

# Annual Report 2021/2022



# ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS

## CONTENTS

OVERVIEW OF THE INSTITUTE .....	iii
MISSION OF THE INSTITUTE .....	iii
VISION OF THE INSTITUTE .....	iii
GOVERNANCE OF THE INSTITUTE .....	iv
ABBREVIATIONS & ACRONYMS .....	5
DIRECTOR SUMMARY .....	8
OVERVIEW.....	9
STAFF .....	9
Appointments, Promotions, Departures and Resignations.....	9
STUDENT MATTERS .....	11
Achievements & Awards, Enrolment, Graduation .....	11
2021 2022 Awarded Degrees .....	16
Registration and Throughput .....	17
PROGRAMMES .....	18
OUTREACH.....	19
Public Outreach & Collaborative Events.....	19
PUBLIC OUTREACH EVENTS.....	19
Table 2: Visiting Guest Lecturers 2021-2022.....	20
DISTINGUISHED VISITORS .....	31
IIR ACADEMIC STAFF PROFESSIONAL AFFILIATIONS .....	33
PUBLIC AND PROFESSIONAL SERVICE OF STAFF .....	33
<b>PICTURES FROM KEY EVENTS (ELECTRONIC FILE ATTACHED) .....</b>	<b>36</b>
<b>Appendix 2: The Diplomatic Academy of the Caribbean .....</b>	<b>48</b>

# ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS

## OVERVIEW OF THE INSTITUTE

The Institute of International Relations at The University of the West Indies is a regional, autonomous academic institution at the St. Augustine Campus, with associate fellows at the Mona and Cave Hill Campuses, and within other organizations. Since its founding in 1966, the Institute has been dedicated to the conduct of advanced research and teaching concerning the international challenges of the contemporary world, with special emphasis upon the Caribbean and Latin American regions. As a vital part of the infrastructure for its teaching and research, the Institute has developed a Library that constitutes one of the best information resources available, regarding the international relations of the Caribbean. In addition to its Postgraduate Diploma, M.Sc. and MPhil/PhD programmes, the Institute of International Relations, through the Diplomatic Academy of the Caribbean, meets related regional and national human resource development needs by offering short intensive modular training programs for public and private sector and civil society personnel. The Institute also offers international policy research and advisory services and consultancies.

## MISSION OF THE INSTITUTE

The mission of the Institute of International Relations is to enhance understanding of Caribbean international relations, applying multidisciplinary perspectives, while contributing to related regional and national human resource development. The Institute of International Relations offers excellent research, teaching and consultative assistance to all stakeholders. The Institute organizes, sponsors or co-sponsors workshops, conferences, and seminars relevant to the international challenges of the region and publishes two regular online issues for the *Caribbean Journal of International Relations and Diplomacy*.

## VISION OF THE INSTITUTE

The Institute of International Relations brings the expertise and energies of all the international relations academic staff within The University of the West Indies, as well as those of selected Associate Fellows located elsewhere, to respond to the needs of the Caribbean region's public and private sectors for research, teaching, consultancy and training, concerning the region's

## **ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS**

international challenges and opportunities, within multidisciplinary fields ranging from finance, business and management to politics, history, economics, education, and law.

### **GOVERNANCE OF THE INSTITUTE**

The governance of the Institute is vested in the Board of the Institute, which is chaired by The UWI Vice Chancellor. The management of the Institute rests with the Director, who is responsible to the Board for the proper discharge of the Institute's functions.

## ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS

### ABBREVIATIONS & ACRONYMS

ACP	African, Caribbean and Pacific
ACP-EU	African, Caribbean and Pacific – European Union
ACRL	Association of College and Research Libraries
ACS	Association of Caribbean States
AJL	Alma Jordan Library
ALA	American Library Association
ATINER	Athens Institute for Education and Research
ATS	Administrative, Technical Staff
B.Sc.	Bachelor of Science
BA	Bachelor of Arts
CAF	Development Bank of Latin America
CARICOM	Caribbean Community
CARIFORUM-EU	Caribbean Forum - European Union
CCR	Centre for Conflict Resolution
CCRON	Caribbean Child Right Observatory Network
CDRAV	Coalition for Development and the Reduction of Armed Violence
Cert.	Certificate
CILIP	Chartered Institute of Library and Information Professionals
CIT&E	Community Intervention for Transformation and Empowerment
CL	Compulsory Leave
CLASCO	Latin American Council of Social Studies
COVID-19	Coronavirus Disease (2019)
CPDC	Caribbean Policy Development Centre
CRIES	Coordinadora Red de Investigacion Economica y Social
CSA	Caribbean Studies Association
DAOC	Diplomatic Academy of the Caribbean
DBA	Doctor of Business Administration
Dip.	Diploma
DIPG	Graduate Diploma
Dist.	Distinction

## ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS

ECDPM	European Centre for Development Policy Management
EPA	Environmental Protection Agency
ESG	Earth System Governance
EU	European Union
FIU	Financial Intelligence Unit
FLASCO-RD	Facultad Latinoamericana de Ciencias Sociales, Programa República Dominicana
FYE	For Your Entertainment
GMO	Genetically Modified Organism
GOTT	Government of Trinidad and Tobago
HNMUN	Harvard National Model United Nations
HNMUN	Harvard National Model United Nations
Hons.	Honours
IADB	Inter-American Development Bank
IIR	Institute of International Relations
IL	Information Literacy
ILO	International Labour Organization
IR	International Relations
ISA	International Studies Association
LASA	Latin American Studies Association
LATT	Library Association of Trinidad and Tobago
LEC	Legal Education Certificate
LLB	Bachelor of Laws
LLM	Master of Laws
LOA	Leave of Absence
MMIRA-CC	Mixed Methods International Research Association, Caribbean Chapter
MPhil	Master of Philosophy
MSc	Master of Science
NGL	Norman Girvan Library
NGO	Non-Governmental Organization
OJT	On-the-Job Trainee

## ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS

PG Dip	Postgraduate Diploma
PG	Postgraduate
PhD	Doctor of Philosophy
Q2	Quarter Two
Q3	Quarter Three
Q4	Quarter Four
R.O.C	Republic of China
RFSCC	Regional Financial Stability Coordination Council
RTW	Required to Withdraw
SALISES	Sir Arthur Lewis Institute of Social and Economic Studies
SAS	Student Administration System
SIDS	Small Island Development States
SSLC	Student/Staff Liaison Committee
STA	St. Augustine
T&T	Trinidad and Tobago
UK	United Kingdom
UN	United Nations
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNHCR	United Nations High Commissioner for Refugees
US	United States
USC	University of Southern Caribbean
UWI STA	The University of the West Indies, St. Augustine
UWI	The University of the West Indies

## **ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS**

### **Interim Director's Annual Report 2021 – 2022**

**Period: August 01<sup>st</sup> 2021 to July 31<sup>st</sup> 2022**

#### **DIRECTOR SUMMARY**

Academic Year 2021/2022 was a testing time for the Institute of International Relations (IIR) as indeed it was for the entire UWI. The IIR faced a challenging financial situation with a major reduction to its approved budget (90 percent). Consultations and plans were made to adjust operations and transition towards greater economic viability. This exercise has been rendered more complex in the pandemic environment.

Despite the challenges in 2021/2022, the IIR maintained full delivery of all three academic programmes and the award of its postgraduate diploma, M.Sc. and PhD degrees. Notably, three PhDs were awarded in the 2021/2022 period. There were several high-quality public events, and via digital technology, the IIR continued to provide free access to all its in-course guest lectures, Diplomatic Dialogues, panel discussions and other webinars. There was enthusiastic response from public officials, individuals, alumni and the Institute's regional and international networks. This gesture raised the IIR's visibility as a national and regional repository and distributor of knowledge, and helped to attract new local and international students in the following year.

