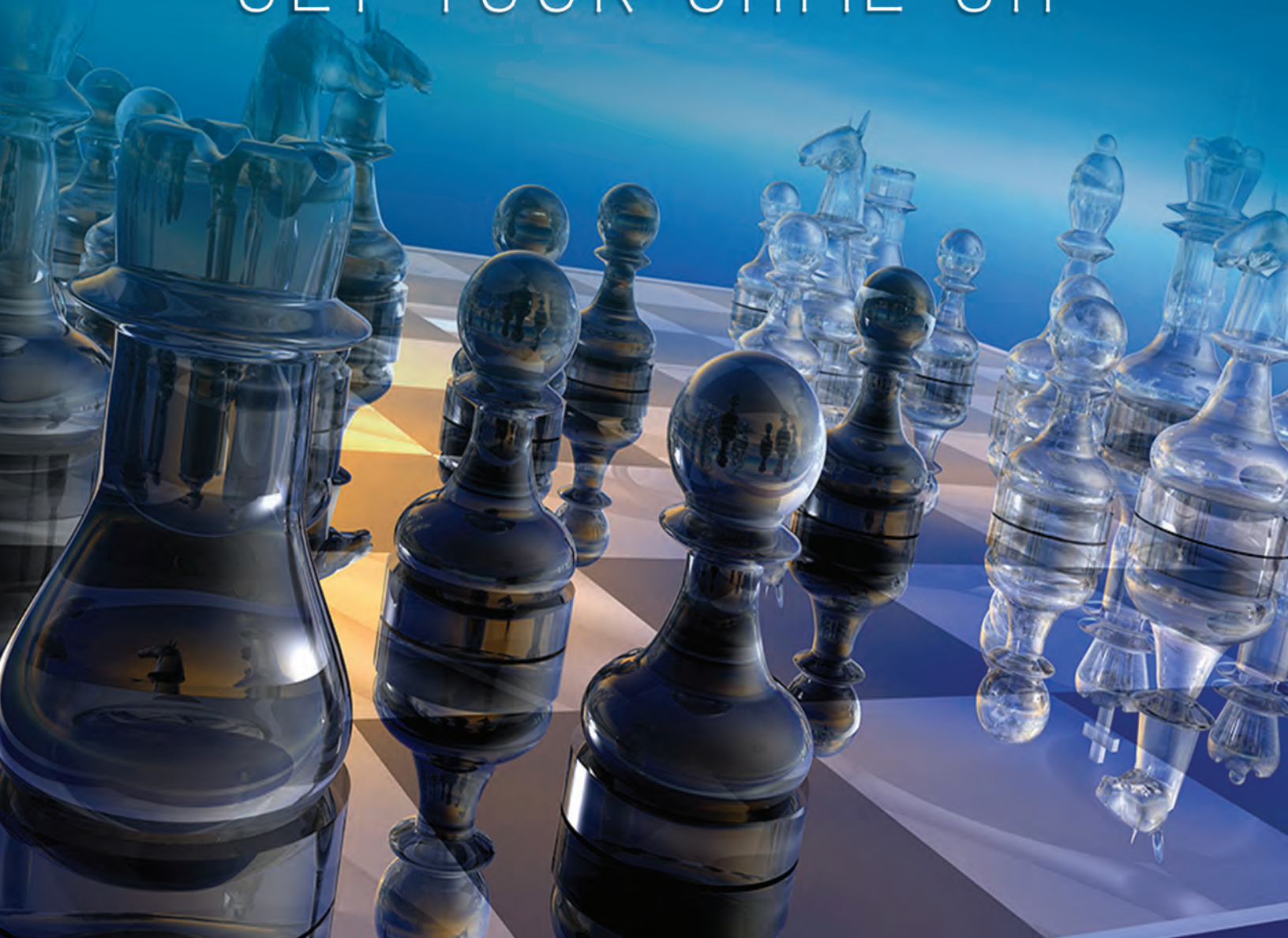


THE INSTITUTE OF CHARTERED ACCOUNTANTS OF THE CARIBBEAN



ANNUAL REPORT

2014
GET YOUR GAME ON



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. Today, with seven member institutes and a network of approximately 3,700 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 and to examine regulatory issues and other matters impacting the profession globally.

Among its many achievements, the ICAC is proud to be recognised as an "Acknowledged Accountancy Grouping" of the International Federation of Accountants (IFAC). This is a designation held by only seven other accountancy groupings in the world. These groupings support the objectives of IFAC and the advancement of the accountancy profession within their jurisdictions.

The ICAC is 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

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 ICAC 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 Institute. The responsibility for overall management and day-to-day operations of the organization is delegated to the Chief Executive Officer (CEO).

ADMINISTRATIVE STRUCTURE

A fully functional Secretariat was established in 2001 to implement 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 facilitates the operations of the various 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 and broad-based participation in the regional initiatives of the ICAC.

Located in Kingston, Jamaica, the Secretariat is headed by a Chief Executive Officer with support services provided by an Administrative Assistant and a part-time Accounting Officer.

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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 regulates the profession 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

NOTICE IS HEREBY GIVEN that the Twenty-seventh Annual General Meeting of the Institute of Chartered Accountants of the Caribbean (ICAC) will be held on Thursday, June 25, 2015 commencing at 9:00 a.m. at the Hyatt Regency Hotel, Port of Spain, Trinidad for the following purposes:

- To confirm minutes of the Twenty-sixth Annual General Meeting held at the Torarica Hotel, Paramaribo, Suriname on Thursday, June 5, 2014.
- To receive the Report of Directors.
- To adopt the audited Financial Statements for the year ended December 31, 2014.
- To appoint auditors for the year ending December 31, 2015.
- To appoint Directors for the period June 2015 - June 2016.
- To consider any other business that may be brought before the Annual General Meeting.

BY ORDER OF THE BOARD



Khalil Alli
Secretary

May 22, 2015

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ICAC BOARD OF DIRECTORS

Executive Officers



Khalil Alli, FCA
Secretary & Director, Guyana

Vintoria Bernard, FCCA, FCA
Treasurer & Director, Jamaica

Jasmine Davis CPA, CA
Vice President &
Director, Bahamas

Frank V. Myers, FCCA, FCA
President & Director, Eastern
Caribbean

Other Directors



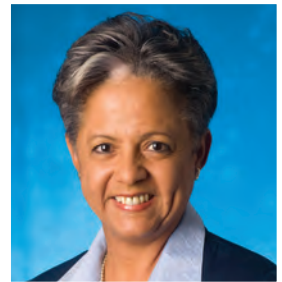
Andrew Brathwaite, FCCA, CA
Director, Barbados



Shawn Mahler, CA
Director, Belize



Anthony Pierre, FCCA, CA
Director, Trinidad & Tobago



Joan (Betty) Brathwaite, FCCA, FCA
Immediate Past President
& Ex Officio Member

Alternate Directors



Reece Chipman, CPA, CA
Alternate Director,
Bahamas



David Simpson, FCCA, CA
Alternate Director,
Barbados



Reynaldo Magana, CPA
Alternate Director,
Belize



Erwin Southwell, CPA
Alternate Director,
Eastern Caribbean



Ronald Alli, FCA
Alternate Director,
Guyana



Dennis Chung, FCA, MSc.
Alternate Director,
Jamaica



Derek Mohammed, ACMA, CA
Alternate Director,
Trinidad & Tobago

AFFILIATE & ASSOCIATE MEMBER REPRESENTATIVES



Brenda Lee Tang, FCCA, CA
Affiliate Representative
Association of Chartered
Certified Accountants (ACCA)



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



Lisl B. Lewis, FCA
Affiliate Representative
Institute of Chartered Accountants
of England and Wales (ICAEW)



Nancy Foran, CMA, FCMA
Affiliate Representative
Chartered Professional Accountants
of Canada (CPA Canada)



Rudie Tjong A. Hung, RA
Associate Representative
Suriname Institute of Chartered
Accountants (SUVA)

ICAC SECRETARIAT TEAM



Lomeah Reid
Accounting Officer

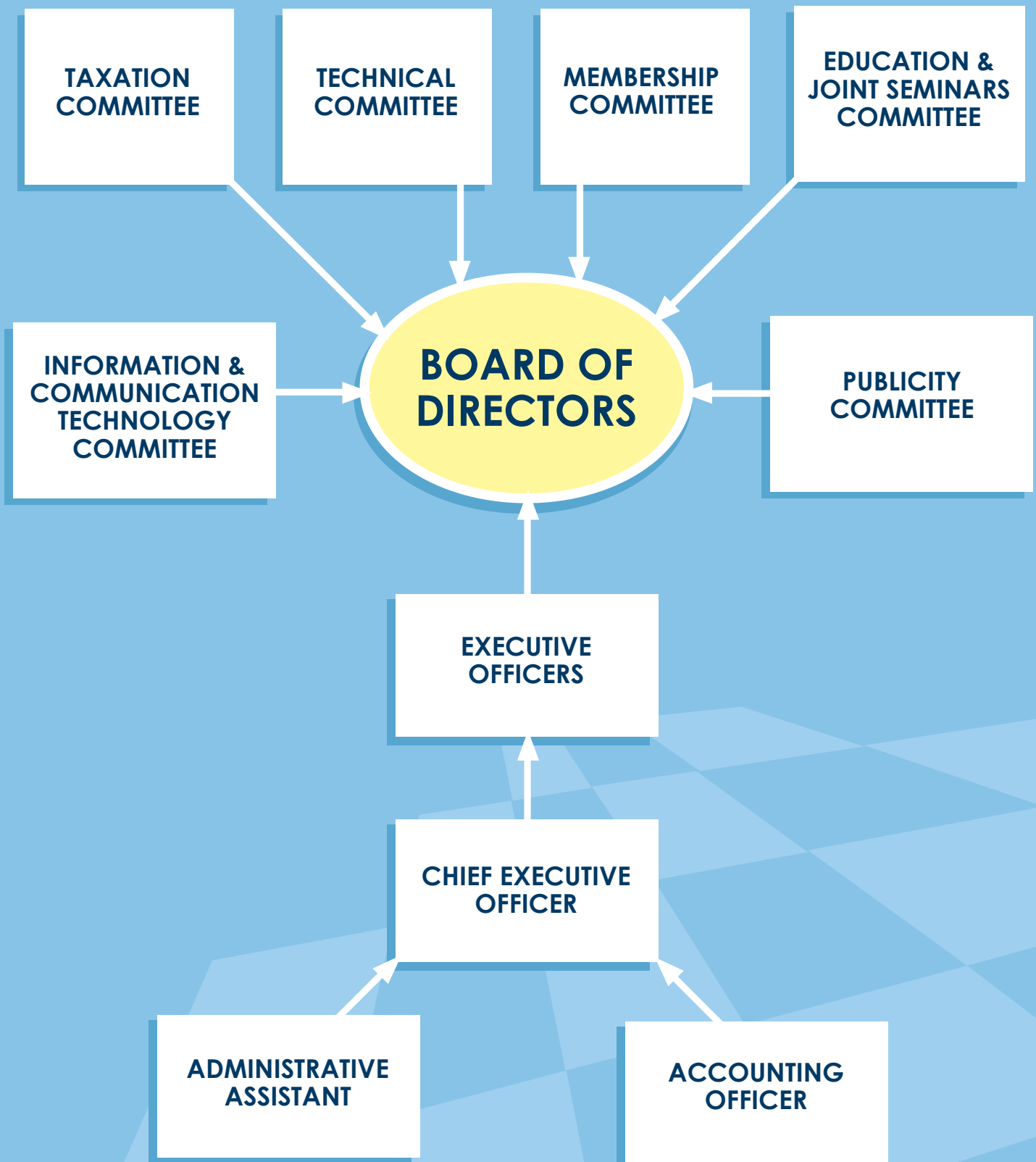


Misha Lobban Clarke, MA
Chief Executive Officer &
Ex-officio Member
of the Board



Shakeria Brown
Administrative Assistant

GOVERNANCE STRUCTURE



BOARD OF DIRECTORS' REPORT

This constitutes the Directors' Report for the year ended December 31, 2014.

The Institute held its Sixty-Eighth, Sixty-Ninth and Seventieth Board of Directors' Meetings on February 8, June 5 and October 4, 2014, respectively. The Sixty-Eighth and Sixty-Ninth Board of Directors' Meetings were held in Paramaribo, Suriname and the Seventieth Meeting was held in St. Michael's, Barbados.

The 26th Annual General Meeting was held on June 5, 2013 at the Torarica Hotel in Paramaribo, Suriname.

Board of Directors

The members of the Board of Directors representing the following member territories were appointed at the 26th Annual General Meeting for the period 2014-2015 were:

Bahamas	Director	Jasmine Davis
	Alternate Director	Reece Chipman
Barbados	Director	Andrew Brathwaite
	Alternate Director	David Simpson
Belize	Director	Shawn Mahler
	Alternate Director	Reynaldo Magana
Eastern Caribbean	Director	Frank Myers
	Alternate Director	Erwin Southwell
Guyana	Director	Khalil Alli
	Alternate Director	Ronald Alli
Jamaica	Director	Vintoria Bernard
	Alternate Director	Dennis Chung
Trinidad & Tobago	Director	Anthony Pierre
	Alternate Director	Derek Mohammed

Mr. Andrew Brathwaite replaced Ms. Joan Brathwaite as Director for Barbados and Mr. David Simpson was appointed Alternate Director for Barbados effective June 2014.

