



# REGIONAL & GLOBAL OPPORTUNITIES: PREPARING FOR SUCCESS



THE INSTITUTE OF CHARTERED  
ACCOUNTANTS OF THE CARIBBEAN

ANNUAL  
REPORT

2017

# The Institute of Chartered Accountants of the Caribbean (ICAC)

The Institute of Chartered Accountants of the Caribbean (ICAC) was established on October 28, 1988, bringing together accountants within the English-speaking Caribbean. The founding members of the ICAC were Bahamas, Barbados, Belize, Guyana, Jamaica, St. Lucia, and Trinidad & Tobago.

Since its establishment, the ICAC has provided a forum for the advancement of the accountancy profession in the Caribbean. With a membership comprising eight national institutes and a network of approximately 4,200 accountancy professionals, the ICAC is the recognised accountancy grouping dedicated to advancing the interest of accountants within the Caribbean through the promotion of internationally acceptable standards and best practices, thought leadership, research and continuing professional development.

Through its flagship event, the Annual Caribbean Conference of Accountants, the ICAC also provides a forum for accountants in the region to participate for mutual and fraternal benefits while examining regulatory issues and other developments impacting the profession globally.

An "Acknowledged Accountancy Grouping" of the International Federation of Accountants (IFAC), the ICAC is also dedicated to supporting the global objectives of IFAC and to advancing the accountancy profession within the Caribbean region.

The ICAC is also committed to upholding and promoting the fundamental values of the accountancy profession - Truth and Fairness, Integrity, Justice and Prosperity - which are embodied in its motto, Veritas et Virtus (Truth and Virtue).

## **Governance Structure & Administrative Structure**

The ICAC is governed by a Board of Directors comprising a director from each of its member bodies (national institutes), who is appointed to serve on the Board for a period of at least two years.

The Board is the policy and decision-making body of the Institute while the Executive Officers, comprising the President, Vice-President, Treasurer and Secretary, are responsible for managing and overseeing the operations of the organisation. The responsibility for overall management and day-to-day operations of the Institute is delegated to the Chief Executive Officer (CEO).

A fully functional Secretariat located in Kingston, Jamaica, is responsible for implementing the policies, goals and objectives of the ICAC. The Secretariat also assists in developing and implementing strategies that will strengthen the role of the ICAC and supports the operations of the regional committees of the Institute. The ICAC Secretariat also exists to facilitate the dissemination of information and communication with member institutes in an effort to increase awareness of and broad-based participation in the regional initiatives of the ICAC.

A Committee system exist to support the implementation of the goals and objectives of the ICAC. The Committee system is structured on a regional basis and has been established for the functional areas of Public Sector Financial Management, Technical and Regional Practice Monitoring.

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# Mission Statement & Objectives

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## Mission Statement

*ICAC is the internationally recognized body for the accountancy profession in the Caribbean, with an expanding influence in the region. It advances the interest of the accountancy profession in the region and promotes the highest standards of professional and ethical conduct. Through thought leadership and the provision of research, CPD and other services, it adds value to its members and the wider community.*

## Objectives

The objectives of the ICAC are to:

- Promote internationally acceptable standards of best practice for the accountancy profession in the Caribbean region.
- Foster a strong, cohesive and self-regulated regional accountancy profession.
- Implement and coordinate an effective regional monitoring programme for practicing accountants in the region.
- Promote an institutional framework through its annual conference for accountants in the Caribbean to participate for mutual professional and fraternal benefit.
- Standardise qualification entry requirements and rules of professional conduct among member institutes.
- Provide leadership on emerging issues as they affect the accounting profession in the region.

# Notice of Annual General Meeting

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**NOTICE IS HEREBY GIVEN** that the Thirtieth Annual General Meeting of the Institute of Chartered Accountants of the Caribbean (ICAC) will be held on Thursday, June 21, 2018 commencing at 1:30 p.m. at the Atlantis Paradise Hotel, Nassau, Bahamas for the following purposes:

- To confirm minutes of the Twenty-ninth Annual General Meeting held at the Guyana Marriott Hotel, Georgetown, Guyana on Thursday, June 22, 2017.
- To receive the Report of Directors.
- To adopt the audited Financial Statements for the year ended December 31, 2017.
- To appoint auditors for the year ending December 31, 2018.
- To appoint Directors for the period June 2018 - June 2019.
- To consider any other business that may be brought before the Annual General Meeting.

## Special Business

- To consider and approve amendments to the ICAC Articles of Incorporation as set out in Appendix A to this Notice.
- To consider and approve a recommendation for Affiliate membership to the Chartered Institute of Public Finance and Accountancy (CIPFA).

BY ORDER OF THE BOARD



Andrea St. Rose  
**Secretary**

# ICAC Board of Directors

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## Executive Officers and Directors



**Anthony Pierre, FCCA, CA, CFC**  
President & Director,  
Trinidad & Tobago



**Khalil Alli, FCA**  
Vice-President &  
Director, Guyana



**Andrea St. Rose, LLB, FCIS,  
CFE, CPA, CGA, CA**  
Secretary & Director,  
Eastern Caribbean



**David Simpson, FCCA, CA**  
Treasurer & Director,  
Barbados



**Darnell Osborne, CPA, CA**  
Director, The Bahamas



**Claude Burrell, CPA, CISA**  
Director, Belize



**Robert van Trikt, MSc., RA**  
Director, Suriname



**Bruce Scott, FCCA, CPA,  
CISA, CIA, CRISC**  
Director, Jamaica

## Other ICAC Board Members



**Sha Ali Khan, FCCA**  
Affiliate Representative  
Association of Chartered  
Certified Accountants (ACCA)



**Yasmine El-Ramly, CPA, CGMA**  
Affiliate Representative  
American Institute of Certified  
Public Accountants (AICPA)



**Nancy Foran, FCPA, FCMA, C. Dir**  
Affiliate Representative  
Chartered Professional Accountants  
of Canada (CPA Canada)



**Nick Haywood FCCA, ACMA**  
Associate Representative  
Turks and Caicos Islands Society  
of Professional Accountants (TCISPA)



**Jasmine Davis, CPA, CA**  
Immediate Past President  
& Ex-officio



**Misha Lobban Clarke, MA**  
Chief Executive Officer  
& Ex-officio

# Alternate Directors

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The following persons served as alternates  
to appointed directors of the Board during 2017



**Gowon Bowe, CPA, CA**  
Alternate Director,  
The Bahamas



**Lisa Padmore, FCPA, FCGA, FCA**  
Alternate Director,  
Barbados



**Brett Feinstein, CPA**  
Alternate Director,  
Belize



**Erwin Southwell, CPA**  
Alternate Director, Eastern Caribbean



**Colin Thompson, FCCA, MBA**  
Alternate Director, Guyana



**Raymond Campbell,  
FCA, FCCA, CBV**  
Alternate Director,  
Jamaica



**Michael Lutchman, RA**  
Alternate Director,  
Suriname



**Denise Chinpire O'Reilly, FCCA, CA**  
Alternate Director,  
Trinidad & Tobago

# Board of Directors' Report

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This constitutes the Directors' Report for the year ended December 31, 2017.

The ICAC Board of Directors at a special meeting held on June 22, 2017 approved a recommendation for a fourth meeting of the Board to be convened during the first week of December, effective 2017. It was agreed that this meeting should be held via conference call.

The Board of Directors Meetings held during the year were as follows:

- Seventy-seventh meeting on February 18, 2017 in Georgetown, Guyana;
- Seventy-eighth meeting on June 21, 2017 in Georgetown, Guyana;
- Seventy-ninth meeting on October 13, 2017 in Miami, Florida;
- Eightieth meeting on December 7, 2017 via conference call.

The 29th Annual General Meeting was held on June 22, 2017 at the Marriott Hotel in Georgetown, Guyana.

## Board of Directors

The members of the Board representing the following member territories were appointed at the 29th Annual General Meeting for the period 2017-2018:

<b>Bahamas</b>	<b>Director</b> <b>Alternate Director</b>	<b>Darnell Osborne</b> <b>Gowon Bowe</b>
<b>Barbados</b>	<b>Director</b> <b>Alternate Director</b>	<b>David Simpson</b> <b>Lisa Padmore</b>
<b>Belize</b>	<b>Director</b> <b>Alternate Director</b>	<b>Claude Burrell</b> <b>Brett Feinstein</b>
<b>Eastern Caribbean</b>	<b>Director</b> <b>Alternate Director</b>	<b>Andrea St. Rose</b> <b>Erwin Southwell</b>
<b>Guyana</b>	<b>Director</b> <b>Alternate Director</b>	<b>Khalil Alli</b> <b>Colin Thompson</b>
<b>Jamaica</b>	<b>Director</b> <b>Alternate Director</b>	<b>Bruce Scott</b> <b>Raymond Campbell</b>
<b>Suriname</b>	<b>Director</b> <b>Alternate Director</b>	<b>Robert van Trikt</b> <b>Michael Lutchman</b>
<b>Trinidad &amp; Tobago</b>	<b>Director</b> <b>Alternate Director</b>	<b>Anthony Pierre</b> <b>Denise Chinpire-O'Reilly</b>

The changes in directorship effective June 2017 were as follows:

- Ms. Darnell Osborne replaced Jasmine Davis as Director for The Bahamas and Mr. Gowon Bowe was appointed Alternate Director for The Bahamas.
- Ms. Lisa Padmore replaced Andrew Brathwaite as Alternate Director for Barbados.
- Mr. Claude Burrell replaced Reynaldo Magana as Director for Belize and Mr. Brett Feinstein was appointed Alternate Director for Belize, replacing Shawn Mahler.
- Mr. Bruce Scott replaced Dennis Chung as Director for Jamaica and Mr. Raymond Campbell was appointed Alternate Director for Jamaica.

Retiring Directors and Alternates were honoured for their service on June 23, 2017 during the 35th ICAC Annual Caribbean Conference held in Georgetown, Guyana.

## Executive Officers

The Executive Officers elected for the period 2017-2018 at a Special Meeting of the ICAC Board of Directors on June 22, 2017 at the Guyana Marriott Hotel in Georgetown, Guyana were:

<b>Anthony Pierre</b>	<b>President</b>
<b>Khalil Alli</b>	<b>Vice-President</b>
<b>Andrea St. Rose</b>	<b>Secretary</b>
<b>David Simpson</b>	<b>Treasurer</b>

## Directors Attendance - Board Meetings

Meetings attended by Directors (and/or their Alternates) during the year were\*:

<b>Name</b>	<b>Position</b>	<b>Institute/Org.</b>	<b>Number of meetings</b>
Jasmine Davis	Outgoing President/Director	Bahamas	2
Anthony Pierre	President/Director	Trinidad & Tobago	3
Khalil Alli	Vice-President/Director	Guyana	4
David Simpson	Treasurer/Director	Barbados	4
Andrea St. Rose	Secretary/Director	Eastern Caribbean	2
Reynaldo Magana	Outgoing Director	Belize	0
Claude Burrell	Director	Belize	1
Darnell Osborne	Director	Bahamas	2
Dennis Chung	Outgoing Director	Jamaica	2
Bruce Scott	Director	Jamaica	1
Robert van Trikt	Director	Suriname	2
Gowon Bowe	Alternate Director	Bahamas	2
Lisa Padmore	Alternate Director	Barbados	1
Andrew Brathwaite	Outgoing Alternate Director	Barbados	1
Brett Feinstein	Alternate Director	Belize	1
Shawn Mahler	Outgoing Alternate Director	Belize	2
Erwin Southwell	Alternate Director	Eastern Caribbean	2
Colin Thompson	Alternate Director	Guyana	2
Raymond Campbell	Alternate Director	Jamaica	0
Michael Lutchman	Alternate Director	Suriname	1
Denise Chinpire-O'Reilly	Alternate Director	Trinidad & Tobago	3
Sha Ali Khan	Affiliate Representative	ACCA	4
Yasmine El-Ramly	Affiliate Representative	AICPA	2
Nancy Foran	Affiliate Representative	CPA Canada	3
Roger Inglis/Nick Haywood	Associate Representative	TCISPA*	1

### Notes:

\*All Directors mentioned were on the ICAC Board for part or all of the year 2017

\*\*During the year, Mr. Rojer Inglis was replaced by Mr. Nick Haywood as the representative for TCISPA on the Board

## ICAC Member Bodies

Members	Membership as at December 31, 2017*
The Bahamas Institute of Chartered Accountants	503
The Institute of Chartered Accountants of Barbados	900
The Institute of Chartered Accountants of Belize	54
The Institute of Chartered Accountants of Guyana	100
The Institute of Chartered Accountants of Jamaica	1,127
The Institute of Chartered Accountants of the Eastern Caribbean	202
The Institute of Chartered Accountants of Trinidad and Tobago	1,263
The Suriname Institute of Chartered Accountants (SUVA)**	26

\*Membership subscription for 2017 is based on the membership of each member institute as at September 30, 2016 in accordance with Section 4.2 of the ICAC Articles.

\*\* The Suriname Institute of Chartered Accountants was admitted as a full member of ICAC effective January 1, 2017.

Affiliate Members	Representative
The Association of Chartered Certified Accountants (ACCA)	Mr. Sha Ali Khan
The American Institute of Certified Public Accountants (AICPA)	Ms. Yasmine El-Ramly
The Chartered Professional Accountants of Canada (CPA-Canada)	Ms. Nancy Foran

Associate Member	Representative
Turks & Caicos Islands Society of Professional Accountants (TCISPA)*	Mr. Rojer Inglis/ Mr. Nick Haywood

\*The TCI Society of Professional Accountants (TCISPA) were admitted as Associate Member with effect from March 1, 2017.

## Auditors

Mair Russell Grant Thornton, Chartered Accountants of 3 Haughton Ave., Kingston 10, Jamaica W.I., were re-appointed auditors for the year ending December 31, 2017 at the 29th Annual General Meeting of the Institute held on June 22, 2017.

## Acknowledgements

The Directors thank the members, affiliates and the management and staff of the ICAC Secretariat for their contribution and support during the year 2017.

On behalf of the Board of Directors,



**Anthony Pierre**  
President, ICAC

# President's Report

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Anthony P. Pierre

As I reflect on my first term since assuming the presidency of the Institute of Chartered Accountants of the Caribbean (ICAC) in June 2017, I recognize that it is a daunting task to lead a regional body of professionals. The ICAC is impacted by the challenges facing every other regional body including lack of critical mass and the need for funding to implement our programmes; ineffective member body engagement and inordinate delays in decision making. Notwithstanding the challenges, we have much to celebrate and, in this report, I am pleased to highlight our successes and progress with various initiatives during 2017. It was a year in which we focused on the following key strategic priorities which I have undertaken since assuming the leadership and which will be the measure of the success of my presidency:

- The review and implementation of an agreed governance structure for the ICAC;
- The development and roll out of a sustainability model for the ICAC to ensure its continuity;
- Building the organizational capacity of the ICAC to more effectively provide value-added services and thought leadership;
- Increasing our engagement with member bodies and other key stakeholders; and
- Positioning the ICAC to champion a regional Public-Sector Financial Management Reform programme.

## GOVERNANCE

One of the main priorities of my administration is to streamline the governance structure of the

ICAC and in this regard, a governance review led by ICAC Vice President, Khalil Alli was initiated during the year. This process involved a comparative review of governance models for IFAC and other Regional Organisations and Accountancy Groupings and best practices adopted for amendments to the ICAC's Articles.

The proposed amendments were reviewed extensively by the Board of Directors at meetings held in October and December 2017 and the next step was to seek legal advice on these proposed changes as well as seek the input of our members and affiliates. Following consultations which commenced in early 2018, we will present the agreed amendments to the governance model for approval at the Annual General Meeting in June 2018. It is my recommendation going forward that the agreed model of governance should be subject to annual reviews to ensure continued relevance of the ICAC.

As part of streamlining the governance structure, the Board at its meeting in October 2017, undertook an assessment of the ICAC Regional Committees. The review sought to identify the strategic purpose of the committees and whether they were fulfilling or addressing a strategic objective of the Institute. As the committees have not been operational or functioning effectively due to various challenges, including the inability to convene meetings because of lack of participation and/or commitment from committee members, the Board agreed to dissolve several committees. The current working committees are Public Sector Financial Management (PFM) Reform, Regional Monitoring and Technical.

The Board also agreed that these committees should be restructured to function as working committees of the Board and that the Chairpersons should be appointed from among members of the Board and/or regional institutes (member bodies).

## **SUSTAINABILITY**

As part of our strategic objective to roll out a sustainability model to ensure the continuity and viability of the ICAC, a position paper has been prepared and will be presented to member bodies for their input during consultations scheduled for June 2018. An operational model capable of supporting and executing the strategic initiatives of the Institute, will also be advanced by the Board for members' consideration. Key to this process is agreeing on the strategic initiatives of the ICAC for the next three years.