The IIR's participation continued in the international collaborative research project on Climate Change and Community Responses (via the work of Dr. Michelle Scobie) and contributed to a UWI STACIE capacity-building project with the Ministry of National Security (via the work of Professor Jessica Byron and Dr. Michal Pawinski). Also, of note is its strategic partnership with the Caribbean Policy Consortium (CPC), a network of academics, policy advocates, public officials and private sector representatives from North America and the Caribbean who work to strengthen United States-Caribbean relations and raise the visibility of Caribbean development concerns in the partnership. The Diplomatic Academy of the Caribbean (DAOC) rolled out a series of webinars which explored significant developments in Caribbean international trade and diplomacy, and it offered a suite of new training modules on Consular Relations, Climate Change Negotiations and Risk Management for Natural Disasters. These innovations and the continued digital delivery of its professional training modules led to a



## **ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS**

significant increase in the overall registration numbers and in the regional and international representation of participants in the DAOC programmes. Academic staff have continued to produce high quality and relevant academic and technical publications, and to partner with international organizations and other local and regional entities in preparing technical reports, policy briefs and providing expert advice geared to address the multiple challenges facing the Caribbean and the global community. They have all contributed their expertise to a wide range of online discussions, public lectures and academic conferences. One such instance is the participation of Dr. Michal Pawinski in the subject matter experts meeting, integrated threat assessment centre, national security council, Office of the Prime Minister of Trinidad and Tobago, July 1, 2022.

In sum, the IIR is confronting the current era with determination, energy and a focus on innovation and renewal in all its activities. Having completed an implementation plan for the recommendations of the Review Report in 2020/2021, in 2021/2022, the IIR completed an extensive review, revision and updating of its academic programmes one of the key recommendations of the Quality Assurance Report.

### **OVERVIEW**

#### **STAFF**

##### **Appointments, Promotions, Departures and Resignations**

##### **Staff Appointments and Departures**

There were no new Full Time (FT) staff appointments during academic year 2021/2022. However, in Semester One, Dr. Indera Sagewan and Dr. Madgerie Jamieson-Charles received Part Time (PT) appointments as course lecturers for INRL 6004 and INRL 6020 respectively. The IIR appreciates the contributions of both academics to the quality of its courses and the experiences of the students. Miss Unika Omowale was seconded from the Alma Jordan Library as a Librarian Grade One to direct the Norman Girvan Library ad interim following the retirement of Mrs. Cherril Farrell in AY 2020/2021. Miss Omowale has fitted right in and steered the library through this academic year with quiet dedication to duty, efficiency and collegiality. We would like to thank her for her contribution and we acknowledge the sterling support of the Campus Librarian in facilitating her placement in the Norman Girvan Library.

## **ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS**

Contract renewals were made as required for Zara Weekes-Rhyzer in the IIR Secretariat and Marissa Diaz in the DAOC. Various part-time arrangements were made to supplement janitorial services at the IIR. Mr. Zaahir Hamid, Grade Six IT technician has been temporarily appointed to fill the void in the IT Services Unit from February to July 2022 and has provided his expertise and experience to support Mr. Maloney and OJT Miss Jada Gooding throughout Semester Two. The IIR saw the departure of two OJTs – Miss Jada Gooding in August 2022 and Miss Arianna Gayadeen in July 2021, who were attached to the IT Unit and the NGL, respectively.

Mr. Gerard Modeste, who had headed the IT Unit for several years unfortunately passed away in December 2021. He is sorely missed and fondly remembered by colleagues, students and friends at the IIR and the wider UWI. Miss Usha Lakhan, who worked as an OJT providing research and administrative assistance to Professor Byron, Dr. Scobie and the IIR Secretariat over a two-year period, left us in September 2021 to take up a position with the International Organization for Migration. Usha's work was outstanding, we record our deep appreciation for her contributions to the IIR and we wish her well in her future academic and professional career. Finally, the Director of the IIR, Professor Jessica Byron-Reid retired on August 31 2022, after 29 years at the UWI, six of which have been spent directing the Institute of International Relations at St. Augustine.

### **Promotions, Staff Training and Development**

#### **Promotions**

Drs. Jacqueline Laguardia Martinez and Annita Montoute received letters advising them that they had been awarded indefinite tenure in 2021.