Executive Officers

The Executive Officers elected for the period 2014-2015 at a Special Meeting of the ICAC Board of Directors on June 5, 2014 at the Torarica Hotel in Paramaribo, Suriname were:

Frank V. Myers	President
Jasmine Davis	Vice President
Khalil Alli	Secretary
Vintoria Bernard	Treasurer

Directors Attendance - Board Meetings

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

Name	Position	Institute/Org.	Number of meetings
Frank Myers	President/Director	Eastern Caribbean	3
Jasmine Davis	Vice President/Director	Bahamas	2
Khalil Alli	Secretary/Director	Guyana	2
Vintoria Bernard	Treasurer/ Director	Jamaica	3
Andrew Brathwaite	Director	Barbados	3
Shawn Mahler	Director	Belize	1
Anthony Pierre	Director	Trinidad & Tobago	1
Reece Chipman	Alternate Director	Bahamas	3
David Simpson	Alternate Director	Barbados	1
Reynaldo Magana	Alternate Director	Belize	0
Erwin Southwell	Alternate Director	Eastern Caribbean	2
Ronald Alli	Alternate Director	Guyana	2
Dennis Chung	Alternate Director	Jamaica	2
Derek Mohammed	Alternate Director	Trinidad & Tobago	2
Benda Lee Tang	Affiliate Representative	ACCA	3
Gordon Cherry	Outgoing Affiliate Rep.	AICPA	0
Yasmine El-Ramly	Affiliate Representative	AICPA	1
Lyle Handfield	Affiliate Representative	CGA Canada**	0
Nancy Foran	Affiliate Representative	CMA Canada**	3
Lisl Lewis	Affiliate Representative	ICAEW	2
Rudie Tjong A. Hung	Associate Representative	SUVA	3
Joan E. Brathwaite	Past President/Ex-Officio	Barbados	1

Note:

*All Directors mentioned were on the ICAC Board for part or all of the year 2014

** During the year, affiliate members – CMA Canada and CGA Canada – were merged under the CPA umbrella and ceased to exist. The new Canadian body – The Chartered Professional Accountants of Canada (CPA Canada) was admitted as affiliate member of the ICAC at the 26th Annual General Meeting held on June 5, 2013 at the Torarica Hotel in Paramaribo, Suriname.

ICAC Member Bodies

Members	Membership as at December 31, 2013*
The Bahamas Institute of Chartered Accountants	450
The Institute of Chartered Accountants of Barbados	824
The Institute of Chartered Accountants of Belize	54
The Institute of Chartered Accountants of Guyana	82
The Institute of Chartered Accountants of Jamaica	1,134
The Institute of Chartered Accountants of the Eastern Caribbean	202
The Institute of Chartered Accountants of Trinidad and Tobago	1,139
Suriname Institute of Chartered Accountants (SUVA)	33

*Membership subscription for 2014 is based on the membership of each member institute as at December 31, 2013.

Affiliate Members	Representative
The Association of Chartered Certified Accountants (ACCA)	Ms. Brenda Lee Tang
The American Institute of Certified Public Accountants (AICPA)	Ms. Yasmine El-Ramly
The Chartered Professional Accountants of Canada (CPA-Canada)	Ms. Nancy Foran
The Institute of Chartered Certified Accountants in England and Wales (ICAEW)	Ms. Lisl Lewis

Associate Member	Representative
Suriname Institute of Chartered Accountants (SUVA)	Rudie Tjong A. Hung

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, 2014 at the 26th Annual General Meeting of the Institute held on June 5, 2014.

Acknowledgements

The Directors thank the management and staff of the ICAC Secretariat for their continued dedication and hard work during the year 2014.

On behalf of the Board of Directors,



Frank V. Myers
President

PRESIDENT'S REPORT



Frank V. Myers

I must first thank the members of the ICAC Board for electing me to serve as President for a second year. It was a challenging year but with the support and commitment of the Board, the Executive, and the staff of the ICAC Secretariat, which consistently punched above their weight, we were able to advance the

work and strategic objectives of the ICAC towards cementing the Institute as the recognized umbrella organization and reference point for issues impacting the accountancy profession in the region. This report provides an update on the regional initiatives being implemented by the ICAC and the progress made during the year.

Regional Practice Monitoring

The regional practice monitoring programme has been one of the ICAC's most successful undertakings. It was initiated by the ICAC in partnership with the ACCA and member bodies in the region commencing in 2008 with the Institutes of Barbados, Guyana and Trinidad and Tobago. These three territories reached the end of their six-year contracts in December 2014 and an agreement was reached with ACCA to extend their contracts for an additional year to end in December 2015, to coincide with the end of the monitoring contracts for The Bahamas and the OECs countries.



ICAC President, Frank Myers (centre) signs contracts for the one-year extension of practice monitoring in Barbados, Guyana and Trinidad & Tobago. Also participating in the contract signing are Sha Ali Khan, Director - Practice Monitoring, ACCA (left) and Brenda Lee Tang, Head of ACCA Caribbean (right).

In preparation for the end of the first six-year monitoring contract, the ICAC Board at its meeting in February 2014, approved the specifics of a tendering process to award a new contract for monitoring services in the region commencing January 1, 2016.

Requests for Proposals (RFPs) were invited from interested parties and the ICAC, through its Regional Monitoring Unit Committee (RMU), sought the assistance of the Caribbean Development Bank in developing and implementing transparent procedures to guide the selection of a suitable provider, and to ensure that the entire process reflected best practice and was fair to all concerned. Interest in the bidding was initially expressed by the Institute of Chartered Accountants in England and Wales (ICAEW), the Association of Chartered Certified Accountants (ACCA), and the American Institute of Certified Public Accountants (AICPA). The AICPA later withdrew from the process and proposals were received from ACCA and ICAEW. After consideration of both proposals under the established guidelines, the RMU recommended that the contract be awarded to the ACCA. Arrangements are underway for the finalization and signing of the contracts by the ACCA, the ICAC and the respective Institutes in 2015.

While tenders were invited for a service provider for the next six years, discussions were being undertaken internally towards a locally managed practice monitoring programme. The ICAC will continue to explore the proposal for the establishment of a regional monitoring unit in the future. In this regard, I extend my thanks to Andrew Brathwaite, chair of the RMU Committee, and his team for guiding the ICAC's deliberations in setting up an efficient and transparent bidding process for the new monitoring contract that will commence in January 2016 as well as the discussions towards the establishment of a Regional Monitoring Unit.

World Bank/ICAC Regional Joint Initiative

During the year, there were ongoing discussions between the ICAC and the World Bank regarding the development of a Regional ROSC Accounting and Auditing Report. The objectives of the Report includes identification of challenges to the development of the profession in the Caribbean Region and assisting with improving regional corporate financial reporting. It is hoped that the ROSC will assist the ICAC to access funds from the World Bank and/or other interested parties towards the strengthening of the Institute and some of our member institutes.

Progress in finalizing the Report has been slower than expected but we were pleased to have received the Initial Draft of the Caribbean ROSC which was presented by the World Bank at a meeting held in June 2014 in Suriname. The meeting was productive and feedback and comments received were incorporated by the World Bank consultant in a revised Draft Report for further review by the ICAC Board and member bodies. Further discussions will continue between the parties and we believe that

the final report will be completed by the World Bank in the first half of 2015.

Regional Contribution and Stakeholder Engagement

On June 4, 2014, the ICAC in collaboration with the International Federation of Accountants (IFAC) hosted another successful consultative meeting in Paramaribo, Suriname. The meeting was attended by representatives of the professional accountancy organizations (PAOs) in the Caribbean, ICAC affiliates and the World Bank. The featured speaker was Mario Abela, Senior Policy Advisor for Public Policy & Regulation at IFAC.

The consultative meetings have been successful in helping to facilitate dialogue among accountancy bodies in the region and have also been valuable in helping to forge collaborative partnerships and the sharing of best practices and resources for the further growth and development of the accountancy profession. The ICAC will continue to pursue this initiative in 2015.

We also pursued discussions with IFAC and the World Bank towards a roundtable event aimed at promoting the use of IPSAS by the governments of our region. This is in keeping with our commitment to support IFAC's agenda to promote the implementation of IPSAS within the public sector globally. It is envisioned that the roundtable will bring together senior government officials and decision makers within the region. We will continue discussions with the World Bank and IFAC towards making this event a reality in 2015.

The ICAC continues to make a meaningful contribution 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. The ICAC is represented on the former by Jasmine Davis, Vice-President and member of the ICAC Board while Kyle Rudden, Actuary and member of the Institute of Trinidad & Tobago, is the representative on the CAA Advisory Council.

On October 14 - 15, 2014, I attended the Annual International Finance and Accounting Conference of the Institute of Chartered Accountants of Trinidad & Tobago and delivered greetings on behalf of the ICAC. The theme of the conference was **"Agents of Change, Shaping the Future"**, and it featured several dynamic international, regional and local speakers who presented papers on a variety of topics. The conference was of a very high standard and I was, in a sense, reinvigorated at the prospect of all there is to be achieved in the regional profession.

International Contribution & Representation

It has been recognized that there is tremendous value in the ICAC being represented at international gatherings of decision-makers within the accountancy profession as this ensures that the Institute is kept apprised of global developments. These fora

also provide opportunities for networking and the sharing of experiences and challenges that benefit organisations such as the ICAC.

During the year, I had the privilege to represent ICAC at the ordinary meeting of the IFAC Council in Rome, Italy on November 7, 2014 prior to the World Congress of Accountants (WCOA). There were also several other meetings at which I represented the ICAC and interacted with key decision-makers from IFAC and professional accounting organisations from across the globe. I also participated in the World Bank's 2nd Accountancy Development for Results Global Event - **"Accountancy: Framing the future"** which was held on November 10. The event provided a forum to discuss how professional accountancy bodies in developing countries can work in partnership to strengthen national professions and to enhance their role in improving public accountability, transparency and the climate for investment. The event covered four key areas: Public Oversight, People and Skills, Information Technology; and Public Financial Management. I participated in the break-out session on the topic, **"Developing People and Improving Skills"**. I also attended networking events hosted by two of our affiliates, the ICAEW and the ACCA.



Presenters/panelists for the break-out session on "Developing People and improving skills that will focus on technician qualification" (from L-R) Azim Omar, Senior Executive, South African Institute of Chartered Accountants; Margaret Unubun, CEO, Association of Accountancy Bodies in West Africa (ABWA); Frank Myers, President, Institute of Chartered Accountants of Caribbean (ICAC); Mark Farrah, CEO of AAT UK and Patrick Kabuya, Senior Financial Management Specialist Governance, World Bank (Moderator).

While in Rome, I took the opportunity to attend the World Congress of Accountants, and I would recommend that every chartered accountant attend this global event at least once in their professional life. I can guarantee that you will be inspired being in the presence of approximately 5,000 fellow professionals and interacting with global leaders as they offer their experiences and solutions to the myriad of challenges faced by our profession in an environment where change is the only constant. The benefits far outweigh the costs of attending this global conference.

The International Accounting Standards Board (IASB) meeting of World Standards Setters was held on September 29-30, 2014 in London and the ICAC was represented at this global forum by Director Andrew Brathwaite, who is also a member of the SME Implementation Group (SMEIG) of the

IFRS Foundation. A Past President of the Institute of Chartered Accountants of Barbados (ICAB), Mr. Brathwaite, was reappointed to serve for another two years as a member of the SMEIG, effective July 1, 2014. This will be his third term since his first appointment in September 2010. The ICAC congratulates him on this significant achievement which augurs positively for the Caribbean region and its contribution at the global level.

Institutional Developments

The ICAC's regional committees were reconstituted during 2014 and have begun to actively pursue their various mandates to support the strategic goals and work programme of the ICAC. Whilst this augurs well for ICAC, it has confirmed that the Secretariat is understaffed and this is an issue that needs to be addressed in order to ensure the effectiveness of the operations of the committees and the organization as a whole.

During the year, the membership committee introduced an IFAC publication - "International Framework: Good Governance in the Public Sector" - proposing that going forward, the ICAC Board should perform a self-appraisal based on best practice for public sector and private sector boards and encourage regional institutes to do the same. In keeping with this recommendation, it was agreed as an initial step to host a team building Board Retreat in February 2015 prior to the ICAC Board of Directors' Meeting. The Board will also consider a proposal from a consultant to undertake a corporate governance review in 2015 which is aimed at strengthening the Board's corporate governance structure

At the 66th ICAC Board meeting held in June 2013, the membership committee was asked to undertake a review of the ICAC's rules for membership. Following its review, the committee recommended that the criteria should be amended to be in line with IFAC's. One of the factors driving that recommendation is that several of ICAC's members are also members of IFAC. In addition, by virtue of its status as an Acknowledged Accountancy Grouping, ICAC is expected to support the objectives of IFAC and the advancement of the accountancy profession within its jurisdiction. It is also expected that the ICAC's strategic objectives should be aligned to, or support the strategic objectives of IFAC. The Board, at its meeting in February 2014, approved the recommendation.

During the year, the ICAC taxation committee undertook a review of the CARICOM Double Tax Treaty and the challenges experienced across the region in its application. As part of its review process, the committee has commenced plans to host a Taxation Workshop in June 2015 in conjunction with the 33rd ICAC Annual Caribbean Conference to be held in Trinidad. The results of the analysis and the related recommendations will be the focus of this workshop which will also seek to formulate a report on the issues identified and possible solutions.

In keeping with our strategic plan, the publicity committee formulated a proposal for an ICAC Lifetime Achievement Award to recognise members of ICAC member bodies (regional institutes), who have contributed significantly to the development, promotion and prestige of the Accountancy profession within their respective territories and regionally. The ICAC Board at its 69th Board of Directors Meeting held in June 2014 approved the proposal for the award, which is to be presented at the ICAC Annual Conference as part of increasing ICAC's visibility and enhancing the profile of the regional accountancy profession.

Sustainability and Future of the ICAC

The strategic planning session in 2013 had identified major shortcomings in the way that the ICAC functions. Financing the Institute's operations was identified as critical to its future viability and a finance committee was established during the year to devise financing options. The ultimate intention is that the strategic priorities will drive the Institute's operational agenda and it will function without reliance on only annual subscriptions and the success of the annual conference. It is anticipated that future boards will continue this initiative.

A proposed increase in the annual membership subscription has been put on hold pending the deliberations and recommendations of the finance committee. Meetings of that committee have already commenced and we expect that a report will shortly be forwarded to the Board.

