juarez, president reported on the success TTCU experienced in the year 2013/14, due to financial literacy programs conducted in schools and their many outreach activities. As of March 2014 membership stood at 8,677 with $4.7m in deposits, $16m in assets which grew by 5% over the previous year, and delinquency declined to 5%.

He concluded by stating that TTCU will continue to work with organizations such as BCUL, BRFP, BNE, DFC, Toledo Association of Businesses and other business in the Toledo District.

4) Holy Redeemer Credit Union (HRCU)

Mr. Fred Smith, vice president, reported on behalf of HRCU, first by applauding the credit union for completing its 70th year of successful operations. During the past year, assets grew to $472.5m and there were 49,850 members with deposits of $381.2m; the loan portfolio amounted to $259.8m held by 10,167 borrowers. At the end of the year HRCU declared dividend of 5% and a rebate of 20%.
5) **St. Martins Credit Union (SMCU)**

SMCU’s report was presented by Ms. Laura Sierra, chairman of the supervisory committee. She reported that the office was renovated, which improved the quality of service extended to members. As of March 2014, SMCU’s membership grew by 9%, loans by 4% and assets by 10%; dividends were declared at 3%. She commented that the board recognized the small increase in the loans portfolio and therefore will introduce new products and services for their members in the upcoming year. She concluded by thanking the League for all its support throughout the year.

6) **Evangel Credit Union (ECU)**

Mr. Dwight Tillett the recently appointed Manager for ECU, highlighted the success of ECU’s 36th AGM. He reported that as of March 2014 membership stood at 1,034 of which 830 were achieved through the BRFP. He praised the BRFP as he felt the program has transformed a lot of people’s lives in the Belize Rural Area. He stated that ECU will continue to seek ways to ensure the sustainability of the project when the external funding ends and hopes that the League would support them in this objective.

7) **Blue Creek Credit Union (BCCU)**

Mr. Abe Dyck, of BCCU reported that as of March 2014 total savings increased by 13% (to $29.6m) over last year, loans increased by 12% (to $32.7m) and BCCU paid out 8% in dividends. He advised that the board made a decision to pay rebates to those with exceptional loans effective the following year. He concluded by thanking the League for its continuous support.

8) **Police Credit Union (PCU)**

The League’s ED, reported on behalf of the PCU which she indicated was under the management of BCUL. She advised that the PCU membership list was purged of inactive accounts, which reduced it to 32 members. This size membership is not viable therefore existing members were being referred to other CUs so that they would be able to obtain the type of services that they should receive as a CU member. She further stated the League is contemplating convening an AGM in the near future, so that a decision on amalgamation or liquidation can be made.

9) **Mount Carmel Credit Union (MCCU)**

Mrs. Fuller also reported on MCCU which is also under the administration of the League. She indicated that MCCU faces the challenge of extremely high external debt and poor management. During the coming year, the League will hold discussions with SMCU who has expressed interest in opening a branch in the Benque Viejo Area, with a view to them providing some service to MCCU members.
10) St. Francis Xavier Credit Union (SFXCU)

Mr. Michael Riverol, assistant general manager of SFXCU reported that SFXCU’s profit for the past year was $2.1m; total assets increased by 8% ($5.1m) to $67m; membership grew by 5.6% (1,598) for a total membership of 28,862; loans increased by 12% ($5.9m) to a total portfolio value of $54m. Shares and deposits were reported at $54m which was an increase of 7.1%. From the surplus, dividend payment of 4%, and an allocation of $1.6m to loan loss provision in order to be compliant with provisioning requirements were made.

Mr. Riverol continued by acknowledging the presence of representatives from the Central Bank and stated that SFXCU looks forward to continue working with them to become compliant. However he recommended that the economic situation of Corozal must be considered when decisions are being made. He concluded by commending the SFXCU staff, directors and management team along with the League staff for their support and hard work throughout the year.

8.0 ELECTIONS

A. Board of Directors (6 vacancies)

Mrs. Fuller commenced the election process by identifying all the directors of BCUL’s board whose term was ending today at the AGM. They were:

- Mr. William Tillett (SJCU) who replaced Mr. Eric Eusey earlier in the year. SJCU has one guaranteed seat on the Board.
- Mr. Rafael Dominguez from SFXCU who also has a guaranteed seat on the Board
- Mrs. Lizbeth Castillo from CSCU and representing the Belize District
- Mr. Rene Torres from SMCU
- Mr. Abe Rempel from BCCU
- Mr. Oscar Requena from TTCU

The meeting took a short recess for delegates to meet to identify the representative to be nominated to represent their credit union and/or district on the League Board. When reconvened, Ms. Angela Reneau from the Central Bank of Belize conducted elections for the six board members. Nominations were made by the respective affiliated credit unions, and since there was one nomination for each seat, and no further nominations were submitted from the floor, the following directors (and alternates) were elected to serve on the League Board for the next 3 years:

<table>
<thead>
<tr>
<th>Elected Directors</th>
<th>Alternate</th>
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<tbody>
<tr>
<td>1. Mr. William Tillett</td>
<td>Mr. Victor Guerrero</td>
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<tr>
<td>2. Mr. Michael Riverol</td>
<td>Mr. Rafael Dominguez</td>
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<tr>
<td>3. Mrs. Lizbeth Castillo</td>
<td>Mr. Dwight Tillett</td>
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<td>4. Mr. Rene Torres</td>
<td>Mr. Ronald Hulse</td>
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<td>5. Mr. David Freisen</td>
<td>Mr. Abe Dyck</td>
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<tr>
<td>6. Mr. Leopoldo Romero</td>
<td>Mr. Roberto Sho</td>
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Mr. Clement Usher, advised for the records that the alternate director for Mr. Fred Smith was changed from Mr. Rene Blanco to Ms Marion Marsden.

B. Supervisory Committee (3 Vacancies):

The BCUL nominating committee recommended the following persons to serve as members of the Supervisory Committee for the year 2014/2015: Mr. Jose Can (HRCU), Mr. Neil Wade (SJCU), and Mr. Benny Hudson (ECU). When the floor was opened for nominations, Mr. Victor Paulino of TTCU nominated Mr. Andy Johnson of TTCU, who accepted to serve on the committee. The four nominees were elected for the term of one year.

9.0 Appointment of the Auditor

Delegates were informed by the ED that at the last director’s meeting held on 6 June 2014 it was agreed to recommend the reappointment of Baker Tilly Hulse as the external auditor for the year 2014/15. Mrs Daisy Dawson of SJCU made a motion to accept the recommendation, which was seconded by Mrs. Lupita Vasquez of SFXCU and accepted by all present.

NEW BUSINESS:

A. Presentation by Mr. Pat Fey

Mr. Fey was invited to speak to delegates on the proposed activities under the twinning arrangement between the Belize League and the Irish League of Credit Unions Foundation, which was being funded by the BRFP. He identified the insolvency issues being faced by the Belize Movement and encouraged the Board to identify the credit unions that were insolvent, consider what was needed to fill the deficiency in their balance sheets, and go to the other credit unions to finance the shortfall. A team should be set up to work with the management of the credit unions to address the issue.

In response to a question from the floor about the introduction of debit and credit cards by credit unions, he advised that the movement should approach it as a shared service. The first step would be to conduct a feasibility study to determine the demand and the feasibility of such a venture, and to recognize that it would be a costly service, which would need external expertise to set up. He then discussed the cause of the problems that the Irish had to work through during the financial crises in 2008. Directors were found to be “asleep on the job” while managers were left to run financial organizations. The high demand for credit resulted in large borrowing to fund poor quality loans with high credit risks, which led to implosion, when the lenders required their funding back. As well there was too much spending on fixed assets, which had a lower value in use compared to the value on the balance sheet. As a result there was considerable write down of these assets, which impacted negatively on financial institutions.
B. Contribution to World Council of Credit Unions

By a show of hands, the motion by the League for the Movement to continue supporting WOCCU at the silver level (US$5,000 to $9,999) was accepted by delegates. The sum of BZ$10,000 (US$5,000) will be collected and forwarded to WOCCU.

C. Resolution on Interest Paid on Preference Shares

A resolution to cap the interest paid on preference shares sold for the acquisition of the League building at 4% through to July 2016 was submitted to delegates for their consideration. The resolution which was endorsed by the Board at its meeting on 6 June 2014 was based on the fact that at the time of the sale, the rate was set to yield at least the rate being earned by affiliates on balances held in savings accounts at the commercial banks. Interest on savings accounts has since fallen and now averages around 2%. A motion to pass the resolution was made by Mr. Reynaldo Burgos (HRCU) and seconded by Mr. Victor Paulino (TTCU), and accepted by all present without objection.

D. Appreciation to Past Directors Karl H Menzies and Eric Eusey

In appreciation for their years of service with unfailing dedication and unselfish contribution to the development of the League and the Credit Union Movement, homage was paid to Mr. Eric Eusey and Mr. Karl H. Menzies. Mr. Eusey resigned his position on the SJCU and League Boards after serving from 2006 – 2013, to take up the position of director of the Financial Intelligence Unit on 1 January 2014. Mr. Menzies was president of HRCU for 17 years (1997 – 2014) and served as a director on the League’s Board from 2007 – 2013.

11.0 VOTE OF THANKS:

The vote of thanks was given by Mr. Rafael Dominguez. He thanked everyone for attending, and encouraged sister credit unions to be attentive to the competition from commercial banks, and to reach out to youths through financial literacy programs in schools because the young represent the future and many of them lack knowledge about credit unions. He underlined the importance of reducing loan delinquency and approving good loans to members. In concluding he stated that the CUs need to market in order to stay competitive and to continue to support the League, because only in unity is there strength.

12.0 ADJOURNMENT:

The motion to adjourn the meeting was made by Mr. Garbutt and seconded by Mr. Henry Usher at 12:06 p.m.