## **STAKEHOLDER ENGAGEMENT & PARTNERSHIP**

The ICAC undertook a series of stakeholder engagements aimed at fulfilling our objective of improving our engagement and strategic linkages with our member bodies and other stakeholders regionally and internationally.

In keeping with our mandate to increase ICAC's representation at regional and international fora, our CEO, Misha Lobban Clarke attended the IFAC Annual Chief Executives Forum and the first Global Communicators Forum held in New York from February 27 - March 1, 2017. The ICAC was also represented at the IFAC Board meeting on March 2-3, 2017 by then President, Jasmine Davis. One of the key highlights of the IFAC Board Meeting was the report/update on IFAC's Strategic Regional Partner Framework Review and the outcome of the consultation which was undertaken in 2016. The Review is seeking to implement enhancements to reporting and collaboration between IFAC and its regional partners as well as changes to the RO/AG model. This process is relevant to the ICAC as an acknowledged grouping of IFAC (AG) and as such input was sought from the ICAC during the consultation process.

The IFAC President, Rachel Grimes and a delegation visited the region prior to attending the ICAC's annual Regional PAO Meeting and the 35th Caribbean Conference of Accountants held in Guyana in June 2017, at which she was a key speaker. The IFAC President and delegation visited Barbados on June 19, where she participated in a series of events

hosted jointly by ICAC and the Institute of Chartered Accountants of Barbados (ICAB) including a Students' Forum entitled, "*The Accountant of the Future*" and a courtesy visit with the Hon. Donville Inniss M.P., Minister of Industry, International Business, Commerce & Small Business Development. A Students' Forum was also held jointly with the Institute of Chartered Accountants of Guyana (ICAG) in Guyana on June 21, 2017 at which the IFAC President was the featured speaker.

In September 2017, I attended the annual meeting of the International Accounting Standards Board's World Standards Setters Conference in London. While in London, I met with representatives of the Chartered Institute of Public Finance & Accountancy (CIPFA). CIPFA is the professional body for public finance professionals and a global advocate for sound public financial management and good governance. Arising from a fruitful discussion, CIPFA expressed an interest to work with ICAC in the implementation of our regional PFM Reform project and took the decision to apply to become an affiliate member of the ICAC. The Board has considered CIPFA's application and will be recommending acceptance at the AGM in June 2018.

I also made a courtesy visit with Helen Brand, CEO of the Association of Chartered Certified Accountants (ACCA); where I presented a token of ICAC's appreciation for the ACCA's continued support to the development of the profession in our region. The meeting facilitated discussions on opportunities for greater collaboration/strategic partnership between ICAC and ACCA. I also visited the Institute of Chartered Accountants of England and Wales (ICAEW) and held discussions with Michael Izza, CEO of ICAEW and Katherine Jefferiss, Director of International Affairs.

Together with our CEO, I visited the Cayman Islands and met with the Cayman Islands Institute of Professional Accountants (CIIPA) in October 2017. Our meeting centered around potential areas of mutual collaboration between the ICAC and CIIPA, with a view to fostering a long-term relationship between both bodies. During our visit we also had the opportunity to

meet with the Auditor General Sue Winspear and members of her team, as well as the Honourable Roy McTaggart, Minister of Public Finance and Economic Development.

In October 2017, I also visited Jamaica along with the CEO and the Treasurer, David Simpson. During our visit we attended the Institute of Chartered Accountants of Jamaica (ICAJ) annual business conference and took the opportunity to meet with ICAJ's President, Raymond Campbell and ICAJ's Council. The meeting facilitated discussions on various issues of mutual interest to ICAC and ICAJ. I am committed to continue to engage the member bodies on matters relevant to the furtherance of ICAC's strategic goals and mandate.

While in Jamaica, the team met with Pamela Monroe Ellis, Auditor General of Jamaica and Secretary General of the Caribbean Organization of Supreme Audit Institutions (CAROSAI) to discuss how the ICAC and CAROSAI can work together to support public sector financial management reform in the region. The outcome of our discussions has been the formalisation of a Memorandum of Understanding (MoU) that provides the framework for our partnership and collaboration in key areas including promoting improved public-sector accounting and effective public sector financial management reform for the region. The MoU was signed between ICAC and CAROSAI in the first quarter of 2018. This MoU signifies a major achievement towards our goal of building strategic partnerships with key interest groups across the region and we look forward to working with CAROSAI.

The ICAC continues to make a meaningful contribution on key regional issues through our representation on the Board of Trustees of the Caribbean Court of Justice Trust Fund (CCJTF) and on the Caribbean Actuarial Association (CAA) Advisory Council. Andrea St. Rose, ICAC Secretary and Director for ICAEC, was appointed in October 2017 as the ICAC's representative on the Board of Trustees of the CCJTF. Miss St. Rose replaces immediate Past President, Jasmine Davis, who served as ICAC's representative on the CCJTF Board of Trustees for three years (July 2014–2017). Kyle Rudden, Actuary and member of the

Institute of Chartered Accountants of Trinidad & Tobago (ICATT) continues to serve as the ICAC's representative on the CAA Advisory Council.

#### **MEMBERSHIP & MEMBER BODY SUPPORT**

A strong and well-supported member base is an essential ingredient to the success of the ICAC as a regional body. It is for this reason, that we place priority on improving the capacity of the ICAC to continue to effectively serve the needs of our member bodies.

The devastation wreaked by hurricanes Irma and Maria on the region and, specifically, some of our member countries provided an opportunity for us to demonstrate our strength in unity as a regional grouping. In the aftermath of these disasters, the ICAC through our Secretariat, coordinated a regional relief effort during the year which benefited, not only our member bodies in the Leeward Islands, Turks & Caicos, and The Bahamas, but also their fellow countrymen and women who were displaced. Member bodies, affiliates and other stakeholders responded favourably to the call and donated to the various organisations that were established to spearhead recovery efforts for the affected countries.

In December, I was among specially invited guests at the ICAJ's Annual Awards Banquet. We salute Mr. Leighton McKnight, recipient of the ICAJ Annual Distinguished Member Award for 2017 for his sterling contribution to the profession in Jamaica and regionally and for his magnanimous contribution to youth development and mentoring in Jamaica.

We expanded our membership base when we welcomed the Suriname Institute of Chartered Accountants (SUVA) as our newest member, effective January 1, 2017. Additionally, the ICAC Board approved a recommendation to admit the Turks and Caicos Islands Society of Professional Accountants (TCISPA) as associate member effective March 1, 2017. We are committed to working with TCISPA, a newly-established professional accountancy organization (PAO), to assist with developing its governance structure and institutional capacity.

As we welcomed these two new bodies into our membership, we also closed another chapter following the withdrawal of affiliate member, ICAEW in January 2017. The ICAEW's decision arose from a strategic review of its role and membership within the region. The ICAC records its appreciation for the role and contribution that the ICAEW has made as an affiliate member body over the years.

## **REGIONAL INITIATIVES**

### **Regional Practice Monitoring**

The regional practice monitoring initiative provides an excellent example of what we can achieve when we combine our resources to address a common challenge. We continue to receive positive reports regarding this initiative which is being undertaken within six of our eight-member territories in the region, all of which have reported improved quality assurance procedures among practicing accountants and firms. This is a victory in the public interest and should be celebrated. Through the regional practice monitoring programme, we expect to continue to see meaningful benefits for the accounting profession, as we seek to ensure efficient quality assurance review systems in the region, in keeping with global standards and best practices.

### **Regional PFM Initiative**

One of the most significant developments during the first quarter of 2017 was the publication of a study by the ICAC and the International Federation of Accountants (IFAC) on Accrual Practices and Reform Expectations in the Caribbean. This study was the result of a survey undertaken during the launch event on Strengthening Public Financial Reporting and Accountability, which was hosted by the ICAC in collaboration with IFAC and the World Bank in The Bahamas in April 2016.

The study examines the status of public financial management in the Caribbean and we are grateful for the participation

and invaluable input from professional accountancy organizations (PAOs) and public sector entities from across the Caribbean in the survey.

During the year, the Board took the decision to review and streamline the objectives of our regional PFM reform initiative which is intended to promote improved public sector accounting and public financial reporting reform. It is anticipated that we will be able to advance activities under this initiative in 2018.

### **Annual Caribbean Conference**

The 35th Annual Caribbean Conference was held in Georgetown, Guyana on June 22 - 24, 2017 under the theme, "New Horizons: Charting the Course Together". The conference was hosted by the ICAG. This premier regional event provided value opportunities for continued professional development for the 400 plus accounting and finance professionals from the region who were in attendance. The event featured presentations from regional and international experts. I commend ICAG and the conference planning committee for staging a highly successful event.

## **CONCLUSION**

We have much to celebrate as a regional grouping; yet there are challenges for us to confront and find solutions in the interest of the continued growth and development of the organisation during 2018 and beyond. I take this opportunity to extend heartfelt appreciation and thanks to our Member Bodies, the Board, Affiliates, and other stakeholders for your dedication and invaluable support during 2017. I also specially thank the CEO and the Secretariat staff who were able to successfully accomplish much with limited resources. I am proud to serve this regional body of professionals and work along with the team.

**Anthony P. Pierre**  
**President, ICAC**

# Year in Review

## Pictorial Highlights

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### New ICAC Leadership - June 2017



ICAC President, Anthony Pierre (centre, standing) with David Simpson, ICAC Treasurer (left, standing) and Khalil Alli, ICAC Vice President (right, standing). Seated from left to right are Misha Lobban Clarke, ICAC CEO and Andrea St. Rose, ICAC Secretary.

### IFAC & ICAC Presidents Visit to Barbados - June 19, 2017



Outgoing ICAC President, Jasmine Davis (center) and IFAC President, Rachel Grimes (right) address professional accounting students during an ICAC and ICAB hosted Students' Forum held on June 19 in Barbados.

Courtesy call on the Hon. Donville Inniss M.P., then Minister of Industry, International Business, Commerce and Small Business Development, Barbados on June 19.



ICAC and ICAB Executives pose for a photo with IFAC President, Rachel Grimes (4th from left) and Senator, the Hon. Darcy Boyce, then Minister of State in the Office of the Prime Minister, Barbados, (3rd from left) who delivered remarks. The Forum was sponsored by CPA Canada, represented by Renatta Mohammed, Lead Business Consultant (at left).



### IFAC Chief Executives' Forum - February 2017



IFAC President, Rachel Grimes (3rd from left) with ICAC CEO, Misha Lobban Clarke (right), Marva Winter, BICA Executive Officer (left) and Darnell Osborne, BICA President (2nd from left) at a dinner hosted by IFAC for participants attending the Annual Chief Executives' Forum.



Representatives from the Caribbean (seated from left to right) are joined by participants from Latin America at the 2017 IFAC CE's Dinner. Standing third from left is Joseph Bryson, Deputy Director, Quality and Membership at IFAC.

### ICAC & IFAC Regional PAO Forum - June 2017



Representatives of professional accountancy organizations in the Caribbean discuss the challenges facing the Accounting Profession.



Incoming ICAC President, Anthony Pierre presenting on the topic, ICAC: Taking Stock. Are We Future Ready?

## ICAC 35th Caribbean Conference in Guyana - June 2017



Fidelity Bank & Trust International Limited, Group Financial Officer, Gowon Bowe, presenting on the topic, *Expected Credit Loss Models: Are Our Banks Ready?* At right is Kyle Rudden, Presenter and Managing Director, KR Consulting. The panel moderator, Lisa Padmore is seated at center.



Outgoing ICAC President, Jasmine Davis hands over the presidential badge to the newly-elected President, Anthony Pierre.

IFAC President, Rachel Grimes (bottom right), and ACCA President, Brian McEnery (top right) address delegates at the 35th ICAC Caribbean Conference held in Guyana.



ICAC President, Anthony Pierre (left), shows his moves while the entertainer performs during the President's Dinner held on June 23rd.

### Stakeholder Engagement - Sept. 2017



ICAC President, Anthony Pierre (right) met with Chair, CIPFA Development, Alan Edwards (left), and Head of Governments Faculty, CIPFA, Gillian Fawcett (center) in London on September 27.



ICAC President, Anthony Pierre (centre) presents an appreciation plaque to ACCA CEO, Helen Brand (left) during a meeting at the ACCA Offices in London on September 27. Looking on is ACCA Executive Director – Governance, Peter Large.

### New Member Recognition - June 2017



SUVA President, Robert van Trikt accepts the membership certificate on behalf of SUVA from Jasmine Davis, outgoing ICAC President.



Jasmine Davis presents Turks & Caicos Islands Society of Professional Accountants (TCISPA) Associate Membership Certificate to Rojer Inglis, TCISPA Representative on the ICAC Board.

# Chief Executive Officer's Report

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PREPARING FOR SUCCESS



Misha Lobban Clarke

The Caribbean is on the cusp of the digital transformation that is engulfing and, indeed disrupting the economies of the world. Access to new markets and new products and services coupled with the unprecedented movement of capital, resources, information, knowledge and people across borders through the adoption of new and cutting-edge technologies like blockchain and the "internet of things" will create new and interesting challenges and possibilities for businesses and professionals in our region. These changes necessitate new strategic thinking and approaches by regional governments, changes to business models and the way we do businesses by the private sector and greater engagement and involvement of civil society in decision-making. The ICAC as a regional organisation cannot ignore or escape these sweeping changes if it must remain relevant.

The ICAC Board under the leadership of President Anthony Pierre has committed to streamlining the operations of the organisation and to strengthening its capacity in order to increase the ICAC's efficiency and effectiveness in meeting the needs of all stakeholders. This is to be undertaken as part of a governance review process that commenced during 2017 and we look forward to the outcome of this process which is expected to be implemented in 2018 following consultation and approval by members at the Annual General Meeting in June. Critical to the process of streamlining the operations is the Institute's ability to increase its engagement and partnerships with member bodies and embrace new ways of working that will enable the ICAC to deliver even greater value to those we serve.

During 2017, the ICAC Secretariat was able to successfully implement several initiatives. These activities underscore the ICAC Secretariat's continued commitment to: achieving the goals and objectives set by the Board as well as supporting the various Working Committees of the ICAC. Despite the existing challenges

including limited capacity and resource constraints, the Secretariat was successful in achieving most of the targets envisaged at the start of the year.

This report covers the activities carried out by the Secretariat under the key areas of Governance, Member Support, Stakeholder Engagement and Branding and Promotion.

## GOVERNANCE

### Conference Planning Manual

One of the main activities that was successfully accomplished during the year was a detailed revision of the Conference Planning Manual, which was approved by the ICAC Board in June 2013. The Manual provides procedural guidelines, protocols and best practices for the administration of the Annual Caribbean Conference of Accountants and is intended to ensure consistency in the standard and quality of the Conference, which is hosted annually by a member body of the ICAC. It was recognised that the Manual needed to be updated to:

- (a) Address key issues relating to the conference planning process that were not reflected in the document;
- (b) Address issues/challenges that have been identified by the ICAC and host institutes during the planning process to date;
- (c) Incorporate useful recommendations from post conference reports and surveys relating to the 2013-2015 Caribbean Conference of Accountants;
- (d) Provide greater clarity with respect to the conference planning process and the role of the ICAC viz-a-viz the role of each conference host (ICAC member body).

The revised Conference Planning & Procedural Manual to be used as a guide by future conference hosts was approved by the ICAC Board at its 77th Board Meeting held in Guyana in February 2017, subject to additional amendments from the Board. The revised Manual was submitted to The Bahamas Institute of Chartered Accountants (BICA) on March 31,

2017 to guide the planning process for the 36th ICAC Caribbean Conference of Accountants which will be hosted in The Bahamas in June 2018.

### **Competency Framework for the ICAC Board**

As part of its on-going efforts to improve its governance and performance, the ICAC Board sought to implement some of the recommendations from the Governance Review of the ICAC, which was submitted by the consultant in November 2015. At the 77th Board of Directors Meeting held at the Guyana Marriott Hotel on February 18, 2017, it was agreed that a Competency Profile and Skills Matrix for the ICAC Board should be developed and the CEO was mandated to obtain proposals from corporate governance specialists to undertake this initiative.

Requests for proposals were made to corporate governance consultants including Syntegra Change Management Consultant, which undertook the Governance Review of the ICAC Board in 2015. Following the decision of the new ICAC leadership elected in June 2017 to focus on reviewing and streamlining the overall governance structure of the ICAC, the proposed Competency Profile and Skills Matrix for the ICAC Board has been put on hold pending the completion of the governance review process.