#### **Staff Training and Development**

The NGL staff were exposed to numerous training opportunities, with Miss Omowale participating in 15 specialized training webinars or workshops, and the library assistants participating in 8 training sessions overall. Other ATSS training activities included COVID-19 cleaning workshops for the janitorial staff organized by HR and the Health Services Unit, Procurement Training for the financial clerk Liu Joseph, Strategic Workforce Planning

## ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS

workshops attended by Zaahir Hamid, a web editing course completed by Chinelle Chadee and workshops for First Responders and for Re-envisioning Study Abroad programmes which were attended by Miss Wenda Rocke, Sr. Administrative Assistant.

During the academic year, most staff members have updated and expanded their skills in working with communication platforms like Zoom and Microsoft Teams, both of which are used extensively for teaching and administrative functions.

### Staff Research Output and Scholarly Activity

Staff Research Output and Scholarly Activity

During academic year 2021/2022, 10 academic staff members accounted for thirty publications, an institutional publications ratio of 1:3, as portrayed in the table below. Details can be found in **Appendix 1**. Academic staff members moderated or made presentations at 38 conferences, webinars, seminars or public lectures.

Single/Co-authored Book	Edited Book	Peer Reviewed Book Chapter	Peer Reviewed Journal Article	Technical Report	Blog/commentary/analysis	Total
1	1	8	11	6	3	30

## STUDENT MATTERS

### Achievements & Awards, Enrolment, Graduation

## STUDENT MATTERS

### Registration

The academic year 2021/2022 marked the removal of the GoTT 50 percent GATE fee subvention for T&T citizens pursuing graduate programmes at tertiary institutions. This is viewed as one of the possible factors influencing a slump in the registrations in graduate programmes across the STA Campus this year. Provisional data suggests for the AY 2022/2023, for the MPhil/PhD programmes there was a 28 percent decrease from the AY 2021/2022, while for the MSc there was a 11 percent increase with no change in the Postgraduate Diploma for the same period. The impact of the GATE removal has been further

## ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS

compounded by the difficult socio-economic context affecting many individuals and households as a result of the COVID-19 pandemic and other factors which have contributed to economic downturn. This generalized picture is reflected below in a comparative table of the student registration in IIR academic programmes in 2021/2022 and 2022/2023.

**Table 1: Student Registration 2021/2022 and Semester I, 2022/2023**

Programme	Registration AY 2021/2022	Registration Semester I - 2022/2023	Ratio
M.Phil/PhD	21	15	28% Decrease
M.Sc.	39 * <i>1 Withdrawal 11 Awarded</i>	44 <i>5 Withdrawal 7 Awarded</i>	11% Increase
Postgrad. Diploma	14 <i>3 Withdrawal</i>	14 <i>4 Withdrawal 7 Awarded</i>	No change

### Staff/Student Liaison Committee

#### Student Feedback in the Staff/Student Liaison Committee

A meeting of the Staff/Student Liaison Committee was held in Semester Two of AY 2021/2022. During the discussions, students expressed the need for the IIR to continue to focus on security improvements for the upcoming academic year. They referred to the installation of a CCTV system and a security gate at the entrance to the student washroom facilities. Mention was made also of parking availability and increased lighting of the TGR South Car Park. While the latter facility does not fall under the jurisdiction of the IIR, the Institute has installed a security gate with card access to the washroom facilities. The CCTV system remains on the agenda of matters to be addressed once funding is available.

**Student representatives also wanted the assurance of continued access to remote/online delivery of teaching and learning resources, especially for regional and international students and those located in distant locations in Trinidad and Tobago.** They encouraged the Norman Girvan Library to continue to invest in expanding its online resources for user access. Finally, the representatives relayed the student proposal that the procedural

## **ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS**

requirements for ethical approval for research papers should be placed within the M.Sc. Regulations Manual in the section that relates to INRL 6000: Research Paper. All these matters were fully taken into consideration as the IIR prepared for teaching and learning in 2022/2023 and beyond, using increased online instructional delivery.

