

Bowling Over the Challenges...

2011 ANNUAL REPORT



THE INSTITUTE OF
CHARTERED ACCOUNTANTS
OF THE CARIBBEAN





THE INSTITUTE OF CHARTERED ACCOUNTANTS OF THE CARIBBEAN BOWLING OVER THE CHALLENGES

The Institute of Chartered Accountants of the Caribbean (ICAC) was established on October 28, 1988, bringing together accountants within the English-speaking Caribbean. Today, with seven member institutes and a network of approximately 3,500 accountancy professionals, the ICAC is the recognized regional organization dedicated to advancing the interest of accountants and professionals in the finance and accounting sector 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.

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)

The ICAC is recognized by the International Federation of Accountants (IFAC) as an "Acknowledged Accountancy Grouping". This is a designation held by five other accountancy groupings in the world. These groupings support the objectives of IFAC and the advancement of the accountancy profession within their jurisdictions.

GOVERNANCE STRUCTURE

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

The Executive of the Board comprises the President, Vice-President, Treasurer and Secretary. The Board is the policy and decision-making body of the Institute while the Executive Officers are responsible for managing and overseeing the operations of the Institute. This 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.

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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:

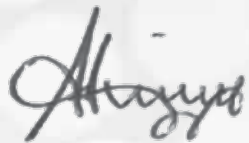
The objectives of the ICAC are to:

- 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 accountancy profession in the region.

NOTICE IS HEREBY GIVEN that the Twenty-fourth Annual General Meeting of the Institute of Chartered Accountants of the Caribbean (ICAC) will be held at the Grand Royal Antiguan Beach Resort in St. John's, Antigua on Wednesday, June 20, 2012 commencing at 3:30 p.m. for the following purposes:

- To confirm minutes of the Twenty-third Annual General Meeting held at the Jamaica Pegasus Hotel, Kingston, Jamaica on Thursday, June 23, 2011.
- To receive the Report of Directors.
- To adopt the audited Financial Statements for the year ended December 31, 2011.
- To appoint auditors for the year ending December 31, 2012.
- To appoint Directors for the period June 2012 to June 2013.
- To consider any other business that may be brought before the Annual General Meeting.

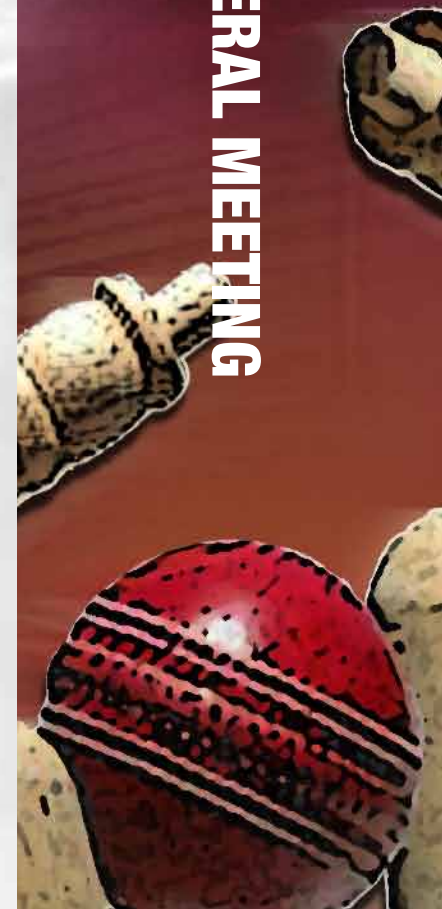
BY ORDER OF THE BOARD



Anthony Pierre
Secretary

May 1, 2012

NOTICE OF ANNUAL GENERAL MEETING



ICAC Executive Officers & Board Members



Joan (Betty) Brathwaite, FCA, FCCA
President & Director,
Barbados

Betty Brathwaite was elected President of the Institute of Chartered Accountants of the Caribbean in June 2011 and is also Chairman of the ICAC Board. She is the

second female to be elected President in the 24-year history of the ICAC.

She was first appointed to the ICAC Board as alternate director for Barbados in June 2001 and has been playing a key role in the development of the accountancy profession regionally and internationally. As the newly-elected ICAC President she affirms her commitment to advancing the goals of the ICAC and strengthening the role of the regional body for the benefit of the accountancy profession in the Caribbean.

Prior to her election as President, Ms. Brathwaite served as Vice-President of ICAC from 2009-2011. She has also served as Chair of the ICAC's Membership Committee (2004 - 2011) and Chair of the Task Force which undertook review and amendment of the ICAC's Articles of Association which was effected in October 2009.

As a Partner with Deloitte & Touche, Barbados, Ms. Brathwaite leads the firm's audit practice. Prior to this, she was responsible for the delivery of tax and corporate services to the firm's clients. She is a past President of the Institute of Chartered Accountants of Barbados (ICAB) and continues to serve as a member of ICAB's Council. She is also the Association of Chartered Certified Accountants (ACCA) International Assembly representative for Barbados.



Frank Myers, FCCA
Vice President & Director,
Eastern Caribbean

Frank Myers was elected Vice President of the ICAC in June 2011. He was first appointed to the ICAC Board in 2001 and served as Secretary of the ICAC for the period June 2010 - 2011. He

is the current President of the Institute of Chartered Accountants of the Eastern Caribbean (ICAEC) and is a former representative for the Caribbean and the Americas on ACCA's International Assembly.

Mr. Myers is an Audit Assurance Partner with KPMG in St. Lucia, where he has practiced for the past 20 years. In addition to his core functions in Audit and Tax (Head of Tax) within the Firm, he is responsible for Ethics and Independence, Professional Practice, and Human Resources. He is a past president of the Rotary Club of Saint Lucia and a former Chairman of the Public Service Commission in Saint Lucia.



Archibald Campbell, FCA
Treasurer & Director,
Jamaica

Archibald Campbell was first appointed to the ICAC Board in June 2009 and was elected ICAC Treasurer in June 2011. He is currently the Chief Financial Officer/Bursar at the University

of the West Indies and is a former lecturer in the Department of Management Studies, UWI (Mona). He has been a regular trainer on corporate governance for the Private Sector Organization of Jamaica, the Ministry of Finance (Jamaica), and the Eastern Caribbean Stock Exchange. He is the immediate Past President of the Institute of Chartered Accountants of Jamaica (ICAJ).



Anthony Pierre, FCCA, CA
Secretary & Director,
Trinidad & Tobago

The principal of the firm, Anthony Pierre & Co. Chartered Accountants, Anthony Pierre was elected Secretary of the ICAC in June 2011. He was first appointed to the ICAC

Board in October 2009 and currently serves the ICAC's representative on the Board of the Caribbean Association of Industry and Commerce (CAIC). He also chairs the ICAC's regional technical committee. Mr. Pierre is also the President of the Institute of Chartered Accountants of Trinidad and Tobago (ICATT).



Reece D. Chipman, CPA, CA
Director, Bahamas



Shawn Mahler, CA
Director, Belize



Khalil Alli, FCA
Director, Guyana



Zelma Wilson, CA, CPA
Alternate Director,
Bahamas



Andrew F. Brathwaite, CA
Alternate Director,
Barbados



Claude Burrell, CPA, CISA
Alternate Director,
Belize



Erwin D. Southwell, CPA
Alternate Director,
Eastern Caribbean



Colin Thompson, FCCA, MBA
Alternate Director,
Guyana



Vintoria Bernard, FCA, FCCA
Alternate Director,
Jamaica



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



Harryram Parmesar, FCCA
Immediate Past President &
Ex-officio Member of the Board

Affiliate & Associate Representatives



Roger Acton, CDipAF, MSc (Econ)
Affiliate Representative,
Association of Chartered Certified
Accountants (ACCA)



Gordon Cherry, MBA
Affiliate Representative,
American Institute of Certified
Public Accountants (AICPA)



Nancy Foran, CMA, FCMA
Affiliate Representative,
Certified Management
Accountants (Nova Scotia,
Bermuda and the Caribbean)



Lyle E. Handfield, MBA, CAE, FCGA
Affiliate Representative,
Certified General Accountants
Association of Canada
(CGA-Canada)



Khalil Alli, FCA
Affiliate Representative,
Institute of Chartered
Accountants in England
& Wales (ICAEW)



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

Board of Directors' Report

This constitutes the Directors' Report for the year ended December 31, 2011.

The Institute held its Fifty-Ninth, Sixtieth and Sixty-First Board of Directors' Meetings on February 19, June 23 and September 24, 2011, respectively. The Fifty-Ninth and Sixtieth Board of Directors' Meetings were held in Kingston, Jamaica and the Sixty-first Meeting was held in Barbados.

The 23rd Annual General Meeting was held on June 23, 2011 at the Jamaica Pegasus Hotel in Kingston, Jamaica.

Board of Directors'

The members of the ICAC Board of Directors representing the following member territories were appointed for the period 2011-2012 at the 23rd Annual General Meeting:

Bahamas	Director	Reece Chipman
	Alternate Director	Zelma Wilson
Barbados	Director	Joan Brathwaite
	Alternate Director	Andrew Brathwaite
Belize	Director	Shawn Mahler
	Alternate Director	Claude Burrell
Eastern Caribbean	Director	Frank Myers
	Alternate Director	Erwin Southwell
Guyana	Director	Khalil Alli
	Alternate Director	Colin Thompson
Jamaica	Director	Archibald Campbell
	Alternate Director	Vintoria Bernard
Trinidad & Tobago	Director	Anthony Pierre
	Alternate Director	Derek Mohammed

Ms. Zelma Wilson was appointed to replace Mr. Basil Ingraham as Alternate Director for Bahamas effective June 2011.

Mr. Claude Burrell replaced Mr. Brett Feinstein as Alternate Director for Belize and Ms. Shawn Mahler was appointed Director for Belize effective June 2011.

Mr. Khalil Alli replaced Mr. Harryram Parmesar as Director for Guyana and Mr. Colin Thompson was appointed as Alternate Director for Guyana, effective June 2011. Mr. Harryram Parmesar, immediate Past President, ICAC continues to serve on the ICAC Board as an ex-officio member.

Mr. Archibald Campbell replaced Ms. Prunella Vassell as Director for Jamaica and Ms. Vintoria Bernard was appointed as Alternate Director for Jamaica, effective June 2011.

Mr. Derek Mohammed was appointed to replace Mr. Andrew Tom as Alternate Director for Trinidad and Tobago, effective June 2011.

The Executive

The Executive Officers elected for 2011-2012 at a Special Meeting of the ICAC Board of Directors on June 23, 2012 at the Jamaica Pegasus Hotel in Kingston, Jamaica were:

Joan (Betty) Brathwaite	President
Frank V. Myers	Vice President
Anthony Pierre	Secretary
Archibald Campbell	Treasurer

Directors' Attendance - Board Meetings

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

Name	Position	Institute/Organisation	Number of meetings
Joan (Betty) Brathwaite	President/Director	Barbados	3
Frank V. Myers	Vice President/Director	Eastern Caribbean	2
Anthony Pierre	Secretary/Director	Trinidad & Tobago	3
Archibald Campbell	Treasurer/ Director	Jamaica	3
Harryram Parmesar	Past President/Director	Guyana	2
Prunella Vassell	Past Treasurer/Director	Jamaica	2
Reece Chipman	Director	Bahamas	2
Shawn Mahler	Director	Belize	0
Khalil Alli	Director and Affiliate Representative	Guyana ICAEW	2
Basil Ingraham	Outgoing Alternate Director	Bahamas	2
Zelma Wilson	Alternate Director	Bahamas	1
Andrew Brathwaite	Alternate Director	Barbados	2
Claude Burrell	Alternate Director	Belize	1
Brett Feinstein	Outgoing Alternate Director	Belize	0
Erwin Southwell	Alternate Director	Eastern Caribbean	2
Colin Thompson	Alternate Director	Guyana	0
Vintoria Bernard	Alternate Director	Jamaica	0
Andrew Tom	Outgoing Alternate Director	Trinidad & Tobago	2
Derek Mohammed	Alternate Director	Trinidad & Tobago	1
Roger Acton	Affiliate Representative	ACCA	0
Gary Scopes	Outgoing Affiliate Rep.	AICPA	1
Gordon Cherry	Affiliate Representative	AICPA	0
Lyle Handfield	Affiliate Representative	CGA Canada	2
Nancy Foran	Affiliate Representative	CMA-Canada	1
Rudie Tjong A. Hung	Associate Representative	SUVA	2

Note: All Directors mentioned were on the ICAC Board for part or all of the year 2011

ICAC Member Bodies

Members

Membership as at December 31, 2010*

The Bahamas Institute of Chartered Accountants (BICA)	384
The Institute of Chartered Accountants of Barbados (ICAB)	695
The Institute of Chartered Accountants of Belize (ICA-Belize)	52
The Institute of Chartered Accountants of the Eastern Caribbean (ICAEC)	196
The Institute of Chartered Accountants of Guyana (ICAG)	65
The Institute of Chartered Accountants of Jamaica (ICAJ)	1009
The Institute of Chartered Accountants of Trinidad and Tobago (ICATT)	880
Suriname Association of Accountants (SUVA)	24

*Membership subscription for 2011 is based on the membership of each member institute as at December 31, 2010.