### **Statutory & Other Requirements**

Annually, the ICAC is required to file Income Tax Return in respect of the Year of Assessment and a Declaration of Estimated Income for the following year with the Tax Administration of Jamaica. The ICAC is also required to file with the Companies Office of Jamaica, Annual Returns and Notice of Appointment and Change of Directors and Company Secretary. The necessary arrangements were made during 2017 to fulfil these statutory and tax filing requirements.

## **SUPPORT TO MEMBER BODIES**

### **One-on-One Meetings with IFAC**

In keeping with efforts to support its member bodies and in fulfilment of its obligations as an Acknowledged Grouping of IFAC, the ICAC, through the Secretariat, co-ordinated one-on-one meetings with the staff of IFAC's Member Body Compliance Programme. The meetings were held in Guyana on June 22, 2017 prior to the 35th Annual Caribbean Conference of Accountants.

The one-on-one meetings were facilitated by IFAC's Technical staff and was attended by the Presidents/Council Members and Managers

of SUVA, ICAB, BICA, ICATT, ICAG and ICAEC. Among the key matters raised by member bodies with the IFAC Technical staff were capacity building for the accounting profession; the IFAC SMO Action Plan; support programmes for SMPs and other matters. ICAEC and ICA-Belize, which are not currently members of IFAC, also sought guidance on the process for IFAC membership

### **ICAC/IFAC Consultative Forum for Regional PAOs**

The ICAC collaborated with IFAC to host the annual consultative meeting with the leadership of Regional PAOs on June 21 in Georgetown, Guyana prior to the 35th Annual Caribbean Conference of Accountants. The 2017 ICAC/IFAC Regional PAO meeting themed, *The Accountancy Profession – Future Ready?*, focused on examining role of the accountant in a changing world, trends impacting the profession as well as the challenges facing the accountancy profession and the readiness of accountants for the future. The featured speakers were:

- Rachel Grimes, President, IFAC who delivered a presentation on, *Future Ready - Tomorrow's Accountant*.
- David Simpson, Director/Treasurer of the ICAC and Shawn Mahler, Chair, ICAC ICT Committee, who both spoke on, *The Caribbean Accountant: What is needed to be Future Ready?* with a focus on the impact of technology on the profession.
- Lisa Padmore, Immediate Past President, Institute of Chartered Accountants of Barbados (ICAB), who presented on the topic, *Regional PAOs: Taking Stock, Are You Future Ready?* and
- Incoming ICAC President, Anthony Pierre, who spoke on, *Disruptive Trends Affecting Caribbean Accountancy - Staying Ahead of the Curve*.

The annual consultative meeting with Presidents, Chief Executives of ICAC member bodies and other PAOs in the region seeks to facilitate the sharing of ideas and discussions on key issues and challenges facing the regional accountancy profession.

### **Regional Workshop on Investigations & Discipline**

The ICAC Board at its meeting in December 2017, approved a proposal for a regional workshop on Investigation and Discipline to be held in 2018. The workshop will be hosted jointly by ACCA and ICAC and is intended to support member bodies in the region. The workshop will provide a forum for the chairs of the regulatory, investigations, disciplinary and appeal committees of ICAC member bodies to share views on common

problems will provide guidance on best international practices in the investigation of complaints and disciplinary procedures by PAOs in complying with the requirements of IFAC SMO6 on Investigation and Discipline. ACCA affiliate representative, Sha Ali Khan, has been working with the ICAC CEO to organise this event, which is scheduled for October 2018.

### **Regional Hurricane Relief Initiative**

Following the devastating impact of hurricanes Irma and Maria on the Leeward Islands, Turks & Caicos, The Bahamas and other islands, the ICAC, through the Secretariat, initiated a regional hurricane relief initiative in October 2017 in support of the ICAEC-Dominica and Antigua branches, BICA and TCISPA. Through the hurricane relief initiative, member bodies (regional institutes), affiliates and other stakeholders were asked to donate to any of the various agencies established to spearhead recovery and relief efforts for the affected islands. Positive responses and support was received from regional institutes, affiliates and IFAC who all contributed to the relief efforts.

### **STAKEHOLDER ENGAGEMENT**

In keeping with the mandate of the ICAC President, Anthony Pierre, to meet with the Councils of regional institutes in order to increase ICAC's engagement with member bodies, the ICAC CEO provided support to the President at a meeting held with the Council of ICAJ on October 5, 2017 in Jamaica.

Other stakeholder engagements in which the CEO participated during the year were:

- A meeting with members of the IFAC Compliance staff on March 2, 2017 to discuss the ICAC/IFAC PAO Consultative Meeting to be held in June, the visit of the IFAC President and delegation to Barbados and Guyana in June and other matters. Arising from the meeting, the ICAC CEO collaborated with ICAB and ICAG to host a Students' Forum in Barbados and Guyana on June 19 and June 21, respectively. The IFAC President was the featured speaker at the Students' Forum, which actively engaged professional accounting students on the theme, "The Accountant of the Future."
- Meetings held with the Cayman Islands Institute of Professional Accountants (CIIPA), the Auditor General of the Cayman Islands and the Honourable Minister of Public Finance and Economic Development in October 2017 in the Cayman Islands. Following a decision at the meeting with CIIPA, the CEOs of ICAC and CIIPA worked together to finalise a draft MoU for

areas of mutual collaboration between ICAC and CIIPA. The draft MoU was submitted to the ICAC Executive Committee and to the Board of Directors for consideration and approval.

- A meeting held with the Caribbean Organization of Supreme Audit Institutions (CAROSAI) to discuss opportunities for partnership between ICAC and CAROSAI on October 5, 2017 in Jamaica. Arising from the meeting, the ICAC CEO was mandated to formalise a Memorandum of Understanding (MoU) for partnership between ICAC and CAROSAI in key areas including promoting effective public sector financial management reform for the region. The MoU was signed between ICAC and CAROSAI in the first quarter of 2018.

- Meetings with the Executive Director of Markets, ACCA on November 10 and ACCA's Market Director for Europe & Americas on November 17 in Barbados. Discussions focussed on opportunities for partnership between ICAC and ACCA. Following ongoing discussions between the CEO and ACCA, a proposal was submitted to the ICAC Executive Committee for consideration.

### **BRANDING & PROMOTION**

#### **Media Publicity**

Efforts to promote the activities of the ICAC through all available traditional and new media channels, with a view to reaching the relevant targeted publics regionally and internationally continued during the year. The 35th Annual Caribbean Conference of Accountants staged in Georgetown, Guyana in June 2017 was promoted extensively to member bodies, stakeholders and the media across the region. The ICAC/IFAC PAO Consultative Forum held in June also received media publicity including via IFAC's Global Knowledge Gateway.

#### **ICAC Publications and Social Media Sites**

The ICAC social media sites, newsletters and annual report, are key tools used to promote the ICAC and to inform member bodies and other key stakeholders about the activities and initiatives of the Institute.

Staying up-to-date on activities of ICAC member bodies across the region and keeping our stakeholders informed about the initiatives of the ICAC were successfully achieved through the publication of three issues of the **ICAC L-I-N-K-S** Newsletter in 2017. The newsletters were distributed electronically to regional institutes, affiliate members and other stakeholders. As a key feature of the ICAC's marketing and

promotional strategy, the publication is also available via the ICAC website and Facebook Page. We record appreciation to Association of Chartered Certified Accountants (ACCA Caribbean); the Certified Professional Accountants of Canada (CPA Canada), Jamaica National Fund Managers and PricewaterhouseCoopers, who provided advertising support for the 2017 newsletter publications.

### **Representation at Regional and International Fora**

In keeping with the ICAC's mandate to increase its participation and contribution at regional and international fora, the Institute was represented at the following events during 2017:

- IFAC's Annual Chief Executives Strategy Forum held February 27-28, 2017 in New York.
- IFAC's first Annual Global Communicators Forum on February 28 and March 1, 2017.
- IFAC's Board Meeting held on March 2-3, 2017 in New York.
- The Annual International Finance and Accounting Conference hosted by ICATT on November 9-10, 2017 in Port-of-Spain, Trinidad.
- ICAJ's Annual Business Conference held on October 6, 2017 in Kingston, Jamaica.
- The 24th COTA General Assembly and Technical Conference held on July 24-28, 2017 in St. Kitts & Nevis. The ICAC was invited by the CARICOM Secretariat to participate in a roundtable discussion at the conference. The Institute was represented at the conference by Trevor Brathwaite, Deputy Governor of the Eastern Caribbean Central Bank (ECCB) and member of the ICAC Taxation Committee.

- ICAB's Annual Conference held on November 10, 2017 in Barbados.

- The International Accounting Standards Board World Standards Setters Conference held on September 25-26, 2017 in London.

Details on these events are outlined in the ICAC President's Report.

### **ADMINISTRATIVE CHANGES**

On December 29, 2017, we bade farewell to Ms. Shakeria Brown, Administrative Assistant. The ICAC records its appreciation for her invaluable contribution during the four years she served the ICAC and we wish her success in her new endeavours.

Interviews were conducted during December 2017 in Jamaica to fill the position on a short-term contract. The new Administrative Officer, Miss Bridgette Nugent, assumed duties effective January 2, 2018.

### **CONCLUSION**

After ten (10) years of dedicated service to the ICAC in my role as Chief Executive Officer, I will be embarking on a new journey in 2018, which offers new opportunities for my personal and professional development. It has been a truly rewarding and invaluable experience serving the ICAC, member bodies, affiliates and our various stakeholders. I am grateful for the opportunity afforded me to make a contribution and to play an integral role in advancing the regional goals and objectives of the ICAC. I take this opportunity to place on record my great appreciation to the ICAC Executive, the Board of Directors, regional institutes, affiliates and all our stakeholders for allowing me to serve you and I thank you for your support over the past decade.

# ICAC Working Committees & Chairs

REGIONAL & GLOBAL OPPORTUNITIES:  
PREPARING FOR SUCCESS

The Working Committees were established to support the implementation of the strategic goals and objectives of the ICAC. The Committee system was established for various functional areas and co-ordinated by a member body of the ICAC with representation from all regional institutes to ensure broad-based participation.

At the 79th Meeting of the ICAC Board of Directors held on October 13, 2017, an assessment was undertaken of the Committees as part of an overall review of the ICAC's governance structure. The Board took into consideration whether the committees were fulfilling the strategic objectives of the ICAC as well as their effectiveness. In light of the fact that some committees have not been operational nor functioning effectively due to various challenges, the ICAC Board by consensus agreed to dissolve the following committees:

- Education and Joint Seminar
- Information & Communication Technology
- Membership
- Publicity
- Taxation

The Board also agreed that the remaining committees should be restructured to function as working committees of the Board and that the chairpersons should be appointed from among members of the Board and/or regional institutes. The Working Committees and Chairs established by the ICAC Board effective October 2017 are:

COMMITTEE	CHAIR
Public Sector Financial Management Committee	Andrea St. Rose ICAC Secretary & Director, Eastern Caribbean
Regional Monitoring Committee	Denise Chinpire O'Reilly Alternate Director Trinidad & Tobago
Technical Committee	Gowon Bowe Alternate Director, Bahamas &  Dwayne Rodriguez-Seijas Council Member, ICATT

The Board further agreed to a proposal to have the former ICT Committee Chair, Shawn Mahler, serve the ICAC in an advisory capacity on ICT-related matters over the next year.

The mandate of the Working Committees are as follows:

**The Public Sector Financial Management Committee** was established in June 2016 with a mandate to support the ICAC's strategic goal to promote IPSAS and its benefits in enhancing effective public sector financial management and accountability in the Caribbean. The Committee's objectives include engaging governments, the accountancy profession, and other key stakeholder groups across the region with a view to promoting improved public sector accounting and public financial reporting reform. The Committee also exists to support the efforts of member bodies in the region in promoting the importance, value, and benefits of high-quality public sector financial management within their respective jurisdiction.

**The Technical Committee** seeks to encourage the adoption of International Financial Reporting Standards (IFRS) and International Standards on Auditing (ISA) and the harmonization of internationally acceptable standards within the region. The Committee is also responsible for reviewing and providing comments on standards being developed or issued by international standard setting bodies and to encourage adoption and implementation by the accountancy profession in the region.

**The Regional Monitoring Committee** has been tasked with the responsibility to oversee the administration of the regional practice monitoring programme, which is intended to enhance the capacity of the accountancy profession and ensure the existence of efficient quality assurance review systems in the Caribbean.

# Membership of the ICAC Working Committees

REGIONAL & GLOBAL OPPORTUNITIES:  
PREPARING FOR SUCCESS

## Public Sector Financial Management Committee\*

MEMBER	TERRITORY
Andrea St. Rose (Chair)	Eastern Caribbean
Philip Stubbs	Bahamas
Representative TBC	Barbados
Reynaldo Magana	Belize
Representative TBC	Guyana
Janet Plummer	Jamaica
Rene Abrahams	Suriname
Anthony Pierre	Trinidad & Tobago

## Regional Monitoring Committee\*

MEMBER	TERRITORY
Denise Chinpire O'Reilly (Chair)	Trinidad & Tobago
Clifford Johnson	Bahamas
Andrew Brathwaite	Barbados
Reynaldo Magana	Belize
Representative TBC	Eastern Caribbean
Ronald Alli	Guyana
Representative TBC	Jamaica
Michael Lutchman	Suriname

## Technical Committee\*

MEMBER	TERRITORY
Dwayne Rodriguez-Seijas (Co-chair)	Trinidad & Tobago
Gowon Bowe (Co-chair)	Bahamas
Bruce McClean	Barbados
Andrew Brathwaite	Barbados
Brett Feinstein	Belize
Andrea St. Rose	Eastern Caribbean
Rakesh Latchana	Guyana
Nigel Chambers	Jamaica
Robert van Trikt/ Robin Ferrier	Suriname

\*Note: The ICAC President and CEO sit as ex officio members on all committees.

# Member Country Reports

REGIONAL & GLOBAL OPPORTUNITIES:  
PREPARING FOR SUCCESS

## OVERVIEW

The year 2017 had many accomplishments for our member bodies and by extension for the ICAC. It was a year of growth, new opportunities, transitions, awards and recognition, deeper connections with our communities through our outreach programme and all-round reinforcement of a commitment to quality and best practices in serving their stakeholders nationally and the ICAC, at the region level.

This report presents information from our member bodies across the region in areas such as: membership, community outreach, service, governance, compliance with international standards and best practices, continuing professional development and advocacy. We also recognize the invaluable contributions of our member bodies to the Institute of Chartered Accountants of the Caribbean.

### KEY:

**BICA** - Bahamas Institute of Chartered Accountants  
**ICAEC** - Institute of Chartered Accountants of the Eastern Caribbean  
**ICAJ** - Institute of Chartered Accountants of Jamaica  
**ICATT** - Institute of Chartered Accountants of Trinidad & Tobago

**ICAB** - Institute of Chartered Accountants of Barbados  
**ICAG** - Institute of Chartered Accountants of Guyana  
**ICA-Belize** - Institute of Chartered Accountants of Belize  
**SUVA** - Suriname Chartered Accountants Institute

## THE BAHAMAS INSTITUTE OF CHARTERED ACCOUNTANTS



### Council Changes

The Bahamas Institute of Chartered Accountant (BICA) held its Annual General Meeting on May 31, 2017. The Institute continues to regulate the accounting profession in the Commonwealth of The Bahamas, including the registering, licensing, regulating and disciplining of members (including student and associate members), licensees and firms engaged in the practice of public accounting. BICA is also positioning itself as the principal and trusted advisor to the Government of The Bahamas in the formulation, evaluation and implementation of policies, initiatives and programmes, in addition to educating and informing the public on financial and economic matters impacting The Bahamas.



### BICA's Council for 2017-2018:

Left to right: Maurice Butler, Secretary; Tiffany Norris-Pilcher, Council Member; Dionne Comery, Registrar; Darnell Osborne, Immediate Past President; Diveane Bowe, President Elect; Gowon N. G. Bowe, President; Chandrice Ferguson, Treasurer; Shaneska Kemp, Council Member; Nerika Burrows, Council Member; Myra Lundy-Mortimer, Council Member; Pretino Albury, Council Member.

Missing from photo: Council Members Lawrence Lewis and Paul Frazier Jr.

### Regulatory/Monitoring Activities

The Association of Chartered Certified Accountants (ACCA) continued practice monitoring visits, which started in July 2016 in The Bahamas.

### Advocacy - Impact On National Development

#### Meetings with IMF, Standards & Poor and Moody's Investor Services

BICA's Executive Council Members led by its President, Gowon N.G. Bowe, met with the International Monetary Fund (IMF) during its Article IV Mission and Moody's Investor Services during its ratings visit, on July

18 & 25, 2017, respectively. Meetings were also held with Standards & Poor as part of its ratings visit and the IMF as part of its Article IV Mission, on November 30, 2017 and December 18, 2017, respectively. Matters discussed included the state of the economy of The Bahamas; the quality of financial reporting and BICA's participation in the efforts to adopt IPSAS; and growth prospects for The Bahamas. Lending activity in The Bahamas and strategies being considered to stimulate reduction in non-performing loans in the domestic economy were also discussed at the meeting with the IMF.