Submitted by:

[Signature]
Secretary

[Signature]
President
Warmest greetings to all our affiliates and our special invited guests:

Time surely flies as it does seem like only yesterday I stood before you commenting on the affairs of our Belize Credit Union League (BCUL). As I’ve always done in the past, and will continue to do this morning, I will not be commenting on the details of what has transpired at the League. Our executive director, Mrs. Corine Fuller, is the most capable person to do so. She, along with her hard-working BCUL staff, deal on a daily basis with operational matters which they have once again summarized for us in another excellent and informative power-point presentation. All that I will mention is that despite our highly liquid financial sector and declining interest rates on savings and deposits, our credit unions have recorded increases in membership, loans, savings, assets, and reserves. Increases in reserves have been above normal mainly due to the Central Bank requiring credit unions to meet their ten (10%) percent capital adequacy requirements.

Since we last met there is much to report to our esteemed affiliates. Shortly after our League’s 2014 AGM we travelled to the Atlantis Hotel, Paradise Island, Nassau in the Bahamas to attend the Caribbean Confederation of Credit Unions (CCCU) 57TH Annual International Convention and 43RD Annual General Meeting. The convention was held under the important theme: “Credit Unions...Re-engineering for Success and Sustainability” and was held in conjunction with the Credit Union Executive Society (CUES). Overall attendance was approximately seven hundred and twelve (712) participants from across the region, including eighteen (18) participants from our own little Belize. Within the upcoming week we will be traveling once again, this time to Cancun, Mexico to attend CCCU’s 58TH Convention and 44TH AGM. It is so important that we attend these annual conventions, not only because of the informative topics covered in workshops and educational sessions, but, to share with and learn from our brothers and sisters of the wider credit union movement. There is a wealth of knowledge to be gained from socializing and fraternizing with people who share the same passion for credit unions as we do right here in Belize.

It was also an honor for our League to be able to host the Board of Directors of CCCU right here in Belize during their third quarterly board meeting. The entire CCCU’s board was present and as some of you will recall we got to hear first-hand from our president Mr. Aaron Moses, former president Mrs. Yvonne Ridguard-Harris, and CCCU’s general manager Mr. Ralph Wharton on the recent developments and happenings at the confederation level. We even got the opportunity to share them with the entire nation on the popular morning show “Open-Your-Eyes”. What was most pleasing to me was that we had the entire Belize Credit Union Movement present since all our League’s affiliates were in attendance together with our friends from La Inmaculada Credit Union. My colleagues on CCCU’s board were very impressed with what they encountered during their visit to our beautiful Belize. Once again I must thank all those who helped to make CCCU’s visit a success. In particular, I must thank HRCU for their generous monetary contribution towards hosting the special meeting and luncheon at the Radisson Fort George Hotel with all major stakeholders of the Belize Credit Union Movement.
Our seven year Belize Rural Finance Program (BRFP) has entered its sixth year. I am happy to report that during this past financial year assessments were made of credit unions to ascertain their capacity to deliver services to rural populations while remaining competitive in our ever changing and challenging economic environment. Under the BRFP, the Irish League of Credit Unions Foundation (ILCUF) was engaged to assist our League to develop its three year strategic plan and to provide guidance on how BCUL can better serve its affiliates in key areas such as monitoring, safety net mechanisms, and training. Both your League’s president and executive director got the opportunity to visit with the Irish League in Dublin, Ireland where we participated in their International Partnership Conference. Besides Belize, present for the Conference were Ethiopia, Gambia, Ghana, Sierra Leone, Russia, Germany, and Albania, all countries where the Irish League has been helping to develop and strengthen their credit union movements.

Closer to home, during International Credit Union Week in October 2014 we hosted our 13TH Annual Convention and Awards Banquet in Belize City. Once again we came together as a truly united Belize Credit Union Movement since the record-breaking 236 attendees came from all credit unions throughout Belize and included board members, committees, management, staff, and even some member-owners. Excellent sessions were organized for all of us by our League and we must express thanks and appreciation to Corine and her hard-working BCUL staff who were the organizers of the event.

During the past year three compliance officers from credit unions and our League’s executive director completed the Florida International Bankers Association’s Anti-Money Laundering course of studies and earned the AML Certified Associates Designation. With the assistance of the Caribbean Micro Finance Association, under the Carib-Cap II Project, seven credit union representatives received training in Jamaica and Barbados in Delinquency Management, Interest Rate Setting, and Improving Operating Efficiencies. Training is of utmost importance and I strongly encourage all credit unions to set aside in their annual budgets sufficient monies for training.

Finally and of utmost importance, on a special invitation from the World Council of Credit Unions (WOCCU), myself, our executive director, and the legal counsel from HRCU were in San Jose, Costa Rica for a Lobbying & Governmental Affairs Workshop. In a nutshell, the entire workshop focused on what to do if and when governments begin to express interest in taxing credit unions. The presenters shared the U.S. credit union approach to advocacy and lobbying best practices; engaging policymakers in lobbying; and, developing credit union member-owners into grassroots advocates in order to promote: “Don’t Tax My Credit Union”. Sadly, this reality is upon us! Barbados has already lost their battle since there was disunity among the credit unions and the larger credit unions are now being taxed. We must unite as one credit union movement and speak with one solitary voice. It has been far too long since we have spoken with one voice. Therefore, in all of our best interests let us make 2015 the year of re-unification!