During the year, the Chartered Professional Accountants of Canada (CPA Canada) was established as a result of a merger of the Canadian Institute of Chartered Accountants and the Society of Management Accountants (CMA), one of our affiliate members. Another affiliate, CGA-Canada, joined CPA Canada from October 1, 2014 and with this reorganization of the Canadian profession, the number of our affiliates was reduced by one. The ICAC Board agreed to accept CPA Canada as an affiliate in June 2014.

The ICAC said farewell to Lyle Handfield, who represented CGA Canada on the Board for over 10 years. Lyle played a key role in the deliberations of the Board during his tenure and was always willing to share his experiences to the benefit of the Board. On behalf of the ICAC, I extend best wishes to Lyle in his new posting, and I welcome CPA Canada, which has pledged to continue to support the ICAC.

In keeping with our mandate as an Acknowledged Accountancy Grouping of IFAC to seek to expand the membership of the ICAC grouping in the region, the membership committee has been in discussions with the Dutch Caribbean Association of Accountants (DCAA) which has expressed an interest in joining the ICAC. The committee reviewed the application submitted by DCAA during the year and will be presenting its recommendation to the Board early in the New Year.

The committee is also reviewing an application for full membership from the Suriname Association of Chartered Accountants (SUVA), which is currently an associate member of ICAC. It is anticipated that this process will be finalized in 2015. We remain focused on our strategic goal to bring at least one new body into the ICAC regional grouping each year.

The ICAC Annual Caribbean Conference remains our flagship event and one of our major income earners. On June 5-7, 2014, the Institute of Chartered Accountants of Suriname hosted a highly successful 32nd ICAC Caribbean Conference. The budgeted attendance of 225 was easily surpassed with just under 400 conference participants. I take this opportunity to once again thank the organizing committee of the Suriname Institute of Accountants for accepting the challenge to host the conference for the first time and for their tremendous efforts towards ensuring another successful annual conference.



ICAC President, Frank Myers, welcomes Vice President of Suriname, Robert Ameeralli. Looking on is Robert van Trikt, 2014 Conference Chair (left) and Rudie Tjong A Hung, President of SUVA (2nd right).

The conference exceeded expectations in every respect and this was achieved by a high level of cooperation between the SUVA Conference Planning Committee and the ICAC Secretariat. There was also significant input by David Simpson, past president of the Institute of Chartered Accountants of Barbados (ICAB) and Andrew Brathwaite, a member of the ICAC Board. I do not believe that the importance of the conference to the ICAC's annual budget can be overstated and for that reason, I once again express the gratitude of the Board to all those who contributed to its success.



As a result of our concerns for the 2014 conference during the planning phases, Belize agreed to defer the hosting of the 2015 conference to the Institute of Chartered Accountants of Trinidad & Tobago, which has assumed the role of host. We wish them well in the hosting of another successful conference in 2015.

Closing and Acknowledgements

One of the concerns identified during the year was the relative absence of the profession from fora aimed at finding solutions to the economic challenges within the region. We, as chartered accountants, are not doing enough to ensure that we are invited to sit at the table and I challenge all member institutes to intensify their advocacy efforts in this regard. We are responsible for impressing upon our governments the quality of experience and competence within the profession that has remained untapped to the detriment of our societies. The Caribbean region is going through an extremely difficult time and we need to ensure that the value of the profession is recognized throughout the region and that the profession is invited to be represented on the committees and round tables that are convened to find solutions to the challenges facing the region. While the ICAC will take the lead on a number of issues at the regional level, it is in all our interests to increase our advocacy for the benefit of the profession.

During the year, the ICAC received unsolicited assistance from our affiliate member - ACCA - which must be acknowledged. In all instances, this was associated with improving the Institute's institutional capacity and to better place it to discharge its mandate to the member institutes. On behalf of the Board, I wish to place on record our appreciation of ACCA's commitment to ICAC.

It would be remiss of me if I did not acknowledge our secretariat's significant contribution during the last year. The close involvement of the secretariat team led by the Chief Executive Officer in the 2014 conference together with the increased activity of our committees stretched our limited resources to breaking point, and it is to their credit that we close 2014 better placed than we were at the end of 2013. Given our aspirations for the future, and when we consider our achievements against other PAOs with more resources, the time has come for the ICAC Board to give serious consideration to strengthening the secretariat.



Robert Ameeralli, Vice President of Suriname, addresses delegates at the opening ceremony of the 32nd Caribbean Conference of Accountants.

CHIEF EXECUTIVE OFFICER'S REPORT



Misha Lobban Clarke

Strategic Focus

The year 2014 was not without its challenges, primarily human resource constraints and limited capacity. Despite these challenges, the Secretariat was able to successfully carry out its mandate to support the operations of the Institute and to implement the policy goals and initiatives formulated by the Board of the ICAC. Consistent efforts were made by the Secretariat team to support the ICAC Board in fulfilling its goals and objectives outlined in the 2014-2016 Strategic Plan. Emphasis was placed on the key areas of branding and thought leadership, governance and sustainability as set out in the three-year Strategic Plan.

BRANDING & THOUGHT LEADERSHIP

Strategic Initiatives

GOVERNANCE

Strategic Initiatives

SUSTAINABILITY

Strategic Initiatives

Regional & International Recognition through:

Hosting of the ICAC annual Caribbean conference and other forms of annual event.

Providing regional CPD opportunities for member bodies (in collaboration with regional institutes).

Representing the regional profession at relevant regional and international fora.

Seeking greater representation on relevant regional bodies (e.g. CCJ, UWI).

Increasing ICAC's participation at the level of international standard-setting bodies through representation and submission of position papers.

Representing the interests of the regional accountancy profession on relevant legislative and trade matters.

Evolving the Model:

Identify "best practice" governance structures from similar umbrella organisations to determine gaps or more evolved models for consideration by ICAC.

Review the terms of reference for directors (including roles, responsibilities, skill sets and delineation from national institutes) to determine areas for improvement.

Review the nominations process for directors to ensure that the best talent is attracted to the board.

Review the existing operating policies of the ICAC to identify relevance, adequacy and level of compliance.

Diversifying revenue sources:

Develop annual events (in addition to the ICAC Annual Conference) that address specific regional, business or accounting issues e.g. 'think' seminars, IFRS seminars, tax seminars.

Expand the reach of joint CPD events through the use of existing information and communication technologies

Market the technical support services of the ICAC to finance professionals in the region.

Sell publicity spots in newsletter and on website to affiliates and regional corporate entities.

Enhancing the ICAC's resource capability:

Developing a resource centre capable to providing assistance on technical matters, as well as preparing presentations and papers on relevant issues that reflect ICAC's position

Ensuring that the website complements the technical support role of the ICAC in addition to promoting its activities

Increasing the capability of ICAC to make greater use of the digital environment (including social media) in the dissemination of information and execution of its functions

Building Capacity:

Review of staffing and resources needs for Secretariat with a view to strengthening its capacity

Assume greater ownership of ICAC annual conference and other joint events to ensure quality control and protection of the ICAC brand

Forging strategic alliances:

Engage private sector leaders across the Caribbean to raise the awareness of ICAC and to seek their support towards its objectives

Engage affiliate members in an effort to identify more opportunities to support ICAC's pursuit of its strategic goals

Identify and build relations with bodies with an interest in the development of the region eg IDB, World Bank, CARICOM

Marketing of the ICAC:

Develop a marketing plan to promote the existence of ICAC, its objectives and its achievements.

Develop a programme to support increased ICAC representation across the region.

Recognise the achievements of outstanding accounting professionals in the region through an ICAC Lifetime Achievement Award.

Expanding ICAC's Membership:

Pursue discussions with SUVA, CISPA and any other regional accountancy body regarding membership with the regional grouping.

Assist in developing the capacity of member bodies to ensure that they are sustainable.

Achievement of Key Strategic Targets in 2014

1. BRANDING

Joint Regional CPD Training Events

With the partnership of ACCA and regional institutes, the target of hosting three regional CPD training events for the year was met.

The first CPD training event entitled, IFRS 13 - Fair Value Measurement, was held in September 2014 in Saint Lucia. This workshop is an annual initiative of ACCA, ICAC and ICAEC – Saint Lucia branch. The other two CPD events were IFRS and ISA workshops held in December 2014 in Guyana and Suriname. Presenter was Graham Fairclough, UK-based trainer with expertise in IFRS and ISA. The workshop in Guyana was jointly organized by ICAG, ACCA and ICAC while the event in Suriname was held in partnership with SUVA.

The joint CPD initiatives are in keeping with the ICAC's strategic goal to increase collaboration with its member bodies and affiliates and to support the professional development programmes of its member bodies where the need is identified. The events are also part of revenue-generating activities for the ICAC. The ICAC records its appreciation to ACCA and regional institutes for their partnership on these CPD events.

Marketing and Promoting the ICAC

Efforts were made to ensure that the activities of the ICAC were promoted both internally and externally during the year by way of the website, newsletter, press releases and other avenues. In 2015, greater use will be made of social media to promote and disseminate information on the ICAC's activities.

The Caribbean Conference of Accountants is the flagship event of the ICAC and is recognized as the annual gathering of regional finance professionals and business leaders to network and discuss important issues impacting the accountancy profession. The 32nd staging of the Conference was in Suriname from June 5-7, 2014 and attracted just under 400 delegates. Through the invaluable support of member bodies, affiliates and associates, the conference was marketed extensively in the Caribbean, USA, Canada and the UK.

The ICAC Publicity Committee successfully completed the formulation of criteria for a Lifetime Achievement Award to recognize an outstanding accounting professional who has contributed to the development of the profession in the region. The award will be presented annually during the ICAC Caribbean Conference and is intended to enhance the profile and visibility of the ICAC. In keeping with its mandate, the Publicity Committee will be developing a marketing plan to promote the ICAC.

Publicity releases aimed at promoting the ICAC and its initiatives were prepared by the Secretariat and disseminated to the regional print media, member institutes and other stakeholders both regionally and internationally during the year. These included news releases announcing the:

- Re-election of the ICAC Executive Officers for 2014-2015;

- Contract signing by ICAC and ACCA for the one-year extension of the regional practice monitoring programme in Barbados, Guyana and Trinidad & Tobago; and

- Media Launch of the 2014 ICAC Conference in Suriname

Representation at regional and international fora

In keeping with the mandate to increase the participation and contribution of the ICAC at regional and international fora, the ICAC was represented at the following events during 2014:

- i. The annual IFAC Chief Executives' Strategic Forum held on February 24, 2014 in New York.

- ii. The Special Meeting of the IFAC Council held on February 25, 2014.

- iii. A meeting of the Caribbean Actuarial Association (CAA) Advisory Council held at The Hilton Resort, Barbados on June 3, 2014. The ICAC is represented on the CAA Advisory Council.

- iv. The Ordinary Meeting of the IFAC Council Meeting held on November 7, 2014 in Rome, Italy.

- v. The World Congress of Accountants (WCOA) held in Rome from November 10-13.

- vi. The International Accounting Standards Board (IASB) meeting of World Standards Setters held September 29-30, 2014 in London.

- vii. World Bank's 2nd Accountancy Development for Results Global forum held in Rome on November 10, 2014.

- viii. Annual International Finance and Accounting Conference hosted by ICATT over the period October 14-15, 2014.

In fulfilment of ICAC's mandate as an Acknowledged Accountancy Grouping (AG) of IFAC, the ICAC accomplished the following during 2014:

- Prepared and submitted the Planned and Ongoing activities report for 2014 for review by IFAC's Compliance Advisory Panel and the PAO Development Committee. The report was included in postings for the IFAC Board Meeting in February 2014.

- Collaborated with IFAC to host a successful meeting of regional Professional Accountancy Organizations (PAOs) on June 4, 2014 in Suriname. This is in keeping with its commitment to collaborate with IFAC in building relation and increase communication with member bodies in the region

- Prepared and submitted the ICAC's Annual Report which was included as part of the documents for the IFAC's Council Meeting in November 2014.

- Liaised with member bodies in the region to encourage their participation in the Special Meeting of the IFAC Council held on February 25, 2014.

2. GOVERNANCE

The ICAC Conference Planning manual, which was approved by the ICAC Board at its June 2013 meeting, was used to guide the planning of the 2014 Conference and it is expected that the manual will be updated each year to ensure ongoing improvements to the standard and quality of the annual conference brand.

In addition, the ICAC Secretariat was also integrally involved in the planning of the 2014 ICAC Conference. This included assisting in securing regional and international speakers and sponsorship from affiliates and firms regionally. Through this effort, the ICAC secured the participation of Caribbean Airlines as a contributing sponsor and official airline for the 2014 Conference. It is anticipated that this will be the start of a continued partnership with the regional airline for future ICAC Conferences.

Following the 26th Annual General Meeting held in June 2014, the Secretariat ensured that all newly appointed Directors, Alternate Directors and Affiliate representatives to the ICAC Board received an electronic copy of the Policy Manual, which provides critical information on the policies of the ICAC, its governance structure as well as protocols relating to the ICAC Board. Formal letters were sent on behalf of the ICAC Board to all outgoing Directors and Affiliate representatives to acknowledge their invaluable contribution to the ICAC during their tenure on the Board. In addition, the ICAC's Annual Returns and Notice of Change of Directors and Company Secretary were duly filed with the Companies Office of Jamaica in August 2014.

In order to enhance the efficiency of the organization, a review of the operating policies and procedures of the ICAC Secretariat will be one of the main focus in the upcoming year.

3. SUSTAINABILITY

Discussions were held with the web developer during the year regarding ways to improve the functionality and revenue potential of the ICAC website through advertising, webinars and other e-commerce opportunities. These options to greater utilize the ICAC website will be further explored in 2015.

During the year, the membership committee pursued discussions with two accountancy bodies - Suriname Institute of Accountants (SUVA) and the Dutch

Caribbean Association of Accountants - who have expressed an interest in becoming members of the ICAC. SUVA is currently an associate member and is seeking to obtain full membership.