BICA has positioned itself to be invited to meet with all external observers to The Bahamas.

### **Moody's Investor Services Rating Action**

Following the Rating Action Announcement by Moody's Investor Services regarding the Government of The Bahamas on July 6, 2017, BICA issued a formal press release in response setting out its position that meaningful analyses of the financial position and performance of The Bahamas requires current, complete and accurate financial data, which can only be achieved by the adoption of modern accounting practices for financial reporting, namely International Public Sector Accounting Standards (IPSAS).

Gowon N.G. Bowe, BICA President, was invited to be the guest financial expert on a local television show, *On The Record*, which aired on July 13, 2017, to further discuss the impact of the Ratings Announcement and the road to sustainability for The Bahamas, including the adoption of IPSAS. BICA is an integral part of The Bahamas Government's plans to implement IPSAS, through the task force that was established during the 2015/2016 fiscal year, which comprises representatives from BICA, the Public Treasury, the Ministry of Finance and other interested parties. The work of this task force is critical and BICA remains committed to providing technical support to The Bahamas Government.

### **Annual Accountants' Week**

BICA's Annual Accountants' Week was held on November 11-19, 2017 under the theme, *Empowerment and Professional Pride: Preparing Accountants for Regional and Global Opportunities*. Events were hosted in New Providence and Grand Bahama, including church services to mark the opening and closing of the week and charitable events centred on financial literacy education for students.

The formal launch event was opened with remarks from the Prime Minister, Dr. Hubert A. Minnis and an address by the President of BICA, Gowon N.G. Bowe. For the second consecutive year, BICA partnered with the American Institute of Certified Public Accountants (AICPA) to host joint seminars during Accountants' Week. BICA also recognized its Founding Fathers (T. Maitland Cates, G. Clifford Culmer and Basil L. Sands) and Founding Members during the week.

### **University of the Bahamas Spring 2017 Awards Ceremony**

BICA presented the Award for Accounting to Chrystyn I Williamson at the spring 2017 Awards Ceremony held at the University of The Bahamas on May 23, 2017. The presentation was made by Marva Winter, Executive Officer, BICA.

### **Galilee College Certified Public Accountants Hall of Excellence Induction Ceremony**

Galilee College held its Commencement Ceremony and Induction Ceremony for its Certified Public Accountants Hall of Excellence on June 15, 2017. Maurice Butler, Secretary of BICA, delivered remarks on behalf of the profession and assisted with the presentation of awards to the honorees.

### **Media Programme**

On July 26, 2017, Gowon N.G. Bowe, BICA President, and Diveane Bowe, BICA President-elect, appeared on *You and Your Money*, a local financial television programme, to discuss the Bahamas Institute of Chartered Accountants and the role of professional accountants in The Bahamas.

## **Regional & International Focus**

### **Institute of Chartered Accountants of the Caribbean (ICAC) 35th Annual Conference**

BICA represented The Bahamas at the ICAC's 35th Annual Caribbean Conference held in Georgetown, Guyana from June 22–24, 2017. BICA's contingent included: Gowon N. G. Bowe, President; Darnell Osborne, Immediate Past President; Nerika Burrows, Council Member; Marva Winter, Executive Officer; and Nadia Ellis-Rolle, member, Continuing Professional Development Committee. BICA will be hosting the 36th ICAC Annual Conference of Accountants, to be held at the Atlantis Resort, Paradise Island, Bahamas in June 2018.

At the 79th Meeting of the ICAC Board of Directors held on October 13, 2017, BICA's President, Gowon Bowe, was appointed as Co-Chair of the ICAC Technical Committee.

### **IFACs Chief Executives' Strategic Forum**

Darnell Osborne, then President of BICA attended IFAC's 15th Annual Chief Executives' Strategy Forum from February 27-28, 2017. Participants engaged in stimulating discussions around the theme "Building trust in the context of a Changing Digital and Economic environment".

BICA's Executive Officer, Marva Winter, attended IFAC's 1st Communications Directors' Forum, which was held on February 28–March 1, 2017, under the theme, "*The Art and the Science of Communications.*"

### **IFAC Annual Council Meeting in Brussels, Belgium**

IFAC hosted its Annual Council Meeting in Brussels, Belgium, in November 2017 and BICA was represented by its President, Gowon N.G. Bowe. The meeting provided an opportunity to be briefed of the activities of IFAC, and also enabled meetings between BICA and several other member bodies, including ICAC affiliates and others; this enabled dialogue on structure and governance of such member bodies, with recommendations to be provided to ICAC.

### **Continuing Professional Development**

During 2017, BICA provided the following continuing professional development events for the benefit of members:

- A seminar on, "Preparing the Practitioner, Client and Regulator for Audit Season", on February 21 at the British Colonial Hilton, New Providence and on March 31 at the Pelican Bay Resort, Grand Bahama. The sessions covered the International Auditing and Assurance Standards Board's (IAASB) New and Revised Auditor Reporting Standards inclusive of the change in the Auditor's Report.
- A Professional Ethics and Enterprise Risk Management Workshop held in partnership with Chartered Professional Accountants of Canada (CPA Canada) and PricewaterhouseCoopers (PwC) on March 15 at the British Colonial Hilton, New Providence.
- A seminar on National Initiatives Impacting The Bahamas held on April 27 at the British Colonial Hilton.
- A refresher course on Value Added Tax held on May 19. Topics included: Best Practices and Preparing for The Department of Inland Revenue Audit, and a Hurricane Matthew Data Analysis: Impact on Insures, Homeowners and the Economy.
- A seminar on Ethics, Human Resources and Management Skills held on June 13. Topics included: Case Studies of Ethical Dilemmas Faced by Professionals; How to Successfully Transition from Team Member to Team Leader; The Employment Act and Minimum Wage Act: What Employers & Employees Need to Know; What Millennials Want in Their Careers and Workplace and Information Technology Shortcuts (MS Excel, MS Word and MS PowerPoint) for Today's Professionals.
- A Corporate Governance Accountability conference on October 17 in New Providence with the inaugural live interactive webcast of the event to participants in Grand Bahama.
- The 7th Annual Fraud, Ethics and Compliance Seminar hosted jointly with the Association of Certified Fraud Examiners (ACFE) on December 5.
- A workshop on Business License Review Procedures on December 12.

### **Membership**

As at December 31, 2017, BICA's membership stood at 525.



## Council Changes

ICAB's AGM was held on May 25, 2017 at the Hilton Hotel Barbados. The main business was the election of members of Council, the approval of the Annual Report of Council 2016, and approval of the Audited Financial Statements for the year ended December 31, 2016. Darshani Workman, Wendy Sealy, and Diana Weekes-Marshall were elected to Council for the first time while four members were re-elected for another term of office (3 years).

The Executive Officers and Members of Council for 2017-2018 are as follows:

- Andrew Brathwaite - President
- Lisa Padmore - Vice President
- Suzena Turton - Treasurer
- Lisa Alleyne - Secretary
- J. Roger Arthur
- Rueben Blenman
- J. Betty Brathwaite
- Patrick Hinkson
- Lois Jones
- H. Wayne Lovell
- Bruce McClean
- Hanif Patel
- Wendy Sealy
- Diana Weekes-Marshall
- Darshani Workman

An orientation and onboarding programme was held for the three new council members. This involved the provision of an information package followed by a meeting with the President prior to the first Council meeting. The orientation package provided an update on ICAB (strategic plan, regulations and policies) as well as the declarations concerning confidentiality and conflicts of interest which council members are required to sign as set out in ICAB's governance policies.

## Regulatory/Monitoring Activities

During 2017, there were 51 auditing firms (74 partners/signing officers) in the practice monitoring programme. Monitoring visits were made to 10 firms, of which seven were satisfactory and three unsatisfactory.

A Guidance Document, dated August 20, 2017, was issued to members on "Responding to Non-Compliance with Laws and Regulations (NOCLAR)". It alerted members to important amendments to the IESBA Code of Ethics for Professional Accountants which came into effect on July 15, 2017. The amendments address the professional accountant's responsibilities when they become aware of non-compliance or suspected non-compliance with laws and regulations committed by a client or employer. Through amendments to the ICAB By-Laws which were approved by members in 2014, ICAB adopted the IESBA Code of Ethics as its own Code of Ethics, therefore all amendments to the Guidance Document on NOCLAR are directly applicable to ICAB members.

## Compliance with International Standards

The international standards set by the IASB and the IAASB are the national standards for Barbados. Accordingly IFRS, IFRS for SMEs, IPSAS and ISAs are the applicable standards for Barbados. Technical update seminars were conducted during 2017 to keep accounting and auditing professionals aware of developments in international standards as follows:

- An IFRS for SMEs Updates on July 13, which included a refresher on new requirements effective for annual periods beginning on or after January 1, 2017 and comparison of IFRS for SME requirements to upcoming full IFRS Standards, including financial instruments, impairment, leases and revenue.
- An IFRS Updates on September 21, which focused on IFRS updates 2017-2019; IFRS 9 implementation issues; IFRS 15; IFRS 16 and IFRS 17.
- An ISA Updates on October 17 which focused on NOCLAR; planning & risk assessment; Materiality; Modifications to auditor's report; Transformation of the audit by technology; and Practice Monitoring.

## **Institutional Strengthening**

On March 1, 2017, ICAB expanded its technical and managerial capacity by appointing Ms. Kathy-Ann Hewitt CPA, CGA to the newly-created post of Assistant Director. The need to increase staff resources was driven by the fact that ICAB has grown substantially over the past decade both measured by membership and by the range of services provided.

## **Governance**

December 31, 2017 marked the end of the two-year term of office for ICAB's committees. Accordingly, during the month of December 2017, in accordance with the ICAB Policy on Effective & Efficient Committees, Council approved the appointment of members to 11 committees for a two-year period ending December 31, 2019. As required by the policy, individual letters of appointment were sent to each committee chair, deputy, and member who were each required to sign and return to indicate acceptance of the appointments. Each member was also sent an information package on ICAB's rules, strategic plan and governance policies.

At the end of the year the annual governance self-assessment surveys were sent to all members of Council, committee chairs, deputies, and members. The responses will be assessed by the Ethics Governance & Risk Committee. A report will be sent to Council and the summary results published in the ICAB Annual Report.

## **Public Relations**

ICAB maintained a high media profile during 2017. There were 115 exposures in the print and electronic news media during the year. With respect to social media, ICAB used its Facebook Page to promote its events and its Facebook group to promote discussion among members.

## **Advocacy - Impact on National Development**

Advocacy on behalf of the accounting profession is one of the key strategies in ICAB's Strategic Plan 2015-2018. Accordingly, ICAB held several meetings with government departments and Ministers in order to represent the interests and perspectives of the accounting profession. In addition, ICAB made statements and was otherwise engaged on a wide range of issues which were of relevance to the accounting profession.

## **Accountants' Week 2017**

Accountants' Week 2017 was held during the period November 5-11, 2017 under the theme, "*Charting the course - Exploring the Possibilities*". The week of activities included a church service hosted at the Calvary Moravian Church, a public lecture/panel discussion, a Students' Conference, Accountants Give Back Day and the 24th Annual ICAB Conference.

## **Social Partnership**

During 2017 ICAB, through its membership of the Barbados Private Sector (BPSA), continued to participate in the meetings of the Tripartite Social Partnership. The major focus of the government, private sector and the trade unions was on developing an agreed strategy for economic recovery in Barbados. ICAB was represented on several working groups established to make recommendations on economic matters such as: growth strategies, government's fiscal situation, and concerns about the level of foreign exchange reserves. By the end of the year, the government developed the Barbados Sustainable Recovery Plan which outlines the main goals and broad approaches to be taken.

## **Public Education**

ICAB made a significant contribution to public financial literacy by producing and broadcasting an educational radio programme titled, "*Talking Finance with ICAB*". The 5-minute series were aired on VOB 92.9FM during a popular talk-show with estimated listenership of 50,000. A total of 23 programmes were aired during the year covering financial goal setting, budgeting, insurance, saving, investing, smart Christmas spending and taxation.

Two free public lectures were held during the year. The first, held on August 23, 2017, focused on, "Home Grown or IMF Designed - What should Barbados' Economic Recovery Plan Look Like?" and on November 7, 2017, during Accountants' Week, a panel discussion was held on the topic, "Enhancing Public Financial Accountability - the Role of the Auditor General."

## **Regional & International Focus**

### **Hurricanes Irma & Maria Relief Fund**

The Institute of Chartered Accountants of the Eastern Caribbean (ICAEC) requested ICAB and other Institutes within the ICAC grouping to invite their members to assist Dominica and Antigua & Barbuda (members of the ICAEC), which sustained major damage during hurricanes Irma and Maria in September 2017. ICAB members donated a total of Bds\$12,500 which was sent to the ICAEC.

### **Official Visit of IFAC President to Barbados**

The President of IFAC, Rachel Grimes, and a delegation made an official visit to Barbados on June 19, 2017, where they participated in several events. ICAB provided some financial and logistical support to the ICAC which arranged the visit.

A Students' Forum entitled, "*The Accountant of the Future*", was held at the Radisson Hotel. Speakers included Rachel Grimes, IFAC President; Senator the Hon. Darcy Boyce, Minister in the Prime Minister's Office, Jasmine Davis, then ICAC President and Lisa Padmore, ICAB Vice President. The highlight of the forum was the opportunity for the students to have dialogue with President of IFAC, Rachel Grimes.

The IFAC and ICAC delegations also met with Hon. Donville Inniss M.P., Minister of Industry, International Business, Commerce & Small Business Development. He was accompanied by his Permanent Secretary Philmore Best.

ICAB & ICAC also hosted the delegation from IFAC at a luncheon at Changers restaurant.

### **Appointment to IFAC's SMP Committee**

In September 2017, IFAC informed ICAB that the IFAC Board had appointed its nominee Andrew Braithwaite to serve as a member of its Small and Medium Practices (SMP) Committee for a period of three years with effect from January 1, 2018. The 18-member SMP Committee supports IFAC's work in three main areas:

- Providing input into the development of international standards of accounting, assurance and auditing, and ethics to help ensure that the standards are relevant and proportionate from the SMP and SME perspective.
- Developing and sharing resources, tools, news, and expertise with a focus on implementation of international standards, practice management, and providing business advisory services and
- Raising the visibility and voice of SMPs and SMEs through global representation and advocacy.

### **Continuing Professional Development**

During 2017, ICAB hosted 20 Continuing Professional Development (CPD) seminars, which provided 102 hours of continuing professional development for members. The seminars focused on topics such as Annual Tax Update, Bankruptcy & Insolvency, Advanced Payroll, IFRS for SMEs, Embracing Digital Transformation, IFRS and ISA Update, Anti-Money Laundering, Ethics and Pension Reform - The case of Barbados.

### **ICAB Scholarships**

The 2016-2017 ICAB scholarships were presented in a ceremony at the University of the West Indies (UWI) Cave Hill, on April 4, 2017, by the President of ICAB, Andrew Braithwaite. The recipients, Karen Boxill and Natalie Clarke, are UWI students pursuing Bachelor's degrees in accounting. The value of the scholarships was Bds. \$3,500 each.

### **Membership**

As at December 31, 2017, ICAB's membership stood at 940, of which 179 held practising certificates. Admissions for the year were 54 and the designation Fellow of the Institute (FCA) was conferred on 28 members at a ceremony on December 7, 2017.

Student members stood at 982 as at December 31, 2017. This represented a marginal decline of 2% from the previous year. The Education & Student Services Committee planned and executed several professional development activities for the students; these included the Annual ICAB Students' Conference held on November 8, 2017.



## Council Changes

In December 2017, the Institute of Chartered Accountants of Belize (ICA-Belize) held its Annual General Meeting and a new Council was elected as follows:

- President - Brett Feinstein
- Vice President - Jose Ortez
- Secretary - Claude Burrell
- Treasurer - Sencida Castillo
- Member - Reynaldo Magaña
- Member - Elmer Murray
- Member - Dorita Herrarte

## Institutional Strengthening

Work on ICA-Belize's Strategic Plan progressed and a draft is being prepared. The Institute expects to implement the plan during 2018 after approval is obtained from the general membership. The ICA-Belize Council is eager to roll out the strategic plan, as it will help the accounting profession in Belize to align with the rest of the region over the next few years. Some of the key initiatives to be undertaken include updating of Belize's accountancy laws and regulations, obtaining IFAC membership, IPSAS implementation in Belize, establishment of a full-time secretariat, and strengthening of the profession and its image in Belize. The initiative to undertake a strategic plan was made possible with the support of the ICAC President and CEO.