Affiliate Members

Representative

The Association of Chartered Certified Accountants (ACCA)	Mr. Roger Acton
The American Institute of Certified Public Accountants (AICPA)	Mr. Gordon Cherry*
The Certified General Accountants Association of Canada (CGA-Canada)	Mr. Lyle Handfield
The Institute of Chartered Certified Accountants in England and Wales (ICAEW)	Mr. Khalil Alli
The Certified Management Accountants - Nova Scotia, Bermuda, & the Caribbean (CMA-Canada)	Ms. Nancy Foran

*Mr. Gordon Cherry replaced Mr. Gary Scopes as the AICPA's affiliate representative on the ICAC Board, effective June 2011.

Associate Member

Representative

Suriname Association of Accountants (SUVA)	Rudie Tjong A. Hung
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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, 2011 at the 23rd Annual General Meeting of the Institute held on June 23, 2011.

Acknowledgements

The Directors thank the management and staff of the Secretariat for their continued dedication and hard work during the year 2011.

On behalf of the Board of Directors.



JE (Betty) Brathwaite
President

President's Report



Joan (Betty) Brathwaite

Strategic Goals & Focus

I am very honored to lead the Institute of Chartered Accountants of the Caribbean at a time when increasingly, members of this noble profession are challenged to raise the bar both in terms of how we practice our craft, as well as in the expanding role that we are being called upon to play in corporate governance and in the development of the economies of the Caribbean. Among the priorities of the new leadership of the ICAC elected in June 2011, is to ensure that as the regional body for the accountancy profession, the ICAC plays a key role in enhancing the reputation and contribution of accountants in the region. Another important area of focus has been the implementation of the goals identified in the ICAC's 2011-2016 Strategic Plan, which include:

- Expanding the ICAC brand by increasing its role and contribution both regionally and internationally;
- Repositioning and building the ICAC as a regional umbrella body;
- Forging strategic partnerships with key regional and international organizations;
- Broadening the membership base of the ICAC;
- Strengthening the institutional and thought leadership capacity of the ICAC;
- Enhancing the ICAC as a technical resource centre for its member bodies in the region; and
- Increasing revenue and funding opportunities for the sustainability of the ICAC.

During 2011, the ICAC continued efforts to enhance and build the accountancy profession in the region through various regional initiatives. The major activities carried out during the year under review as well as plans for 2012 are outlined in this report.

Practice Monitoring & Enhancing Auditing Standards with the Region

During the year, implementation of the ICAC/ACCA practice monitoring programme continued in Barbados, Guyana, Trinidad and Tobago and the Eastern Caribbean. The process has been progressing very well as practitioners have been seeing the benefits of the monitoring reviews in helping to improve their audit procedures and quality of audits. Under the programme, ACCA has been contracted by national institutes in the respective territories to perform the monitoring reviews, which are intended to ensure that audit procedures are being conducted in accordance with International Standard on Quality Control 1 (ISQC1) and International Standards on Auditing (ISAs).

In February 2011, Jamaica signed on to the monitoring programme and ACCA's monitoring team has been contracted to commence practice reviews in January 2012. We look forward to the successful implementation of the monitoring programme in Jamaica and the benefits that will accrue to the accounting profession from this process.

The ICAC Board is currently considering a proposal to establish a regional monitoring unit to facilitate the ongoing process of practice monitoring in the Caribbean, in keeping with our commitment to ensure the existence of efficient quality assurance review systems in the region. It is anticipated that the terms of reference and structure for the proposed regional monitoring unit will be finalized in 2012.

Increased Regional Contribution & Involvement

In keeping with our strategic goal to increase the role and contribution of the ICAC within the region, Kyle Rudden, Actuary and Chartered Accountant, was appointed to serve as the ICAC's representative to the Caribbean Actuarial Association (CAA) Advisory Council. The Advisory Council comprises Caribbean regulators; representatives of major associations

in the region including the insurance industry and the accountancy profession. The ICAC is pleased to serve the Caribbean community through its representation on this regional body.

The ICAC also continues to make a meaningful contribution regionally through our representation on the Board of Trustees of the Caribbean Court of Justice Trust Fund and on the Board of the Caribbean Association of Industry and Commerce (CAIC). The CAIC represents the interest of Caribbean private sector organisations at various regional and international meetings on economic, social and environmental policy. The ICAC is represented by immediate Past President Harryram Parmesar on the CCJ Trust Fund and ICAC Secretary Anthony Pierre serves as our representative on the CAIC Board.

In an effort to support the effective implementation of IFRS for SMEs since the Standard was issued by the International Accounting Standards Board (IASB) in 2009, the ICAC carried out a number of initiatives in collaboration with member institutes. In November 2011, the ICAC partnered with the Institute of Chartered Accountants of Barbados (ICAB) and the IFRS Foundation to host a IFRS for SMEs Train-the-Trainer Caribbean Workshop in Barbados. The workshop provided participants with intensive training on the Standard and the expertise necessary to effectively implement the Standard regionally. The event was a great success attracting participants from all across the region. The workshop facilitators were Paul Pacter, IASB member and Chairman of the SME Implementation Group and Michael Wells, Director, IFRS Education Initiative, IFRS Foundation.

International Contribution & Representation

During the year, efforts were made to increase the ICAC's role and contribution at the international level and to build strategic relationships with other professional accountancy bodies globally.

In this regard, the ICAC was represented at the Council Meeting of the International Federation of Accountants (IFAC) held in Berlin, Germany from November 16-17, 2011 and at IFAC's consultative meeting for Regional Organisations (RO) and Acknowledged Accountancy Groupings (AG) which was held in conjunction with the Council Meeting. The consultative meeting provided a platform for regional organisations and accountancy groupings, including the ICAC, to share their experiences and challenges and to focus on opportunities for future collaboration. The meeting also provided the opportunity for ICAC to further develop linkages with other accountancy bodies from around the world.

The ICAC was also represented at IFAC's Chief Executives Strategic Forum held in February 2011 in New York and the first congress of the Pan African Federation of Accountants (PAFA) held in Kenya over the period November 7-9. PAFA is the regional grouping of the Institutes in Africa.

The ICAC's annual report in fulfilment of its obligations as an Acknowledged Accountancy Grouping of IFAC was also completed and submitted to IFAC during the year. The report covered ICAC's activities for the period January – September 2011. The ICAC Secretariat also continues to assist IFAC in communicating with member institutes in the region as it relates to technical updates and releases issued by IFAC.

Member Body Development

In keeping with the ICAC's commitment to support new and developing member bodies in the region, the ICAC has been working with its Associate Member, the Suriname Association of Accountants (SUVA) to assist in further developing its framework and governance structure. In this regard, the ICAC in collaboration with its member body in Trinidad and Tobago (ICATT), embarked on an initiative in August 2011 aimed at providing mentorship support to SUVA. Under this important initiative, ICATT has been offering technical assistance to SUVA to help strengthen the institutional capacity of the Association and to develop its CPD training programme. Support is also being given to SUVA in the process of adoption and implementation of IFRS and IFRS for SMEs and in establishing appropriate regulatory systems for the accountancy profession in Suriname as well as the training of its management personnel.

The ICAC is very grateful for the invaluable support being provided by ICATT as we work to assist with the development and strengthening of the accountancy association in Suriname over the next three years. I believe that this is the kind of collaboration and cooperation that will further enhance the profession regionally. I thank ICATT President, Anthony Pierre and the Council for the commitment shown to the region and for being a "big brother and mentor" to a fledgling organisation.

Annual Caribbean Conference of Accountants

Our Annual Caribbean Conference continues to provide a forum for accounting and finance professionals from the region to discuss critical issues and share ideas and best practices that enhance their role and further build the profession in the region. This is of particular importance given the changing role that accounting professionals are being called upon to play in businesses.

The 29th Caribbean Conference of Accountants was held in Kingston, Jamaica over the period June 23-25, 2011. The event was a tremendous success attracting some 900 accountants, finance professionals and business leaders from the Caribbean. The conference theme, *"Third to First - Going the Distance"*, focussed on winning strategies for achieving success and identifying creative approaches to help build a first world Caribbean region. It also examined the developmental strategies engaged by countries as a model for the transformation of the region's economies from developing to first world status. On behalf of the ICAC Board, I commend the Institute of Chartered Accountants of Jamaica (ICAJ) for hosting a very successful conference and also for recording the highest number of registered delegates for the ICAC's Annual Conference, to date.



Official Opening Ceremony: Jamaica's Prime Minister, Hon. Bruce Golding addresses approximately 900 local and overseas delegates during the Opening Ceremony of the 29th Caribbean Conference of Accountants.



Distinguished Speakers: Raymond Campbell, 2011 Conference Chairman has the attention of Mark Gold, President, ACCA (left); Archibald Campbell, ICAC Treasurer (third from left); Keynote speaker, Professor Henri Ghesquiere of the Lee Kuan Yew School of Public Policy (second from right) and Harryram Parmesar, immediate Past President, ICAC (right).



Passing the Baton: Harryram Parmesar, outgoing ICAC President passes the baton of leadership to Joan Brathwaite, newly-elected President during the President's Dinner held on Friday, June 24.

Acknowledgements

The past year has gone like a whirlwind! In closing, I wish to express sincere appreciation to my fellow Board members and the representatives of the affiliate bodies who have worked tirelessly over the past year to advance the initiatives and programmes of the ICAC. Special thanks also to the Secretariat team - Misha Lobban, CEO and Lomeah Reid, Administrative Assistant - who have provided invaluable support over past year. The work of the ICAC is really about being a part of a team, and I am privileged to have the support of a great team.

J.E. (Betty) Brathwaite
President, ICAC

Chief Executive Officer's Report



Misha Lobban

Strategic Focus

During 2011, the ICAC Secretariat focused primarily on implementing the goals and objectives of the ICAC Board as outlined in the 2011-2016 Strategic Plan. The Plan, which was approved by the ICAC Board in February 2011, sets out strategic goals and initiatives under three key areas, namely: branding, governance and expansion. Some of the major strategic goals and initiatives to be implemented over the next five years include:

BRANDING	GOVERNANCE	EXPANSION
Strategic goals/targets	Strategic goals/targets	Strategic goals/targets
Increase ICAC's role and contribution through its representation at regional & international fora	Research best models to further reform and rebrand ICAC to better reflect its role and mandate as a regional accountancy organisation	Broaden the ICAC's membership base by identifying and engaging in discussions with potential bodies in the region to join the regional grouping
Continuing to provide representation on regional bodies such as CCJ, CAIC, Caribbean Actuarial Association	Implement harmonised standards for the region as outlined in the Affiliation Agreement	Determine the level of readiness of potential bodies for membership and assist with the preparation of an action plan to further develop these bodies
Provide representation on international accounting bodies/committees	Ensure the ongoing implementation of practice monitoring to enhance quality assurance in the region in keeping with international standards - ISQC1 and ISAs	Assist in developing the capacity of member bodies in the region to ensure their long-term sustainability
Promote ICAC's role as a regional body and an Acknowledged Accountancy Grouping of IFAC and provide ongoing support and promotion of IFAC activities	Strengthen the ICAC's role as the regional voice for the accountancy profession in the Caribbean	Identify and secure project funding from donor agencies to support specific regional programmes and initiatives
Increase ICAC's lobbying and advocacy role at the regional and international level	Develop a 3-year plan for joint seminars and other income generating activities to ensure the sustainability of the ICAC	Increase collaboration with ICAC and its member institutes and affiliates through joint initiatives such as CPD training
Formulate a marketing plan to promote ICAC' regionally and internationally	Strengthen the institutional capacity of the ICAC including increasing staffing and providing cutting-edge technology another resources within the ICAC Secretariat	Identify and build strategic linkages with accountancy bodies and other organisations regionally and internationally
Host meetings with member institutes to enhance communication and to raise awareness of the ICAC's role and initiatives	Assume greater ownership of the ICAC Annual Conference to ensure quality control/protection of the ICAC brand while broadening the scope and the offering of the conference	
Host at least three Regional CEOs' Forum annually to serve as an avenue for maintaining communication linkages with member institutes and to provide a forum for information sharing	Assist in ensuring compliance of member institutes by providing technical support where necessary	
Engage in thought leadership initiatives		
Enhance the ICAC website as a key information resource		

Achievement of Key Strategic Targets

• ICAC Regional CEOs' Forum

Three CEOs' Forum comprising CEOs/Executive Directors of regional institutes were held during 2011. The first was held via teleconference on January 18, while the others were held in Barbados on September 23 and in Trinidad and Tobago on November 4. The meeting held in November included a hands-on workshop led by Joseph Bryson, IFAC's Technical Manager for Member Body Development. The workshop focused on IFAC's SMOs and strategic planning for Action Plans that are required by member bodies for IFAC's Compliance Programme.