Operational and Administrative Matters

The Secretariat continues to explore ways to enhance communication between the ICAC and member bodies, affiliates and other key stakeholders. During the year, this was maintained by way of electronic mail, direct telephone contact and conference calls. Conference call services were used primarily to facilitate meetings of the ICAC regional committees as well as of the ICAC Executives. In the period under review, the ICAC Secretariat coordinated five conference call meetings of the ICAC Executive to discuss important operational and administrative matters relating to the Institute. The ICAC conference call facility was also used to host 11 meetings during the year on behalf the following committees Regional Monitoring Unit Sub-committee; Taxation Committee; Publicity Committee; Taxation Committee; Joint Seminar/Education Committee and the Finance Committee.

The Secretariat provides administrative support to the work of the various regional committees and task force of the ICAC Board. Ongoing support is also provided to member institutes in promoting their CPD events and other activities in an effort to encourage regional participation in these events.

The quarterly newsletter and annual report continue to be used as a vehicle to update to member institutes and other stakeholders about ICAC initiatives. Three issues of the ICAC newsletter were produced and distributed electronically to member institutes and other regional stakeholders as well as to affiliates in the United States, United Kingdom and Canada. The ICAC records its appreciation to ACCA Caribbean, CGA Caribbean, and ICAEW for their advertising support for the 2014 newsletter issues.

Acknowledgements

The ICAC Secretariat team is grateful for the continued support of the ICAC President and Executive Officers, the Board of Directors as well as the invaluable assistance of the regional institutes and affiliate organisations that have enabled us to effectively achieve our goals in 2014. We look forward to another year of service as we work together to promote the regional accounting profession and add value to our members and the wider community.

REGIONAL COMMITTEES & COORDINATING INSTITUTES

The regional committees of the ICAC were established to facilitate the implementation of the strategic goals and objectives of the ICAC. The Committee system is structured on a regional basis and has been established for the following functional areas:

- Education and Joint Seminars
- Information & Communication Technology (ICT)
- Membership
- Publicity
- Taxation
- Technical

The coordinating Institutes for the regional committees for the 2014-2015 period are:

Regional Committee	Member Institute
Education & Joint Seminars	Bahamas
Information & Communication Technology	Belize
Membership	Barbados
Publicity	Jamaica
Taxation	Guyana
Technical	Trinidad & Tobago

The mandate of the **Education & Joint Seminars Committee** is to develop, in collaboration with Member Institutes, Continuing Professional Development (CPD) initiatives aimed at broadening the continuing professional development of members within the region. The Committee also exists to facilitate and encourage the provision of training and development opportunities in collaboration with accredited regional and international bodies and to assist Member Institutes with the implementation/ adoption of the International Federation of Accountants (IFAC) SMO 2 International Education Standards as revised in 2012.

The **Information and Communication Technology Committee** was established in 2014 to develop a strategy for the management and sharing of information between ICAC and its stakeholders and to monitor the implementation of major ICT investment project, and report on the performance of this project to the ICAC Board of Directors as required. The Committee also seeks to monitor benefits arising from ICT investments and ensure full optimization.

The objectives of the **Membership Committee** include to:

- assist with broadening membership by identifying new and existing professional accountancy organisations within the Caribbean that are not represented within the ICAC grouping and encouraging these bodies to join the ICAC grouping;
- ensure the harmonisation of entry requirements for membership as well as rules of professional conduct among ICAC member bodies (national accountancy institutes);

- proactively assist with and support the ongoing development of its member bodies;

- promote opportunities for members of the accountancy profession to participate for mutual and fraternal benefit; and

- encourage opportunities for collaboration and the sharing of resources and ideas, technical expertise, and best practices among ICAC member bodies.

In accordance with the ICAC's Strategic Plan, the mandate of the **Publicity Committee** is to assist with building the reputation of the ICAC through the implementation of initiatives to promote and increase recognition/awareness of the ICAC regionally and internationally.

The objective of the **Taxation Committee** is to consider, review and present recommendations on matters of taxation and fiscal policies relevant to the regional accountancy profession, including: changes in international and regional tax administration policies that impact the Caribbean: Double Taxation Treaties and all other regional and international agreements on taxation. The committee also seeks to facilitate discussions, exchange of ideas and experiences on tax related matters affecting the region.

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 ICAC Board has also established the following working committees: Regional Monitoring Sub-committee; Finance Sub-committee and a Governance Taskforce

The **Regional Monitoring Sub-committee** has been tasked with the responsibility to oversee the administration of a 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.

The **Finance Sub-committee** was established to examine and identify funding for the long-term sustainability of the ICAC and to support the implementation of the programmes and strategic objectives of the ICAC.

The **Governance Taskforce** has been delegated the responsibility to review the existing Memorandum and Articles of Association of the ICAC in order to identify any weakness in the structure of the organization and make recommendations for amendments to the Board.

MEMBERSHIP OF REGIONAL COMMITTEES & TASKFORCE

JOINT SEMINAR/EDUCATION COMMITTEE*

MEMBER	TERRITORY
Jasmine Davis (Chair)	Bahamas
Rueben Blenman	Barbados
Reynaldo Magna	Belize
TBA	Eastern Caribbean
Shelliza Yusuf	Guyana
TBA	Jamaica
Stacy-Ann Golding	Trinidad
Cyril Soeri	Suriname

MEMBERSHIP COMMITTEE*

MEMBER	TERRITORY
Andrew Brathwaite (Chair)	Barbados
Aaron Jones	Bahamas
Shawn Mahler	Belize
TBA	Eastern Caribbean
Pramila Persaud	Guyana
Elaine Robinson	Jamaica
Derek Mohammed	Trinidad

INFORMATION & COMMUNICATION TECHNOLOGY COMMITTEE*

MEMBER	TERRITORY
Shawn Mahler (Chair)	Belize
Reece Chipman	Bahamas
David Simpson	Barbados
TBA	Eastern Caribbean
Vishwamint Ramnarine	Guyana
TBA	Jamaica
Esther Le Gendre	Trinidad

TAXATION COMMITTEE*

MEMBER	TERRITORY
Harryram Parmesar (Chair)	Guyana
Wayne Lovell	Barbados
Jasmine Davis	Bahamas
Claude Burrell	Belize
Trevor Brathwaite	Eastern Caribbean
Denzil A. Whyte	Jamaica
Nicole Joseph	Trinidad

PUBLICITY COMMITTEE*

MEMBER	TERRITORY
Marlene McIntosh (Chair)	Jamaica
Reuben Blenman	Barbados
Jacqueline Hunt	Bahamas
Dwight L. Hulse	Belize
TBA	Eastern Caribbean
Vishwamint Ramnarine	Guyana
Vintoria Bernard	Jamaica
Angela Lee Loy	Trinidad

GOVERNANCE TASKFORCE

MEMBER	TERRITORY
Ronald Alli (Chair)	Guyana
Jasmine Davis	Bahamas
Andrew Brathwaite	Barbados
Shawn Mahler	Belize
Frank V. Myers	Eastern Caribbean
Archibald Campbell	Jamaica
Anthony Pierre	Trinidad
Mirjam Emanuels	Suriname

REGIONAL MONITORING COMMITTEE*

MEMBER	TERRITORY
Andrew Brathwaite (Chair)	Barbados
Jasmine Davis	Bahamas
Shawn Mahler	Belize
Erwin Southwell	Eastern Caribbean
Ronald Alli	Guyana
Vintoria Bernard	Jamaica
Leslie Nelson	Trinidad
Michael Lutchman	Suriname

FINANCE COMMITTEE

Members	Chair
David Simpson	Chair
Jasmine Davis	ICAC Vice President
Vintoria Bernard	Director for Jamaica
Anthony Pierre	Director for Trinidad
Nancy Foran	Affiliate Rep, CPA Canada
Brenda Lee Tang	Affiliate Rep, ACCA
Misha Lobban Clarke	ICAC CEO

NB: * The ICAC President and the ICAC CEO sits as ex officio members on these committees.

** The Technical Committee was not constituted during 2014.

MEMBER COUNTRY REPORTS

THE BAHAMAS INSTITUTE OF CHARTERED ACCOUNTANTS



The Bahamas Institute of Chartered Accountants (BICA) continued its commitment to advance and regulate the accountancy profession in The Bahamas. During the year, the Institute forged strategic partnerships with regulators and government agencies and actively participated in regional and international fora.

Council Changes

BICA held its 23rd Annual General Meeting on June 30 and elected a new Council for the year 2014-2015 as follows:

Darnell Osborne	- President
Jasmine Davis	- 1st Vice President
Gowon Bowe	- 2nd Vice President
Cecile Greene	- Treasurer
Chandrice Ferguson	- Assistant Treasurer
Reece Chipman	- Secretary
Jacqueline Hunt	- Assistant Secretary
Brent Roberts	- Registrar
Aaron Jones	- Assistant Registrar
Natishkah Barrett	
Basil Ingraham	
Talia Sweeting	
Annie Chinafat	
Maurice Butler	
Terrance Bastian	



Seated from left to right are: Reece Chipman, Secretary; Jasmine Davis, First Vice President; Darnell Osborne, President; Gowon Bowe, Second Vice President; Cecile Greene, Treasurer.

Standing from left to right are: Annie Chinafat; Jacqueline Hunt, Assistant Secretary; Terrance Bastian; Natishka Barrett; Basil Ingraham; Chandrice Ferguson, Assistant Treasurer; Aaron Jones. Not shown are: Brent Roberts, Talia Sweeting and Maurice Butler.

Regulatory/Monitoring Activities

The Institute's Legislative Reform Committee drafted a new legislation to regulate the accountancy profession in The Bahamas. The legislation was submitted to the Government of The Bahamas and is expected to be tabled for debate in Parliament during the year 2015.

Compliance with International Accounting and Auditing Standards

At a previous AGM, the members of BICA approved a proposal to implement practice monitoring reviews. The monitoring programme will ensure that BICA fulfils the requirements of the International Federation of Accountants (IFAC) for its members to maintain an efficient quality assurance review system, as promulgated in its Statement of Membership Obligation No. 1: Quality Assurance. During the year, the Institute renewed its practice monitoring contract with the Association of Chartered Certified Accountants (ACCA), and monitoring visits are expected to commence in 2015.

Continuing Professional Development

The Institute held a series of CPD seminars and workshops during the year, designed to provide members and licensees with continuing professional training.

The Securities Commission of The Bahamas facilitated a securities training session for members of BICA in New Providence on March 3. A similar training session was held on March 10, 2014 for members of BICA in Grand Bahama.

On March 20-21, the Institute held its Annual Accountants' Update in Grand Bahama, which included an economic update for Grand Bahama, presentations on different aspects of Value Added Tax (VAT), International Financial Reporting Standards (IFRS) Technical Update and update on Legislative Changes and their expected impact.

BICA also hosted an Ethics Seminar on May 7 at The British Colonial Hilton Hotel. The speaker was Dr. James Gaa, a member of the International Ethics Standards Board for Accountants (IESBA), who sensitized members about The Code of Ethics issued by the IESBA.

On September 18, BICA partnered with the Ministry of Finance's VAT Unit to host a VAT seminar at The Melia Nassau Beach Hotel. Participants were educated on various VAT-related topics, including a VAT Overview and Consumer Education; VAT Accounting and Filing; Selective Overview of VAT Industry Guides; VAT Transitional Arrangements; and the VAT Registration Process. The presenters included Mr. John Rolle, Financial Secretary in the Ministry of Finance. A follow-up seminar was held in Grand Bahama on September 25, which covered a wide range of topics, including the revised VAT Legislation, VAT & The Hawksbill Creek Agreement, East/West Exemptions, 2014/2015 Governmental Budget, and Ethics & Corporate Governance.

On October 30, BICA facilitated a Lunch & Learn Seminar on the BASEL II- Pillar 1: Minimum Capital Requirements at The British Colonial Hilton Hotel. The presenters were Mr. Abhilash Bhachech and Mrs. Latera Carey-McPhee from The Central Bank of The Bahamas, who both delivered detailed presentations on the assessment of Credit Risk, Market Risk and Operational Risk in the Banking Industry and the minimum amount of capital that banks are required to have on reserve in order to mitigate those risks. Their presentation concluded the first of three Pillars in BASEL II. The other sessions on the BASEL II- Pillar 2: Supervisory Review Process and BASEL II – Pillar 3: Market Discipline were held on November 28 and December 18, respectively at The British Colonial Hilton.

Over the period November 9 -15, BICA held its annual Accountants' Week. The week began with a Sunday morning mass at St. Agnes Anglican Parish. The seminars held during the week were officially opened on November 11 by the Prime Minister of the Commonwealth of The Bahamas, Mr. Perry G. Christie.

BICA partnered with The Association of Certified Fraud Examiners (ACFE) Bahamas Chapter to facilitate the 4th Annual Fraud, Ethics and Compliance Seminar, on December 11, at The British Colonial Hilton Hotel. The speakers were Mr. Ellison Greenslade, Commissioner of the Royal Bahamas Police Force; Mr. Pretino Albury, who presented on 'Business and Ethics- Forging a Bond'; Mr. Kendrick Christie, who addressed the topic, 'The Role of The Forensic Accountant'; Mr. Reno Miller, who spoke on 'The Impact of Cyber Crime on The Bahamas'; Ms. Jasmine Davis, who presented on 'Compliance and Penalty Considerations of VAT'; Mr. Gaylord Taylor, who explained the finer points of 'Conducting an Effective Interview during a Fraud Investigation'; and Mr. Edmund Rahming, who presented on 'Surviving Cross Examinations as a Forensic Accountant'.

Student Members

From January through March BICA's Student Membership and Education Committee hosted a Mentorship Program through its Y.A.C.H.T. (Young Accountants, Committed, Honest and Trustworthy) Club. The primary focus of the program was to provide students of the College of The Bahamas (COB) with information to assist with their preparations for external exams, resume writing, appropriate professional appearance and networking.

In keeping with its objective to attract young professionals to the industry, the Institute approved three student members during the year. The students, Ms. Vernique Henfield, Ms. McQuel Basden and Mr. Tranio Pinder, received membership certificates and were encouraged to attend BICA events and to volunteer to serve on the various committees of the Institute.