## Practice Monitoring

The second round of the Practice Monitoring visits in Belize by the ACCA commenced in January 2017. The first round of the ACCA Practice Monitoring visits was finalized during the latter period of 2016. The reports are scheduled to be delivered as soon as the Practice Monitoring Committee is established and mandated to deal with the evaluation of the results.

The ICA-Belize is very pleased that this initiative is underway as it will move the Institute and the country toward compliance with international quality control standards for audit and accounting.

## Continuing Professional Development

The ICA-Belize, in association with Nagin Lad Accountancy College Ltd, hosted a Continuing Professional Development (CPD) seminar on January 16-17, 2017. Several key IFRS and ISA topics including updates were presented by Mr. Nagin Lad. ICA-Belize is very pleased with the results of the CPD seminars and is in further discussions with Mr. Lad for a follow-up seminar. The objective of ICA-Belize is to ensure that all members are provided with affordable CPD opportunities to fulfill the 40 CPD hours per year requirement.



Attendees at the ICA-Belize CPD Seminar held on January 16-17, 2017, participate in a group session focusing on IFRS and ISA.

### **Regional & International Focus**

The following persons were nominated to serve as ICA-Belize's representatives on the ICAC Board of Directors for the period 2017-2018.

- Claude Burrell - Director
- Brett Feinstein - Alternate Director

### **Membership**

The total membership as of December 31, 2017 was 55.

### **Operational Matters**

The company that was engaged in 2015 to provide outsourced secretariat services for ICA-Belize continued to provide administrative support during 2017. The primary focus during the year was to help increase student interaction and to support the Institute's various programmes. The contract is expected to be renewed in 2018. This is a significant step towards strengthening the capacity building capability of ICA-Belize as it moves toward the engagement of a full-time Secretariat.

During the past four years, the Institute has been able to streamline internal processes to improve service delivery to our members and uplift our profile in the community. The Council takes this opportunity to express our gratitude to its members who unconditionally offer their time for the development of ICA-Belize and the part-time staff of the Secretariat, who continues to assist the Institute in carrying out its day-to-day duties.

### **Focus for 2018**

Despite the unforeseen challenges in 2017, ICA-Belize will be embarking on its strategic plan in 2018 and will also join the region in implementing the New 2017 Audit Reporting Standards. In addressing the various changes to the reporting of accounts and IFRS, the Institute will be working alongside government regulators to ensure that its members and the accounting profession are meeting these new global requirements.

# INSTITUTE OF CHARTERED ACCOUNTANTS OF THE EASTERN CARIBBEAN



## Council Changes

There were no council changes during the year for the Institute of Chartered Accountants of the Eastern Caribbean (ICAEC).

## Advocacy - Impact on National Development

The Saint Lucia branch solicited input from members with respect to the 2017/2018 National Budget presentation for submission to the Ministry of Finance.

The St. Lucia, Antigua and St. Kitts & Nevis branches of the ICAEC celebrated Accountants' Week from October 11-18, October 22-28 and October 29-November 4, 2017 respectively, with the following objectives:

- To promote awareness of the ICAEC within the wider business community;
- To promote the accounting profession and its value to the community at large;
- To promote accountability in both the public and private sectors.

The theme of Accountants' Week in St. Lucia was, "*Promoting Accountability - an Imperative for Economic Development*" while Antigua's event was themed, "*Accountants.... Building our Profession and Supporting our Community*". The themes were influenced by the International Federation of Accountants (IFAC) Accountability Now initiative, as well as the global movement towards improving financial reporting within the public sector.

Events held during the week in St Lucia included a cocktail reception on October 11, 2017 at which Mr. Marion Browne, a former Vice President of ICATT and a former Government Minister in Trinidad and Tobago, addressed the gathering. Other activities included a continuing professional development training seminar on International Financial Reporting Standards (IFRS), career presentations at selected schools and an open forum where free business advice was given to small business owners.

In Antigua, the week began with a church service on October 22 followed by media day on October 23, 2017, where members visiting different media houses to discuss the formation, growth and development of the ICAEC. Several industry partners were invited to highlight their partnership with ICAEC. October 24 was dubbed "Accountants Give Back Day", where several Accountants visited nine secondary schools to discuss the value of becoming an Accountant. On October 25, the Antigua branch held its usual CPD training session for members and a "Stakeholders Day" was hosted on October 27. Due to the impact of hurricanes Irma and Maria, the Institute opted to not host its usual charity function but to instead donate to the relief efforts of Antigua & Barbuda and the island of Dominica.

The theme, "*Weathering the Storms: Challenges and Opportunities*," chosen by the St. Kitts & Nevis branch was influenced by the impact of hurricanes Irma and Maria on the region. The week commenced with corporate worship at the Immaculate Conception Co-Cathedral in Basseterre on October 29 and on October 30, members gathered for a health walk. Members shared their experiences with students and lecturers at the Clarence Fitzroy Bryant College during "*Careers in Accounting*" sessions on October 31. The Institute launched a scholarship program and a student from each secondary was presented with a money award for excellent performance at the CSEC level in 2017. A "*Money and Disaster Management*" session was also held for small business owners. The week culminated with a gala at which the guest speaker was the Governor of the Eastern Caribbean Central Bank, Governor Timothy Antoine. Fifty percent of the profits from the event was earmarked for hurricane relief donation.

Dominica was severely affected by the passage of hurricane Maria on September 18, 2017. Several members of the Dominica branch reported damages to their property. The economic impact for the country will be long-lasting as some businesses are not expected to be re-opened in the future, if at all. The ICAEC, with the assistance of ICAC, established a hurricane relief fund to assist with relief efforts for the affected countries.

### Continuing Professional Development

CPA Canada held an information session at the Bay Gardens Beach Resort and the Bay Gardens Hotel in January 2017 aimed at accounting professionals and prospective students respectively. Members of the ICAEC were in attendance.

The ICAEC Grenada branch held a seminar on May 5, 2017 entitled, "New and Amendments to International Financial Reporting Standards" at the Grenada Investment Development Corporation. The presenter was Mr. Dale D. Hajdu, CPA, CA of BDO Global.

During Accountants' Week 2017 in St Lucia, two CPD sessions were held: the first on October 12 provided training on the practical aspects of Current and Deferred Taxes as well as VAT and the second, which was held on October 18, focused on IFRS 9, 16 and other standards.

During Accountants' Week 2017 in Antigua & Barbuda a CPD session under the theme, "Governing Strategy & Risk & Compliance," was held on October 25, 2017.

The St. Kitts and Nevis branch held two CPD sessions during Accountants' Week 2017. The first event held on November 2, focused on IFRS 9 and the session entitled, "Conducting Effective Workplace Investigation" was held the following day.

### Membership

The breakdown of ICAEC membership as at December 31, 2017 is as follows:

	Practicing	Ordinary	Total
Antigua	28	41	69
Dominica	10	8	18
Grenada	10	34	44
St Kitts	11	32	43
St Lucia	30	38	68
Total	89	153	242

### Operational

The ICAEC Secretariat is continuing to provide support to its members in the various ways possible including record keeping processes to facilitate smoother collation and distribution of information.

### Acknowledgements

We thank Branch Council members for their unwavering support and effort. There are challenges as we continue to increase our membership while organising CPDs and communicating regularly with members. There is still much work to be done as it relates to increasing our membership and positioning ourselves as the voice of the accountancy profession nationally.

The Council remains committed to the strengthening of the profession and looks forward to the improved administration and controls, as adopted under the Rules and By-Laws of the ICAEC.

# INSTITUTE OF CHARTERED ACCOUNTANTS OF GUYANA



## **Council Changes**

The members of the Council of the Institute of Chartered Accountants of Guyana (ICAG) Annual General Meeting, elected for 2017/2018 were:

Ronald Alli	- President
Colin Thompson	- Vice President
Pramila Persaud	- Secretary
Vishwamint Ramnaraine	- Treasurer
Khalil Alli	- Council Member
Shawn Gurcharran	- Council Member
Harryram Parmesar	- Council Member
Shelliza Yusuf	- Council Member

## **Regulatory/Monitoring Activities**

### ***Practice Monitoring***

ICAG, as a member body of the ICAC, continued its programme of audit monitoring in collaboration with the Association of Chartered Certified Accountants (ACCA) during 2017.

ICAG has appointed a Regulatory Committee as a mechanism for reports from auditing visits to be considered and to identify actions to be taken in respect of deficiencies found during review visits to firms. The Regulatory Committee is composed of non-practicing members supported by legal counsel. The Committee has reported to Council that at the end of 2017, Guyana had achieved a satisfactory rating more than 70% under the quality assurance review programme. However, the Regulatory Committee has identified the need for remedial actions and sanctions in respect of auditors who have repeated unsatisfactory outcomes arising from their monitoring visits, in keeping with the requirements of IFAC Statement of Membership Obligations (SMO) 1 on Quality Assurance.

### ***Governance Review***

ICAG has established a Governance Committee to review and update its By-Laws, including provisions for investigation, disciplinary and appeals processes. The Committee is presently comparing the existing by-laws with established best practices.

### ***Continuing Professional Development***

During the year, a session was held on Anti Money Laundering Regulations, which was led by ICAG Member, Mr. Christopher Ram. The presentation provided useful insights into the legislation and the impact on the accounting profession.

An IFRS 9 Implementation Conference was held in December 2017 in collaboration with the Bank of Guyana and the Guyana Association of Banks (GAB). Presentations were done by representatives from Ernst & Young Canada, PricewaterhouseCoopers (PwC) Trinidad and Canada, Credit Info Analytics, Bank of Jamaica and EMC Global. Following the conference, a technical working group was established in March 2018 to support IFRS 9 implementation in Guyana. The group comprises members from the Bank of Guyana, ICAG and GAB.

## **Advocacy - Impact on National Development**

### ***New Insurance Act***

During 2017, ICAG submitted comments to the Commissioner of Insurance in relation to proposed audit regulations to be issued under the new Insurance Act.

### ***New Tax Legislation***

In February 2017, the ICAG held a discussion forum on the implementation and impact of tax measures in the Budget. Presentations were made by Officers of the Guyana Revenue Authority including the Commissioner General, Mr. Godfrey Statia. The forum was attended by persons from the business community as well as members of ICAG and other members of the public.

## **Regional & International Focus**

### **IFAC**

The Institute maintained its membership with IFAC. ICAG's compliance with IFAC's SMOs continues to be guided by the approved Action Plan, which outlines the Institute's efforts in achieving compliance with respect to the SMO obligations.

### **35th Annual ICAC Caribbean Conference**

The Institute hosted the 35th Annual Conference of the Institute of Chartered Accountants of the Caribbean in June 2017. The theme of the conference was, "*New Horizons - Charting the Course Together.*" Organised by a planning committee led by Chair, Ramesh Seebarran, the conference was attended by some 408 delegates from Guyana and the rest of the Caribbean. The agenda reflected a wide range of topics and included subjects that were at the top of the ICAC's agenda such as PFM Reform.

Speakers included Sir Ronald Saunders, Antigua and Barbuda's Ambassador to the United States; Rachel Grimes, President, IFAC; Brian McEnery, President, ACCA and Ian Ball, Chairman of CIPFA International. Other speakers were April Little, Partner, Grant Thornton LLP; Anthony Zamore, Cyber Security Specialist, PWC; Komal Samaroo, Chairman, Demerara Distillers Limited; Jan Mangal, Special Adviser on Oil and Gas to Government of Guyana; Paul Murphy, Executive Vice-president, Guyana Goldfields Inc. and Marla Dukharan, Group Economist, RBC Caribbean.

### **Membership**

Total membership as at December 31, 2017 was 108, with an additional five persons being approved in December 2017 for membership effective January 1, 2018. Certificates of Practice were issued in 2017 to 25 members during the year.

### **Student Members**

Forty-six (46) students successfully completed the ACCA final examinations during 2017. The local students have continuously performed with distinction at the ACCA Examinations. High achievers for individual ACCA Papers included Abbas Hamid (F7) and Ryan Clarke (P7). ICAG and ACCA hosted its annual Students' Recognition Ceremony for the students who successfully completed the final level in the Foundation in Accountancy (FIA) and Association of Chartered Certified Accountants (ACCA) examinations, as well as the top Caribbean Achievers.

In June 2017, the ICAC in collaboration with ICAG, hosted a discussion forum for professional accounting students on the topic, 'The Accountant of the Future'. IFAC President, Ms. Rachel Grimes, was the main speaker.

# INSTITUTE OF CHARTERED ACCOUNTANTS OF JAMAICA



## Overview

During the year 2017, the Institute of Chartered Accountants of Jamaica (ICAJ) continued implementation of initiatives outlined in its Strategic Plan. It is expected that this will result in key outcomes to enable a stronger local Accountancy profession including the continued adoption of high-quality international standards, enhanced recognition of ICAJ's members and their value in the wider society; greater public confidence in the Accountancy profession; as well as stronger appeal of Accountancy to students as a career of choice. The ICAJ also looks towards a strengthening of Jamaica's economic and social capital, given the significant roles that Chartered Accountants play in nation building.

## Council Changes

The ICAJ held its Fifty-Second Annual General Meeting on July 26, 2017. The following persons were elected to serve on Council during 2017/2018:

- Raymond Campbell - President
- Sixto Coy - Vice President
- Sharon Donaldson-Levine - Treasurer
- Elaine Robinson - appointed Honorary Secretary
- Bruce Scott - Immediate Past President
- Nigel Chambers
- Elizabeth McGregor
- Marlene McIntosh
- Allison Peart
- Eric Scott
- Janet Plummer
- Dennis Cohen
- Garfield Reece

## Regulatory/Monitoring Activities

ICAJ continued to promote international standards and best practices and provided practitioners with updated information relevant to their practice and other pertinent matters.

## Compliance with International Standards

ICAJ remains committed to serving in the public interest and in facilitating the adoption and implementation of International Financial Reporting Standards and International Auditing Standards and best practices within the Accountancy profession. In this regard, reviews of the financial statements of selected listed companies continued and information was provided to companies on the new Auditor's Report.

A two-day workshop was held on February 3 & 4, 2017 at the Jamaica Conference Centre. The focus was on the changes to IFRS 9, 15 and 16 highlighting the implications for companies and practitioners.

A presentation on the application of IFRS 9 was made on October 25, 2017 at the Insurance Association of Jamaica. This was facilitated by the Accounting Standards Committee Chairman, Mr. Garfield Reece.

## Advocacy - Impact on National Development

The Institute recognizes the pivotal role the profession plays in nation building through contributions to economic development, by providing critical accounting and finance services to businesses, and making significant contributions to Jamaica's economy, whether in public practice, private industry, government or education. ICAJ has also maintained a strong relationship with local organizations including the Ministry of Finance and the Public Service, Tax Administration Jamaica and the Private Sector Organisation of Jamaica and will continue to enhance its relationships with these organizations while establishing new ones. Additionally, key new partnerships were formed with leading suppliers, including hotels, who have agreed to apply discounts on their goods and services to ICAJ members.

## Meeting with the Minister of Finance and the Public Service

ICAJ continues to hold meetings with the Minister of Finance and the Public Service, Hon Audley Shaw, to discuss matters of common interest. Representatives of the ICAJ paid a courtesy call on the Minister on December 1, 2017.

### **Memorandum of Understanding**

ICAJ's Taxation Committee had meaningful consultation with the Tax Administration Jamaica (TAJ) on several tax issues. On November 1, 2017, a Memorandum of Understanding was signed with the TAJ for the establishment of a Consultative Committee, comprising representatives of both organizations to strengthen their collaborations.

### **Regional and International Focus**

ICAJ's partnership with regional and international organizations (e.g. IFAC, ACCA, and ICAC) remains integral to its operations.

The Institute is proud of the achievement of its member, Mrs. Pamela Monroe Ellis, who was appointed by the Board of IFAC as Chair of the Governance Committee.

### **Continuing Professional Development**

ICAJ endeavoured to fulfill its mandate to facilitate and promote the continued professional development of its members. On-line webinars and post-viewings were also provided. CPD events held during 2017 were:

- A Taxation forum on January 19, 2017 and taxation seminars on May 17, 2017 and September 13.
- ICAJ and the Public Accountancy Board joint forum on "PAB Rules and Recommendations", which was held on April 5 at the Knutsford Court Hotel.
- A seminar entitled, "Impact of Cybercrime on Businesses and the Benefits of Cyber security," on April 22 at the Knutsford Court Hotel.
- A workshop on Deferred Taxation on November 15 at the ICAJ Secretariat. The facilitator was ICAJ Past President and Taxation Committee Member, Miss Prunella Vassell.
- A 4-week Certificate Course in Forensic Accounting from May 27 through to June 24 at the ICAJ Secretariat. Presented by Forensic Accountant, Mr. Collin Greenland, the course was designed to help local accounting and audit professionals improve their competence in the application of 'cutting-edge' forensic accounting methods. The course was repeated from October 22 to November 19.