U. Clement Usher, BCUL President (June 2011 to current)
REPORT OF THE SUPERVISORY COMMITTEE
BELIZE CREDIT UNION LEAGUE LIMITED
APRIL 1, 2014 TO MARCH 31, 2015

We the Supervisory Committee, have caused to be examined the books and records of the Belize Credit Union League Ltd. during the financial year ended March 31st, 2015 by an independent external audit conducted by the accounting firm of Baker Tilly Hulse.

Furthermore, we have held quarterly meetings in which the monthly financial statements and minutes of the Board of Directors have been reviewed. Additionally, we have conducted bi-annual examinations of the financial procedures of League from which we have gained assurance as to the internal control and efficiency of the policies and procedures of the League. All matters arising from those meetings and examinations have been clarified and appropriately satisfied.

In our opinion the financial statements of the Belize Credit Union League Limited presented fairly states the affairs of the League as at March 31st, 2015 and for the year then ended.

Respectfully Submitted

June 10, 2015

Jose A. Can
Chairperson

Neil Wade
Secretary

Andy Johnston
Member

Benny Hudson
Member
Greetings and a warm welcome fellow credit unionists and invited guests. In my report, I will give an overview of the financial performance of the League during the last Financial Year, from 1 April 2014 to 31 March 2015, the details of which can be found in your annual report booklet.

**Income Analysis:** At the end of Financial Year 2015, our audited report showed a 7% increase ($37,822) in total income from $566,370 (restated) in 2014 to $604,192. Below are the key income earning activities of the League during the past year:

a) Income from League dues decreased slightly from $410,454 in 2014 to $407,200 in 2015, as a result of CUs purging reports of accounts that are below shares in their credit unions.

b) Non-league dues income increased from 28% of total income in 2014 to 33% due mainly to increases in consultancy income, administration income, agent commission, rental income, and sales from ATM cards and stationery. Consultancy income was boosted significantly by revenue earned for the development of an M&E software programme for credit unions. This activity made up 55% of consultancy income.

c) Although net Credit Union Week proceeds decreased slightly by 12% from $21,931 in 2014 to $19,189 in 2015, it exceeded the budget by over $5,000, due mainly to the extraordinary support from affiliates, several of whom made cash and in kind contributions. As well, Gbest provided their service at no cost to the League.

d) Commission income from providing insurance agency services to affiliates and the general public, increased by 17%, from $26,328 in 2014 to $30,873 in 2015.

e) Income from the Belize Credit Union Assurance Services Ltd increased by 22% due to an increase in administration fees from $30,000 to $50,000 per annum.

f) Net income from ATM and stationery sales increased by $3,982, from $6,723 in 2014 to $10,705 in 2015.

**Expense Analysis:** During the past year total expenses increased by 4% in the amount of $20,839, from $544,802 (restated) in 2014 to $565,641 in 2015. While expense on some items increased, others decreased as explained below:

a) There was a marginal increase of $2,924 in salaries, which represents a 1% rise over last year.

b) CCCU dues increased by $6,165 due to increase in the number of CU members. The amount will be capped at $100,000 this year, since membership now exceeds 100,000 persons.

c) Severance allowance expense increased from $6,037 to $9,394 to match the potential liability for existing staff, and the total amount set aside for this purpose now stands at $37,834.

d) Staff education and training expenses increased significantly from $9,673 in 2014 to $19,192 in 2015 due to payment for AML certification for one member of staff, and...
attendance at IDB’s Foromic in South America, CCCU Conference, and AML workshops.

e) Office supplies expenses increased by $1,671 due to the increased cost associated with more in house printing for workshops,

f) There was a significant decline in building maintenance in 2015, due to painting of the building which was completed in early 2014.

g) Expenses related to workshops decreased also as most of the Leagues training session during the course of the year was done at the designated credit unions rather that at the League Office.

We are pleased to report a net profit of $38,551 representing an increase of 95% over last year’s profit of $19,765 (restated), and a return on assets of 4%.

**Balance Sheet and Fund Balance Analysis:** The Balance Sheet as at 31 March 2015 shows that our financial position continues to strengthen. Total assets increased from $970,087 in 2014 to $978,375 in 2015 due mainly to increase in accounts receivable and prepayment of CCCU dues for the coming year. The value of fixed assets decreased slightly due to annual depreciation; however, total assets increased by less than 1% from $970,087 last year to $978,375 in 2015.

Total liabilities declined from $713,664 to $683,401 as a result of decreases in accounts payable, and repayment of preference shares.

The fund balance increased by 15%, the value of the net profit ($38,551), from $256,423 in 2014 to $294,974 in 2015.