Impact of the Profession on National Development

BICA played an active role in Government's consultative process for the proposed implementation of VAT during the year and is represented on the VAT Advisory Committee, formerly known as The Central Revenue Agency Steering Committee. Additionally, the Institute's 1st Vice President, Ms. Jasmine Davis, has been appointed to serve on The Ministry of Finance's VAT Education Task Force. Her appointment was made by The Minister of State for Finance, The Hon. Michael Halkitis. Members of the Task Force were active in informing the broader business community about the 2014 registration launch and post-registration processes: compliance, audit and return practices.

The Government of The Bahamas decided to delay the implementation of VAT until January 2015. However, the Institute's Taxation Committee continued its review of the proposed Bill and Regulations during the year and provided feedback and recommendations to the Government. The Committee also focussed its efforts on educating the public in preparation for VAT implementation in 2015. The Institute also issued several statements in the press stating its position on VAT implementation. The Institute is careful, however, to always maintain a neutral stance concerning the new tax.

During 2014, BICA was involved in a series of meetings relating to the Mechanism for Follow-up on The Implementation of The Inter-American Convention against Corruption (MESICIC). The Government of The Bahamas has signed two Conventions, which seek to promote and facilitate cooperation between Inter-American states, in order to fight corruption. The Bahamas became a party to the Inter-American Convention against Corruption in March 2000. In order to promote the implementation of the Convention, the Organization of American States (OAS) established MESICIC. As a party to this Convention, one of the obligations of The Bahamas was to establish a task force with the responsibility for local oversight. BICA is represented on the Task Force by its President, Mrs. Darnell Osborne.

On October 8-9, BICA participated in the Money Laundering/Terrorist Financing National Risk Assessment workshop at The Melia Nassau Beach Hotel. The workshop was facilitated by representatives from The World Bank and was designed to familiarize participants with risk assessment tools, as well as to facilitate brainstorming and discussion on the issues identified. BICA participated as a member of a Working Group: Designated Non-Financial Businesses and Professions (DNFBPs) and was represented by its President, Mrs. Darnell Osborne; Chief Executive Officer, Mr. Shavardo Thompson, and Assistant Secretary, Ms. Jacqueline Hunt.

Regional and International Focus

On February 25, Ms. Jasmine Davis attended the IFAC Council meeting in New York in her capacity as then President of BICA. The purpose of the meeting was to vote on the proposed changes to the IFAC Constitution and By-laws.

BICA was represented by Ms. Jasmine Davis and Mr. Reece Chipman, President and Secretary, respectively at the 3rd Caribbean Conference on International Financial Services, themed, **'The Caribbean Engaging the World in Financial Services'**. The conference was held from March 31 to April 2, and was co-sponsored by The Caribbean Export Development Agency (CEDA). The event brought together senior policymakers, Government officials and financial services practitioners from the Caribbean region, International Standard Setters and International Organizations to discuss issues that are critical to the region's financial services sectors.

The 32nd Annual Conference of the Institute of Chartered Accountants of The Caribbean (ICAC) was held in Paramaribo, Suriname from June 5-7. Nine delegates from The Bahamas attended the conference including immediate past president of BICA, Ms. Jasmine Davis (ICAC Vice President and Director) and BICA Secretary, Mr. Reece Chipman (ICAC Alternate Director).

At a special meeting of The ICAC Board, Ms. Davis was re-elected Vice President of ICAC. Ms. Davis was appointed to serve as the ICAC's representative on the Caribbean Court of Justice (CCJ) Board of Trustees.

On June 18, the Executive Council of the Institute met with Mr. Mozammal Hoque, World Bank's Senior Financial Management Specialist for Latin America and the Caribbean Region. The purpose of the meeting was to discuss the regulation of the Accountancy Profession; Ethical Standards and Guidelines; Capacity Building and the Strategic Plan of The Institute. Subsequent meetings were held between Council members of BICA, Mr. Hoque, The Central Bank, the Securities Commission of The Bahamas and the Clearing Banks Association. The meetings served to provide additional information needed by The World Bank in order to further develop BICA's contribution to the Caribbean Report on The Observance of Standards and Codes (ROSC). The findings of this report will assist in preparing a regional capacity development project in accounting and auditing and a strategy that will be aimed at supporting capacity building for ICAC and its member bodies.



Meeting with the World Bank

Seated, left to right: Mozammal Hoque- World Bank; Jasmine Davis- President, BICA; Hank Chase- World Bank Standing, left to right: Reece Chipman- Secretary; Darnell Osborne- First Vice President; Terrance Bastian- Council Member (Auditor General of The Commonwealth of The Bahamas); Stacy Johnson- Council Member; Cecile Greene- Assistant Secretary; Basil Ingraham- Treasurer.

Membership

During the year, the Institute increased its membership by 28 persons. In an effort to provide value to its members, BICA's Membership and Licensing Committee introduced its Membership Discount Benefits Program. Members are able to use their membership ID at participating vendors in order to receive discounts. This initiative has sparked a renewed sense of interest in The Institute among new and existing members.

Operational Matters

The former Office Administrator, Ms. Dawn Bethel, is no longer with the Institute. BICA thanks Ms. Bethel for her service, and extends best wishes in her new endeavors. Ms. Denaé Duncombe was hired to assume the role of Office Administrator on a temporary basis until a permanent replacement is identified.

Acknowledgements

The Institute thanks its members, Council and the Secretariat for their support during the year under review.



In 2014, the Institute of Chartered Accountants of Barbados (ICAB) marked its 40th anniversary celebrations under the theme: **“Celebrating Our Past; Securing Our Future - 40 Years of ICAB Service to Barbados”**. This theme was reflected in a series of events and activities undertaken by ICAB during the year including Accountants' Week 2014 in November. The highlight of the celebrations was the recognition of several stalwarts who contributed to the development of ICAB and the accounting profession in Barbados.

During 2014, ICAB made progress with its regulatory reform including amending its By-Laws and adopting new Continuing Professional Development (CPD) Regulations. It also continued its involvement in consultations with national, regional and international policy-makers on a range of issues from the economy to regulation of the accounting profession.

Council Changes

ICAB's Annual General Meeting (AGM) was held on May 29 at the Hilton Hotel. The agenda included elections for vacant positions on Council, amendments to the By-Laws, and adoption of new CPD Regulations. The Executive Committee for 2014-2015 is as follows:

J. Roger Arthur	President
Andrew Brathwaite	Vice President
Lisa Padmore	Secretary
Rueben Blenman	Treasurer
David Simpson	Immediate Past President

Other members of Council for the 2014-2015 year are:

J. Betty Brathwaite
Hanif Patel
Bruce McClean
Philmore Thorne
Felton Burton (Resigned)
Karol Ashby
Gregory Cummings
Lois Jones
H. Wayne Lovell

At the AGM, members also approved two key aspects of ICAB's regulatory reform programme. The By-laws were amended to permit ICAB to hold real estate; remove the maximum age restriction for serving on Council; strengthen the independence of ICAB Committees for Investigation, Discipline, and Appeals by prohibiting members of council from serving on those committees and also mandating the appointment of at least one non-member on each of those committees; streamline procedures for voting at AGM; and other general amendments to improve the clarity of the By-laws. New CPD Regulations were also approved at the AGM.

Regulatory/Monitoring Activities

At the end of 2014, ICAB completed the first six-year contract for audit monitoring with the ACCA. During the period 2009-2014, all of the 74 audit firms had received their first visit, 22 received second visits, and six received a third visit.

Compliance with International Accounting and Auditing Standards

The international standards set by the IASB and the IAASB are the national standards for Barbados. During 2014 training sessions were held to update members on IFRS, and ISAs.

At the AGM on May 29, an amendment to the definitions section of the ICAB By-laws was passed which defines the ICAB Code of Ethics as the Code of Ethics for professional Accountants issued by the IESBA.

Continuing Professional Development

The CPD sessions held during the year 2014 were as follows:

- February 13 - New Constructive SWOT
- February 21 - CFO Forum
- March 13 - Business Communication
- March 27 - Annual Tax Update
- April 15 - Fraud Prevention & Detection

- May 8 - Inventory Management
- May 14 - Excel (Intermediate) workshop
- May 22 - IPSAS Update
- June 24 - Productivity Analysis for Accountants
- July 10 - IFRS for SMEs
- August 22 - International Business Update
- October 8-10 - The IBFD tax course on Permanent Establishments
- November 4 - A public forum on the topic Reform of the Barbados Tax System – What is the IMF telling us; What should we do?
- November 7 - ICAB's Annual Conference 2014 Celebrating our Past, Securing our Future – 40 years of ICAB's service to Barbados
- November 20 - Ethics and the Management of Company Assets
- December 04 - Barbados Real Estate Outlook 2015
- December 08 - IFRS 15
- December 16 - Journeying into the 4th Estate

Impact of the Profession on National Development

During 2014, ICAB utilized the range of skills and experience on its Council and within the wider membership body to contribute to national debates, policy decisions, and raising the profile of the accounting profession.

At the invitation of the Ministry of Finance, ICAB met with Hon. Christopher Sinckler MP, Minister of Finance to make recommendations for the 2014 Budget. A formal written submission was made to the Ministry of Finance which included comments on the IMF Tax Reform Report.

The Minister of Finance subsequently presented a Ministerial Statement in Parliament on December 16 and announced that the expected Government Financial Statement & Budgetary Proposals would be deferred until after March 2015. ICAB issued a press release and its Vice President (along with other private sector leaders) participated in a live radio discussion on the Ministerial Statement.

ICAB's Taxation Committee met with the Revenue Commissioner and senior management of the newly formed Barbados Revenue Authority (BRA) to discuss: The first six months of BRA operations, issues and challenges faced by members in doing business with the BRA, how ICAB can assist the BRA and future initiatives. On October 31st the Tax Committee convened a meeting of tax experts and private sector leaders to review the report by IMF Tax Consultants which contained wide ranging recommendations for reform of the Barbados tax system. The meeting was held on October 31.

Social Partnership

ICAB participated in several tripartite discussion of the Social Partnership held on April 30 and July 18. The Prime Minister chaired the meeting of the Social Partners on July 18 which focused on the economy and included presentations by the Central Bank, Minister of Finance, BPSA and CTUSAB. There was also open discussion on the way forward.

As a member of the Barbados Private Sector Association (BPSA), ICAB also participated in meetings and contributed to a number of BPSA initiatives in 2014. The BPSA held several "Town Hall Meetings" to discuss key issues with the general public. The first meeting on April 30, addressed the topic, **Re-imagining Education for the next 50 years**. Then ICAB President David Simpson was the moderator of the panel. On May 28, the second meeting was held on the topic, **Re-imagining Transportation for the next 50 years** while Re-imagining Health Care for the Next 50 Years was the topic of the June 26 meeting.

On June 4, the BPSA met with a team from the International Monetary Fund (IMF) as part of the IMF's review visit to monitor Barbados' economic performance. The BPSA met with Mr. Serge Dupont, newly appointed IMF Executive Director for Canada, Ireland and 10 Caribbean countries, including Barbados on November 20, during his courtesy visit to the Caribbean region. The meeting focused on an exchange of views on the Barbados economy. The BPSA also met with Minister Donville Inniss during the year to discuss the private sector perspective on national economy; challenges facing the private sector, proposed solutions to challenges and improving communication between Government and the private sector. Additionally, the BPSA met with the Congress of Trade Unions and staff Associations (CTUSAB) on June 18 to discuss challenges facing the Barbados economy, joint initiatives to address the challenges and refocusing Barbados' Social Partnership Model.

On March 20, ICAB along with other professional associations and the Barbados Private Sector Trade Team (PSTT) met with the Ministry of Foreign Affairs & Foreign Trade. The discussion focused on the latest offer from Canada in the negotiation of the trade in services agreement. The key issue at that stage of the negotiations was on closing the gap between Canada and CARICOM. The Ministry of Foreign Trade advised that the Barbados position would be provided to CARICOM and incorporated into the final response to Canada.

On October 17, ICAB met with Ian Durant, Deputy Director of Economics at the Caribbean Development Bank. The CDB was preparing a new Country Strategy for Barbados and requested ICAB's input on the institutional and regulatory impediments to doing business in Barbados and governance issues in the public sector.

Student Membership and Outreach

At the end of 2014 there were 821 students enrolled in the ACCA programme.

ICAB continued its close association with the accounting students at the UWI and provided support to the Accounting Students Association (ASA) for its annual week of activities held during the week March 23-28, 2014 under the theme, "Where do we go from Here".

The 2014 ICAB scholarship was presented to UWI 3rd year accounting student, Ms. Nesha Hoyte at a ceremony at the Cave Hill Campus on April 2. The Council of ICAB approved the expansion of the scholarship programme by granting a second annual scholarship effective 2015, which will be awarded to an accounting student in financial need.

Regional & International Focus

The Barbados Action Plan Update required under the IFAC Member Body Compliance Programme was submitted by ICAB and approved by IFAC in March 2014. The plan was published on IFAC's website. The next update is due in March 2015.

ICAC 32nd Annual Conference of Caribbean Accountants

The ICAC Annual Conference was held in Suriname on June 5-7. The Barbados delegation comprised 47 members. Delegates were pleased with both the quality of the conference presentations and the social activities. David Simpson and Andrew Brathwaite of ICAB received special mention from SUVA for their assistance with conference planning.

Membership

At December 31, 2014 ICAB's membership was 838. The following table shows an analysis of the Institute's membership for 2014.

Member Category	Number
Regular	619
Practising	182
Overseas	20
Retired	<u>17</u>
Total	838

Operational Matters

The year 2014 marked the end of the period for the ICAB Strategic Plan 2011-2014, progress was made on all of the main strategic objectives. At the end of the year, work was completed on the ICAB Strategic Plan and the Action Plan for the period 2015 - 2018. The strategic plan presents ICAB's vision, mission, strategic objectives, key strategies, major goals, strategic action programmes and a strategy implementation map.

ICAB and the accounting profession received positive exposure during the year through the coverage of its various activities by the print and electronic news media. ICAB's views continue to be highly sought on business and financial matters.