### **Professional Accountants in Business**

The Professional Accountants in Business (PAIB) Committee hosted two Roundtables during the year. The first event was held on January 11, 2017 at the Jamaica Pegasus Hotel under the theme, "*Equipping Today's Accountants for Tomorrow's Complex Business Problems*". The second roundtable themed, "*Communication and Negotiation Skills*", was held at the Knutsford Court Hotel on May 4, 2017, focusing on the development of effective communication and negotiation skills.

The Committee hosted its inaugural Weekend Conference themed, *The Audacity to Succeed*, on July 15 and 16, 2017 at the Jewel Grande Montego Bay Resort and Spa. The Conference gave members the opportunity to gain new and relevant information for their professional development and also afforded them quality time relaxing with their families and networking with fellow associates.

### **Chartered Accountants' Week**

The Week, which was celebrated October 1-6, 2017, was promoted extensively in the media, highlighting the Institute and the Accountancy profession. Activities during the Week included Services of Thanksgiving islandwide and presentations to educational institutions, service clubs and civic organizations. Chartered Accountants' Day was celebrated on October 4, under the theme, *A Day in the Life of a Chartered Accountant*, involving several accounting students visiting auditing firms and individual companies recognizing Chartered Accountants (CAs) in their employ.

The Week culminated with the staging of ICAJ's Business Conference themed, "*#MegaTrends 2.0*", on October 6, 2017 at the Jamaica Pegasus Hotel. The Conference addressed issues of significant interest to the local, regional and global business and accountancy environment. The keynote speaker was Ambassador Stephen Vasciannie, who spoke on "Globalization vs. Nationalism". The event included a "live" outside radio broadcast on Power 106 FM as well as a post conference "Mingle". The event was webcast "live" across the Caribbean.

## Membership

### Members' Engagement

As at December 31, 2017, there were 1,265 members. Efforts continue to be made to increase the number of new members admitted and reduce the number of deregistered members annually. More attention will be placed on attracting accountants to ICAJ membership.

ICAJ also recognizes that the engagement of its members and registered students must be at the forefront of its strategies and programmes. As such, the Institute continually strives to provide the best service to its constituents. Last year, the Institute sought to improve and enhance communication with its stakeholders via Social Media, text messaging, telemarketing, and introduced a bulletin, "President's Corner" to complement its quarterly newsletter, which provided members and students with timely updates.

### Members' Achievements

ICAJ is extremely proud of its members who continue to provide yeoman's service on many Boards and committees, locally and internationally. Some of those who received accolades for their outstanding achievements during the year were:

- Senator, Don Wehby, CD, Group Chief Executive Officer GraceKennedy Limited, who was awarded the Order of Distinction in the Rank of Commander (CD) by the Government of Jamaica for his sterling contribution to the Public and Private Sectors.

- Mr. Leighton McKnight, CD, Past President, who was awarded the 2017 ICAJ Distinguished Member Award. The prestigious award is presented annually to a member of ICAJ who has contributed, through his/her outstanding achievements, to the development of the Institute and the Accountancy profession. Mr. McKnight is the local Territory Leader in the firm of PricewaterhouseCoopers and is admired for his exceptional leadership, professionalism and philanthropy.



Anthony Pierre, Leighton McKnight and Raymond Campbell

- Mrs. Janet Plummer, Council Member and Chairman, Public Sector Committee, ICAJ, who was named the winner of the ACCA Caribbean Advocate of the Year 2017. She was presented with the award at the ACCA Member Recognition Ceremony on October 19, 2017. The ACCA Member Advocacy Award recognizes the contribution that members have made to promote ACCA and the profession and actively inspire and support other ACCA members and members of the future.

### Members' Events

The Montego Bay Chapter hosted a Lyme on September 14, 2017 at the Montego Bay Yacht Club, where attendees enjoyed an evening of fun and relaxation and networked with fellow professionals from the Western end of the island.

A cocktail reception for prospective members was held on November 29, 2017 at the ICAJ Secretariat. Recent graduates of the ACCA Qualification and the UWI MSc Accounting programme were provided with information about the ICAJ and the benefits of becoming a member. A total of 21 prospective members were in attendance.

The ICAJ Toastmasters and Writers' Clubs continue to hone leadership, public speaking and writing skills among its members and students.

The ICAJ Annual Awards Banquet was held on December 7, 2017 at the Jamaica Pegasus Hotel, where the Distinguished Member Award was presented to Mr. Leighton McKnight, CD, for his outstanding contribution to the Institute and the Accountancy profession. Special guests at the function included former Prime Minister, Rt Hon Bruce Golding; Hon Audley Shaw, Minister of Finance and the Public Service; Mr. Mark Golding, Opposition Spokesperson on Finance and Planning; Mrs. Paula Marcelle-

Irish, Head, Business Development, ACCA Caribbean; Mr. Anthony Pierre, President, ICAC; and Mrs. Maureen Baimbridge, a member of NABA.

## **Student Focus**

### **ICAJ/ACCA Joint Scheme Examinations**

The student membership of the ICAJ/ACCA Joint Scheme Examinations stood at 2,670 as at December 31, 2017.

During the year, the Association of Chartered Certified Accountants (ACCA) increased its examination sessions to four annually during the months of March, June, September and December. Overall, nine students successfully completed the Certified Accounting Technician (CAT) programme and 100 students completed the professional examinations over the period April 1, 2016 to March 31, 2017.

### **Graduation Ceremony**

The ICAJ/ACCA Joint Graduation Ceremony was held at the Knutsford Court Hotel on October 28, 2017 under the theme, "Create Tomorrow Now". It was a record achievement for Mr. Paul Hyman who, at age 20, is the youngest graduate to be presented with the prestigious Sushil Jain Award. The Award, named for the late Sushil Jain, is presented annually to the youngest ACCA graduate who successfully completes the final stage of the examinations on the first attempt. A total of 109 students were recognised for successfully completing the ICAJ/ACCA examinations between September 2016 and June 2017, including 12 graduates in the FIA/CAT and 97 graduates in the ACCA professional programmes.

The guest speaker was Mr. Paul Stennett, Business Developer and member of the ICAJ Toastmasters Club. Also in attendance were ICAJ's President, Mr. Raymond Campbell, who delivered the Welcome Address; Mr. Bruce Scott, Immediate Past President, and Chairman, Student Affairs Committee; Past Presidents, Miss Vintoria Bernard, Jamaica's Representative to the ACCA International Assembly; Miss Prunella Vassell and Mrs. C Patricia Hayle; and Council members. ACCA Caribbean was represented by Mr. Haimchan Ramdeo, Education Manager, who delivered greetings; Mrs. Paula Marcelle-Irish, Head, Business Development; and Mrs. Maria Sookdeo, Business Development Manager.

### **Career Expositions**

ICAJ participated in the Holy Childhood High School Career Day on February 17, 2017; St Andrew High School Career Day; Wolmer's Boys' School Career Expo on April 12, 2017 and the University of the West Indies (UWI) Career Expo themed, "Talent Branding: Packaging your Skills for the Global Market" on February 23 & 24, 2017. ICAJ member, Mr. Terrence Clarke also presented at the University of Technology's (UTech) Annual Accounting Seminar themed, "Taking Actions Today for Tomorrow's Success: Chartering an Accounting Career" on March 22, 2017.

### **Student Society & Mentorship Programme**

The Student Society was revamped as part of ICAJ's efforts to strengthen communication and general engagement with its registered students. An Executive is in place and terms of reference are being developed. Complimenting the Student Society is a mentorship programme, which was developed during the year with the objective of preparing students for the rigours of the marketplace. The programme will also provide mentees with the opportunity to learn from the experiences of successful Chartered Accountants.

### **Operational Matters**

The Property Development Committee is ensuring that ICAJ's stakeholders conduct business at the Secretariat in an attractive and organized environment. Extensive rehabilitation work was carried out during the year involving the expansion of the parking area, improvement of drainage and construction of other amenities and upgraded security.

The Institute is cognizant that the preservation of its history is integral to its development and in this regard, research is being undertaken for the publication of the history of the Institute and the background to Accountancy in the region.

### **Acknowledgements**

ICAJ thanks its valued members, students, sponsors, stakeholders and the public for their unwavering support during 2017 and invites their continued support for all its programmes. The Institute will continue to actively pursue the goals and objectives that will define its future while advancing the Accountancy profession.

# SURINAME INSTITUTE OF CHARTERED ACCOUNTANTS



## Overview

The main activities carried out during 2017 by the Suriname Institute of Chartered Accountants (SUVA) were focused primarily on strengthening the profession. This included:

- Finalizing the Law on Annual Accounts (Wet op de Jaarrekening);
- Discussing the education system in Suriname with representatives of the Dutch Accounting organization (NBA);
- Engaging the University of Applied Sciences and Hogeschool Zuyd with respect to providing the Accountancy program in Suriname;
- Continuing discussions with IFAC on SUVA's application for associate membership and drafting a SUVA-IFAC Action Plan;
- Setting up a practice monitoring plan for SUVA and its members including the provision of relevant training and supporting legislation and regulations
- Obtaining the approval for SUVA's full membership during the September ICAC Board Meeting, effective January 1, 2017 and
- Developing the first SUVA newsletter.

## Council Changes

A new SUVA Board of Directors was elected at the Annual General Meeting held on December 5, 2017.

- Robert van Trikt - President
- Jasna Kortram - Treasurer
- Jerrel Santoe - Secretary
- Robin Ferrier - Member
- Hans Girjasing - Member
- Michael Lutchman - Member
- Cyril Soeri - Member

## Regulatory/Monitoring Activities

NBA/PUM (Project Staffing Managers) program to ensure compliance with the IFAC requirements relating to Quality Assurance and Quality Control/Practice Monitoring, was defined during the year and will be rolled out over the period 2017-2020. The first series of awareness sessions for the programme were conducted in March 2017.

## SUVA Code of Ethics

The finalized draft of the Code of Ethics was reviewed by the SUVA Board during the year and will be presented to members for approval at the next General meeting.

## SUVA Charter/Law for the Accounting Profession

The SUVA charter was finalized and submitted to the SUVA Board for presentation to members. A draft of the charter has also been submitted to parliament for approval. The Committee that prepared the Charter will also develop the Law for the accounting profession. The charter will be incorporated in the law. SUVA hopes that the Charter and the Law on the Accounting profession will be passed through parliament by 2018.

## Compliance with International Standards

SUVA participated in a project to prepare a Law on Annual Accounts with the Ministry of Trade & Industry. SUVA provided its comments on the current law and submitted it to parliament. The law was passed in August 2017 and since then training activities were carried out to improve the knowledge of IFRS within the Government and the accounting profession.

## Advocacy - Impact on National Development

SUVA conducted awareness session about the accountancy profession at the various colleges in Suriname. This was aimed at generating interest in the accountancy profession among college level and recruit students.

During the year, SUVA contributed by providing input on the following legislation:

- Law on Annual Accounts
- Privacy law
- Tax law
- Community Public Procurement
- Extractive Industries Transparency Initiative
- Secured Transactions Reform

### **Regional & International Focus**

#### **35th ICAC Annual Caribbean Conference**

Approximately, thirteen (13) SUVA members attended the ICAC's 35th Annual Conference held in Guyana in June. The SUVA was accepted as a full member of the ICAC effective January 1, 2017 and its participation in the conference as a full member was a significant achievement for the Institute and its members.

At the start of the year, the following members were nominated to serve on the ICAC regional committees:

- |  |                    |
|--|--------------------|
| • Joint Seminar/Education Committee                | - Jerrel Santoe    |
| • Information & Communication Technology Committee | - Cyril Soeri      |
| • Membership Committee                             | - Michael Lutchman |
| • Publicity Committee                              | - Elvira Lens      |
| • Public Sector Financial Management Committee     | - Rene Abrahams    |
| • Taxation Committee                               | - Hans Girjasing   |
| • Technical Committee                              | - Robin Ferrier    |
| • Governance Task Force                            | - Robert van Trikt |
| • Regional Monitoring Subcommittee                 | - Michael Lutchman |
| • Finance Committee                                | - Jasna Kortram    |

#### **IFAC SMO Action Plan/Membership**

SUVA met with IFAC representatives during the 35th ICAC Annual Conference to discuss the Institute's draft action plan. As some changes have been made to the different SMOs, the draft action plan was amended and submitted to IFAC for review. The IFAC representatives have committed to providing technical assistance to SUVA in completing its action plan.

SUVA also had discussions with IFAC regarding its plans to apply for associate membership as at January 1, 2020. The necessary steps towards this are being taken with the assistance of IFAC. IFAC will work closely together with the SUVA to prepare all the necessary documentation for the application for associate membership which must be submitted by January 1, 2019.

#### **Continuing Professional Development**

CPD training courses carried out by SUVA during the year focused on topics such as Financial Excel; Cyber Security; Integrated Reporting. Training courses carried out in collaboration with SUVA included a Forensic Accounting Programme and a summer course.

Revenues from SUVA's training activities and membership fees have enabled the Institute to become self-sufficient. The SUVA Bureau was further strengthened during 2018 and the infrastructure will be further modernized in the future.

#### **Membership**

Membership increased to 35 as at December 31, 2017. The members mainly consist of chartered accountants from NBA.

One of SUVA's goals for the coming years is to increase its membership base including adding new membership categories, such as student members, overseas members, supporting members ("ambassadors"). This is outlined in SUVA's Strategic Plan and actions will be rolled out by the PR and Membership Committee of SUVA in 2018.

#### **Conclusion**

We wish to thank all our stakeholders, the Government of Suriname, our members, our Board of Directors and the SUVA Bureau for their valuable support to SUVA during 2017.

# INSTITUTE OF CHARTERED ACCOUNTANTS OF TRINIDAD AND TOBAGO



## Overview

In 2017, the Institute of Chartered Accountants of Trinidad and Tobago (ICATT) achieved a major milestone with the first revision of its rules and regulations. The new rules and regulations will come into effect on January 1st, 2018.

ICATT's membership increased by an additional 74 persons in 2017 and the Institute continues to adopt various strategies to increase its base. The Institute also saw a decrease by 5% in student membership compared to the previous year. Changes in the policy on state funding for tertiary education are a major impact.

## Council Changes

The Annual General Meeting was held in March 2017 to receive and consider the Annual Report of the Council for the 2016/2017 term, to receive and adopt the Financial Statements of the Institute for the year ended December 31, 2016 together with the Auditor's Report and to elect five new members to Council.

Stacy-Ann Golding was appointed President of ICATT. She is an Audit Partner with KPMG, in Trinidad and Tobago and a Fellow of ACCA. She has been a member of the ICATT Council since March 2014. Prior to her current appointment, she was First Vice President (2016-2017 term) and Second Vice President (2015 -2016 term). She has also held the position of Chairman of the Auditing and Accounting Standards (AAS) Committee for the past three terms.

Denise Chinpire-O'Reilly, Chartered Accountant, Managing Director of KS Chinpire Contracting Services Limited and Chairperson of the Quality Assurance Committee, was elected as First Vice President. Dwayne Rodriguez-Seijas, who currently serves as the Chairman of the Auditing and Accounting Standards Committee, was elected as Second Vice President. He is a Partner in the Assurance Department at PricewaterhouseCoopers (PwC).

Joining the Council for the first time were Dianne Mano, Certified Chartered Accountant, Certified Anti-Money Laundering Specialist, Principal of D. Mano & Co. and Attorney at Law, and Dinesh Bhola, FCCA, Principal of D.S. Bhola & Co. and Managing Director of DSB Financial Solutions Ltd. He is also a Member of the Institute of Internal Auditors (IIA) and formerly a Director in the Assurance Department at PwC. A thirteenth Council Member was added subsequently, Moonilal Lalchan, FCCA, Chairman of InvestT.

Other members of Council are: Anthony Pierre, Financial Consultant; Derek Mohammed, Past President and Lead Audit Partner at Deloitte; Ryan Nunes, Managing Director of Nunes Financial Ltd; Krishna Boodhai, Chartered Accountant and Managing Director of Hanover Construction Company; Leslie Nelson, former Second Vice President, Chartered Accountant and General Manager at The Trinidad Building and Loan Association; and Nicole Joseph, Director of Tax Services at KPMG.