Respectfully submitted

[Signature]

Mr. Rene Torres  
Treasurer
General Economic Statistics – Socio-Economic Backdrop

Central Bank of Belize - Country Statistics¹:

<table>
<thead>
<tr>
<th>Statistic</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population (September 2014)</td>
<td>360,838</td>
</tr>
<tr>
<td>Unemployment Rate (September 2014)</td>
<td>12.1%</td>
</tr>
<tr>
<td>Inflation Rate (April 2014 to April 2015)</td>
<td>-1.0%</td>
</tr>
<tr>
<td>GDP Growth Rate (Q1 2015)</td>
<td>7.0%</td>
</tr>
<tr>
<td>Infant Mortality (2011)</td>
<td>14/1000</td>
</tr>
<tr>
<td>Literacy Rate (2010)</td>
<td>79.7%</td>
</tr>
<tr>
<td>Poverty Rate (2009)</td>
<td>41.3%</td>
</tr>
<tr>
<td>Life Expectancy (2014)</td>
<td>73.7 years</td>
</tr>
<tr>
<td>Child Employment Rate (2013)</td>
<td>4.7%</td>
</tr>
<tr>
<td>Child Labour Rate (2013)</td>
<td>3.2%</td>
</tr>
<tr>
<td>Merchandise Imports (April 2015)</td>
<td>BZ$157.57 million</td>
</tr>
<tr>
<td>Domestic Exports (April 2015)</td>
<td>BZ$56.31 million</td>
</tr>
</tbody>
</table>

**Economic Overview:** The economy of Belize grew by 7 percent during the first three months of 2015. Citrus and banana production along with the manufacturing sector performed strongly, and the tourism industry received a boost as the number of cruise ship arrivals increased by over 30,000 in the first quarter. During the month of April 2015, Belize imported a total of BZ$157.6 million worth of goods, while total goods and services produced in country increased to $733.8 million in first quarter of 2015 up from $685.7 million in the first quarter of 2014. The economic upswing was accompanied by a 10.1% fall in the annual average unemployment rate to 11.6%. Average inflation remained subdued at 1.0% with the Consumer Price Index being held in check by the steep decline in fuel prices in the latter part of the year (2014).²

**Projections for 2015:** The Central Bank is forecasting a slight deceleration in 2015 based on the likelihood of smaller increases in export crops and tourist arrivals, and declines in extraction of petroleum and output of hydro-electricity. Downside risks include a fall-off in agricultural production due to poor weather and lower than anticipated tourist arrivals if the economic recovery in Belize’s source markets (mainly USA) loses traction. On the upside, activity may be stimulated by an increase in real disposable income and a reduction in production costs due to lower gasoline prices, as well as a ramping up of government spending. The Central Bank

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¹ [www.centralbank.org.bz](http://www.centralbank.org.bz)
² [www.sib.org.bz](http://www.sib.org.bz), Latest Statistics Released: Economy Grows 7% in First Quarter
consequently expects GDP growth to range between 2.0% and 2.5%, which is in line with the economy’s long term average growth path. With an increase in tourism earnings and lower import bill offsetting the fall in export revenues, the domestic banks should record a slight increase in their net foreign asset holdings. Unlike 2014 when more than half of new disbursements went to the sugar industry, bank credit to the private sector is expected to grow at a slower pace and to be more evenly distributed. Bank liquidity would therefore continue on an upward trend in 2015, which will ensure that deposit and lending rates remain subdued.

Doing Business data for 2015, has ranked Belize 118 out of 189 economies on the overall Ease of Doing Business scale. Some key indicators rankings for Belize include 71 out of 189 on resolving insolvency, 160 out of 189 on getting credit and 148 out of 189 on starting a business.  

**AFFILIATES’ PERFORMANCE**

Growth was experienced in the credit union sector in the past year, albeit at a slower pace than the previous year. CUs paid dividends to members ranging from 2% to 5%, which were higher than the rate on savings account at any of the commercial banks in Belize. Rebates on loan interest to borrowers ranged between 1%and 20% from three credit unions. The aggregate liquidity among affiliates however remained high at 22%.

Affiliates’ capital adequacy significantly improved by the end of March 2015. The average net institutional capital at the end of the year was 9%, compared to 7.7 % at the end of March 2014. Delinquency declined to an industry average of 7%, with 4 CUs (BCCU, TTCU, ECU and SMCU) reporting delinquency below the 5% threshold, and others showing significant improvement. Five CUs met the prudential solvency margin of >111% and as a result, the industry average was 114% at the end of the year. These positive steps are a clear indication of the strengthening of the movement.

We are grateful for sound advice from the Central Bank of Belize, Gbest Consulting Company and the Irish League of Credit Unions Foundation during the past year, and we applaud our managers and directors for the astute decisions taken especially at this year’s end, on dividend payments, bad debt provisioning and charge off which resulted in a stronger movement.