ICAB's goal of keeping members informed of its activities was given a boost through the circulation of a Council Brief. This one-page bulletin is circulated to members after each Council meeting. The first issue was emailed in October 2014. This along with the quarterly publication of the newsletter (ICAB Chronicle) and the website serve to strengthen ICAB's internal communications.

ICAB also strengthened its social media presence by creating a Facebook Page and a Twitter feed. The ICAB Facebook group continues to function as an effective discussion forum and has 424 members.

Conclusion

Special thanks to the ICAB Council members, Secretariat staff, and members who have contributed to the success of the Institute during 2014.



The strategic focus of the Institute during the period January - December 31, 2014 was in the area of institutional and operational strengthening and increasing public awareness. This allowed for the development of new operational policies, implementation of better communication strategies and improved outreach programs that will continue into the year 2015.

Council Changes and Subcommittees

The 27th Annual General Meeting was held on Thursday, August 21 at the Belize Best Western Biltmore Plaza. A resolution was passed for the inclusion of a seventh member of Council to improve the effectiveness of the Council in carrying out its objectives. The following members were elected to Council:

Reynaldo Magana	- President
Shawn Mahler	- Vice President
Senaida Castillo	- Secretary
Jose Ortez	- Treasurer
Leandro Osgalla	- Member
Claude Burrell	- Member
Brett Feinstein	- Member

The key objectives of the Council for 2014 were to formulate a strategic plan for the Institute, to update the By-laws, and to pursue a practice monitoring readiness campaign.

Following the Annual General Meeting, sub-committee Chairpersons were appointed as follows:

• CPD Committee	Reynaldo Magana
• Tax and Legislative Committee	Claude Burrell and Brett Feinstein
• Publicity Committee	Dwight L. Hulse
• Conference Planning Committee	Shawn Mahler and Vanessa Young

Regulatory/Monitoring Activities

The Council completed updates to the Bye-laws and will draft a resolution for approval of the updated Bye-Laws at the 28th Annual General Meeting in 2015. ICA-Belize will be signing on to practice monitoring commencing January 1, 2016.

Compliance with international accounting and auditing standards

The Institute is in discussions with the IFRS Foundation to provide portal access to e-books and e-learning resources for the benefit of members.

Special Project Activities

The Institute provided input to Mr. Mozammal Hoque, Senior Financial Management Specialist at the World Bank, for the Caribbean Report on the Observance of Standards and Codes—Accounting and Auditing (ROSC A&A). The report on Belize provides an assessment of the accounting sector, financial reporting, and auditing practices in Belize. Its main objectives are to identify challenges facing the accountancy profession and develop policy recommendations to further enhance the quality of financial reporting in the country.

Continuing Professional Development

The Institute's CPD Committee accredited two CPD seminars to be held in 2015. The first was a FACTA and Anti-money Laundering seminar organized by the Belize International Financial Services Association which is scheduled for February 19, 2015. The second, was a Fraud and Ethics in Business

Seminar organized by the Belize Chamber of Commerce which is scheduled for February 25, 2015. The accreditation will allow ICA-Belize members to earn CPD credits for their attendance to these training events. ICA-Belize is developing linkages with the business sector and related organizations for the purpose of facilitating joint seminars and other CPD training opportunities for members.

Student Members

As of December 31, 2014, the Institute had a total of 58 members. The student membership has seen a gradual growth of 10% annually over the past 2 years.

Impact of the Profession on National Development

During 2014, the Institute provided input to the IMF with respect to Belize tax and legislative reform. Input was provided specifically on the current tax regime and the proposed tax reforms to help Belize be more tax efficient by making way for the adoption of a fair tax regime among Belize businesses and individuals.

Membership

ICA-Belize membership as of December 31, 2014 is 53.

Conclusion

Over the past two years, the Institute has been able to streamline internal process to improve service to our members and uplift our profile in the community. The Council takes this opportunity to express appreciation to the part-time staff of the Secretariat who continues to assist the Institute in carrying out its day-to-day operation.

INSTITUTE OF CHARTERED ACCOUNTANTS OF THE EASTERN CARIBBEAN



Council Changes

There were no changes to the Council of the Institute of Chartered Accountants of the Eastern Caribbean (ICAEC) during the year. The executive members remain as follows:

- Frank Myers - President
- Erwin Southwell - Vice President
- Donald Thompson - Treasurer
- Brian Glasgow - Secretary

Other Council Members representing ICAEC branches within the OECS are:

- Orlando Richards - ICAEC (Dominica branch)
- Isabelle Slinger - ICAEC (Grenada branch)
- Donald Thompson - ICAEC (St. Kitts/Nevis branch)
- Andrea St. Rose - ICAEC (St. Lucia branch)

Carol Boddie acted as the alternate Council Member representing the St. Kitts and Nevis Branch for most of the year.

ICAEC Rules and Institutional Strengthening

On January 15, a Special General Meeting of the ICAEC was held to approve the new by-laws and quality assurance manual to govern the operations of the Institute. This was the final stage of a consultation process among members and stakeholders of the Institute within the OECS. The process was funded by a World Bank project for institutional strengthening of the ICAEC with support from the Eastern Caribbean Central Bank (ECCB).

Continuing Professional Development

During the year, the branches in Antigua and Barbuda; Dominica; Grenada; St. Kitts and Nevis and St. Lucia held CPD seminars for their members and other stakeholders. Topics covered at the various seminars included IFRS, IFRS for SMEs, audit working papers and soft skills in areas such as time and stress management and effective communication skills.

The Antigua and Barbuda Branch held its annual Accountants Week from October 12–17. Activities during the week included a church service at the St. Georges Anglican Church, a student orientation to business program and a seminar. The student orientation to business session comprised a full day of presentations and discourse with approximately 60 accounting students from the local secondary schools and the Antigua State College. Presentations were made by members of the Institute and other business professionals. The CPD seminar focussed on the topic, **“Ethical Leadership: Management Accounting and Managing for profit with Ethical Concerns”** and was facilitated by Dr. Emily Dick Forde. The activities for the week were slightly affected by the passage of Tropical Storm Gonzalo on October 13.

Membership

The ICAEC had an average of 200 members during the year.

ICAEC thanks its members and other stakeholders for their commitment and continued support throughout the year. 2015 augers well for the ICAEC as it continues to implement the systems and structures to strengthen the institute.



Regulatory/Monitoring Activities

On 7 June 2014, the Institute of Chartered Accountants of Guyana (ICAG), as a member body of the Institute of Chartered Accountants of the Caribbean (ICAC), signed a contract for the extension of audit monitoring services with the Association of Chartered Certified Accountants (ACCA) in order to continue the monitoring programme of its members holding Practising Certificates.

The audit monitoring programme was initiated in 2008 through ICAC in partnership with ACCA and ICAG. The monitoring visit cycle adopted was initially six years from 2009 to 2014 with firms being reviewed once every six years with high risk firms being reviewed either two or four years later, depending upon the level of risk the relevant firm posed.

ICAG has appointed a Regulatory Committee comprised of non-practicing members supported by legal counsel, to identify actions to be taken in respect of deficiencies found at individual firms and the general trends emerging from such visits as a basis for pro-active technical programmes to be developed. The Regulatory Committee has reported to Council that at the end of 2014, Guyana had achieved a 75% satisfaction rating under the quality assurance review programme and that firms with unsatisfactory outcomes have action plans to improve the standard of audit work.

The audit monitoring programme has been one of ICAG's most successful undertakings and provides an assurance to public interests that ICAG continues to work to strengthen the reputation of its practicing members through this effective quality assurance system.

Continuing Professional Development

ICAG hosted a two day workshop in May 2014 on **"Efficient and Effective Communication"**. Young members and affiliates were the principal beneficiaries of this workshop.

ICAG hosted a two-day conference on December 1-2, jointly with ACCA and ICAC on International Financial Reporting Standards and International Standards on Auditing. The presenter was Graham Fairclough from the UK, who was very competent in the selected IFRS and ISA topics.

Annual Conference

ICAG held its Annual Conference on September 8-10 under the theme, **"Developing a Sustainable Economy through Natural Resources"** at the Guyana Pegasus. The theme was selected to bring into focus the issues surrounding Guyana's ability to build a sustainable economy through its natural resource wealth. Prominent speakers included the Honourable Dr. Ashni Singh - Minister of Finance; Professor Suresh Narine - Director of Institute of Applied Science and Technology; Mr. Rawle Lucas - Lecturer at the University of Guyana; and Dr. Gobin Ganga - Governor of The Bank of Guyana.

Membership

The Membership Committee achieved some success in its drive to enrol new members and as at December 31, 2014 the Institute recorded an increase in its membership of 14% over 2013. The membership drive will be pursued more aggressively in 2015.

Students' Affairs

ICAG hosted its Students' Recognition Ceremony at the Regency Suites on November 22 for the students who had successfully completed the Certified Accounting Technician (CAT) and Association of Chartered Certified Accountants (ACCA) examinations. During the year, students from Guyana continued to excel at the ACCA and CAT examinations. The top achievers included Amanda Nanda Basdeo who was named the top Affiliate and Raan Motilall who achieved the highest in ACCA Paper F9.

National Development

ICAG provided comments on the Draft Pension Law for Guyana, following reviews of the proposed legislation by the Institute's Technical Committee during the period July–September 2014.

Affiliations

The Institute maintained its membership with IFAC and ICAC during the year. The Institute's compliance with IFAC's SMOs continues to be guided by the approved Action Plan, which was published on the IFAC website updated at December 2014. The next update of the Action Plan is due in the last quarter of 2015. The Action Plan outlines the Institute's progress in maintaining or achieving compliance with respect to IFAC's SMOs.



In keeping with its mandate, the Institute of Chartered Accountants of Jamaica (ICAJ) continued to make provision for the professional development of its members, students as well as non-members. The Institute also continued to meet its broader community obligations by contributing to public policy.

During the year, preparatory work was undertaken for the celebration of ICAJ's 50th Anniversary in 2015. Under the chairmanship of Mr. Dennis Brown, the Planning Committee has been working to formulate a theme, logo and programme of activities for the anniversary celebrations, which were unveiled at the Institute's Annual Awards Banquet held at the Jamaica Pegasus Hotel on December 4. Serving on the Planning Committee are Founding Members, as well as Distinguished Members, Messrs. Philmore Ogle and Denis Goldson.

Some of the planned activities include:

- Services of thanksgiving in Kingston, Montego Bay and Mandeville in January 2015.
- Presentations and visits to service organizations and educational institutions promoting Accountancy as a preferred career option, as well as wide scale promotion of the benefits of being a Chartered Accountant.
- Chartered Accountants' Week, July 5–11, where Distinguished Members in business, ICAJ's benefactors, collaborators, Past Presidents and those who have shaped the face of the Institute will be recognized.
- Launch of a commemorative 50th Anniversary Scholarship.
- Anniversary Business Conference, October 30-31.
- Golden Gala Awards Banquet, December 3 and an Anniversary Supplement.

Council Changes

The ICAJ held its 49th Annual General Meeting on July 29. The following persons were elected to serve during 2014/2015:

Dennis Chung	- President
Bruce Scott	- Vice President
Dennis Brown	- Treasurer
Elaine Robinson	- Secretary
Vintoria Bernard	
Raymond Campbell	
Nigel Chambers	
Sixto Coy	
Alok Jain	
Marlene McIntosh	
Elizabeth McGregor	
Allison Peart	
Ann Marie Rhoden	
Eric Scott	

Regulatory/Monitoring Activities

ICAJ continued to concentrate on various areas aimed at strengthening the regulation of the local accountancy profession and to collaborate with the Public Accountancy Board, to facilitate the training of practitioners. Following the practice monitoring review which revealed areas for improvement in practices, training sessions were held to address those issues. A series of three joint workshops were hosted by ICAJ and the Public Accountancy Board (PAB) on, ***“Improving Compliance with International Standards on Auditing”***.

ICAJ also held a seminar entitled, ***“Building a Profitable Business”, targeting small and medium practices (SMPs) and small and medium enterprises (SMEs)***, which was held in partnership with the International Federation of Accountants (IFAC) on March 18. Audit challenges, strategies for improving technical and general practice management and audit efficiencies were among the topics discussed. The first of its kind in Jamaica, the seminar sought to address the challenges and opportunities facing accountancy practitioners and small and medium enterprises locally and regionally as well as build the capacity of these entities.



Dennis Chung (at right), ICAJ President converses with (left to right) Monica Foerster and Dawn McGeachy, Members of IFAC's Small and Medium Practices (SMP) Committee; and Christopher Arnold, Technical Manager, SME & SMP Affairs. The occasion was a seminar hosted by the ICAJ, in partnership with IFAC on March 18 at the Jamaica Conference Centre, in Kingston.

Compliance with International Accounting and Auditing Standards

Recognizing that transparency and harmonization of accounting and auditing standards are imperatives of today's global marketplace, ICAJ is proud to have implemented International Financial Reporting Standards and International Accounting Standards in 2002. During 2014, ICAJ endeavoured to ensure that the local profession was fully compliant with these standards, and continued its drive to assist organizations to improve their accountability.

The Institute hosted its annual two-day workshop on International Financial Reporting Standards on February 7- 8. The lead presenter was Mr. Graham Fairclough, international specialist in IFRS.

Members continued to access the International Accounting Standards Board's e-IFRS subscription service, receiving immediate online access to all standards, interpretations and any revisions as soon as they are released. Access to e-IFRS is via the ICAJ website, through members' personal profiles. This was facilitated through the signing of an agreement with the IFRS Foundation.

International Public Sector Accounting Standards

ICAJ continued to articulate the need for the adoption of international standards for better financial management systems and to give support to the Ministry of Finance and Planning's initiative towards adoption of accrual accounting and use of the International Public Sector Accounting Standards (IPSAS) in Jamaica. The Institute participated in a seminar hosted by the World Bank, "**Jamaica: Rationale for Implementing International Public Sector Accounting Standards (IPSAS)**", which was held at the Jamaica Pegasus Hotel on January 16.