### **Programme Marketing and IIR Visibility**

The IIR academic and administrative staff are cognizant of the ever-increasing importance of marketing the IIR and DAOC programmes and events, especially in the context of falling recruitment for graduate programmes. The advertisement of public lectures and webinars is well executed by Marketing and Communications and by dissemination through the IIR and DAOC networks and mailing lists, and the Diplomatic Academy has developed some effective marketing tools for its training modules. However, there is a need to strengthen the advertising of the IIR's academic programmes, particularly for regional and global markets. This must be a priority area to be addressed in the next strategic and operational planning cycle for the IIR and DAOC. The IIR dedicated a portion of its budget to digital social media advertising between July 9 and July 31 2021, working with a firm that had been contracted by UWI Marketing and Communications. The feedback received showed increased website traffic to the IIR website by some 1407 new users, ranging in age between 25 and 39. Fifty-three percent of the visitors were male. However, the overall results fell rather short of expectations. One conclusion reached was the urgent need to update and redesign the IIR website. This project will be embarked on in the coming academic year. For 2022/2023, the limited resources available for marketing are being spent primarily on advertising in Suriname and Guyana, as well as dissemination of programme information throughout the Caribbean region utilizing the IIR's institutional and alumni networks. The normal channels for promotion of the programmes in Trinidad and Tobago are being explored also, including via the IIR and NGL websites, print and radio/television media.

### **Progress in Curriculum Review**

Much of 2021/2022 was spent completing the review and revision of the PG Diploma and MSc. Programmes in International Relations and Global Studies. The programmes went

## **ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS**

through the final approval stages of the UWI Board for Graduate Studies. Tributes are due to the very hard work of Dr. Michelle Scobie, Chair of the Curriculum Committee over the last three years, and Dr. Dave Seerattan who took over during her study leave, also to Usha Lakhan and Wenda Rocke. The IIR also received tremendous support from the Director and staff of the Office of Graduate Studies and Research and the CUTL Programme Coordinator Dr. Justin Zephyrine of CETL. **It is important to note that the revisions of the PG Diploma and MSc. Programmes are closely aligned with many recommendations made in the Quality Assurance Review Report of the IIR which was delivered in March 2021.**

### **Teaching and Learning, Curriculum Enhancement**

As the UWI St. Augustine Campus has operated on a virtual basis for the last two years, curriculum enhancement activities have remained restricted and have had to be tailored to what could be accommodated virtually. The IIR succeeded in offering students the usual workshops in academic writing and in information literacy skills. Likewise, it has offered a number of online public events and in-course guest lectures by practitioners and experts in various fields which have elicited favourable feedback from the students. A few students may also have enrolled in the online modules offered by the DAOC, which constitute another aspect of professional development training. Internship opportunities have been more limited in the current circumstances, but we eagerly await the possibility to relaunch such programmes in the coming year in concert with our alumni and institutional networks. Once again there has been valuable collaboration between the University of Geneva Centre for Children's Rights and the IIR in collaboration with the Department of Behavioural Sciences in the Faculty of Social Sciences. UNIGE offered five scholarships for UWI students to participate in the Ninth Cycle of the CCR's E-Summer School "Children at the Heart of Human Rights" which took place from May 30 – June 10 2022. One award has gone to an IIR M.Sc. student, Kevin Liverpool, and four awards to graduate students from the Behavioural Sciences. Professor Aldrie Henry-Lee, University Director of SALISES has taught in this year's Summer School and Dr. Christine Descartes of Behavioural Sciences will be moderating a Round Table on Children's Rights Issues in the Caribbean.

## **ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS**

### **Quality Assurance Review Report Follow Up**

The IIR has completed its Implementation Plan following receipt of its Quality Assurance Review Report in 2021. The Plan addresses key recommendations made by the Assessment Team and was tabled for the review and discussion by the Board. Some of the recommendations are already being implemented as they were closely aligned with the IIR's Curriculum revision exercise which was approved. Following the Board's approval, the Implementation Plan was circulated to the UWI STA Academic Board and to FSS Faculty Board and implementation will follow.