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3 [http://www.doingbusiness.org/data/exploreeconomies/belize/](http://www.doingbusiness.org/data/exploreeconomies/belize/)
Membership Growth:

Affiliates reported total membership (accounts with above shares balances) at 116,297 at the end of the year, and total account holders at 133,719, an indication that 13% or 17,422 persons within the credit union family, present potential for membership and full service by our unions. Total account holders grew by 5% over last year's end. The grand total of account holders among all credit unions in Belize were recorded at 157,275 representing 47% of the total population of Belize. SJCU excelled with the highest number of new accounts for the third year in a row with 2,653 new accounts; SFXCU with 1,084, and HRCU with 699.

Total Savings:

Savings among affiliates grew by 9% or $48m. BCCU & SJCU had the highest percentage growth of 21% followed by TTCU with 12% and SMCU with 11%. HRCU led the growth in value with $18m, compared to SJCU with $10m and BCCU with $8m. The aggregate of savings/shares including deposits with affiliated credit unions was $613m as at 31 March 2015.

Loans to Members:

Loans to members grew by 8%, the same rate as last year, increasing loans outstanding from $451m to $485m as at the end of March. Growth in outstanding loans ranged from 4% to 23% amongst 9 unions, with SJCU experiencing the highest percentage growth of 23%, BCCU 18%, TTCU 14%, and SMCU 11%. In terms of the dollar value of loans issued, HRCU accounted for $11m, SJCU for $9.3m, BCCU for $5.5m and SFXCU for $5.3m.

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4 Membership growth was adjusted this year to include only CUs that are trading (MCCU and CGWCU are excluded)
Although aggregate savings grew at a faster rate than loans, the same was not true at every credit union, and they were encouraged to mobilize savings from members, to match the increase demand for loans.

**Total Assets:** At the end of the fiscal year, combined total assets was $739m, reflecting growth of 8% increasing from last year’s 6% or $683m. Total assets grew by 20% at SJCU, 17% at BCCU, 16% at TTCU and 13% at SMCU.

**DEVELOPMENT OF BCUL’S 2015-2018 STRATEGIC PLAN**

As the fiscal year ended, so did BCUL’s 2010-2014 Strategic Plan! Consequently, activities to renew the plan were initiated through a twinning relationship between the Irish League of Credit Unions Foundation (ILCUF) and BCUL that was established in March 2014, and funded by the Belize Rural Finance Programme. One of ILCUF’s role was to facilitate the renewal of the plan for the period 2015 – 2018. The process included consultations with individual credit unions and development of an institutional assessment of BCUL. Once BCUL’s strengths, weaknesses, opportunities, and threats were identified, strategic options were fielded along with influencing factors and justification for each choice. The strategic choices for 2015 -2018 along with a revised Mission and Vision statement were mutually formulated by representatives of all affiliated CUs and BCUL’s board and staff. When the consultations were completed, all involved had agreed on the following five strategic choices and new vision and mission statements developed to guide the League as it moves forward with the new strategic focus.

<table>
<thead>
<tr>
<th>Vision: To empower the people of Belize through credit unions</th>
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<tbody>
<tr>
<td><strong>Mission:</strong> Belize Credit Union League: The umbrella organization that unites, strengthens and advances Credit Unions by fostering the movement's growth, stability, and success.</td>
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<table>
<thead>
<tr>
<th>BCUL Strategic Choices for 2015 - 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1 Monitoring and Stabilization</td>
</tr>
<tr>
<td>#2 Training and Competency Development;</td>
</tr>
<tr>
<td>#3 Advocacy, Communication</td>
</tr>
<tr>
<td>#4 Marketing; External Sources of Income</td>
</tr>
<tr>
<td>#5 Information and Communication Technology</td>
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</tbody>
</table>
EXTERNALLY FUNDED PROJECTS

IDB/MIF: In March this year, IDB-MIF approved funding for a two-year project entitled “Inclusive Saving with Shared Agents”. The proposed intervention will enhance access to financial services, particularly in rural areas, by developing appropriately designed savings products and incentives at participating CUs. The main innovation of the project is that it will combine the design and implementation of new, adapted savings products, and offer those products via agents located in small stores that would service them for the network of participating credit unions. The project will also enable BCUL and participating CUs to adapt technology for an improved distribution channel through a national shared branch and agent network system. This investment will enable members to enjoy lower transaction costs (in terms of money and time) to carry out financial transactions, thus enhancing quality of service and expanding outreach. The project budget is US$573,855, and will be shared by IDB-MIF (65%) and BCUL through its affiliates (35%).

In the coming months a project steering committee will be established to guide the delivery of project activities and project staff will be hired for implementation.

Belize Rural Finance Program (BRFP): The BRFP is in its 6th year of operations, with the past year being the most active in regards to capacity building for BCUL and participating credit unions. As mentioned above, strategic planning activities were conducted for the League by the ILCUF. Additionally an institutional assessment of BCUL was developed, and several international best practices workshops were facilitated by the ILCUF for BCUL and affiliates on areas of importance such as CU monitoring and stabilization, delinquency management and provisioning, dealing with credit unions in crisis, training & competency development, cost recovery for apex institutions, use of technology to advance the movement, and advocacy in an enabling environment.