Corporate Governance

As a member of IFAC, ICAJ is mandated to promote the adoption of international standards and best practices. As such, the Institute continued its call for the adoption of proper governance and the establishment of effective risk management and internal control systems within organisations, in both the public and private sectors.

Service on Public Bodies

Members volunteered their services on public bodies, in response to the Ministry of Finance and Planning's invitation for ICAJ. This is consistent with the revised Corporate Governance Framework (CGF) for Public Bodies where diversity of skills, qualifications and experience is important.

Continuing Professional Development

Over the period under review, a wide range of training events were organised, including practical workshops, seminars and fora for the benefit of ICAJ members. The CPD training focused on imparting knowledge and skills in, tax-related areas, forensic audit, fraud and practice monitoring.

The CPD Committee also sought to engage members through on-line webinars and post-viewings which continue to attract an increasing number of participants. ICAJ intends to further develop the capability to host seminars and other training material online and facilitate e-learning to be utilized at the user's convenience.

Student Members

The student membership of the ICAJ/ACCA Joint Scheme Examinations stood at 3,255 as at December 31. The ICAJ/ACCA Joint Graduation Ceremony was held on October 18 at the Jamaica Pegasus Hotel. The Guest Speaker was Mr. Everton McDonald, Past President and 2013 ICAJ Distinguished Member Awardee.

Persons who were successful in completing the FIA/CAT and ACCA qualifications for the December 2013 and June 2014 examination diets were acknowledged. An added feature this year was that ACCA recognized all top place students for papers F4-P5 and also those from the period 2013-2014 who now hold the BSc. in Applied Accounting from Oxford Brookes. The following are the awards and awardees acknowledged at the event:

ICAJ Award for Excellence (Knowledge level Awardee)	- Alethea Coke
Sushil Jain Award (Professional Exams)	- Chadrick Lindsay
Sushil Jain Award (CAT/FIA)	- Moya Cunningham
Joscelyn E. Lowrie Award (June 2014)	- Monique King
Joscelyn E. Lowrie Award (December 2013)	- Nicquain Tomlin
Raphael E. Gordon Award (June 2014)	- Caren Scott-Dixon
Raphael E. Gordon Award (December 2013)	- Dainya-Joy Hayden

ICAJ hosted revision sessions for the June and December exam sittings geared towards equipping students for the exams. A revision session was held on April 12 for Papers F7 and P2 with 35 students in attendance. Another session was held on October 11 for Paper F8 and on November 15 for Papers F7 and P2.

A Students Forum was held on July 19, 2014 at which Mr. Timar Jackson, Jamaica's 2014 Rhodes Scholar, gave an inspiring address to students.

During the month of February, ICAJ and ACCA collaborated in hosting a recruitment drive to enhance the number of registrants for the ACCA/FIA qualifications in Jamaica. Presentations were made by ICAJ and ACCA members at high schools informing students of the benefits of pursuing the professional qualifications.

Cooperative Agreement with UWI

ICAJ continued to work with UWI on new initiatives under its Cooperative Agreement with UWI. This includes a work experience programme where UWI MSc. Accounting students are tenured for three months gaining first-hand experience in the audit environment. A presentation was made to the students on February 6 on the importance of ICAJ membership and the role that the Institute plays in the professional development of accountants.

Impact of the Profession on National Development

The Institute continued to provide the necessary expertise and guidance in various arenas to inform the decision-making processes at the national level. ICAJ played an instrumental role in the finalization of the Insolvency Bill which was subsequently passed by Parliament. A team of ICAJ members attended the review sessions on the Bill, making seminal contributions to the deliberations.

The Institute also provided comments and made recommendations on the Banking Services Act of 2014. These recommendations were approved in the Lower House and incorporated into the Bill tabled in the House of Representatives. Members of the Joint Select Committee expressed their appreciation for ICAJ's invaluable contributions to the finalization of the Bill. Comments were also submitted by ICAJ on the proposed Procurement Act.

During the year, ICAJ continued plans for the implementation of a programme which aims to provide Tax Education for high school students.

The inaugural ICAJ Business Conference was held on November 8 under the theme, **"Going for Growth"**. The Conference addressed issues unique to the local, regional and global business environment and promoted strategies for effectively growing businesses. The event brought together experts in the areas of business strategy, business finance, economics and accounting. Accounting students from the University of the West Indies (Mona) and University of Technology (UTech) were specially invited.

ICAJ's Outreach Sub-Committee continued to engage with its two projects, the Elsie Bemard Girls Home and Sunbeam Children's Home for Boys. A Benefit Performance of the play, "Jamaica Sweet" was held on February 16 in aid of the homes. A Christmas Treat was hosted for the residents at the Sunbeam Children's Home on December 13. The boys received gifts and lunch was provided along with a special session of "Man Talk" with the mentors and wards. The Home welcomed the support particularly from the male members who are needed as mentors for the boys.

Regional & International Focus

ICAC's Regional Publicity Committee, which is chaired by ICAJ, finalized a Lifetime Achievement Award to recognize members of ICAC's member bodies who have contributed significantly to the development, promotion and prestige of the Accountancy profession within their respective territories and regionally.

Membership

ICAJ continued its support of professional development programmes for its members, emphasizing the importance of both technical and social skills in a global work force. The Toastmasters' and Writers' Clubs continued to hone leadership, public speaking and writing skills among ICAJ's members, in a relaxed stimulating environment which encourages confidence and self-esteem. Members have been encouraged to take advantage of these development opportunities, as much growth has been achieved by the participating members.

Many of ICAJ's members have been contributing to national development through service on boards and committees. Their service is appreciated as they continue to enhance the influence of the Accountancy profession.

ICAJ member, Mrs. Pamela Monroe Ellis, Chairman of the Institute's Investigations Committee continued to make significant contributions as a member of the Board of the International Federation of Accountants, supported by her Technical Advisor, ICAJ Vice President, Mr. Bruce Scott.

The Distinguished Member Award was presented to Mr. Eric A. Crawford at ICAJ's Annual Awards Banquet & Launch of its 50th Anniversary Celebrations on December 4 at the Jamaica Pegasus Hotel. A past President of ICAJ, and a former Partner at PricewaterhouseCoopers, Mr. Crawford was honoured for his yeoman service to the Institute and the development of the local and regional accountancy profession.



Mr. Eric A. Crawford (left) receives the 2014 ICAJ Distinguished Member Award from Mr. Dennis Chung, President of ICAJ.

ICAJ continued its resolve to bring the many professionally qualified accountants into its membership. A reception was held for prospective members on September 30 at the ICAJ Secretariat. A presentation was done on "Role and Operations of ICAJ & Benefits of Membership" and a testimonial was given on "Experience on Becoming a Chartered Accountant". Total membership stood at 1,233 as at December 31, 2014.

Conclusion

ICAJ extends gratitude to its valued members, students, graduates, staff and well-wishers for their unwavering support of the Institute in all its programmes and activities.

INSTITUTE OF CHARTERED ACCOUNTANTS OF TRINIDAD AND TOBAGO



Council Changes

The Institute of Chartered Accountants of Trinidad and Tobago (ICATT) held its 44th Annual General Meeting at the Crown Plaza Hotel, Port of Spain on March 27. Additionally, ICATT's Annual Report for 2013/2014 and the Financial Statements for the year ended December 31, 2013, were adopted.

The following persons were elected to serve on the new Council for the term 2014/2015:

Pria Narinesingh	- President
Mohan "Donny" Mahabir-Singh	- Vice President
Leslie Nelson	- 2nd Vice President
Derek Mohammed	- Immediate Past President
Rudranand Maharaj	
Anthony Pierre	
Sean Ramirez	
Kyle Rudden	
Neil Mohammed	
Nicole Joseph	
Stacy-Ann Golding	
Denise Chinpire O'Reilly	
Camille Cumberbatch-Dhoray	

During the year, Richard Young and Nigel Romano were appointed following the resignations of Camille Cumberbatch-Dhoray, Sean Ramirez and Neil Mohammed.



ICATT Council for the period 2014-15.

Regulatory/Monitoring Activities

The Council has been holding extensive meetings and consultations to develop revisions to ICATT's Rules and Regulations. The Rules were last revised in 1973. Council believes that the revisions are long overdue in facilitating a modern approach to the management of the business of the Institute.

Continuing Professional Development

The ICATT Secretariat stepped up the facilitation of continuing professional development by hosting 20 CPD events in 2014. Among these were:

- The annual two-day Taxation Workshop entitled, **'Trinidad & Tobago Tax Law & Practice'** facilitated by Mr. Rupert Gooding.
- A seminar on ethics entitled, **Ethics, Professional Responsibility and Morality hosted in partnership with ACCA.**
- A seminar on IT Governance entitled, **Sustainable IT Governance: Best Practices.** The seminar was facilitated by Ernest Williams - Consultant, IT Enabled Business Transformation.
- A three days Taxation Seminar which was titled, **Oil and Gas.** The seminar was a collaborative effort between ICATT and IBFD.

- ICATT's Annual International Finance and Accounting Conference 2014 themed Agents of Change: **Shaping the Future.**

Student Members

ACCA/ICATT held the December 2013 and June 2014 Joint Examination sitting for all students registered under the Joint Scheme Agreement.

In December 2013, 55 ACCA Professional students became Affiliates and 9 CAT students graduated. Of the students who sat in June 2014, 14 CAT students were successful and 54 participants in the ACCA Professional scheme became Affiliates.

The total number of students registered with ICATT, as at October 31, 2014, was 5,265. Of this amount, 3,882 students were registered to pursue the Professional ACCA programme and 1,382 were pursuing the Foundations in Accountancy.

In partnership with ACCA, ICATT hosted an annual Recognition Ceremony in November for successful candidates of the December 2013 and June 2014 examination sittings.

Contribution to National Development

ICATT was invited by the Government of Trinidad and Tobago to make its annual contribution to the national budget. The Taxation Committee, on ICATT's behalf, prepared recommendations for the budget which was submitted to the Ministry of Finance and the Economy. The document proposed fiscal measures in relation to Enhancing Fiscal Revenue, Tax Allowances and Credits and Tax Administration. The National Budget 2015 was presented by the Minister of Finance and the Economy on September 8. The Taxation Committee members shared ICATT's recommendations with the public via the media. The Committee also accepted invitations to participate in three post-budget fora.

Trinidad and Tobago is currently undergoing a National Risk Assessment (NRA) to understand the Money Laundering and Terrorist Financing (ML/TF) risks posed to the country and to comply with the revised Financial Action Task Force (FATF) Recommendation Number 1. ICATT is actively supporting this initiative by promoting compliance among members and awareness of the role and functions of the Financial Intelligence Unit (FIU) in relation to suspicious activity and AML/CFT reporting.

ICATT was invited by the Trinidad and Tobago Ministry of Finance to contribute to a discussion on the proposed Bankruptcy and Insolvency regulation. The new legislation recognises ICATT as the only accounting body to which a trustee under these regulations must be affiliated.

On July 9, ICATT and the ACTT (The Accreditation Council of Trinidad and Tobago) signed a Memorandum of Co-operation (MOC). ICATT was represented by the Vice President, Mohan Mahabir Singh, 2nd Vice President Leslie Nelson and General Manager, Esther Le Gendre. The MOC intends to promote technical cooperation between the respective organisations in matters related to quality assurance, the recognition of qualifications, the approval of programmes, specialised accreditation and information sharing as it pertains to the higher education and professional sectors over which each party has jurisdiction. The MOC also considers the potential mutual benefits to be derived from a collaborative approach to the assessment of international qualifications, as well as, qualifications directly within each agency's jurisdiction in the pursuit of each party's sustainable development objectives. It seeks a commitment to facilitating the sharing of information, the training of personnel and the transfer of skills and expertise in related areas and to creating opportunities to achieve the objectives of the Memorandum of Cooperation.

ICATT entered into a Memorandum of Understanding with the Trinidad and Tobago International Financial Management Company Ltd. (TIIFCMCL) established by the Government of the Republic of Trinidad and Tobago to facilitate the development of the financial services sector including the promotion of Trinidad and Tobago as an attractive location for business and investment services. The MOU is in respect of a project of collaboration between public and private sector to access and develop the talent pool for the Financial Institutions Support Services (FINESS) Industry.

The project is geared to the development of a scalable industry to facilitate a continued flow of skilled workers for the benefit of local and international financial firms establishing shared service centres, Banking, Financial Services and Insurance (BFSI) business process outsourcing operations or finance and accounting outsourcing (FAO) operations.

The Project supports ICATT's plan to grow its membership by providing cutting-edge industry information, access to high-value training programmes and employment opportunities that create new career paths for its current and future members.

Membership

ICATT has embarked on the establishment of strategic partnerships with organizations in Trinidad and Tobago by way of a cooperative framework geared towards the enforcement of legal and financial regulations and the overall improvement of standards of corporate governance throughout Trinidad and Tobago. In this regard, one of ICATT's strategic initiatives is to ensure that all eligible professional accountants are registered with ICATT, and thereby achieve the designation of 'Chartered Accountant'. This is to ensure that key areas of business and audit are effectively managed by personnel who possess the competency attributed to members of ICATT.

As at December 31, ICATT's total membership stood at 1,326. The year began with a renewed drive to increase membership and to undertake a revised application process which aims to ensure approval of membership within a shorter time-frame. Total membership as at December 31, 2014 was as follows:

Member Category	Number
Member Not in Practice (MNP)	1,009
Members in Practice (MP)	185
Members Residence Overseas (MRO)	45
Members in Retirement (MR)	87

Operational Matters

ICATT launched an online payment service in April, which will facilitate an easier payment method for members, students and other stakeholders of the Institute. ICATT's online payment system was developed to facilitate the management of annual subscriptions and fees received by the Institute.



President Pria Narinesingh launches ICATT's e-payment system as, Members & Student Manager Sasha Grant and Member Services Representative, Sara Affonso demonstrates.