### **Establishment of IIR Alumni Association and Election of Executive Committee**

The Director and Secretariat of the IIR have been working assiduously on the formal establishment of an IIR Alumni Association that will be registered as a professional sub-chapter of the St. Augustine Campus UWI Alumni Association. The IIR boasts over 2000 alumni, many of whom have had or are presently developing outstanding careers in international and regional organizations, national public life, private sector bodies and civil society development and advocacy spaces. They are a tremendous asset and source of pride to the IIR. A key strategic goal between 2017-2022 has been to institutionalize their relationship with the Institute and further harness their support and collaboration in building the Institute, while especially for younger alumni, supporting their ongoing professional development interests. The formation of the Association came to fruition after a series of alumni meetings held in 2021 and in the first half of 2022. Some three years of research, consultations and planning, various meetings of locally based and international alumni resulted first in the appointment in 2021 of a Steering Committee which, with the support of the IIR Secretariat, organized elections in March – April 2022 for the Executive Committee of an Alumni Association. In April 29, 2022, it was announced that the new IIR Alumni Association Executive Committee consists of:

Mrs. Shauna Charles-Toussaint (President)

Ms. Jaya Mangar (Vice President)

Ms. Coreen David (Secretary)

## ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS

Mr. Christopher Cole (Treasurer)

Ms. Kashika Ragoonanan (Marketing and Communications Officer)

Ms. Kafi Nicholas (Executive Committee Member)

Mrs. Dorial Ann Beckles Lamont (Executive Committee Member)

The President briefly introduced herself and the Association's plans to the IIR Board. The Executive is now embarking on the necessary registration procedures with the UWIAA Office and the Alumni Affairs Office at St. Augustine. The IIR and its alumni are very grateful to the UWI STA Alumni Association, the Institutional Strengthening Office at STA, the UWI Alumni Office at the Regional Headquarters and all the individuals on the Steering Committee and in the IIR Secretariat who have supported this landmark initiative. We look forward to working more closely with our alumni in the future.

### 2021 2022 Awarded Degrees

#### Postgraduate Diploma in International Relations

No.	Year	Last Name	First Name
1	2022	GRAY**	Elizabeth
2	2022	MELVILLE-CHRISTOPHER	Daniel
3	2022	MOHAMED**	Atiyah
4	2022	MOHAMMED	Frieda
5	2022	NAKHID**	Zaynab
6	2022	THOMAS	Christopher
7	2022	WILSON	Shurniece

\*\* Three of the seven successful students graduated with Distinction from the Postgraduate Diploma in International Relations programme

#### MSc in Global Studies

No.	Year	Last Name	First Name
1	2021	ADAMS**	Michael
2	2021	ALI**	Alyssa
3	2021	BACHAN**	Sherian



## ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS

4	2021	CHARLES**	Shauna
5	2021	GRIMES	Renee
6	2021	MUNGROO	Kianna
7	2021	NARINE	Reisha
8	2021	PERSAD**	Nesha
9	2021	PIERRE	Rochelle
10	2021	SEECHARAN**	Krystal
11	2022	DASSRATH**	Melissa
12	2022	JEFFREY-JOSEPH	Janelle

\*\* Six of the twelve successful students graduated with Distinction from the MSc in Global Studies programme.

### PhD in International Relations

No.	Year	Last Name	First Name
1	2021	Clarke	Lynelle
2	2022	Gafoor	Anthony
3	2022	Gordon	Lisa
4	2022	Wilson	Kobina

### Registration and Throughput

#### Student Registration 2020/2021 and 2021/2022

Year/Student Details	M.Phil/PhD	M.Sc.	Postgrad. Diploma
2020/2021 Total	21	48	15
Regional/International vs TT nationality	5/21 = 24%	3/48 = 6.25%	0
2021/2022 Total	21	40	14
Regional/International vs TT nationality	2/21 = 10%	4/40 = 10%	2/14 = 14%

Student numbers at the IIR declined by almost 11 percent, from 84 to 75 during the past academic year. Contributing factors other than the removal of GATE include lapsed

## ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS

registrations and lower new enrolments due to the attrition caused by social and economic difficulties. These sobering results underscore the absolute imperative of investing more heavily in marketing campaigns, strengthening the support for our current students struggling to complete their programmes under more austere circumstances, and continuing to innovate and transform the IIR's programme offerings in order to increase competitiveness and tap into new markets.