The ICAC Regional CEOs' Forum which was initiated in 2010 provides an opportunity for greater collaboration and the sharing of experiences and best practices among CEOs/Executive Directors of regional institutes. It also facilitates the strengthening of communication linkages between ICAC and its member institutes and leverages support towards advancing regional goals and initiatives.

• Joint Initiatives

Five joint technical training initiatives were held in collaboration with member institutes and affiliates during 2011. This is in keeping with the ICAC's strategic goal to increase collaboration with its member bodies and affiliates and to support the professional development training programmes of its member bodies by hosting joint seminars where the need is identified.

The joint CPD initiatives held during the year were:

- A seminar on Corporate Governance & Ethics on January 25, 2011 in St. Kitts. The seminar, which was held jointly with ICAEC St. Kitts branch and ACCA, focused on Principles of Corporate Governance & Role of the Board; Ethics, Code of Conduct, Ethical Decision-making Framework; and Conflicts of Interest, Building Conflicts of Interest Policies. The seminar facilitator was John Bain, Managing Partner of a firm of Chartered and Forensic Accountants in the Bahamas.

- A seminar on Accounting and Auditing in the Caribbean Environment held in collaboration with BICA on February 24, 2011 in the Bahamas. Seminar topics included Auditing Standards in the Caribbean and recent developments in ISAs; Quality Assurance Management – ensuring efficient quality reviews in the region; A risk-based approach to Accounting and

Auditing; and Challenges with respect to the free movement of accountants in the region.

- A two-day seminar held jointly with the Suriname Association of Chartered Accountants (SUVA) on May 26 & 27, 2011 to update accounting professionals and other stakeholders in Suriname on developments relating to IFRS and IFRS for SMEs.

- An Audit Workshop held jointly with ICA-Belize and ACCA on June 28 in Belize. The workshop focused on the benefits of quality assurance reviews and the scope and structure of the practice monitoring process currently being carried out by ACCA in the Caribbean. Presenters included Harryram Parmesar, immediate past president, ICAC and Damani Prajesh, Global Assurance Manager, ACCA.

- An IFRS for SMEs train-the-trainer workshop for the Caribbean held on November 22-24, 2011 in Barbados. The workshop was hosted by ICAB in collaboration with ICAC and the IFRS Foundation. Workshop facilitators were Paul Pacter, IASB member and Chairman of the SME Implementation Group and Michael Wells, Director, IFRS Education Initiative, IFRS Foundation. The event attracted participants from Barbados, Trinidad & Tobago, Jamaica, St. Lucia, St. Vincent, Grenada, Antigua & Barbuda, Guyana, Suriname and Belize.

In keeping with the decision of the ICAC Board at its meeting on June 23, 2011, fifty percent of the ICAC's profit share from the joint seminar held in Suriname was donated to SUVA as a contribution towards the development of the organization. The cheque was formally handed over to SUVA during the ICAC's 61st Board Meeting held in Barbados in October 2011.

• Promoting the ICAC Brand and Increasing Awareness of ICAC

During the year, the ICAC participated, for the second time, as a marketing partner for the International Tax Planning Conference hosted by the UK-based LexisNexis Tolley on March 8 & 9, 2011 in Barbados. The ICAC benefitted from promotion through the inclusion of its logo on the conference brochure circulated to target audiences in the Caribbean, the UK and other countries. An insert promoting the ICAC and its member institutes was also included in the conference packages for participants attending the event.

Several publicity releases aimed at promoting the ICAC and its initiatives were prepared and disseminated to the regional print media,

member institutes and other stakeholders both regionally and internationally during the year. These included releases on the newly elected leadership of the ICAC for 2011-2012 and on the signing of the monitoring contract between Jamaica's Public Accountancy Board, ICAJ, ICAC and ACCA on February 2, 2011 to formally launch the practice monitoring programme in Jamaica.

Pre-publicity releases promoting the ICAC's 29th Annual Conference of Accountants which was held in Kingston, Jamaica from June 23-25, 2011, were also circulated to the regional print media for publication and to member institutes for promotion on their websites and in their newsletter publications. Through the invaluable support of regional institutes and our affiliates, the 29th ICAC Annual Conference of Accountants was extensively marketed within the region and internationally.

An advertisement promoting the role of the ICAC and the 29th Caribbean Conference of Accountants was also placed in a newspaper supplement published by the CGA Caribbean in the Barbados Nation on April 24, 2011.

The ICAC website continues to serve as an important medium for promoting the organisation's programmes and initiatives as well as the activities of member institutes in the region.

• **Enhancing Regional Communication**

The Secretariat continues to focus on strategies to increase and enhance communication and information flow between the ICAC and regional institutes. During the year communication 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 meetings of the ICAC Executives to discuss important operational and administrative matters relating to the Institute.

The ICAC's quarterly newsletter and Annual Report continue to serve as important informational tools in keeping member institutes and other stakeholders updated on ICAC programmes and initiatives and in promoting the activities of regional institutes.

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 Secretariat was successful in securing advertising support to cover the cost of the production of the newsletters. We record our appreciation to ACCA Caribbean, CGA Caribbean, AICPA and CMA Canada for their advertising support during 2011.

Operational and Administrative Focus

The Secretariat continues to provide support to enable the work of the various regional committees and task force of the ICAC Board. Support was also provided to member institutes in terms of assisting with the promotion of their CPD events and other activities held during the year.

Following the 23rd Annual General Meeting held in June 2011, 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 2011.

The ICAC Secretariat team is grateful for the continued support of the ICAC Executive and the Board of Directors. We are also grateful for the invaluable assistance of regional institutes and affiliate organisations which helped us to achieve our goals in 2011.

The ICAC Secretariat remains dedicated to accomplishing the goals and objectives of the ICAC. For the upcoming year, there will be a renewed emphasis on increasing efficiency as well as on initiatives aimed at strengthening the organization's revenue base to ensure its sustainability and viability.

Regional Committees & Their Coordinating Institutes

The regional committees of the ICAC were established to facilitate the implementation of the goals and objectives of the ICAC. The committees and co-ordinating Institutes for the 2011-2012 period are:

Regional Committee	Member Institute	Chair
Education	Bahamas	Reece Chipman
Joint Seminar	Eastern Caribbean	Frank Myers
Membership	Barbados	Andrew Brathwaite
Publicity	Jamaica	Archibald Campbell
Technical	Trinidad & Tobago	Anthony Pierre

The **Education Committee's** mandate is to facilitate and encourage the provision of training and development opportunities in collaboration with accredited regional and international bodies and to foster linkages with accredited institutions such as the Association of Chartered Certified Accountants, the Certified General Accountants of Canada and other accountancy examining bodies.

The main objective of the **Joint Seminar Committee** is to develop, in collaboration with member institutes, CPD initiatives aimed at broadening the continuing professional development of members within the region.

The **Membership Committee** is responsible for promoting an institutional framework for the participation by individual accountants under the umbrella of regional institutes, ensuring the harmonisation of entry requirements as well as rules of professional conduct among member institutes and to assist in broadening the membership base of the ICAC.

The objectives of the **Publicity Committee** include initiating activities aimed at promoting the image of the ICAC, maintaining an effective means of information exchange among member territories via the ICAC Secretariat and assisting in promoting the role, responsibility and achievements of the ICAC in advancing the interest of the regional profession through various communication media.

The **Technical Committee** seeks to encourage the adoption of International Financial Reporting Standards (IFRS) and International Standards on Auditing (ISA) and the harmonization of internationally acceptable standards within the region. The Committee is also responsible for overseeing the establishment of a regional practice monitoring programme to enhance the capacity of the accountancy profession and ensure the existence of efficient quality assurance review systems in the region.

Member Country Reports



The Bahamas Institute of Chartered Accountants

The Bahamas Institute of Chartered Accountants (BICA) continued its commitment to advance the accounting profession in the Bahamas during 2011. The Institute forged strategic partnerships with regulators and government agencies in the Bahamas and sought to actively participate in regional and international activities.

In June 2011, BICA celebrated 40 years as the regulatory body for the accounting profession in the Bahamas. To mark this occasion, the Institute hosted a Gala Awards Banquet under the theme, *One Goal, One Commitment, One Institute*, on June 18 at the Atlantis Paradise Island Resort. Over 300 persons attended the event at which the keynote address was delivered by the Hon. Brent Symonette, Deputy Prime Minister of The Bahamas. All 16 past presidents who have served the Institute from 1971 to 2011 were honored at the event and ten Lifetime Achievement Awards for specific categories in the field of accounting were given to the following recipients:

- Ronald Atkinson - Small & Medium Practice
- Maitland Cates - Founding Member
- Hubert Chipman - Training and Development
- Clifford Culmer - Liquidation
- Maria Ferere - First Female Partner
- Ian Jennings - Commercial Banking
- L. Edgar Moxey - Civic Service
- Basil Sands - Founding President
- Franklyn Wilson - Business Enterprise
- Raymond Winder - National Development

The Accountant of the Year awardees in the following categories were:

- Public Practice - Kendrick Christie
- Private sector - Ansel Watson
- Private Enterprise - Cliff Pinder
- Public Sector - Fredericka Cartwright

Annual General Meeting and Council Changes

BICA's 20th Annual General Meeting was held on June 30 at which the following persons were elected to Council for 2011/2012:

- Julian Rolle - President
- Zelma Wilson - 1st Vice President
- Lynden Maycock - 2nd Vice President
- Reece Chipman - Treasurer
- Candice Murton - Assistant Treasurer
- Lambert Longley - Secretary
- Jasmine Davis - Assistant Secretary
- Basil Ingraham
- Cecile Greene
- Pedro Delaney
- Anthony Smith
- Dominic Williams
- Lawrence Lewis
- Darnell Osborne
- Patrick Smith

Regulatory/Monitoring Activities

BICA continues to lobby the Bahamas Government to pass the legislative amendments to the Public Accountants Act.

A forum on practice monitoring facilitated by Sha Ali Khan, Director of Practice Monitoring, ACCA and Harryram Parmesar, President of ICAC was held on February 24, 2011 at the BICA Secretariat. The objective was to discuss the ICAC/ACCA Practice Monitoring programme which is currently being implemented in the region. Small and Medium Size Practitioners were able to share their concerns about the monitoring visits and to learn what the monitoring process involved. Key areas covered during the forum were the benefits of practice monitoring, the scope of monitoring visits, confidentiality concerns and reporting of findings to firms and to BICA. BICA is committed to ensuring that SMPs are prepared for practice monitoring when it commences in the Bahamas.

In February 2011, BICA and the Compliance Commission signed a Memorandum of Understanding (MOU) that outlined their commitment to ensuring quality onsite examinations in relation to the conduct of financial transactions for Anti-Money Laundering (AML) purposes pursuant to section 43(a) of the Financial Transaction Reporting Act (FTRA). The Compliance Commission is the statutory authority responsible for the general review of financial institutions, as prescribed at section 46 of the FTRA. The Commission is duly authorized by section 43(b) of the FTRA to appoint auditors on an annual basis as its agents to conduct routine on-site examinations of financial institutions. The MOU outlines BICA's commitment to ensure that all public accountants appointed by the Commission to conduct routine on-site examinations have been exposed to relevant AML training prior to carrying out a routine on-site examination. BICA also agrees to include the Commission in its Annual Accountants' Week to provide AML training.

Continuing Professional Education

BICA, in keeping with its objective to provide training for members of the accounting profession, hosted six Continuing Professional Education seminars in 2011. This included a seminar which was held on the island of Freeport, Grand Bahama, the nation's second largest city on January 20. Topics included Operational Audit, The Socio-Economic Impact of Privatization and The Emerging Markets of Grand Bahama. A technical updates session was also held on International Financial Reporting Standards (IFRS) and Accounting for Small & Medium Enterprises (SMEs).

On February 8, BICA partnered with the Certified Financial Accountants (CFA) Society of the Bahamas in their monthly speakers luncheon. The luncheon topic was Trends in Insolvency and Asset Recovery and the speaker was Edmund Rahming, CPA, CFE Managing Director (Bahamas), Krys Global.

On February 24, BICA and the ICAC held a joint seminar at the British Colonial Hilton, Nassau, Bahamas under the theme, Accounting & Auditing in the Caribbean Environment. Presenters included Tiffany Norris-Pilcher, Partner Ernst & Young; Sha Ali Khan, Director-Practice Monitoring, ACCA; L. Edgar Moxey, Partner, PwC (Bahamas); Harryram Parmesar, ICAC President and Stephen Thompson, Inspector-Compliance Commission. Topics included Auditing Standards in the Caribbean & Recent Development with ISAs; Quality Assurance Management-Ensuring Quality Reviews in the region; A Risk-Based Approach to Accounting & Auditing, Challenges with respect to the free movement of accountants in the region and Anti-Money Laundering On-site Examination.