Stakeholder Meeting

On September 30, members of ICATT's Quality Assurance Committee along with the General Manager met with Paul Simkins, Director of Quality Assurance, ICAEW at ICATT's Secretariat to learn more about the Institute's current initiatives and to discuss ICAEW's quality assurance work.

Conclusion

The Council of ICATT thanks the members and Secretariat staff as well as its private and public sector partners for their contribution to the sustainability of the Institute over the past 45 years of its service to Trinidad and Tobago.

TREASURER'S OVERVIEW



Vintoria Bernard

The year ended December 31, 2014 saw a return to profitability for the ICAC. The Institute posted profits of \$31,252 for the year from a loss position of \$21,900 at December 31, 2013. This dramatic increase is due to a realisation of the planned curtailment of expenses in the year, coupled with higher than expected returns from the annual conference.

The main sources of income for the ICAC continue to be subscription fees and income from the annual conference. Subscription revenues increased 4.0% over that of the previous year as a result of marginal increases in membership in some member institutes. It is important to note that there was no increase in ICAC's membership subscription rate for 2014. Income from conference and seminars increased by 171.0% or \$35,187 over previous year and is therefore primarily responsible for the 33.0% growth in total income.

As a result of prudent management, total expenses of \$123,958 fell within the budgeted expenses of \$124,536 which is a decrease of \$15,258 or 11.0% when compared to prior year. Savings were realized in employee benefits and board meetings and retreats. Employee benefits moved from \$69,883 at December 2013 to \$67,825 for 2014 (decrease of 5.0%). This was due to one off items, not replicated in the latter year. Similarly, board meetings and retreats reflected savings of \$7,208 or 29.0% when compared with the expenditure for 2013. This decrease in expenditure occurred as a result of a reduction in the number of meetings attended during the year.

The return to profitability increased the accumulated surplus and enabled the Institute to sustain its strong financial position. Reserves at December 31, 2014 stood at \$144,363 or 89% of total assets, compared to \$113,111 or 94% in prior year. The ICAC enjoys an enviable liquidity position with current liabilities accounting for only 11% of current assets. Cash and cash equivalents totalled \$149,557 and accounted for 93% of total assets, compared to \$110,857 or 93% in prior period.

Despite the financial strength of the ICAC's balance sheet, its dependence on only two main sources of income suggests that prudence is necessary if it is to expand its reach and continue to develop the accounting profession within the region.





Auditors' Report and Financial Statements

Year ended December 31, 2014

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Independent auditors' report

Mair Russell Grant Thornton

Kingston
3 Haughton Avenue
Kingston 10
T + 1 876 929 9167/926 0443
F + 1 876 754 3196
E + mrgt.kingston@jm.gt.com

Montego Bay
56 Market Street
St. James
T + 1 876 952 0798/952 2891
F + 1 876 971 5836
E + mrgt.mobay@jm.gt.com

Jamaica, West Indies

www.gjtjamaica.com

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

Report on the Financial Statements

We have audited the accompanying financial statements of The Institute of Chartered Accountants of the Caribbean, which comprise the statement of financial position as at December 31, 2014, and the statement of income and accumulated surplus and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and with the requirements of 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.

Auditors' Responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

.../cont'd

Independent auditors' report (cont'd)

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

Opinion

In our opinion, the financial statements give a true and fair view of the financial position of The Institute of Chartered Accountants of the Caribbean as at December 31, 2014, and of its financial performance and its cash flows for the year then ended in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Jamaican Companies Act.

Report on Other Legal and Regulatory Requirements

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 kept, so far as appears from our examination of those records, and the accompanying financial statements are in agreement therewith, and give the information required by the Jamaican Companies Act, in the manner required.

Kingston, Jamaica

May 28, 2015

Mair Russell Grant Thornton
Chartered Accountants

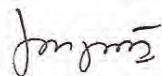
STATEMENT OF FINANCIAL POSITION

As at December 31, 2014

	Note	2014 US\$	2013 US\$
Assets			
Current assets			
Cash and short-term deposits	3	129,492	110,857
Due from members and other receivables	4	4,844	2,170
Other short-term deposits	5	20,065	-
Taxation recoverable		5,174	4,395
		<u>159,575</u>	<u>117,422</u>
Non-current asset			
Equipment	6	1,827	2,417
		<u>1,827</u>	<u>2,417</u>
Total assets		<u>161,402</u>	<u>119,839</u>
Liabilities and reserves			
Current liabilities			
Owing to members	7	212	212
Taxation payable		525	-
Payables and accruals	8	16,302	6,516
Total liabilities		<u>17,039</u>	<u>6,728</u>
Reserves			
Accumulated surplus		87,475	56,223
Administrative assistance development fund	9	13,809	13,809
Development fund	10	43,079	43,079
Total reserves		<u>144,363</u>	<u>113,111</u>
Total liabilities and reserves		<u>161,402</u>	<u>119,839</u>

The notes on the accompanying pages 6 to 14 form an integral part of these financial statements.

Approved for issue by the Board of Directors on May 28, 2015 and signed on its behalf by:



Frank V. Myers
President



Vintoria Bernard
Treasurer

STATEMENT OF INCOME & ACCUMULATED SURPLUS

Year ended December 31, 2014

	Note	2014 US\$	2013 US\$
Revenue	2(j)		
Subscriptions		83,278	80,015
Annual conference and seminars		55,709	20,522
Interest on short-term deposits		3,079	3,562
Other income	11	13,669	13,071
		155,735	117,170
Administrative and other expenses	12	(123,958)	(139,216)
Surplus/(deficit) for the year before income tax	13	31,777	(22,046)
Income tax for the year	14b	(525)	146
Surplus/(deficit) for the year after income tax		31,252	(21,900)
Accumulated surplus at start of year		56,223	78,123
Accumulated surplus at the end of year		87,475	56,223

The notes on the accompanying pages 6 to 14 form an integral part of these financial statements.

STATEMENT OF CASH FLOWS

Year ended December 31, 2014

	Note	2014 US\$	2013 US\$
Cash flows from operating activities			
Surplus/(deficit) for the year before income tax		31,777	(22,046)
Adjustments for:			
Interest income		(3,079)	(3,562)
Depreciation	6	1,163	1,483
		<u>29,861</u>	<u>(24,125)</u>
Changes in operating assets and liabilities			
(Increase)/decrease in due from members and other receivables		(2,714)	4,218
Increase/(decrease) in payables and accruals		9,786	(2,218)
Decrease in owing to members		-	(100)
Cash generated from/(used in) operations		<u>36,933</u>	<u>(22,225)</u>
Cash flows from investing activities:			
Purchase of equipment	6	(573)	(944)
Net (increase)/decrease in short-term deposits		(20,065)	35,427
Interest received (net of withholding tax)	14b(ii)	2,340	2,918
Net cash (used in)/provided by investing activities		<u>(18,298)</u>	<u>37,401</u>
Net increase in cash and cash equivalents		18,635	15,176
Cash and cash equivalents at beginning of year		<u>110,857</u>	95,681
Cash and cash equivalents at end of year	3	<u>129,492</u>	110,857

The notes on the accompanying pages 6 to 14 form an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

December 31, 2014

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)

Affiliates

The Association of Chartered Certified Accountants (ACCA)
Chartered Professional Accountants of Canada (CPA-Canada)
The Institute of Chartered Accountants in England and Wales (ICAEW)
The American Institute of Certified Public Accountants (AICPA)

Associate

Suriname Association of Accountants (SUVA)

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, 2014

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 14b(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 14a.

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 four (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, 2014

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 year 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, cash and short-term deposits and other short-term deposits;

Financial liabilities:

Payables and accruals and owing to members.

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) Other short-term deposits

Other short-term deposits are investments with maturity dates of six months.

(h) 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, 2014

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

(i) Owing to members

Owing to members are initially recognised at transaction price and subsequently measured at amortised cost.

(j) 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.

(k) 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 current tax is subject to a minimum business tax which was introduced during the year (Note 14b(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.

(l) 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, 2014

3. Cash and cash equivalents

	Interest Rate % p.a.	2014 US\$	2013 US\$
Cash and short-term deposits:			
Bank and cash:			
Sagicor Bank Jamaica Limited (formerly RBC Royal Bank Jamaica Limited)			
- J\$ Current account		7,714	1,669
- US\$ Savings account	0.15	16,979	2,936
Cash on hand		70	70
		24,763	4,675
Short-term US\$ deposits:			
Sagicor Investments Jamaica Limited	2.7	21,472	24,510
JN Fund Managers Ltd	2.05	83,257	81,672
		104,729	106,182
Total cash and short-term deposits		129,492	110,857

4. Due from members and other receivables

	2014 US\$	2013 US\$
Due from members:		
Seminars	2,803	-
Subscriptions	-	40
Advertisements	242	250
Interest	291	331
Other	102	186
	3,438	807
Prepayments	1,406	1,363
Total	4,844	2,170

5. Other short-term deposits

	Interest rate % p.a.	2014 US\$	2013 US\$
Sagicor Investments Jamaica Limited	3.0	20,065	-
Total		20,065	-

NOTES TO THE FINANCIAL STATEMENTS

December 31, 2014

6. Equipment

	2014 US\$	2013 US\$
Gross carrying amount		
Balance at beginning of year	11,705	10,761
Additions	573	944
Balance at end of year	12,278	11,705
Accumulated depreciation		
Balance at beginning of year	9,288	7,805
Depreciation	1,163	1,483
Balance at end of year	10,451	9,288
Carrying amount		
Carrying amount at beginning of year	2,417	2,956
Additions	573	944
Depreciation	(1,163)	(1,483)
Carrying amount at end of year	1,827	2,417

7. Owing to members

	2014 US\$	2013 US\$
Members' dues prepaid	212	212
Total	212	212

8. Payables and accruals

	2014 US\$	2013 US\$
Deferred income	3,300	-
Accrued vacation leave	6,389	2,509
Honorarium to auditors	2,500	2,300
Utilities	687	382
Statutory liabilities	262	140
Other	3,164	1,185
Total	16,302	6,516

Deferred income represents donation received in advance from the ACCA towards International Federation of Accountants (IFAC) meetings for next year.

NOTES TO THE FINANCIAL STATEMENTS

December 31, 2014

9. Administrative assistance development fund

	2014 US\$	2013 US\$
Balance at beginning of year	13,809	13,809
Balance at end of year	13,809	13,809

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

10. Development fund

	2014 US\$	2013 US\$
Balance at beginning of year	43,079	43,079
Balance at end of year	43,079	43,079

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

11. Other income

	2014 US\$	2013 US\$
Advertising – newsletter	3,526	2,995
Contribution	10,000	10,000
Miscellaneous	143	76
Total	13,669	13,071

The amount reflected as contribution above represents a donation from the ACCA as contribution towards expenses incurred in attending International Federation of Accountants (IFAC) meetings during the year.

12. Expenses by nature

Total administrative and other expenses:

	2014 US\$	2013 US\$
Employee benefits	67,825	69,883
Depreciation	1,163	1,483
Insurance	273	297
Postage and delivery	1,360	1,801
Rent and maintenance	4,760	4,817
Printing and stationery	7,556	8,662
Annual conference and seminars	751	4,027
Board meetings and retreats	17,504	24,712
Utilities	7,710	7,115
Travelling and entertainment	7,628	7,915
Honorarium to auditors	2,700	2,300
Loss on foreign exchange	794	1,109
Other expenses	3,934	5,095
Total	123,958	139,216

NOTES TO THE FINANCIAL STATEMENTS

December 31, 2014

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

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

	2014 US\$	2013 US\$
Key management personnel compensation	55,149	56,461
Depreciation	1,163	1,483
Honorarium to auditors	2,700	2,300
Loss on foreign exchange	794	1,109
Interest income	<u>(3,079)</u>	<u>(3,562)</u>

14. Taxation

(a) Deferred tax

Deferred tax is calculated on all temporary differences under the liability method using a tax rate of 25%. The movement on the deferred tax account is as follows:

	2014 US\$	2013 US\$
Balance at beginning of year	-	(146)
Taxation credit for the year (Note 14b)	-	146
Balance at end of year	<u>-</u>	<u>-</u>

Deferred tax balance arose on temporary differences in respect of:

Deferred tax asset on:		
Unused losses	75	88
	<u>75</u>	<u>88</u>
Deferred tax liability on:		
Equipment	(2)	(6)
Interest receivable	(73)	(82)
	<u>(75)</u>	<u>(88)</u>
Net deferred tax	<u>-</u>	<u>-</u>

(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 computed at the rate of 25% on the non-exempt income, adjusted for tax purposes comprises:

	2014 US\$	2013 US\$
Current tax	525	-
Deferred tax credit	-	(146)
Income tax for the year	<u>525</u>	<u>(146)</u>

NOTES TO THE FINANCIAL STATEMENTS

December 31, 2014

14. Taxation (cont'd)

(b) Tax expense (cont'd)

- (i) The Government of Jamaica enacted a change of the income tax rate for unregulated companies from 33 $\frac{1}{3}$ % to 25% effective January 1, 2013. Also on April 1, 2014 there was an introduction of a Minimum Business Tax of J\$60,000 (US\$525) per annum.
- (ii) During the year the Institute suffered withholding tax at source of US\$779 (2013 – US\$973) 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\$410 (2013 – US\$782) 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\$103 (2013 – US\$195) in respect of its carry forward losses. Of this amount, only US\$75 (2013 - US\$88) (being the amount required to offset the potential deferred tax liability) has been recognised in these financial statements.

15. Related party transactions

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

16. Financial assets and liabilities by categories

(i) Financial assets

	2014 US\$	2013 US\$
Financial assets measured at amortised cost less impairment:		
Cash and short-term deposits (Note 3)	129,492	110,857
Due from members and other receivables (Note 4)	3,438	807
Total	132,930	111,664

(ii) Financial liabilities

	2014 US\$	2013 US\$
Financial liabilities measured at amortised cost:		
Owing to members (Note 7)	212	212
Payables and accruals (Note 8)	9,913	4,007
Total	10,125	4,219



GET YOUR GAME ON



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