## Regulatory/Monitoring Activities

President, Stacy-Ann Golding and Immediate Past President, Pria Narinesingh, hosted a joint presentation on the rules and regulations at the 2017 Annual ICATT International Finance and Accounting Conference. The presentation was entitled, Towards Greater Accountability and Assurance – ICATT's New Rules.

In preparation for the implementation of the 2018 rules and regulations, ICATT's Professional Accountants in Business (PAIB) Committee hosted a networking event: Pride in the Profession - A Business Forum. The event was aimed at reconnecting with executive finance officers to drive renewed interest in the profession. It also served to highlight the importance of promoting sound principles, ethics and standards in accounting practices and build a network to share information and generate ideas for the continued development of the profession. The Business Forum featured presentations on Integrated Reporting from Ian Chinapoo, Executive Director at the Unit Trust Corporation (UTC) and Axel Kravatzky, Chairman and Principal Consultant at Syntegra Change Architects Limited.

## **Compliance with International Standards**

ICATT and ACCA jointly hosted two IFRS workshops in September at the Trinidad Hilton. This was in preparation for the January 1, 2018 coming into effect of IFRS 9 - Financial Instruments and IFRS 15 - Revenue from Contracts with Customers as well as the updated IFRS 16, which becomes effective on January 1, 2019.

The ICATT Auditing and Accounting Standards (AAS) Committee hosted two one-day seminars in a "Back to Basics" series specially designed for new accountants and those in need of a refresher on essential International Accounting Standards (IAS). Presenters included committee members Daniel Bissondial, Audit and Assurance Director, BDO and Taryn Salazar, Finance Manager, ANSA McAL Limited. Other presenters included Tanya Wright, Senior Manager, KPMG; Bertram Alexander, Audit Manager, KPMG and Rishi Motilal, Audit & Assurance Manager, Deloitte.

## **Advocacy - Impact On National Development**

### ***Tax Committee creates high visibility for ICATT***

The ICATT Taxation Committee created high visibility for ICATT during the period September- October 2017. The Committee provided recommendations to the Government of Trinidad and Tobago for the planning of the national budget presented on October 2, 2017. This contribution focused on areas such as the improvement of tax administration, the need for commitment to reform at the Revenue Authority and the ease of doing business and diversification. Tax Committee Members also made appearances on radio and television shows to engage in pre-budget discussions.

### ***2017 Annual ICATT International Finance and Accounting Conference***

The 2017 Annual International Finance and Accounting Conference lived up to its reputation as ICATT's signature event. The conference was held at the Hyatt Regency Hotel and Conference Centre in Port-of-Spain on November 9-10, 2017. The theme, Driving the Upturn - The Transformation to Longer-term Prosperity, focused on strategies to stimulate the local economy to achieve a sustainable recovery. The conference provided a forum for accounting and financial professionals to explore a range of topics through presentations and panel discussions, led by expert speakers drawn from the local, regional and international business communities.

Speakers included Senator Aubyn Hill, Deputy President of Jamaica's Senate and CEO of Corporate Strategies Limited who delivered the keynote address; Ambassador Extraordinary and Plenipotentiary to the United States and the Organisation of American States (OAS) for Antigua and Barbuda, Sir Ronald Sanders; Senator Allyson West, Minister in the Ministry of Finance; Dr. Ronald Ramkissoon, Economist and Ms. Nicole Joseph, ICATT Council Member and Director of Tax Services at KPMG.

ICATT launch its new logo at the 2017 Annual Conference. President Stacy-Ann Golding presented the new logo, which will be rolled out on a phased basis in 2018.

## **Regional & International Focus**

### ***ICATT Council Member heads ICAC***

Anthony Pierre, a Council Member of ICATT was elected President of the Institute of Chartered Accountants of the Caribbean (ICAC) at a Special Meeting of the ICAC Board held in Guyana in June 2017. He is a Fellow of ACCA, a member in practice of the ICATT, an Associate of the Institute of Certified Financial Consultants of the USA (CFC) and a Certified Internal Control and Risks Analyst (CICRA).

He has served on the ICATT Council since 2002 and chaired several committees over the years, including the 2008 Steering Committee for an Inter-American Development Bank (IDB) project for the institutional strengthening of ICATT. He served as Vice President from 2007 to 2009 and became President in 2009, serving three successive terms up until 2012. He has chaired the ICATT Investigations Committee and served as Vice Chairman of the Small and Medium Sized Practitioner (SMP) Committee. Pierre is Executive Chairman of Evolved Accounting and Business Solutions Limited, as well as Principal and CEO of Anthony P. Pierre & Co. Chartered Accountants, a member firm of Santa Fe Associates International.

## **Continuing Professional Development**

In 2017, ICATT hosted 14 CPD seminars for its membership. The annual ACCA/ICATT IFRS Workshops as well as "Back to Basics" workshops on auditing standards to review popular standards were hosted during

the year. Other workshops included Excel Data Analytics and a Tax Committee-sponsored seminar on Withholding Tax and Double Tax Treaties.

The Audit Monitoring and Common Deficiencies and Forensic Certified Public Accountant (FCPA) programmes were held for a second consecutive year. Successful candidates of the FCPA are awarded the internationally recognized 'Forensic CPA' credential upon completion. The main facilitator for this programme is CIFA's Founder and Director of Education, Stephon Grey, who is also a Forensic CPA Educator with the Forensic Society CPA.

## Membership

Membership statistics as at December 31, 2017 were as follows:

	As at 1st January 2017	New	Delisted	Total Members as at 31st Dec. 2017
<b>MNP</b>	1064	74	20	1135
<b>MP</b>	180	8	1	180
<b>MRO</b>	35	6	1	40
<b>MR</b>	96	12		108
<b>Total</b>	1375	100	22	1463

ICATT in conjunction with Chartered Professional Accountants (CPA) Canada, visited the Maple Leaf International School, a Canadian-based secondary school in Trinidad to promote the value of the accounting profession, and to highlight how the profession engenders the fundamentals of problem solving, careful spending, trust and integrity.

## Students Members

### **ACCA and ICATT partner to hold recognition ceremony**

ACCA and ICATT partnered to host the 2017 recognition ceremony held at the Cara Suites Hotel and Conference Centre in March 2017. Keynote speaker was John Cunningham, ACCA Regional Head of Education, Europe and the Americas. ICATT's Vice President, Denise Chinpire-O'Reilly delivered congratulatory remarks on behalf of ICATT.

Some 373 graduates, who completed programmes between December 2014 and 2016, were honoured at the ceremony; 345 persons were graduates of the ACCA Professional programme and 28 persons successfully completed the Foundations in Accountancy programme. Special awards were presented to top performers in overall ACCA examinations in Trinidad and Tobago: Sinead Ellis (December 2014), Lauren Moniquette (June 2015), Urmila Mahadeo (December 2015), Anais Joseph (June 2016) and Judy Deonarine (December 2016).

### **Student Enrollment**

The total number of active students with paid-up subscriptions as at December 15, 2017 stood at 4,753 compared to 5,005 students as at the same period last year. The decline may be attributed to migration, resignation, completion of the ACCA programme or simply non-payment by students.

## Conclusion

The year 2018 will be one of change for ICATT. The Institute will continue its mission to promote, regulate and support the development of the accountancy profession in Trinidad and Tobago. With the implementation of new rules and regulations and the refreshing of its brand to focus on members and the value in ICATT, the Institute aims to refresh its image and inform the perceptions of its members and the general public.

The Council and Secretariat of ICATT will continue to promote the value of the profession internally and nationally, increase our membership base, build stronger relationships with and expand developmental opportunities for members.

# Treasurer's Overview

REGIONAL & GLOBAL OPPORTUNITIES:  
PREPARING FOR SUCCESS



David Simpson

## Introduction

As many Caribbean territories continued to experience mixed economic fortunes during the year, including reduced tourism activity, limited access to foreign currency and high levels of debt, the ICAC also sought to ensure a turnaround in its financial performance and position. While it is acknowledged that a new governance and funding model are critical to the ICAC's operations, it has been my immediate task to steady the ship with the available resources and means at our disposal during 2017.

The budget for 2017 projected a moderate surplus of \$4,070 and all efforts were made to ensure that there was allowance for a deficit. As a result, cuts in operational costs were made as required and we have successfully converted a significant loss of \$40,147 to a surplus of \$1,466.

Here are the financial highlights and summary for the year ended December 31, 2017:

## Financial Results – 2017 Financial performance

### Revenue

Our total revenue \$173,691 increased by 14% (\$21,425) from revenue levels achieved in 2016. This increase was created by an exceptional performance of the 2017 conference hosted by ICAG which realised a profit share of \$81,575 (\$17,430 – 2016). Additionally, there was a 41% increase in revenue from newsletter and website advertising. Our primary source of revenue on an annual basis - subscriptions from members - remained

relatively constant (\$84,604) with the exception of a 25% decline (\$3,750) in affiliate fees due to the withdrawal of ICAEW from the ICAC in January 2017.

Our investment income declined by 47.3% as our cashflow position resulted in temporary withdrawals from investment instruments and shorter investment periods during the first half of 2017.

### Expenses

Our total expenses were contained to \$171,761 for the year ended December 31, 2017, representing an 11% decline over the previous year. This was achieved after a vigorous cost control and reduction effort which remains ongoing.

The following significant items appear in our expense profile for the year just ended:

### (i) Communications, Advertising and Public Relations

A marginal decline was achieved in this expense category over the previous year. Our telecommunications remained the most significant component of the cost (\$11,268) incurred due to our local, regional and international interactions with stakeholders. Website management costs (\$2,143.04) were 58% lower than previous year and there was a small revenue offset from online advertising during the period.

### (ii) Seminar, Board and Other Meeting Costs

The hosting of the PFM roundtable in 2016, which was offset by sponsorship contributed to significant prior year costs (\$41,263). However, for 2017, we were able to contain our usual meeting costs (\$9,660) through changes in vendors and with two board meetings hosted in Guyana where significant cost savings were achieved. The remaining meetings for the year were held in Miami and via Skype.

### **(iii) Travel and Entertainment**

This expense remains our second highest after salaries and employee benefits on an annual basis. Our 2017 performance reflects a 40% increase in travel and entertainment costs over the previous year. In addition to travel-related expenses for ICAC board meetings, travel was also undertaken to visits/meetings with prospective member bodies, to attend annual conferences and other meetings with member bodies and to participate in international fora. Travel and entertainment remains critical to the maintenance of ICAC's regional and international profile and that, as a regional grouping, the ICAC participates in critical fora/discussions to advance the interest of the regional profession and its strategic mandate.

## **Financial Position**

### **Assets**

#### **(i) Cash and liquidity position**

The ICAC ended the financial year with a 400% increase in its cash and bank balances of \$47,127 and a 22% decline in our short-term deposits, which stood at \$72,197. An improved return from the annual conference coupled with our cost reduction and control efforts contributed in large part to our healthy balance at the year end and provides a sound platform for our first quarter operations in 2018.

Prepaid expenses accounted for 55% of the other receivables and due from members balance representing deposits on meetings and IT acquisitions. Taxation recoverable balances were agreed and scheduled to be queried with the Tax Authority of Jamaica at year end with a view to receiving overdue refunds against this balance in 2018.

### **Liabilities**

A significant component of the reported payables and accruals balance of \$35,579 reflects \$25,086 due to the 2017 conference host ICAG. This is as a result of a request for the ICAC to manage all incoming foreign currency sponsorships for subsequent remittance. The exceptional profit performance of the conference ensured that the funds were not required for execution and as such have been held and disbursed on behalf of ICAG at their request to settle regional and international obligations.

### **Outlook 2018 and Summary**

The year 2018 holds promise for further stability and improved financial performance and a sound financial position. Our premier flagship event will be held in The Bahamas and projected profit shares appear favourable from the initial planning.

ICAC will continue its governance review and finalise the organizational review and assessment and it is hoped that this will further support a streamlining of costs until we can activate a revised funding model.

As Treasurer, I will present to the Board and its stakeholders during 2018 a sustainability plan for the organization and consider financial options in the future so that no undue burden is placed on our member bodies and other stakeholders.

As we enter another year, the ICAC seeks your continued support in assisting with the attainment of our financial goals.

# Auditors' Report and Financial Statements

Year ended December 31, 2017

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## Independent auditor's report

To the Members of  
The Institute of Chartered Accountants of the Caribbean

### Report on the audit of the financial statements

#### Opinion

We have audited the financial statements of The Institute of Chartered Accountants of the Caribbean (“the Institute”) which comprise the statement of financial position as at December 31, 2017, the statement of income and accumulated surplus and statement of cash flows for the year then ended and notes to the financial statements comprising significant accounting policies and other explanatory information.

In our opinion, the financial statements give a true and fair view of the financial position of the Institute as at December 31, 2017, and of its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standard for Small and Medium-sized Entities (IFRS for SMEs) and the Jamaican Companies Act.

#### 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 Institute in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with IFRS for SMEs and the Jamaican Companies Act, 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 Institute'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 Institute or to cease operations, or has no realistic alternative but to do so.

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

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#### Chartered Accountants.

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## Independent auditor's report (cont'd)

To the Members of  
The Institute of Chartered Accountants of the Caribbean

### Report on the audit of the financial statements

#### Auditor's responsibilities for the audit of the financial statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Institute'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 Institute'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 Institute 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 presents a true and fair view.

.../cont'd

## Independent auditor's report (cont'd)

To the Members of  
The Institute of Chartered Accountants of the Caribbean

### **Report on the audit of the financial statements**

#### **Auditor's responsibilities for the audit of the financial statements (cont'd)**

We communicate with the Board of Directors 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.

#### **Report on additional matters as required by the Jamaican Companies Act**

We have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of our audit. In our opinion, proper accounting records have been maintained, so far as appears from our examination of those records, and the financial statements, which are in agreement therewith, give the information required by the Jamaican Companies Act, in the manner required.

Kingston, Jamaica

June 11, 2018

  
Chartered Accountants

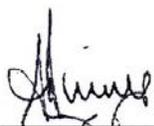
**STATEMENT OF FINANCIAL POSITION**

As at December 31, 2017

	Note	2017 US\$	2016 US\$
<b>Assets</b>			
<b>Current assets</b>			
Cash and short-term deposits	3	119,324	100,883
Due from members and other receivables	4	16,298	12,410
Taxation recoverable		6,607	6,323
		<u>142,229</u>	<u>119,616</u>
<b>Non-current asset</b>			
Equipment	5	2,918	2,991
		<u>2,918</u>	<u>2,991</u>
<b>Total assets</b>		<u>145,147</u>	<u>122,607</u>
<b>Liabilities and reserves</b>			
<b>Current liabilities</b>			
Payables and accruals	6	35,579	14,505
<b>Total liabilities</b>		<u>35,579</u>	<u>14,505</u>
<b>Reserves</b>			
Accumulated surplus		52,680	51,214
Administrative assistance development fund	7	13,809	13,809
Development fund	8	43,079	43,079
<b>Total reserves</b>		<u>109,568</u>	<u>108,102</u>
<b>Total liabilities and reserves</b>		<u>145,147</u>	<u>122,607</u>

The notes on the accompanying pages 7 to 15 form an integral part of these financial statements.

Approved for issue by the Board of Directors on June 11, 2018 and signed on its behalf by:



**Anthony Pierre**  
President



**David Simpson**  
Treasurer

# STATEMENT OF INCOME & ACCUMULATED SURPLUS

Year ended December 31, 2017

	Note	2017 US\$	2016 US\$
<b>Revenue</b>	2(h)		
Subscriptions		<b>84,604</b>	87,783
Annual conference and seminars		<b>81,575</b>	17,430
Interest on short-term deposits		<b>1,060</b>	2,012
Other income	9	<b>6,195</b>	45,041
Gain on revaluation of short-term deposits		<b>37</b>	-
Net gain on foreign exchange		<b>220</b>	-
		<b>173,691</b>	152,266
Administrative and other expenses	10	<b>(171,761)</b>	(191,940)
Surplus/(deficit) for the year before income tax	11	<b>1,930</b>	(39,674)
Income tax for the year	12b	<b>(464)</b>	(473)
<b>Surplus/(deficit) for the year after income tax</b>		<b>1,466</b>	(40,147)
<b>Accumulated surplus at start of year</b>		<b>51,214</b>	91,361
<b>Accumulated surplus at end of year</b>		<b>52,680</b>	51,214

The notes on the accompanying pages 7 to 15 form an integral part of these financial statements.