On May 5, BICA hosted a "Lunch & Learn" CPD Seminar focusing on the new Securities Commission Bill at the British Colonial Hilton Hotel. Presenter Kean Smith, Legal Officer at the Securities Commission spoke on the amendments to the Bill that affected the accounting profession as well as the auditor/client privileges contained in the Bill.

BICA in conjunction with KPMG (Bahamas) hosted a seminar on the Foreign Account Tax Compliance Act (FATCA) on September 20. The seminar facilitators were Melinda Schmidt, Tax Director, KPMG, LLP in New York and Annie Chinafat, Principal Audit KPMG, Bahamas.

BICA hosted a joint seminar with the Association of Certified Fraud Examiners (ACFE) on Fraud, Ethics & Compliance on December 8. Topics covered were Managing Ethical Issues in Today's Workplace, Commercial crime and the Impact on Business and Society and Preventing Inventory Fraud for Retail Companies.

Contribution to Educational Development

BICA's Education Committee hosted a six-week training program for members of the YACHT Club - an Accounting Honors Club sponsored by BICA at The College of The Bahamas. The program introduced

students to the many opportunities available in the accounting profession as Council members and industry leaders were invited to address the students on various topics.

During the month of October, BICA participated in the Annual National Career Awareness Month. The month of activities organized by the Ministry of Education, was aimed at providing students in the Bahamas with an opportunity to receive necessary information about career opportunities in various professions. Members of BICA's Education Committee participated in the speakers' circuit and addressed students of both primary and high schools on the accounting profession. The month of activities ended with a Career Fair held over the period October 25-27, 2011, which was attended by over 1,200 primary and high school students from around the country.

During the year, the Ministry of Education invited BICA and industry stakeholders to review the Business Curriculum for high school students in the Bahamas. Members of BICA's Education Committee provided recommendations on the content, activities and assessment of the curriculum to the Department of Education.

Contribution to National Development

BICA hosted its annual Accountants' Week during November 6-12, 2011 under the theme, *Developing the Bahamian Accounting Profession in the Era of Globalization*. The week began with a church service on November 6. During the week, accountants and finance professionals from every business sector in the country convened to discuss ways in which local accountants can contribute to the accounting profession in an era of globalization.

Sessions hosted during the week focused on the topics, *The Role of Accountants in Financial Service Regulation; Risk-based Supervision and the Role of the Auditor; Education Transformation in the Bahamas and Data Analytics*. The keynote speaker was the Hon. Zhivargo Laing, Minister of State and Finance. Other speakers included Philip Stubbs, Chairman of the Securities Commission; Anthony Kikivarakis, Partner, Deloitte (Bahamas); Remelda Moxey, Dean of School of Business, College of the Bahamas and Robert Sands, CEO, Bah Mar Development Project. The week ended with a Fun Run/Walk/Push on November 12, 2011, from which part proceeds were donated to the National AIDS Foundation and the Cancer Society of the Bahamas.

BICA's Council was invited by the Attorney General, John Delaney to discuss the proposed reform and revision to the laws relating to the winding up/liquidation of companies in relation to the following draft Bills:

- (a) Companies (Amendment) Bill, 2011;
- (b) Companies Winding Up Rules 2011;
- (c) Insolvency Practitioners' Regulations 2011; and
- (d) Foreign Bankruptcy Proceedings (International Cooperation) Rules, 2011.

A focus group was formed by BICA under the leadership of the President, Julian Rolle to review the draft bills and to submit suggested amendments to the Attorney General's Office.

BICA Council Members also met with the Securities Commission of the Bahamas to discuss the implementation of the Securities Act, 2011 (SIA). As a part of the implementation plan, the Commission will develop various rules which will be circulated for consultation to industry participants and registrants.

A representative from the BICA Council also attended a Consultative Meeting with The Ministry of Finance on the proposed action needed arising from the Bahamas Phase 1 Peer Review by the Global Forum.

Regional & International Focus

In June 2011, Reece Chipman was re-elected to serve as Director for Bahamas on the ICAC Board and Council Member Zelma Wilson was elected to serve as Alternate Director.

Membership

BICA is proud to have 22 new persons joining the membership of the Institute in 2011.

The Council of BICA extends its appreciation to its members and to the BICA secretariat staff for their support and encouragement during the year.



Institute of Chartered Accountants of Barbados

The year 2011 was a very active one for the Institute of Chartered Accountants of Barbados (ICAB). There was a focus on enhancing administrative efficiency and significant improvements were made in maximizing the benefits of the iMIS database system. There was an increase in the both number of CPD seminars hosted during the year as well as ICAB's advocacy on behalf of members in matters of national interest.

Annual General Meeting & Council Changes

The ICAB Annual General Meeting was held on Thursday, May 26, 2011 at which the following members were elected to the Council for 2011-2012.

- Andrew Brathwaite - President
- David Simpson - Vice-President
- Rueben Blenman - Treasurer
- Roger Arthur - Secretary
- Karol Ashby
- J. Betty Brathwaite
- Colin Daniel
- Felton Burton
- Wayne Lovell
- Bruce McClean
- William Layne
- Hanif Patel
- Dennis Shemeluck
- Patrick Hinkson
- Winsmore Humphrey
- Dennis Shemeluck

In addition to the formal business of the AGM, there was a presentation by William Layne on the topic, *Recent Financial Failures in the Caribbean – What were the causes and what lessons can be learnt* and another by the Barbados Entrepreneurship Foundation on plans for its National Free Wi-Fi Project.

Regulatory/Monitoring Activities

The review of audit firms under the practice monitoring programme continued during the year with several firms receiving second monitoring visits. ICAB has established a Practice Monitoring Committee to provide oversight of the programme including reviewing monitoring reports, recommending action to be taken in respect of deficiencies identified within the firms/practices monitored, and recommending CPD training or other technical initiatives to improve the outcomes of practice reviews

ICAB has also embarked on a regulatory reform project aimed at ensuring that ICAB's By-laws, Rules and Regulations are consistent with international best practice. During 2011, applications were made to the World Bank and the Centre for Development of Enterprise (CDE) for grant funding for this project. The Barbados Private Sector Association (BPSA) provided consultants to assist with the development of the project proposal for the CDE for building capacity within ICAB.

Compliance with International Accounting and Auditing Standards

The international standards set by the IASB and the IAASB are the national standards for Barbados. During 2011, three training sessions were held focusing on IFRS updates; ISA updates and IFRS for SMEs.

During the year, ICAB also kept abreast of developments relating to International Public Sector Accounting Standards (IPSAS). The Council approved the establishment of a Public Sector Committee to monitor and advise on public sector policies and programmes relating to financial management, accountability, productivity and governance and to liaise with the Accounting & Auditing Standards Committee on the application of IPSASs in the public sector. The Committee will seek to promote the interest of ICAB members within the public sector and ensure adequate and relevant CPD training for public sector accountants. The Committee will also work closely with the Government's Accountant General, Auditor General, and Permanent Secretary in the Ministry of Finance to develop training and other technical assistance to assist departments of Government in applying the public sector accounting standards.

Continuing Professional Development

During the year, ICAB sought to strengthen compliance of its members with its CPD Guidelines and IES 7 by introducing a system of random audits of the Annual CPD Returns filed by members. Members were required to submit documentary evidence in support of the CPD credits claimed.

ICAB organized/facilitated 15 CPD seminars during 2011 focusing on various topics including Treaties and International Tax; Forensic Accounting; IFRS for SMEs; Audit Workshop and Risk Management in Public Practice.

ICAB in association with the VAT Department also arranged a series of training sessions on the new e-filing system for VAT and Excise Tax for members of ICAB. The Government commenced e-filing for Value Added Tax (VAT) in July. The new system is called VETAS (VAT and Excise Tax Administration System) and has been created to serve both the VAT Department and the Excise Department. It will allow transactions to be made online such as VAT and Excise registration, updating registration information, filing VAT and Excise returns, requesting tax clearance certificates and filing objections.

ICAB's Accountants' Week was celebrated during the period November 6-12, 2011. The major event during the week was ICAB's Annual Conference on November 11, which focused on the theme, "Building the New Economy". It featured presentations by distinguished experts as well as a concluding roundtable which made recommendations on the way forward.

Impact of the Profession on National Development

As part of ICAB's efforts to be more actively engaged in matters of national interest, the Institute joined the membership of the Barbados Private Sector Association (BPSA) in June 2011. The BPSA is the umbrella body for the private sector in Barbados and serves as the private sector representative in Barbados' Social Partnership. The other partners are the Government and the Trade Unions. Four meetings of the Social Partnership were held during the year, including one chaired by the Prime Minister. Issues discussed included, the economy, energy policy, national employment policy, and the national human resource development strategy. Involvement in the Social Partnership has enabled the accounting profession in Barbados to make an input on major national issues.

ICAB was also a part of the private sector team which met with the International Monetary Fund (IMF) when it conducted an Article 4 Assessment of Barbados in October 2011. BPSA provided a private sector view on the economy and the IMF outlined its concerns. The newly appointed Secretary General of CARICOM, Ambassador Ervin LaRoque also met with a delegation from the BPSA to discuss private issues related to regional integration. ICAB was a member of the delegation. During 2011, ICAB also chaired sub-committees of the BPSA which examined the proposed Prevention of Corruption Bill and the Public Service Act.

ICAB was one of the private sector groups invited by the Minister of Finance, Hon. Christopher Sinckler, to make an input in the 2011 Financial Statement and Budgetary Proposals. A formal submission was prepared with inputs from ICAB members and a meeting was held with the Minister of Finance on June 20, 2011 to discuss ICAB's submission. Comments were also prepared by ICAB on the Budget and published in the press.

Legislative and Policy Advocacy

During the year, ICAB lobbied the Government to launch a formal investigation into the cause of the failure of CLICO and British American Insurance so that important lessons for the future could be learnt. ICAB also represented the interest of the accounting profession in meetings with the Ministry of Foreign Trade, the Private Sector Trade Team (PSTT), and the Barbados Coalition of Service Industries to discuss several international trade-in-services matters with potential impact on accountants. These included, the European Union/Cariforum Economic Partnership Agreement (EPA), Mutual Recognition Agreements (MRAs), WTO draft rules on Domestic Regulation, and the Canada/Caricom free trade agreement.

ICAB through its Legislation Committee lobbied on a number of issues requiring legislative action including a proposal for Limited Liability Partnership (LLP) legislation.

Public Outreach

ICAB provided assistance to the Small Business Association (SBA) during February 2011 by identifying members to help with the financial management module of its Enterprise in Action Youth Programme. The programme is designed to promote entrepreneurship as a viable career option for young persons in Barbados as well as to assist a national effort to develop a new entrepreneurial class.

On March 30, 2011, the Institute held a public seminar entitled, "Trading Places – Where are the Regional Exchanges Headed?" The presenter was Gregory Hinkson, Managing Director of Samdor Services Ltd. and the panelists were, Patrick Hoyos, Editor of The Broad Street Journal; Justin Robinson, Head of the Management Studies Department of the UWI, Cave Hill; Lisa Taylor, Partner, KPMG, and Marlon Yarde, CEO, Barbados Stock Exchange.

Student Matters

At the end of 2011, the total student membership of ICAB was 843. Seven students graduated and 122 new students were welcomed into the ICAB/ACCA Joint Examination Scheme.

As part of its continued support to accounting students in Barbados, the Institute assisted the UWI Cave Hill Accounting Students Association (ASA) in its efforts to build good corporate governance. A practical session on the conduct of meetings and the roles of officers was hosted on February 10, 2011, for the students with resource persons from ICAB. On March 26, 2011, ICAB also made a Tax presentation to the members of the Association.

On April 8, 2011, ICAB participated in the Ernst & Young - Preparing for Work Exposition at the UWI Cave Hill. The exposition provided an opportunity for the promotion of the accounting profession to students at the UWI. The 2011 ICAB Scholarship was presented to Neisha Wharton at a ceremony at the UWI Cave Hill campus on April 5, 2011.

Regional & International Matters

ICAC's 29th Annual Caribbean Conference of Accountants was held in Kingston, Jamaica, June 23-25, 2011 and was attended by a 53-member ICAB delegation.

ICAB also participated in three meetings of Regional CEOs hosted by ICAC during the year.

In September 2011, ICAB completed its Action Plan Update for the IFAC Member Body Compliance Programme, which was reviewed by the IFAC Compliance Department. Following revisions recommended by the IFAC Compliance Department, the Action Plan Update was published by IFAC on its website in January 2012.

Membership

Membership in ICAB at the end of 2011 was 736. The following table shows an analysis of our membership for 2011.

Member Category	Number
Ordinary	526
Practising	178
Overseas	22
Retired	11
Total	736

Operational Matters

ICAB expanded the use of its members' database (iMIS system) during 2011. For the first time, invoices for annual subscriptions of members and students were generated using iMIS and disseminated automatically via email. This resulted in cost savings and represents a major step forward in ICAB's business process improvement project.