During the past year, Gbest Company Ltd prepared assessment reports for the six CUs, facilitated a strategic marketing seminar targeted at officers and management of CUs, conducted a two-day session for field and credit officers on SME Lending, and conducted strategic alignment sessions with the participating CUs. On 1 March 2015, Gbest was further contracted for the implementation of the capacity building programs for CUs, including follow-up training where necessary, over a twenty-month period.

As at 31 March, 2015 a total of 5,030 new members (2,138 Males; 2,892 Females; 1,151 Youth; 1,321 Children and 2,508 Very Poor) were recruited via the Shares Incentive Program of the BRFP, which represents an increase of 17% over last March. Beneficiaries (new and existing credit union members) have invested a total of BZ$416,152 at participating credit unions as part of the Shares Incentive Programme. Of this total 91% or BZ$377,227 has been invested by new eligible beneficiaries only. As of March 31, 2015 the total beneficiaries’ investment to be

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5 Inclusive Savings with Shared Agents project document
matched by the programme amounted to BZ$314,558 (New and Existing Eligible Members). The total number of eligible new members (5,030) reported as of 31 March 2015 represents approximately 33.5% of the overall programme target of 15,000.

REGIONAL AFFILIATION

Caribbean Confederation of Credit Unions (CCCU): Our movement was well represented by 18 attendees at the 57th Annual CCCU International Convention and AGM which was held at the Atlantis Paradise Island Hotel in Nassau Bahamas, from 21 - 24 June 2014. The theme of the event was “Re-engineering Credit Unions for Success and Sustainability.” Presenters covered topics that highlighted what CUs should be focusing on, to build successful credit unions, which included Leading Innovation and Change; Business Breakthroughs; Creating and Sustaining a High Performing Governance Body; Data and Cyber Security; Crafting a more Effective and Engaging Credit Union Board Meeting; Leading by FAITH for Success and Sustainability; Managing and Funding Innovation; Technology Investment; Maximising Potential; Habits of Highly Effective Board, Credit and Supervisory Committees; Co-operation among Cooperatives; Board and CEO Strategic Planning; and Consensus Building and Governance. The event presented an excellent learning experience to all who attended.

At the AGM President Aaron Moses reported that the credit union sector in the Caribbean comprised three hundred and ten (310) Credit Unions, with 2.239 million members. Two hundred and twenty-five (225) of these Credit Unions with 1.953 million members were affiliated to the Confederation. Despite the economic challenges across the region, 5% growth in loans and deposits as well as 3% in membership had been achieved. At the end of 2013 among CCCU Affiliates, total savings amounted to US$3.4 billion, loans to US$2.9 billion and assets to US$4.1 billion. In its new three-year Strategic Plan, the CCCU Board agreed on three (3) overall strategic initiatives which addressed growth and development of the regional movement, facilitation of initiatives to create a relevant and resilient CCCU and the regional movement, and building awareness and deepening the understanding of the credit union difference.

The Confederation’s September Board Meeting was convened in Belize, and although directors did not get to have an audience with our Prime Minister as was customary when visiting a member country, informative meetings were held with representatives of all credit unions in the movement, the Regulator, Financial Secretary, Leader of the Opposition and other members of Parliament. In April 2015, we collaborated with CCCU to host a one day workshop on cyber security in Belize City. The event was attended by 50 persons, including representatives from most credit unions. The importance of proper security of members’ data at both the League and in credit unions was underscored.
Caribbean Microfinance Alliance (CMFA): A total of 4,457 micro entrepreneurs and economically active low-income persons were trained by CMFA in 2014, though their educational training programme, which was delivered in 7 of the 9 CMFA member countries, including Jamaica, Guyana, Belize, Dominica, St. Lucia, Trinidad and Suriname. Thirteen microfinance institutions and credit unions, including the Assistant Manager from St. Martins Credit Union attended a session on Improving Operation Efficiencies in Microfinance Institutions and Credit Unions in Barbados, from 26-28 November 2014. The three day training met its objectives of imparting understanding and skills to participants, to identify the origin of operating costs, to enable their organizations to be cost effective and efficient. Six credit union loans officers from Toledo Teachers, Holy Redeemer, St. Johns, and St. Francis Xavier Credit Unions, were among the 30 participants at the training on Delinquency Management and Interest Rate Setting, which was held in Jamaica from 12 -14 November 2014. During the 3-day course, participants learned to determine causes and costs of delinquency, to measure and control arrears, and to calculate the cost of credit for clients.