# STATEMENT OF CASH FLOWS

Year ended December 31, 2017

	Note	2017 US\$	2016 US\$
<b>Cash flows from operating activities</b>			
Surplus/(deficit) for the year before income tax		1,930	(39,674)
Adjustments for:			
Interest income		(1,060)	(2,012)
Depreciation	5	1,617	1,443
		<u>2,487</u>	<u>(40,243)</u>
<b>Changes in operating assets and liabilities</b>			
Increase in due from members and other receivables		(3,951)	(7,982)
Increase in payables and accruals		21,074	7,099
<b>Cash generated from/(used in) operations</b>		<u>19,610</u>	<u>(41,126)</u>
Income taxes paid		(464)	(473)
<b>Net cash provided by/(used in) operating activities</b>		<u>19,146</u>	<u>(41,599)</u>
<b>Cash flows from investing activities:</b>			
Purchase of equipment	5	(1,544)	-
Interest received (net of withholding tax)	12b(ii)	839	1,617
<b>Net cash (used in)/provided by investing activities</b>		<u>(705)</u>	<u>1,617</u>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<u>18,441</u>	<u>(39,982)</u>
<b>Cash and cash equivalents at beginning of year</b>		<u>100,883</u>	<u>140,865</u>
<b>Cash and cash equivalents at end of year</b>	3	<u>119,324</u>	<u>100,883</u>

The notes on the accompanying pages 7 to 15 form an integral part of these financial statements.

# NOTES TO THE FINANCIAL STATEMENTS

December 31, 2017

## 1. Identification and activities

The Institute of Chartered Accountants of the Caribbean (the Institute) was incorporated on October 28, 1988, under the Laws of Jamaica as a company limited by guarantee and not having a share capital. The registered office of the Institute is located at 6 Lockett Avenue, Kingston 4, Jamaica.

The membership of the Institute comprises the following member institutes from the Caribbean and affiliated accountancy organisations from Non-Caribbean territories:

### Members

The Bahamas Institute of Chartered Accountants (BICA)  
The Institute of Chartered Accountants of Barbados (ICAB)  
The Institute of Chartered Accountants of Belize (ICA-Belize)  
The Institute of Chartered Accountants of Guyana (ICAG)  
The Institute of Chartered Accountants of Jamaica (ICAJ)  
The Institute of Chartered Accountants of the Eastern Caribbean (ICAEC)  
The Institute of Chartered Accountants of Trinidad & Tobago (ICATT)  
The Suriname Institute of Chartered Accountants (SUVA)

### Affiliates

The Association of Chartered Certified Accountants (ACCA)  
Chartered Professional Accountants of Canada (CPA-Canada)  
The American Institute of Certified Public Accountants (AICPA)

### Associate

Turks and Caicos Society of Professional Accountants (TCISPA)

The principal objectives of the Institute are:

- (1) To promote, foster and maintain a respectable image of the accountancy profession, establish professional levels of competence, character and integrity and to promote the highest standards of ethical conduct within the region's accountancy profession in order to serve the public's interest.
- (2) To promote the harmonisation of regional accounting and auditing standards as well as company law and taxation legislations among member territories.

In addition to its annual conference which provides a forum for the sharing of knowledge and experience that benefits finance professionals, the Institute has implemented various initiatives including the implementation of a regional practice monitoring programme, to strengthen and enhance the capacity of accountants and professionals in the finance industry within the Caribbean.

## 2. Basis of preparation and summary of significant accounting policies

The financial statements are prepared in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities (IFRS for SMEs) issued by the International Accounting Standards Board (IASB).

The significant accounting policies that have been used in the preparation of these financial statements are summarised below. These have been consistently applied for all the years presented.

- (a) Management judgements and key sources of estimation uncertainty

When preparing the financial statements management makes estimates and assumptions that affect the amounts reported in the financial statements. The actual outcome may differ.

# NOTES TO THE FINANCIAL STATEMENTS

December 31, 2017

## 2. Basis of preparation and summary of significant accounting policies (cont'd)

There were no critical judgements, apart from those involving estimation, that management made in the process of applying the Institute's accounting policies and that have a significant effect on the amounts recognised in the financial statements.

The estimates and assumptions which have the most significant risk of causing a material adjustment to the carrying amounts of assets and liabilities are discussed below.

### (i) Depreciation of equipment

Depreciation is provided so as to write down the respective assets to their residual values over their expected useful lives and as such the selection of the estimated useful lives and the expected residual values of the assets requires the use of estimates and judgements. Details of the estimated useful lives are as shown in Note 2(b).

### (ii) Taxation

The Institute is required to estimate income tax payable to the Commissioner General of Tax Administration Jamaica on any surplus derived from operations. (Note 12b(i)). This requires an estimation of the current tax liability together with an assessment of the temporary differences which arise as a consequence of different accounting and tax treatments. These temporary differences result in deferred tax assets or liabilities which are included in the statement of financial position. Deferred tax assets and liabilities are measured using the enacted tax rate at the end of the reporting period. Details of deferred taxation are given in Note 12(a).

If the tax eventually payable or recoverable differs from the amounts originally estimated then the difference will be accounted for in the accounts in the year such determination is made.

### (b) Equipment

- (i) Equipment is stated at cost less accumulated depreciation and impairment.
- (ii) Depreciation is provided on the straight line basis at such rates as will write off the cost of various assets over the period of their expected useful lives. The useful life approximates to ten (10) years for furniture and three to four (3-4) years for computer equipment.
- (iii) The cost of repairs and renewals, which do not increase the expected lives of assets or enhance their carrying amount, is charged to surplus or deficit when incurred.
- (iv) Gains or losses on disposal of equipment are included in surplus or deficit, when they arise.

### (c) Foreign currency

#### (i) Functional and presentation currency

The currency of Jamaica is the Jamaican Dollar. However, the Institute uses the United States Dollar as its functional currency in order to facilitate measurement and recording of balances and transactions with its members, who do not share a common currency.

Except where otherwise stated, these financial statements are expressed in United States Dollars.

# NOTES TO THE FINANCIAL STATEMENTS

December 31, 2017

## 2. Basis of preparation and summary of significant accounting policies (cont'd)

### (ii) Transactions and balances

Jamaican Dollar transactions and balances at the end of the reporting period have been converted to United States Dollars on the following bases:

Equipment	-	Exchange rate ruling at date of transaction.
Current assets and liabilities	-	Exchange rate ruling at the end of the reporting period.
Income and expenses	-	Exchange rate ruling at date of transaction.

Gains or losses due to fluctuations in exchange rates are recognised in surplus or deficit.

### (d) Financial instruments

A financial instrument is any contract that gives rise to both a financial asset in one entity and a financial liability or equity instrument in another entity. Financial assets and financial liabilities are recognised in the Institute's statement of financial position when it becomes a party to the contractual provisions of the instruments.

The financial instruments carried in the statement of financial position are:

Financial assets:

Due from members and other receivables and cash and short-term deposits;

Financial liabilities:

Payables and accruals.

The particular recognition methods adopted are disclosed in the respective accounting policies associated with each item.

### (e) Due from members and other receivables

Due from members and other receivables are initially recognised at transaction price and subsequently measured at amortised cost. A provision for doubtful debt is recognised when there is an indication that the debt is impaired.

### (f) Cash and cash equivalents

Cash and cash equivalents consist of cash on hand, current and savings account balances and highly liquid short-term deposits with maturity dates of three or less months on average, that are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value.

### (g) Payables and accruals

Payables and accruals are initially recognised at transaction price and subsequently measured at amortised cost.

# NOTES TO THE FINANCIAL STATEMENTS

December 31, 2017

## 2. Basis of preparation and summary of significant accounting policies (cont'd)

### (h) Revenue recognition

Revenue represents membership dues, income from conferences, seminars, advertising and income from short-term investments. Revenue is measured by reference to the fair value of consideration received or receivable and is accounted for in the year to which it relates.

### (i) Taxation

Tax expense comprises current tax and deferred tax.

Current tax is the expected tax payable on the taxable surplus for the year, using tax rates enacted at the end of the reporting period, and any adjustments to tax payable in respect of previous years. However the Institute is required to pay a minimum business tax of J\$60,000 per annum. (Note 12b(i)).

Deferred tax is calculated on temporary differences arising from difference between the carrying amount of assets and liabilities in the financial statements and the corresponding tax basis used in the computation of taxable surplus. Deferred tax liabilities are recognised for all temporary differences that are expected to increase taxable surplus in the future. Deferred tax assets are recognised for all temporary differences that are expected to reduce taxable surplus in the future, and any unused tax losses or unused tax credits.

The net carrying amount of deferred tax assets is reviewed at each reporting date and is adjusted to reflect the current assessment of future taxable profits. Any adjustments are recognised in surplus or deficit.

Deferred tax is calculated at the tax rates that are expected to apply to the taxable surplus/(deficit) of the periods in which it expects the deferred tax asset to be realised or the deferred tax liability to be settled, on the basis of tax rates that have been enacted or substantively enacted by the end of the reporting period.

### (j) Impairment of equipment

At each reporting date, equipment is reviewed to determine whether there is any indication that the assets have suffered an impairment loss. If there is an indication of possible impairment, the recoverable amount of any affected asset is estimated and compared with its carrying amount. If estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount and an impairment loss is recognised immediately in surplus or deficit.

**NOTES TO THE FINANCIAL STATEMENTS**

December 31, 2017

**3. Cash and cash equivalents**

	Interest Rate % p.a.	2017 US\$	2016 US\$
Cash and short-term deposits:			
Bank and cash:			
Sagicor Bank Jamaica Limited			
- J\$ Current account	0.35 - 1.50	4,042	3,934
- US\$ Savings account	0.10	43,085	4,707
Cash on hand		-	46
		<u>47,127</u>	<u>8,687</u>
Short-term US\$ deposits:			
Sigma Principal Protector		11,075	6,679
JN Fund Managers Ltd	1 - 1.2	61,122	85,517
		<u>72,197</u>	<u>92,196</u>
<b>Total cash and short-term deposits</b>		<u><b>119,324</b></u>	<u><b>100,883</b></u>

**4. Due from members and other receivables**

	2017 US\$	2016 US\$
Due from members:		
Conference balance	2,500	2,500
Subscriptions	3,827	-
Interest	77	140
Deposits	7,190	-
Other	1,005	6,830
	<u>14,599</u>	<u>9,470</u>
Prepayments	1,699	2,940
<b>Total</b>	<u><b>16,298</b></u>	<u><b>12,410</b></u>

**NOTES TO THE FINANCIAL STATEMENTS**

December 31, 2017

**5. Equipment**

	2017 US\$	2016 US\$
<b>Gross carrying amount</b>		
Balance at beginning of year	9,952	9,952
Additions	1,544	-
Disposal	(291)	-
<b>Balance at end of year</b>	<b>11,205</b>	<b>9,952</b>
<b>Accumulated depreciation</b>		
Balance at beginning of year	6,961	5,518
Depreciation charge	1,617	1,443
Depreciation eliminated on disposal	(291)	-
<b>Balance at end of year</b>	<b>8,287</b>	<b>6,961</b>
<b>Carrying amount</b>		
Carrying amount at beginning of year	2,991	4,434
Additions	1,544	-
Depreciation charge	(1,617)	(1,443)
<b>Carrying amount at end of year</b>	<b>2,918</b>	<b>2,991</b>

**6. Payables and accruals**

	2017 US\$	2016 US\$
Accrued vacation leave	774	2,072
Honorarium to auditors	2,500	2,500
Utilities	-	439
Statutory liabilities	-	144
Due to conference host	25,086	-
Other	7,219	9,350
<b>Total</b>	<b>35,579</b>	<b>14,505</b>

**7. Administrative assistance development fund**

	2017 US\$	2016 US\$
Balance at beginning of year	13,809	13,809
<b>Balance at end of year</b>	<b>13,809</b>	<b>13,809</b>

The above represents amounts reserved by the Institute to assist small territorial institutes in the development of the accountancy profession in their territories.

**NOTES TO THE FINANCIAL STATEMENTS**

December 31, 2017

**8. Development fund**

	2017 US\$	2016 US\$
Balance at beginning of year	43,079	43,079
<b>Balance at end of year</b>	<b>43,079</b>	<b>43,079</b>

The above represents amounts which the Institute had set aside to meet costs associated with the development of the accountancy profession in the Caribbean.

**9. Other income**

	2017 US\$	2016 US\$
Advertising – newsletter	6,035	4,275
Contributions	-	40,637
Miscellaneous	160	129
<b>Total</b>	<b>6,195</b>	<b>45,041</b>

The amount reflected as contributions above represented a donation from the ACCA as contribution towards expenses incurred in attending International Federation of Accountants (IFAC) meetings and a contribution from CPA Canada towards expenses for a conference held during the previous year.

**10. Expenses by nature**

Total administrative and other expenses:

	2017 US\$	2016 US\$
Salaries and employee benefits	66,908	69,403
Facility costs	7,260	6,860
Office expenses and supplies	8,729	11,975
Communications, advertising and public relations	15,259	16,224
Postage and delivery	2,356	2,096
Professional fees	5,137	1,843
Honorarium to auditors	2,500	2,500
Dues and subscription	299	-
Training and development	259	-
Seminar, board and other meeting costs	9,660	41,263
Travel and entertainment	47,836	34,194
Depreciation	1,617	1,443
Net gain on foreign exchange	-	423
Other expenses	3,941	3,716
<b>Total</b>	<b>171,761</b>	<b>191,940</b>

**NOTES TO THE FINANCIAL STATEMENTS**

December 31, 2017

**11. Surplus/(deficit) for the year before income tax**

Surplus/(deficit) for the year before income tax is stated after charging/(crediting):

	<b>2017</b>	2016
	<b>US\$</b>	US\$
Key management personnel compensation	<b>55,900</b>	58,367
Depreciation	<b>1,617</b>	1,443
Honorarium to auditors	<b>2,500</b>	2,500
Net gain on foreign exchange	<b>220</b>	423
Interest income	<b>(1,060)</b>	(2,012)

**12. Taxation****(a) Deferred tax**

Deferred tax is calculated on all temporary differences under the liability method using a tax rate of 25%. Deferred tax balance arose on temporary differences in respect of:

	<b>2017</b>	2016
	<b>US\$</b>	US\$
Deferred tax asset on:		
Unused losses utilised	<b>(20)</b>	37
	<b>(20)</b>	37
Deferred tax liability on:		
Equipment	<b>(1)</b>	(2)
Interest receivable	<b>(19)</b>	(35)
	<b>(20)</b>	(37)
<b>Net deferred tax</b>	<b>-</b>	-

**(b) Tax expense**

The Institute obtained permission from the Commissioner General of Tax Administration Jamaica for exemption from income tax under the mutuality principle in respect of income derived from transactions with members.

Income tax is computed at the rate of 25% on the non-exempt income, adjusted for tax purposes.

	<b>2017</b>	2016
	<b>US\$</b>	US\$
Current tax	<b>464</b>	473
<b>Income tax for the year</b>	<b>464</b>	473

**NOTES TO THE FINANCIAL STATEMENTS**

December 31, 2017

**12. Taxation (cont'd)****(b) Tax expense (cont'd)**

- (i) The income tax expense for the year represents the minimum business tax of J\$60,000 payable per annum.
- (ii) During the year the Institute suffered withholding tax at source of US\$284 (2016 – US\$534) on interest income earned on its short-term deposits.
- (iii) Subject to the agreement of the Commissioner General of Tax Administration Jamaica, losses of approximately US\$1,063 (2016 – US\$943) are available to be set off against future taxable profits. These losses if not utilised will be carried forward indefinitely. However, effective January 1, 2014, losses utilised in any one year are restricted to fifty percent (50%) of the chargeable income.
- (iv) The Institute has a potential deferred tax asset of US\$266 (2016 – US\$236) in respect of its carry forward losses. Of this amount, only US\$20 (2016 - US\$37) (being the amount required to offset the potential deferred tax liability) has been recognised in these financial statements. (Note 12a).

**13. Related party transactions**

The members of the Board of Directors are volunteers. No member of the Board has received payment in respect of services rendered to the Institute, other than by way of reimbursement or payment of expenses incurred on behalf of the Institute.

**14. Financial assets and liabilities by categories****(i) Financial assets**

	<b>2017</b>	2016
	<b>US\$</b>	US\$
Financial assets measured at amortised cost less impairment:		
Cash and short-term deposits (Note 3)	<b>119,324</b>	100,883
Due from members and other receivables (Note 4)	<b>14,599</b>	9,470
<b>Total</b>	<b>133,923</b>	110,353

**(ii) Financial liabilities**

	<b>2017</b>	2016
	<b>US\$</b>	US\$
Financial liabilities measured at amortised cost:		
Payables and accruals (Note 6)	<b>35,579</b>	14,505
<b>Total</b>	<b>35,579</b>	14,505

REGIONAL & GLOBAL  
OPPORTUNITIES:  
PREPARING FOR  
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The Institute of Chartered Accountants of the Caribbean (ICAC)



**The Institute of Chartered Accountants  
of the Caribbean (ICAC)**