ICAB also made great strides in its efforts to improve communications with members, students and the general public. A multi-media approach was taken to promoting ICAB during the year, which ensured that the Institute maintained visibility in the media and via the website (www.icab.bb). In addition, at the end of the year the ICAB FaceBook Group had a membership of 239 persons.

Institute of Chartered Accountants of Belize



Annual General Meeting & Council Changes

The 2011 Annual General Meeting of the Institute of Chartered Accountants of Belize (ICA-Belize) was postponed until April 2012. As a result, there were no Council changes for 2011. The members of Council remained as follows:

- Claude Burrell - President
- Shawn Mahler - Vice President
- Reynaldo Magana - Secretary
- Brett Feinstein - Treasurer
- Mike Coye - Member
- Rhoda Morris - Member

A Special General Meeting was held on November 10, 2011 with members of the Institute. The meeting covered election of an auditor for the 2010 financial report; update on guidelines for CPE reporting requirements for members and other matters relating to the continuing professional development of members of the Institute; and the need for an increase in membership participation.

Resolutions made in the special general meeting included:

- Posting of CPE 2011 guidelines on the ICA-Belize website by the end of the November 2011;
- Summary of CPE Reporting form to be submitted by January 31, 2012;
- ICA-Belize to hold workshops for the membership in early 2012 facilitated by local members with expertise in topics such as audit and investigation, local taxation policies and IFRS for SMEs;
- Implementation of a Buddy Programme intended to increase membership participation in general meetings and seminars;
- Hosting of an Annual General Meeting in December 15, 2011;
- Soliciting the input of the membership regarding the updating of ICA-Belize By-Laws;
- Soliciting the input of the membership on the updating of the Accountancy Profession Act (of Belize).

Regulatory/Monitoring Activities

Legislation to revise the Accountancy Act is still pending approval by parliament. The Institute continues to lobby parliament to approve the revised legislation.

The Institute continues with the process of revising its By-Laws and has taken steps to re-activate both the Investigation and the Legal & Taxation Committees. The initiative is to strengthen and enforce the regulation of the accountancy profession in Belize with the pending revision of the Institute's By-Laws.

Compliance with International Accounting and Auditing Standards

It is mandatory that all practicing members of ICA-Belize comply with International Standards on Auditing and International Financial Reporting Standards and the membership has also adopted IFRS for SMEs for use locally.

Continuing Professional Development

On June 28, 2011, ICA-Belize hosted an Audit Workshop jointly with ICAC and ACCA. The workshop provided members with insight into "Practice Monitoring as a driver of quality assurance" and aimed to assist in preparing members, particularly practitioners, for the implementation of practice monitoring in Belize.

Impact of the Profession on National Development

The Institute continues to participate in various fora primarily through the business community on issues such as government audits and budgeting.

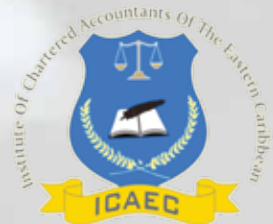
Membership

There was no significant change in the membership of the Institute in 2011. ICA-Belize's Annual Christmas Social for members was held on December 15.

Operational Matters

The affairs of the Institute continue to be administered by part-time employees. The Institute records its appreciation to Council members for their invaluable input and support during the year and to the members of staff of ICA-Belize Secretariat.

Institute of Chartered Accountants of the Eastern Caribbean



Council Changes

There were no changes in the composition of the Council which remained as follows during the year:

- Frank Myers – President & ICAEC St. Lucia branch representative
- Erwin Southwell – Vice President & ICAEC Antigua & Barbuda branch representative
- Donald Thompson – Treasurer & ICAEC St. Kitts/Nevis branch representative
- Brian Glasgow – Secretary

Other Council Members representing ICAEC branches are:

- Orlando Richards - ICAEC (Dominica branch)
- Isabelle Slinger - ICAEC (Grenada branch)
- Andrea St. Rose - ICAEC (St. Lucia branch)
- Sylvia Sutherland - ICAEC (St. Vincent branch)

Special Project

The project to strengthen the institutional capacity of the ICAEC which was launched on December 7, 2010 is ongoing. The three-year project which is funded by the World Bank with the assistance of the Eastern Caribbean Central Bank (ECCB) is intended to:

- Build the institutional capacity of the Institute of Chartered Accountants of the Eastern Caribbean and develop OECS focused IFRS training programmes;
- Develop trainers to facilitate training and development of practitioners in the region;
- Design an Operations Manual to guide Quality Assurance and Continuous Training of Accounting and Auditing professionals in the region; and
- Design a Continuing Professional Development programme.

A Steering Committee headed by the ICAEC President, Frank Myers, and consisting of representatives from all the OECS member territories oversees the implementation of the project.

In February 2011, representatives of the ICAEC branches met at the ECCB to address the first major deliverable for the project, which is the development of a long-term business plan (including detailed recommendations on the Institute's organisational structure, its linkage with the Project Countries' governments and sub-regional organizations) to identify the Institute's priority focus areas; set out the revenues and resources required to carry out its responsibilities; and determine options for fulfilling these needs and conducting a workshop to discuss the completed plan and endorse its implementation. The execution of the business plan is expected to create a sustainable Institute, which is essential to the financial development of the region.

At the end of December, the business plan was in an advanced stage of completion and it is expected that it will be fully completed during the second quarter of 2012. An operations manual is also expected to be completed in 2012.

Continuing Professional Development

A Train-the-Trainer Workshop for members of the accountancy profession in the Eastern Caribbean was held at the headquarters of the Eastern Caribbean Central Bank over the period May 16 - 20, 2011.

The workshop which focused on IFRS for SMEs was one of the phases of the World Bank Project to strengthen ICAEC. Presenters were Mary Barth, Academic Advisor to the IASB; Mike Wells, former IASB member and Director of the IFRS Foundation's Education Initiative; and Bob Garnett, Chairman IFRIC and former IASB member. The opening session was addressed by Sir K. Dwight Venner, Governor of the ECCB.

The ICAEC–Dominica branch and the Dominica Co-operative Societies League in collaboration with the Caribbean Confederation of Credit Unions conducted a one-day workshop on IFRS for Credit Unions in Dominica on September 21, 2011. The presenters were Andrew F. Brathwaite, President of ICAB and a member of the International Accounting Standards Committee Foundation's SME Implementation Group (SMEIG), and Andrea St. Rose, President of ICAEC-St. Lucia. The workshop was attended by Credit Union officials and practitioners from Dominica.

ICAEC-Antigua & Barbuda branch hosted a Tax Seminar on July 21, 2011 with over 55 participants in attendance. Facilitator was Neil Coates, Director at PricewaterhouseCoopers and Council Member of ICAEC with responsibility for taxation matters. The seminar dealt with understanding statutory obligations and the rights of the taxpayer.

The Antigua & Barbuda branch also jointly hosted a CPD Seminar with ACCA on August 24, 2011 entitled, *Anti-Money Laundering Regulations and Changes*. Facilitators were the Attorney General of Antigua & Barbuda, the Honorable Justin Simon and Director of the Office of National Drug Control Policy, Lt. Col. Edward Croft.

The Antigua & Barbuda branch also jointly hosted a CPD Seminar with CGA-Caribbean in October during its Accountants' Week. The seminar was on Cost Management and the presenter was Canadian Accounting and Finance Education Specialist, Tony Domnik.

Impact of the Profession on National Development

ICAEC–Dominica branch's representative, Gerald Smith, was re-appointed to serve on the Dominica Integrity in Public Office Commission. He was previously appointed for three years, from 2008 to 2011. The appointment became effective September 2011 and will be for a period of three years.

ICAEC-Antigua & Barbuda branch hosted its Accountants' Week over the period October 16 – 22, 2011. Activities included a church service, a meet and greet cocktail for members and their spouses, media appearances and a charity event involving a movie day with a local scout group. Other activities included a presentation to a scholarship winner. The scholarship competition is held each year with applicants required to submit an essay based on why they want to become an accountant. In addition to the essay, the applicant must be pursuing tertiary level education which includes CAT, ACCA, CPA or CGA or a degree programme in accounting.

Operational Matters

The ICAEC extends special thanks to members of Council for their support during the year.

Institute of Chartered Accountants of Guyana



Annual General Meeting and Council Changes

The Institute of Chartered Accountants of Guyana (ICAG) held its 45th Annual General Meeting on Thursday March 31, 2011. The members of Council for 2011-2012 are:

- Colin Thompson – President
- Chandradat Chintamani – Vice President
- Khemraj Goberdhan – Secretary
- Gobardhan Resaul – Treasurer
- Rameshwar Lal
- Ronald Alli
- Harryram Parmesar
- Vishwamint Ramnarine

Regulatory/Monitoring Activities

During 2011, second cycle visits were conducted under the ICAC/ACCA practice monitoring program which commenced in 2009 in Guyana. The ACCA monitoring team is expected to conclude the second cycle of visits in 2012.

ICAG also continued to collaborate with the Guyana Association of Bankers and the Bank of Guyana to further enhance financial reporting regulations being designed by the Bank of Guyana for application by licensed financial institutions in Guyana.

Continuing Professional Development

In addition to regular updates to members on relevant developments in accounting and auditing as well as regional training opportunities, ICAG hosted its inaugural Accountants' Week at the Georgetown Club over the period September 19 – 23, 2011. CPD seminars were held during the week focusing on the following topics:

- *Developments in Accounting for Impairment and Fair Value Reporting – IFRS 9 & IFRS 13* conducted by Vishwamint Ramnarine, Senior Partner of PKF, Barcellos, Narine & Company and Rakesh Latchana, Partner of Ram & McRae Chartered Accountants.
- *Current Tax Issues* conducted by a team from the Guyana Revenue Authority. This session highlighted the many challenges encountered and strategies implemented to enhance the operational procedures of our Country Tax System. It provided the opportunity for participants to share their views on the tax system.
- *Consolidation and Off Balance Sheet Accounting – IFRS 10, 11 and 12*, facilitated by Harryram Parmesar, Managing Partner of Parmesar Chartered Accountants. It focused on the impact of the standard on an entity's reported financial position and performance.
- *Clarified International Standards on Auditing*, conducted by Mr. Khalil Alli, Partner of Jack A. Alli, Sons & Company Chartered Accountants. The new set of clarified standards comprises 36 International Standards on Auditing; one (1) new standard, addressing communication of deficiencies in internal control, sixteen (16) standards containing new and revised requirements; and twenty (20) standards that have been redrafted to apply the new conventions and reflect matters of general clarity.
- *Brazil – Guyana Trade* with presenters, Manzoor Nadir, Minister of Labour; Clinton Williams, President of Guyana Manufacturing & Services Association; Roubinder Rambarran, Chief Executive Officer of Private Sector Commission and Roopnarine Sukhai of National Milling Company Ltd. The presentations emphasized the potential for trade growth between Guyana and Brazil.
- *Guyana's Corporate Governance Code*, with presenters Roubinder Rambarran, Chief Executive Officer of Private Sector Commission; Deodat Indar, Finance Controller/Company Secretary, Sterling Products Inc. and Ramesh Dookhoo, Chairman of Private Sector Commission. This Code was accepted by the Council of the Private Sector Commission of Guyana on April 7, 2011. The Code is not mandatory but rather provides guiding principles of what is commonly agreed to be

good corporate governance practice. These principles once adopted are expected to facilitate prudent management of companies thus ensuring their survival in the foreseeable future. The Code is subject to review at least every three years to incorporate new principles.

The week of activities ended with a cocktail reception which was attended by members, affiliates, students and other professionals who had the opportunity to interact and network. This event will now form part of ICAG's annual calendar of events.

IFRS for SMEs – Train the Trainer Caribbean Workshop

ICAB in association with ICAC and the IFRS Foundation hosted a three-day IFRS for SMEs Caribbean Workshop in Barbados over the period November 22-24, 2011. The workshop provided participants with guidance on IFRS for SMEs in an effort to promote high quality implementation and to develop training capacity in the application of IFRS for SMEs within the region. ICAG was represented by Harryram Parmesar at the workshop.

Membership

A main goal of the Council continues to be the expansion of the Institute's membership and during the year five new members joined the Institute. The total membership of the ICAG is now 70 up from 65 as at the end of December 31, 2011. The Membership Committee continues to encourage eligible persons to join ICAG and to enjoy the benefits of discounted fees for CPD sessions as well as the opportunity to network with other professionals in Guyana.

On November 19, ICAG hosted its Annual Reception and Dinner, which was well-attended by members and their guests.

Student Matters

ICAG in collaboration with ACCA Caribbean will be hosting a Recognition Ceremony in January 2012 to honour students who successfully completed the December 2009 and June 2011 examinations sittings for the Association of Chartered Certified Accountants (ACCA) and the Certified Accounting Technician (CAT) programme.

Operational Matters

The ICAG maintained its lease of office space located at the GCIS Building on Main Street, Georgetown, while continuing to explore various options to secure a permanent office.