BCUL ACTIVITIES
Annual Credit Union Convention & Banquet: We held our 13th Annual Convention & Awards Banquet on Saturday 18th October 2014 at the Radisson Fort George Hotel and Marina in Belize City. It was the perfect culmination to Credit Union Week. Over 236 affiliates participated in the one day training session, which served to bring together all factions of the credit union community including board members, managers, staff, credit & supervisory committee, and credit union members. Guest speaker Mr. Paul Lecky challenged us to involve the next generation of leaders and staff in creative ways that will inspire and motivate a new breed of credit unions. Keynote speaker Dr. Louis Zabaneh made us realize that with growth, the altruistic motives that may have led to the formation of the credit union are replaced by hard business decisions, which involves effectively balancing the concerns of depositors, shareholders, borrowers, and management.
Training topics were selected to inspire, create innovation, and fuel the pathway to success, and were namely: Establishing the Appropriate Interest Rate on Loans facilitated by Gbest Company Ltd, Enhancing Your Leadership Skills facilitated by Mr. Paul Lecky, and Maximising your Potential facilitated by Mr. Javier Gutierrez. Highest achievement awards for 2013/14 were presented as follows:

St. John’s Credit Union
- Percentage growth in new membership,
- Number of new members
- Percentage growth in loans
- Percentage growth in assets

Holy Redeemer Credit Union
- Growth in value of savings
- Maintenance of capital adequacy

St. Martins Credit Union
- Introduction of the most number of new products and services

St. Francis Xavier Credit Union
- Involvement in community and educational initiatives

Evangel Credit Union
- Percentage growth in savings

Marketing: We continued to market the Credit Union Difference throughout the year, using various media, especially during the September Celebrations, Credit Union Week and over the Christmas holidays, when radio advertisements that emphasized the benefits of membership and encouraged members to save were aired. Participation in various Mad City Money simulations was done in collaboration with several credit unions, and in a financial literacy fair hosted by the Ministry of Education.

Training and Education: Throughout the year, the League conducted training for affiliates on credit union governance, anti-money laundering, and understanding the Pearls Monitoring System. Customizing of credit administration manuals which started in the past year, was completed for St. Francis Xavier and Holy Redeemer Credit Unions. Facilitation by an external consultant, of strategic planning for St Martins Credit Union was also completed. In February and March 2015 two credit unions completed elimination quizzes in district primary schools for
the Father Marion Ganey National School Competition Quiz which is scheduled for Credit Union Month 2015.

Compliance officers Gina Ozeata (SFXCU) and Roberto Cho (TTCU) joined Marcia Moody (HRCU) as certified professionals in the field of anti-money laundering (AML) prevention, and other compliance officers have indicated interest in completing the online studies to receive the designation. Compliance officers and managers from SFXCU and TTCU attended AML training in Miami, facilitated by the Florida International Banking Association in early March, while directors from SFXCU joined me in April at the AML Conference facilitated by Compliance Aid in Miami.

The League’s technical staff participated in training facilitated by Gbest Company Limited for credit unions throughout the year, to enhance their knowledge of credit union operations and governance.

Advocacy: Extensive research was conducted on the establishment of a safety net mechanism for the movement, and a presentation was developed on the purpose of a stabilization fund and the benefits that would accrue to the movement should it agree to establish one. With only a few credit unions remaining to which the presentation will be made, and supported by the clear mandate given by affiliates during our strategic planning exercise, the plan is for a safety net mechanism to be established for the Movement by this time next year.

Credit Union Monitoring and Administration: During the year, credit unions’ performance was more closely monitored using the PEARLS Monitoring System. Quarterly reports and analysis are now being provided to affiliates, and net institutional capital calculations were done for each affiliate as at the end of the year to indicate their level of achievement, and therefore provide some guidance about affordability before dividends were paid. This also complemented directives from the Central Bank to some credit unions, restricting dividend payment due to capital adequacy shortfall at some credit unions. Administration of Police and Mount Carmel Credit Unions continued, with great anticipation of liquidation as we move into another year.

Insurance Services: We continue to offer general insurance through RFG Insurance Company, a service which is a source of increasing income to the League each year. Loan protection and life savings benefit programmes for 6 CUs are being managed through the Belize Credit Union Assurance Services (BCUAS). Reserves which now exceed $1M strengthens the company, and removes the risk associated with the benefit from participating credit unions. A League group mortgage cancellation insurance policy for loans exceeding $40,000 continues to be facilitated for SFXCU through Sagicor, and is open to members of other credit unions without this additional security. Although no progress was made towards formalizing the group funeral benefit programme which was intended to be managed for small and medium sized credit unions there is anticipation that the service will start for the group in the coming year, as it has become clear that it would be hard to remain viable when operated individually by any one of these credit unions.
**Information Technology Support:** IT support with the various banking platforms, and in online storage was provided during the year, and a software programme was developed to facilitate the collection and reporting of information by credit unions. The IT working group which was established with representatives from affiliates and BCUL, and tasked to find ways to use technology to improve competitiveness and expand services was not active during the year, but the proposal for the League to operate as master money transfer agent for RIA was fully developed and an application made to the Central Bank early in the January 2015.

In closing I wish to thank all credit unions for their support of League activities, and for requesting service from your apex body. Our aim is to deliver the highest possible level of to you our affiliates. Thanks to our directors for guiding the affairs of the League and for giving us the opportunity to implement the approved programmes. Finally, thanks to the BCUL staff and the PMU staff, for their hard work and dedicated service to affiliates.

Corine Robinson Fuller  
Executive Director