One encouraging detail is the increased regional and international enrolment which has been facilitated by remote access to the M.Sc. and Postgraduate Diploma programmes. This is clearly evidenced in the 2021/2022 statistics where regional and international student registration ranged from 10 to 14 percent. **This fact must also inform policy-making on future programmes, their delivery modes and target markets.**

### Student Throughput

In 2021/2022, six PG Diplomas in International Relations were awarded. Two of the graduates received the grade of Distinction in their awards. Fifteen M.Sc. Global Studies degrees were awarded, nine with Distinction. Four PhD awards have been made in 2021/2022. The IIR heartily congratulates Dr. Lynelle Clarke, Dr. Lisa Gordon, Dr. Kobina Wilson, Dr. Anthony Gafoor, and all other graduating students. We wish them all the very best in the future and we hope for continued engagement with them as valued members of our alumni network.

## PROGRAMMES

### The Diplomatic Academy of the Caribbean

The annual report on the operations of the Diplomatic Academy of the Caribbean (DAOC) can be found in **Appendix 2**. Suffice it to point out that the DAOC has met the objectives and exceeded the targets on participant numbers and revenue set in its Business Plan 2021/2022. Five training modules were offered between October 2021, June 2022 with one delivered in August 2022. While two of these modules were on Protocol and Diplomacy, four form part of the DAOC's new portfolio of courses on Updating Consular Practice in the Caribbean, Climate Change Negotiations, Disaster and Risk Management Diplomacy and Energy

## **ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS**

Diplomacy. Between October 2021 and June 2022, in the context of five modules, the DAOC trained 82 participants from approximately 15 countries resulting in a gross profit of USD 51 thousand and net income of USD 25.1 thousand. Dr. Bardouille and Clerical Assistant Marissa Diaz are to be highly commended for their tremendous work in developing the new curriculum, sourcing excellent facilitators and marketing the programmes locally and internationally.

### **UWI STA Model UN Club**

Dr. Georgina Chami continued her work as Faculty Advisor for the UWI STA Model UN Club in 2021/2022. While this club attracts a mainly undergraduate membership, it offers tremendous developmental benefits to the students and is one of the ways in which the IIR adds value to the St Augustine Campus by spearheading the development of UWI MUN activities here since 2018. In 2021/2022, the club hosted a discussion forum on the Russia-Ukraine War on February 24 2022; a Jeopardy-style Games Night on March 12 on themes related to International Relations and Global Development; a webinar on March 24 on the Venezuelan Migrant Crisis, featuring speakers from Georgia Southern University, the International Organization for Migration and the UNHCR which had 62 persons in attendance. On April 07 2022, the UWI MUN Club hosted a cross-campus webinar discussion with the UWI Mona MUN Club on “Challenges to the Structure of the Global Order” with the main speaker being Professor Andy Knight, former Director of the IIR, currently at Yale University. Thirty-eight persons were in attendance. Dr. Chami is to be commended for all the hard work she has put into developing this Club and nurturing the undergraduate students’ development as well-rounded Caribbean citizens.

## **OUTREACH**

### **Public Outreach & Collaborative Events**

#### **PUBLIC OUTREACH EVENTS**

##### **IIR’s Public Outreach Events: Lectures and Webinars 2021/2022**

The IIR hosted several major public events during AY 2021/2022. These were well received, attracted excellent attendance and participation, and maintained the IIR’s positive image as a digital provider of high-quality information and analysis of global developments and

## ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS

processes that affect the Caribbean region. In addition, students benefited as always from several in-course guest lectures from practitioners and international scholars in both their core and elective courses. See **Table 2** below for details.