The ICAG Secretariat is staffed by two persons - Colita Atherley, Administrator and Cardilla Agard, Administrative Assistant.

Institute of Chartered Accountants of Jamaica



The year 2011 was challenging but successful for the Institute of Chartered Accountants of Jamaica (ICAJ). During the year, the Institute staged the highly successful 29th Annual Conference of the Institute of Chartered Accountants of the Caribbean, which attracted a record attendance of almost 1,000 participants. In addition, as part of its continued effort to improve service delivery to its stakeholders, the ICAJ finalised a new online database designed to facilitate and improve communication between the Institute and its publics. Another major activity during the year was the official opening of its new resource centre which is intended to be a source for accounting and other information in the Caribbean.

Annual General Meeting & Council Changes

The ICAJ's 46th Annual General Meeting was held on Wednesday, July 27, 2011. The members of Council elected for 2011/2012 were:

- Vintoria Bernard - President
- Dennis Chung - Vice President,
- Dennis Brown - Honorary Treasurer
- Ethlyn-Norton Coke - Honorary Secretary
- Prunella Vassell
- Ann Marie Rhoden
- Glossie Stone
- Audley Gordon
- Martin Gooden
- Linroy Marshall
- Bruce Scott
- Archibald Campbell
- Raymond Campbell
- Alok Jain

Regulatory/Monitoring Activities

ICAJ signed the agreement for the practice monitoring programme on February 1, 2011 with the Public Accountancy Board (PAB), ICAC and ACCA, the latter being appointed as contractors to carry out monitoring reviews in Jamaica commencing in January 2012. The practice monitoring programme will involve visits to auditors and audit firms to confirm that audit reports and audit procedures are in compliance with ISAs and internationally recognised rules. The programme will ensure that practising accountants in Jamaica comply with IFAC's SMO1 - Quality Assurance and International Standard on Quality Control No.1 (ISQC1).

In preparation for the start of practice monitoring reviews, the PAB in collaboration with ICAJ hosted a forum entitled, "*Expectations of the Practice Monitoring Programme*", which was held on December 10, 2011. The main facilitator was Sha Ali Khan, Director, Practice Monitoring, ACCA and the areas covered included the benefits of monitoring, preparing for monitoring visits, how firms will be selected for visits and the structure of the monitoring visits.

Compliance with International Accounting and Auditing Standards

Effective January 1, 2011, the ICAJ adopted the IFRS for SME standard for use in Jamaica. Prior to this, a questionnaire was issued to obtain feedback from various stakeholders to determine the applicability of adoption of the standard locally. Public sessions were held on October 27 and November 27, 2011 to educate and inform the public about the adoption and application of IFRS for SME in Jamaica.

A two-day IFRS training workshop covering IFRS updates and new standards was held on February 4 and 5, 2011.

Continuing Professional Development

During the year, the CPD Committee sought to carry out its mandate to ensure that members continue a programme of professional development. The CPD Guidelines were also revised, establishing a systematic process to monitor whether members are meeting their CPD requirements

and to institute appropriate sanctions for failure to meet these requirements. The guidelines stipulate that all members have an obligation to develop and maintain their professional competence, relevant to the nature of their work and professional responsibilities irrespective of whether they are involved in traditional accounting fields or other areas.

A total of 16 training events including seminars and workshops focusing on business management, tax-related issues, fraud, ethics, public speaking and effective writing were organised by the ICAJ during the year.

Impact of the Profession on National Development

The ICAJ continued to make an impact on national development through its outreach programmes, community involvement and charitable efforts. The Institute was also very instrumental in matters of national policy and made contributions to Government papers, budget, tax reform and to legislations impacting the profession during the year.

Events focusing on current affairs issues hosted during the year included a forum on October 5, 2011 under the theme, *Global Economic Situation -The Way Forward for Jamaica*. The forum which was open to ICAJ members and the general public was aimed at building public awareness of Jamaica's current economic situation and exploring avenues for economic growth. Forum topics included, Implications of the IMF Test and the USA Downgrade; Stability-Interest Rates and Economic Growth; Aviation and Trans-shipment: Opportunities for Growth, and Energy: How Vital a Factor?

In addition, the Institute hosted two Taxation fora to discuss issues relating to the Government's announcement of a Green Paper on Tax Reform. The first forum entitled, *Green Paper for Tax Reform for Jamaica*, was held on Wednesday, August 10, 2011. The presenters and panelists included Ethlyn Norton-Coke, Legal & Compliance Officer, UTECH and Chairman, ICAJ Taxation Committee; Allison Peart, Country Managing Partner & Tax Partner, Ernst & Young; Elizabeth Jones, Senior Partner, Tax, KPMG; Joseph Matalon, Chairman, Private Sector Organization of Jamaica, and representatives of the Tax Policy Division. The second event was a seminar entitled, Implications of the Proposals in the Green Paper on Tax Reform for Jamaica & Beyond, which was held on Thursday, September 22, 2011. The keynote speaker was the Hon. Clive Mullings, Minister of Energy and Mining. Presentations were made by Mariano Browne, Consultant; Metry Seaga, Deputy President, Jamaica Manufacturers' Association; Christopher Levy, President and Chief Executive Officer, Jamaica Broilers and Ainsley Powell, Chief Technical Advisor, Tax Administration Jamaica.

Public Outreach & Welfare Initiative

ICAJ extended its community outreach during the year to the SunBeam Children's Home for Boys, located in St. Catherine. Support was also given to the Elsie Bemand Home for Girls in Kingston during the year.

The ICAJ Welfare Fund was established in 2010, to provide assistance to members or former members of the Institute who are in need as a result of retirement, disability, natural disasters or unemployment. A Welfare Fund Week was organised by the Fund's Management Committee during the year to promote and drive fundraising activities for this worthwhile initiative.

Additionally, ICAJ remains committed to assist both current and prospective accountants with their careers by awarding various scholarships.

Regional & International Focus

ICAJ Council Member, Mr Dennis Brown, was appointed to the United Nations Conference on Trade and Development's (UNCTAD) Consultative Group on Capacity Building, to develop the capacity-building framework for high quality corporate reporting.

In an effort to increase its contribution to the development of the profession in the region, ICAJ extended invitations to other accountancy institutes to participate in its CDP seminars via webcasts.

Student Matters

The ICAJ's student membership of the ICAJ/ACCA Joint Scheme Examinations stood at 4,056 at the end of 2011.

ICAJ and ACCA jointly hosted the 11th Certified Accounting Technician (CAT) Graduation Ceremony on August 27, 2011 in honor of 53 graduates who successfully completed the June and December 2010 exam sittings for the CAT Programme. The keynote speaker was Nigel Chambers, Partner, KPMG.

ICAJ and ACCA also hosted a joint graduation ceremony on October 22, 2011 in honour of 53 students who successfully completed the December 2010 and June 2011 diets of the ICAJ/ACCA Joint Scheme Examinations. Awards were also presented to students for their outstanding performances at various levels of the examinations. Milton Samuda, President, Jamaica Chamber of Commerce delivered the keynote address.

Several orientation sessions for new students were organised across the island during the year at which members of the Student Affairs Committee made presentations on the role and structure of the ICAJ and the code of ethics of the profession. Students were also given information on examination and study techniques.

Members of the Student Affairs and Membership Committees also hosted sessions with the UWI Association of Aspiring Accountants and students at the University of Technology to inform them about the role of the Institute and the steps to becoming a Chartered Accountant.

In February 2011, the Institute participated in the UWI Career Exposition as well as a Career Services Expo held at the Northern Caribbean University.

Membership

The ICAJ's membership continues to grow and stood at 1,045 at the end of 2011. This is attributable to the Institute's multi-faceted campaign to retain existing members and attract new ones.

Operational Matters

John Waite, ICAJ member in retirement, was appointed Executive Director of the Institute, effective June 1, 2011, having previously acted in that capacity.

ICAJ's Building Project is well underway and in 2011, the ground floor was completed while the upper floors are scheduled to be completed in 2012.

ICAJ continues to improve its customer service delivery, with the latest initiative being the establishment of a new database for members, students and graduates. The database project which was started on March 21, 2011 was near completion at the end of 2011 and will improve and increase communication between the Institute and its publics, enhance data security and reduce redundancy of data.

Conclusion

ICAJ thanks its valued members, staff, students, graduates and other stakeholders for their ongoing support to the Institute.

Institute of Chartered Accountants of Trinidad & Tobago



In 2011, the Institute of Chartered Accountants of Trinidad & Tobago (ICATT) achieved increased growth in its membership and continued its programme of stakeholder engagement with various sectors and organisations in Trinidad & Tobago. The Institute also improved its CPD programme to better meet the needs of its members.

Annual General Meeting & Members' Induction Ceremony

ICATT held its 41st Annual General Meeting on Thursday, March 24, 2011, at which three new members were elected to Council and one member was re-elected. The new Council Members are:

- Nicole Joseph, Senior Manager for Tax Services at KPMG
- David Raggay, Managing Principal of IFRS Consultants and
- Amarjit Chadee, Managing Partner, Hardys Chartered Accountants.

Marlene Murray, who was previously appointed to Council in 2009, was re-elected to Council for the period 2011-2012.

Anthony Pierre was re-elected President for a third term for 2011-2012 while Derek Mohammed and Rudranand Maharaj were elected 1st Vice President and 2nd Vice President, respectively.

Following the AGM, ICATT welcomed 69 new members who joined the Institute over the period November 2010 to February 2011 at a special presentation ceremony. Inductees were formally welcomed by ICATT's new General Manager, Subert Gilbert.

Practice Monitoring

2011 marked ICATT's third year of implementing practice monitoring. Since the start of this initiative in 2009, 52 monitoring visits have been completed. In 2011, 27 monitoring visits were carried out which included 12 first-time visits and 15 follow-up visits. The outstanding 14 firms eligible for first-time monitoring visits will be reviewed during the first quarter of 2012.

In an effort to address deficiencies arising from the practice reviews, ICATT held its third training sessions with Michael Scott of PCP UK Limited entitled, Clarity ISA and Practical Problems Two-Day Workshop. The session was designed to help participants implement the requirements of the new clarified International Standards of Auditing and to address issues arising from the monitoring reviews. The workshop focused on providing practical guidance and understanding of the standards.

Compliance with International Accounting and Auditing Standards

On May 25, ACCA hosted a Round Table on Audit to facilitate discussion on the standard and the quality of auditing in Trinidad, options for improving standards and enhancing stakeholder confidence. ICATT moderated and facilitated a session on The Professional and Ethical Standards of Auditors in Trinidad and Tobago, which explored issues of ethics, compliance and audit practice.

ICATT also hosted a workshop on IFRS 9 & Leasing Exposure Draft. The session provided participants with an understanding of IFRS 9 - Financial Instruments: Classification & Measurement of Financial Assets; IFRS 9 (October 2010) Financial Instruments: Classification & Measurement of Financial Liabilities; and an overview of the exposure draft on Leasing issued by the international standard setters in August 2010.

Continuing Professional Development

ICATT organized a comprehensive CPD training programme in 2011 for the benefit of members and non-members. The CPD events held during the year were:

- Updates on Current Positioning of Exposure Drafts focussing on revenue recognition, defined benefit plans, liabilities and consolidation which was held in February 2011. Facilitator was Haseeb Mohammed of PricewaterhouseCoopers.

- A Succession Planning, Estate Planning & Investment workshop in March, which was facilitated by Bob Gopee, Managing Partner of Bob Gopee & Associates Chartered Accountants and Trevor Philip, Director, Trust & Estate Planning Resource Limited.
- ICATT's Annual Taxation workshops held in March were conducted by Rupert Gooding, Tax Consultant & Attorney-At-Law who addressed the scope of Trinidad & Tobago's Tax Legislation and Practice.
- A seminar on The Changing Regulatory Framework in Trinidad and Tobago as it relates to the Proceeds of Crime and related matters, which was held jointly with ACCA in April 2011. Presentations were made by ICATT Representatives; Directors of the Financial Intelligence Unit (FIU) and the Financial Investigations Branch as well as representatives of the Board of Inland Revenue.
- A one-day workshop on Forensic Accounting & Fraud, which was facilitated by Mark Thompson, Forensic Investigations Director at Duncan & Toplis, a UK-based firm of chartered accountants. The workshop was held jointly with ACCA in April.
- A Taxation workshop held in August which was facilitated by Merlin Sergeant, Former Chairman, Board of Inland Revenue.
- A two-day seminar on International Financial Reporting Standards and International Standards of Auditing -2011 Update hosted jointly with ACCA in September 2011. The event was facilitated by Mr. Nagin Lad of ACCA UK.

Impact of the Profession on National Development

In September 2011, ICATT was engaged in the first stages of a mission by the World Bank to prepare a Report of Standard of Compliance (ROSC) on the level of compliance with International Accounting and Auditing Standards in Trinidad and Tobago. The ROSC will confirm the country's compliance with international best practice regarding financial reporting standards and international auditing standards and will highlight the strength of the country's financial structure. Accounting and Auditing ROSC for various countries worldwide are posted on the World Bank's official website and are frequently examined by foreign investors wishing to invest in a country. The preliminary report was completed and the findings are to be presented in March 2012 to various stakeholders.

During the year, ICATT was invited to become a member of the Payments System Council (PSC) chaired by the Central Bank of Trinidad and Tobago whose work has been directed at promoting the use of electronic payments. ICATT has been asked to assist in the area of accounting documentation and processes.

ICATT's annual conference held on November 2 & 3 at the Hyatt Regency Hotel was a great success attracting over 200 participants and featuring dynamic international, regional and local presenters. The 2011 conference theme was, *Innovations in Business Financial Reporting & Governance*. Speakers included Senator, the Honourable, Dr. Bhoendradatt Tewarie, Minister of Planning & the Economy who spoke on Sustainable Growth in the Non-Energy Sectors of Trinidad & Tobago, and Dr. The Honourable Timothy Harris, Senior Minister and Minister of International Trade, Industry, Commerce, Consumer Affairs, Agriculture, Marine Resources and Constituency Empowerment, St. Kitts & Nevis who delivered the keynote address on Forging a new Paradigm in the Caribbean: Innovation, Creativity and Competitiveness Towards A New Caribbean Economic Order.

Stakeholder Engagement

In April 2011, ICATT's Executive Committee held a meeting with representatives of accounting firms to discuss the problems associated with the function of the Tax Appeal Board of Trinidad & Tobago. The major issues discussed were the backlog of matters to be considered by the Board and the implications of tax appeal issues that are not being resolved.

ICATT partnered with the Caribbean Association of Audit Committee Members Inc. (CAACM) to host the 5th Annual Meeting & Conference under the theme Adding Value, Not Bureaucracy: The Role of the Audit Committee in Assessing Your Business Risk Profile, Risk Priorities & Governance Structures. The event which was held in July marked the first ever audit conference in Trinidad & Tobago and featured international and regional participants from over 12 countries. The featured address was delivered by The Honourable Winston Dookeran, Minister of Finance. ICATT was pleased to be at the forefront of such a major event in Trinidad and Tobago.

In September 2011, ICATT partnered with ACCA to host a SME forum which explored issues relevant to the sustainability of small and medium enterprises in the Caribbean while seeking to strengthen their innovative capacity.

ICATT partnered with the Trinidad and Tobago Extractive Industries Transparency Initiative (EITI) Steering Committee to host a free information workshop on accounting consultancy opportunity for practising members. The EITI is a global initiative with the objective of fostering transparency and accountability in the extractive (oil, gas and mining) industries by disclosing to citizens of a country, the payments made by companies to host governments reconciled with the government's declared receipts. A requirement for compliance is the preparation of a Reconciliation Report of payments and receipts of all energy sector revenues and its translation into a document for wide dissemination and understanding by the average citizen on how the revenues they produce flow from companies to the Government. The EITI Implementation has increased the need for audit and other accountancy services by extractive industry companies on preparation for this annual report.

Regional & International Focus

ICATT continues to play an active role at the regional level in support of initiatives being implemented by ICAC. In August 2011, ICATT signed a three-year "twinning" agreement with the Suriname Institute of Chartered Accountants (SUVA) in support of an initiative by ICAC to encourage the more developed institutes in the region to assist in the development of less developed institutes. ICATT has since been instrumental in assisting SUVA to secure an extension of an IDB-funded project to improve compliance with international accounting and auditing standards in Suriname and has designed two major consultancies for SUVA, namely the development of Technical Guidance Tools for use by the country's SMEs and another for technical assistance to develop a strategic plan and sustainability model for SUVA. As part of the agreement, SUVA's Project Manager, Monic Foppele, visited ICATT's offices in November for one week of learning, training and experience in the procedures and operations of the Institute. ICATT President, Anthony Pierre, and General Manager, Subert Gilbert also participated in SUVA's Strategic Planning session held in November.

In June, some 60 professional accountants from Trinidad & Tobago represented ICATT at the ICAC's Annual Caribbean Conference held in Kingston, Jamaica. ICATT President, Anthony Pierre was elected Secretary of ICAC Board at the Annual General Meeting held in conjunction with the ICAC Annual Conference. He also currently chairs ICAC's technical committee.

At the international level, ICATT continues to work closely with the International Federation of Accountants (IFAC), the global accountancy organization, of which ICATT is a member, to implement the Institute's action plan in compliance with IFAC's Statements of Members' Obligations (SMOs). ICATT's revised action plan was completed in November 2011 and is available for viewing on IFAC's and ICATT's websites. ICATT was also represented at IFAC's Annual General Meeting held in Berlin, Germany by President Anthony Pierre and Vice President, Derek Mohammed.

During the year, the ICATT President along with Council member, Peter Gittens participated in a successful mission to London where they met with the senior executives of ACCA and attended the annual meeting of the International Accounting Standards Board (IASB) World Standard Setters Conference. They also met with Jane Fuller, head of an accounting "Think Tank" project on innovations in financial reporting. Arising from the meeting with ACCA, both ICATT and ACCA agreed to sign a Memorandum of Understanding governing several areas of the relationship between the two bodies. At the World Standard Setters Conference, ICATT formally proposed the establishment of an appropriate set of accounting standards for micro enterprises and gained support for the initiative from a number of other accounting bodies around the world.

In addition, ICATT Council member, Kyle Rudden represented the ICAC and ICATT at the first Congress of Accountants in Africa held in Nairobi from November 7-9. A commemorative plaque from ICAC was presented to the CEO of the Institute of Certified Public Accountants of Kenya (ICPAK), the host institute, on its achievement. ICPAK has approximately 10,000 members and many opportunities exist for the continued strengthening of this relationship between both Institutes.

Student Matters

Two e-surveys were conducted with ICATT affiliates and students in early 2011. Approximately 6,000 students and approximately 1,000 affiliates were invited to participate in the survey to provide valuable feedback on the products and services required by students and affiliates. Additionally, ACCA and ICATT jointly hosted a Recognition Ceremony in December in honour of

successful candidates and top performers in the June 2009, December 2009 and June 2010 ACCA examinations.

ICATT and ACCA jointly hosted a student technical session in February 2011 on *Calculation and Interpretation of Accounting Ratios and Trends* which was facilitated by Haseeb Mohammed of PricewaterhouseCoopers. The objective of the technical session was to help enhance students' overall performance by providing the tools and techniques for improving performance on the ACCA paper F7. These sessions are part of ICATT and ACCA's ongoing efforts to provide greater value to students while ensuring their success in the ACCA examinations.

ICATT's President visited Speyside High School in Tobago in February to address the first cohort of CAPE A' Level students on careers in accounting and matters relevant to the financial services sector. This was the first such visit to Tobago by ICATT and is part of the Institute's thrust to promote to students, the benefits and opportunities that exist within the profession.

ICATT was a Titanium sponsor of the Students' Accountancy Centre's 25th Anniversary celebration held in March 2011. ICATT's General manager, Subert Gilbert, delivered remarks on behalf of the Institute at the anniversary celebrations

ICATT held its first Accountancy Career Fair entitled, A Professional Development Forum in July. The event targeted secondary school students, persons pursuing accountancy studies and others wishing to enter the accountancy profession. The one-day event featured exhibition booths from over 10 accountancy firms, institutions and other organisations.

Membership

In 2011, ICATT recorded a growth of 94 new members. The Institute continues to engage its members through e-surveys and seminar evaluations in order to ensure that it adequately meets their needs. Total membership at the end of 2011 was as follows:

Member Category	Number
Members in Practice	177
Members Not in Practice	784
Members Resident Overseas	44
Members in Retirement	71
TOTAL	1,076

Conclusion

2011 was a year of continued growth for the Institute, thanks to the invaluable contribution of Council members, ICATT's General Manager, committee members and the dedicated staff of the Institute.

Treasurer's Overview



Archibald Campbell

The Institute of Chartered Accountants of the Caribbean continues to show positive results in its financial performance. For the year ended December 31, 2011, surplus after tax was \$17,261 which was 1.6% below last year's surplus of \$17,544. The surplus for the year, however, exceeded projections of \$2,624.

Despite gross earnings falling by 2.4%, net surplus remained in line with last year's figures as expenditure for the year decreased by 0.5% compared to last year. This is indicative of the Institute's commitment to ensuring that the control of expenditure is a significant part of the management of its operations.

The main sources of revenue continue to be subscription fees and income from the ICAC annual conference and joint seminars. Subscription revenues increased by 2% over the previous year as a result of marginal increases in the membership of member institutes. There has, however, been no increase in membership subscription rates. Revenue from the annual conference was lower than the previous year, however, much of this decrease in revenue was offset by additional revenue realised from the increased number of seminars held in 2011.

With regard to expenditure, employee benefits represent the single largest item, accounting for 56% in 2011 up from 48% in 2010. Despite the increase, however, this expenditure is capable of being met from revenues from subscriptions, which speaks to the sustainability of the Institute. Other expenses such as printing and stationery, board meetings and retreats as well as travelling and entertainment have reflected decreases which reflect the efforts being made to control costs.

The net surplus generated continues to strengthen the financial position of the Institute. As at December 31, 2011, accumulated reserves totalled \$139,486 which was up from \$123,253 at the corresponding date in 2010. Reserves represent 95% of the total resources of the Institute and have provided a platform for the expansion of services to be provided to our smaller member institutes especially in the area of institutional development and joint CPD seminars.

Cash and cash equivalent was the most significant asset on the Balance Sheet totalling \$133,361 or over 90% of total assets. The increase in cash equivalents was 12.7% over the previous year and indicates that cash generated from operations formed a significant part of the surplus generated. The liquidity position of the Institute is very strong allowing the organisation a degree of flexibility in undertaking its objectives. Despite the financial strength of the Institute, the aggregate level of resources allows for only modest levels of expenditure. Therefore, as the ICAC continues to perform its task to further enhance and develop the accounting profession in the Caribbean, we will continue to seek the support of our larger member institutes and affiliates.

Auditors' Report and Financial Statements

Year ended December 31, 2011

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Independent auditors' report

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**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, as set out on pages 3 to 15, which comprise the statement of financial position as at December 31, 2011, 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 notes.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the Jamaican Companies Act. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

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.

Partners:
Kenneth L. Lewis, CD
Morsia E. Francis
Sixto P. Coy

Associates:
Audrey C. Hoyte
Karen A. Lewis

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Member of Grant Thornton International Ltd

Independent auditors' report (cont'd)

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

Report on the Financial Statements (cont'd)

Auditors' Responsibility (cont'd)

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, 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 and fair presentation of the financial statements 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.

Opinion

In our opinion, the financial statements give a true and fair view of the financial position of the Institute as at December 31, 2011, and of the Institute's financial performance, changes in reserves and cash flows for the year then ended in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities.

Report on Additional Requirements of the Companies Act

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

Kingston, Jamaica

May 29, 2012

Mair Russell Grant Thornton
Chartered Accountants



**STATEMENT OF FINANCIAL POSITION
DECEMBER 31, 2011**

	<u>Note</u>	<u>2011 US\$</u>	<u>2010 US\$</u>
Assets			
Current assets			
Cash and cash equivalents	(3)	133,361	118,349
Due from members and other receivable	(4)	7,072	1,768
Taxation recoverable		<u>2,510</u>	<u>1,847</u>
		<u>142,943</u>	<u>121,964</u>
Non-current assets			
Equipment	(5)	<u>4,139</u>	<u>5,904</u>
		<u>4,139</u>	<u>5,904</u>
Total assets		<u>147,082</u>	<u>127,868</u>
Liabilities and reserves			
Current liabilities			
Owing to members	(6)	406	406
Payables and accruals	(7)	<u>7,067</u>	<u>4,059</u>
		<u>7,473</u>	<u>4,465</u>
Non-current liability			
Deferred tax liability	(8)	<u>123</u>	<u>150</u>
		<u>123</u>	<u>150</u>
Total liabilities		<u>7,596</u>	<u>4,615</u>
Reserves			
Accumulated surplus		80,098	62,837
Administrative assistance development fund	(9)	13,809	14,837
Development fund	(10)	<u>45,579</u>	<u>45,579</u>
Total reserves		<u>139,486</u>	<u>123,253</u>
Total liabilities and reserves		<u>147,082</u>	<u>127,868</u>

The notes on the accompanying pages 6 to 15 form an integral part of these financial statements.

Approved for issue by the Board of Directors on May 29, 2012 and signed on its behalf by:



Joan Brathwaite
President



Archibald Campbell
Treasurer



**STATEMENT OF INCOME AND ACCUMULATED SURPLUS
YEAR ENDED DECEMBER 31, 2011**

	<u>Note</u>	<u>2011</u> <u>US\$</u>	<u>2010</u> <u>US\$</u>
Revenue	(2i)		
Subscriptions		72,657	71,165
Annual conference and seminars		47,846	57,137
Interest on short-term deposits		3,452	3,334
Other income	(12)	<u>8,521</u>	<u>4,133</u>
		132,476	135,769
Administrative and other expenses	(13)	(115,120)	(115,676)
Gain/(loss) on disposal of equipment		<u>75</u>	<u>(648)</u>
Surplus for the year before tax	(14)	17,431	19,445
Income tax	(15)	<u>(170)</u>	<u>(1,901)</u>
Surplus after tax		17,261	17,544
Accumulated surplus at start of year		<u>62,837</u>	<u>45,293</u>
Accumulated surplus at end of year		<u>80,098</u>	<u>62,837</u>

The notes on the accompanying pages 6 to 15 form an integral part of these financial statements.



STATEMENT OF CASH FLOWS
YEAR ENDED DECEMBER 31, 2011

	<u>2011</u> <u>US\$</u>	<u>2010</u> <u>US\$</u>
Cash flows from operating activities:		
Surplus for the year before tax	17,431	19,445
Adjustments for:		
Interest income	(3,452)	(3,334)
(Gain)/loss on disposal of equipment	(75)	648
Depreciation and impairment (Note 5)	<u>1,976</u>	<u>1,753</u>
	15,880	18,512
Changes in operating assets and liabilities		
(Increase)/decrease in due from members and other receivable	(5,288)	2,937
Increase/(decrease) in payables and accruals	3,008	(210)
Decrease in owing to members	<u>-</u>	<u>(611)</u>
Cash generated from operations	13,600	20,628
Income taxes recovered	<u>-</u>	<u>1,428</u>
Net cash provided by operating activities	<u>13,600</u>	<u>22,056</u>
Cash flows from investing activities:		
Purchase of equipment (Note 5)	(1,548)	(4,643)
Proceeds from disposal of equipment	1,412	175
Interest received (net of withholding tax) (Note 15b)	<u>2,576</u>	<u>2,924</u>
Net cash provided by/(used in) investing activities	<u>2,440</u>	<u>(1,544)</u>
Cash flows from financing activities:		
Payment of administrative assistance (Note 9)	<u>(1,028)</u>	<u>-</u>
Net cash used in financing activities	<u>(1,028)</u>	<u>-</u>
Net increase in cash and cash equivalents	15,012	20,512
Cash and cash equivalents at beginning of year	<u>118,349</u>	<u>97,837</u>
Cash and cash equivalents at end of year (Note 3)	<u>133,361</u>	<u>118,349</u>

The notes on the accompanying pages 6 to 15 form an integral part of these financial statements.



NOTES TO FINANCIAL STATEMENTS YEAR ENDED DECEMBER 31, 2011

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
The Institute of Chartered Accountants of Barbados
The Institute of Chartered Accountants of Belize
The Institute of Chartered Accountants of Guyana
The Institute of Chartered Accountants of Jamaica
The Institute of Chartered Accountants of the Eastern Caribbean
The Institute of Chartered Accountants of Trinidad & Tobago

Affiliates

The Association of Chartered Certified Accountants
The Certified General Accountants Association of Canada
The Institute of Chartered Accountants in England and Wales
The American Institute of Certified Public Accountants
The Certified Management Accountants of Canada

Associate

Suriname Association of Accountants

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 ICAC 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.



NOTES TO FINANCIAL STATEMENTS YEAR ENDED DECEMBER 31, 2011

2. BASIS OF PREPARATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements are prepared in accordance with International Financial Reporting Standards 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 summarized 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.

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 of Taxpayer Audit and Assessment on any surplus derived from operations. (Note 15). 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 8.

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 the surplus or deficit when incurred.

(iv) Gains or losses on disposal of equipment are included in surplus or deficit, when they arise.



NOTES TO FINANCIAL STATEMENTS YEAR ENDED DECEMBER 31, 2011

2. BASIS OF PREPARATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(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.

(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 receivable and cash and cash equivalents;

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 receivable

Due from members and other receivable 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.



NOTES TO FINANCIAL STATEMENTS YEAR ENDED DECEMBER 31, 2011

2. BASIS OF PREPARATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(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 six (6) or less months on average, that are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value.

(g) Payables and accruals

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

(h) Owing to members

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

(i) 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.

(j) 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.

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 realized 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.



NOTES TO FINANCIAL STATEMENTS YEAR ENDED DECEMBER 31, 2011

2. BASIS OF PREPARATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(k) 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.

3. CASH AND CASH EQUIVALENTS

	<u>Interest rate</u> <u>% p. a.</u>	<u>2011</u> <u>US\$</u>	<u>2010</u> <u>US\$</u>
Short-term US\$ deposits:			
Pan Caribbean Merchant Bank Limited	1.0 – 3.3	42,619	27,522
JN Fund Managers Limited	3	<u>78,157</u>	<u>76,385</u>
		<u>120,776</u>	<u>103,907</u>
Bank and cash:			
RBC Royal Bank Jamaica Limited (formerly RBTT Bank Jamaica Limited)			
- J\$ Current account balance J\$74,457 (2010 – J\$77,982)	0.1 – 0.5	858	908
- US\$ Savings account balance	0.35	11,657	13,508
Cash in hand		<u>70</u>	<u>26</u>
		<u>12,585</u>	<u>14,442</u>
Total		<u>133,361</u>	<u>118,349</u>

4. DUE FROM MEMBERS AND OTHER RECEIVABLE

	<u>2011</u> <u>US\$</u>	<u>2010</u> <u>US\$</u>
Due from members:		
Share of profit from seminars	4,500	-
Advertisements	1,785	1,155
Interest	<u>407</u>	<u>391</u>
Total due from members and other receivable	<u>6,692</u>	<u>1,546</u>
Prepayment	<u>380</u>	<u>222</u>
Total	<u>7,072</u>	<u>1,768</u>



NOTES TO FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2011

5. EQUIPMENT

	<u>2011</u> US\$	<u>2010</u> US\$
Gross carrying amount		
Balance at beginning of year	10,353	17,282
Additions	1,548	4,643
Cost eliminated on disposal	<u>(1,528)</u>	<u>(11,572)</u>
Balance at end of year	<u>10,373</u>	<u>10,353</u>
Accumulated depreciation		
Balance at beginning of year	4,449	13,445
Depreciation and impairment	1,976	1,753
Less: Accumulated depreciation on assets disposed of	<u>(191)</u>	<u>(10,749)</u>
Balance at end of year	<u>6,234</u>	<u>4,449</u>
Carrying amount		
Carrying amount at beginning of year	5,904	3,837
Additions	1,548	4,643
Disposals	(1,528)	(11,572)
Depreciation and impairment	(1,976)	(1,753)
Accumulated depreciation on assets disposed of	<u>191</u>	<u>10,749</u>
Carrying amount at end of year	<u>4,139</u>	<u>5,904</u>

6. OWING TO MEMBERS

	<u>2011</u> US\$	<u>2010</u> US\$
Membership dues prepaid	<u>406</u>	<u>406</u>
Total	<u>406</u>	<u>406</u>



**NOTES TO FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2011**

7. PAYABLES AND ACCRUALS

	<u>2011</u> <u>US\$</u>	<u>2010</u> <u>US\$</u>
Accrued vacation leave	1,912	1,447
Auditors' honorarium	2,100	2,000
Utilities	409	169
Statutory liabilities	1,287	-
Subscription	600	-
Other	<u>759</u>	<u>443</u>
Total	<u>7,067</u>	<u>4,059</u>

8. DEFERRED TAX LIABILITY

Deferred taxes are calculated on all temporary differences method using a tax rate of 33 $\frac{1}{3}$ %. The movement on the deferred tax account is as follows:

	<u>2011</u> <u>US\$</u>	<u>2010</u> <u>US\$</u>
Balance at beginning of year	150	94
Taxation (credit)/charge for the year (Note 15a)	<u>(27)</u>	<u>56</u>
Balance at end of year	<u>123</u>	<u>150</u>

Deferred tax balance arose on temporary differences in respect of:

	<u>2011</u> <u>US\$</u>	<u>2010</u> <u>US\$</u>
Deferred tax asset on:		
Equipment	<u>(13)</u>	<u>-</u>
	<u>(13)</u>	<u>-</u>
Deferred tax liability on:		
Equipment	-	20
Interest receivable	<u>136</u>	<u>130</u>
	<u>136</u>	<u>150</u>
Net deferred tax liability	<u>123</u>	<u>150</u>



NOTES TO FINANCIAL STATEMENTS YEAR ENDED DECEMBER 31, 2011

9. ADMINISTRATIVE ASSISTANCE DEVELOPMENT FUND

	<u>2011</u> <u>US\$</u>	<u>2010</u> <u>US\$</u>
Balance at beginning of year	14,837	14,837
Less: Disbursement	<u>(1,028)</u>	<u>-</u>
Balance at end of year	<u>13,809</u>	<u>14,837</u>

The above represents amounts reserved by the Institute up to December 31, 2005 to assist small territorial institutes in the development of the accountancy profession in their territories. In 2006, the directors decided to cease setting aside amounts. During the year US\$1,028 was paid to Suriname Association of Accountants to assist in their development.

10. DEVELOPMENT FUND

The above represents amounts which the Institute had set aside up to December 31, 2005 to meet costs associated with the development of the accounting profession in the Caribbean. In 2006, the directors decided to cease setting aside amounts and there has been no movement on the account since then.

11. FINANCIAL ASSETS AND LIABILITIES BY CATEGORIES

(i) Financial assets	<u>2011</u> <u>US\$</u>	<u>2010</u> <u>US\$</u>
Financial assets measured at amortised cost less impairment:		
Cash and cash equivalents (Note 3)	133,361	118,349
Due from members and other receivable (Note 4)	<u>6,692</u>	<u>1,546</u>
Total	<u>140,053</u>	<u>119,895</u>
(ii) Financial liabilities	<u>2011</u> <u>US\$</u>	<u>2010</u> <u>US\$</u>
Financial liabilities measured at amortised cost		
Owing to members (Note 6)	406	406
Payables and accruals (Note 7)	<u>5,155</u>	<u>2,612</u>
Total	<u>5,561</u>	<u>3,018</u>



**NOTES TO FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2011**

12. OTHER INCOME

	<u>2011</u> <u>US\$</u>	<u>2010</u> <u>US\$</u>
Advertising – newsletter	5,821	4,133
Contribution	<u>2,700</u>	<u>-</u>
	<u>8,521</u>	<u>4,133</u>

The amount reflected as contribution above represents an amount received from ACCA as a contribution towards expenses incurred in attending IFAC meetings.

13. EXPENSES BY NATURE

Total administrative and other operating expenses:

	<u>2011</u> <u>US\$</u>	<u>2010</u> <u>US\$</u>
Depreciation and impairment	1,976	1,753
Insurance	228	193
Postage and delivery	1,243	998
Loss on foreign exchange	472	881
Rent and maintenance	4,572	4,322
Printing and stationery	8,815	10,752
Annual conference and seminars	5,309	7,593
Board meetings and retreats	11,209	14,429
Utilities	5,252	5,151
Travelling and entertainment	4,013	6,641
Honorarium to auditors	2,100	2,000
Employee benefits	64,436	55,953
Other expenses	<u>5,495</u>	<u>5,010</u>
Total	<u>115,120</u>	<u>115,676</u>

14. SURPLUS FOR THE YEAR BEFORE TAX

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

	<u>2011</u> <u>US\$</u>	<u>2010</u> <u>US\$</u>
Key management personnel compensation	52,484	46,188
Depreciation and impairment	1,976	1,753
Honorarium to auditors	2,100	2,000
Loss on foreign exchange	472	881
Interest income	<u>(3,452)</u>	<u>(3,334)</u>



**NOTES TO FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2011**

15. TAX EXPENSE

- (a) The Institute obtained permission from the Taxpayer Audit and Assessment Department for the exemption from income tax under the mutuality principle in respect of income derived from transactions with members.

Income tax computed at the rate of 33 $\frac{1}{3}$ % on the non-exempt income, adjusted for tax purposes comprises:

	<u>2011</u> US\$	<u>2010</u> US\$
Prior year adjustment	-	1,699
Current tax charge	<u>197</u>	<u>146</u>
	<u>197</u>	<u>1,845</u>
Deferred tax (credit)/charge:		
Origination and reversal of temporary differences	<u>(27)</u>	<u>56</u>
Income tax charge for the year	<u>170</u>	<u>1,901</u>

During the year ended December 31, 2010, the Institute received withholding tax refunds of US\$1,428. The prior year adjustment of US\$1,699 represents the amount for previous years which was not refunded.

- (b) During the year the Institute suffered withholding tax at source of US\$860 (2010 – US\$812) on interest income earned on its short-term deposits.

16. 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.

Bowling Over the Challenges...

2011 ANNUAL REPORT





THE INSTITUTE OF
CHARTERED ACCOUNTANTS
OF THE CARIBBEAN

2011 Annual Report