**Table 2: Visiting Guest Lecturers 2021-2022**

Event	Date	Speaker(s)	Topic	Attendees
<b>Diplomatic Dialogues</b>	10/02/2022	Speaker: Ms. Dawne Spicer, Director CFATF Discussant: Ms. Alicia Nicholls, Jr Research Fellow, SRC, UWI Cave Hill	<i>The Role of the CFATF in AML/CFT/Countering Proliferation Financing</i>	Approx. 70 persons
	24/02/2022	Speaker: Ambassador Extraordinary and Plenipotentiary of the Republic of Azerbaijan to Trinidad and Tobago, H.E. El Khan Polukh Olgu Polukhov	Topic: <i>Azerbaijan: Modern Geopolitics and Energy Policy</i>  Date: 24/02/2022 Attendance:	Approx. 70 persons
	27/05/2022	Diplomatic Dialogue featuring Retired Ambassador Colin Granderson, former CARICOM Assistant Secretary-General		
<b>Public Lectures</b>	31/03/2022	Dr Susanne Zwingel, Associate Professor, Department of Political Science and International Relations, Florida International University Discussant: Ms. Roberta Clarke, Commissioner, Inter- American Commission on Human Rights	<i>Integrated or Evaporated? A Long Term Perspective on Gender Equality Norms in Global Governance</i>	40 persons Approx.
<b>Webinars</b>	09/09/2021	Chair: Professor Jessica Byron IIR Director Panellists: Prof. Ivelaw Griffith, CPC Fellow Brigadier General (ret) Boris Saavedra, Perry Center for Hemispheric Defence	<i>CPC/IIR Webinar Topic: The US and the Caribbean: New Opportunities for Strategic Engagement</i>	Approx. 113 persons

**ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS**

		<p>Studies, Washington DC          Prof. Carlos Alzugaray, ISRI, Havana          Dr. Georges Fauriol, CPC Fellow          Prof. Anthony Bryan, CPC Fellow          Norman Munroe, Florida International University</p>		
	7/04/2022	<p>Chair: Jacqueline Laguardia, IIR          Panellists:          Ms. Reita Toussaint, Ministry of Foreign &amp; CARICOM Affairs          Prof. Katarzyna Pisarska, Warsaw Security Forum          Mr. Sanjin Soldatic, Deputy Head, EU Delegation, Trinidad and Tobago          Ms. Jewel Ali, Head IOM, Trinidad and Tobago          Ms. Leela Ramdeen, Chair CCSJ          Archbishop of Port of Spain, Charles Jason Gordon</p>	<p><i>Catholic Commission for Social Justice/IIR</i>  <i>Topic: The Humanitarian Implications of the Russia-Ukraine War</i></p>	<p>Approximately 88 persons</p>
	23/06/2022:	<p>Chair:          Professor J. Byron, IIR Director          Panellists:          Anthony Phillips-Spencer, Ambassador of Trinidad and Tobago to the United States of America          Scott McDonald, CPC/Chief Economist, Smiths Research &amp; Gradings          Antonio Romero Gomez, University of Havana          Jessica Byron, IIR/CPC</p>	<p><i>The Russian Invasion: Geopolitical and Geo-Economic Implications for the Caribbean</i></p>	

**ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS**

<b>Event</b>	<b>Class</b>	<b>Date</b>	<b>Speaker(s)</b>	<b>Topic</b>
<b>In Class Guests Lectures</b>	INRL 5000- Specialised Seminar International Security Studies	January 26, 2022	Mr. Sheridan Hill, Public Information Officer Trinidad and Tobago Police Service	<i>Transnational Organized Crime</i>
		February 2, 2022	Dr. Natalie Dietrich Jones Research Fellow The UWI, Mona	<i>Migration and Human Trafficking</i>
		February 9, 2022	Major Michael Adams, Battalion Second in Command First Infantry Battalion, Trinidad and Tobago Regiment	<i>Terrorism</i>
		February 23, 2022	Dr. Rajendra G. Singh, IT Officer - Systems Engineer - Network Security Campus Information Technology Services, The UWI, St. Augustine	<i>Cyber-Security</i>
		March 7, 2022	Major General Rodney Smart, Chief Executive Officer, Office of Disaster Preparedness and Management (ODPM)	<i>Disaster Preparedness and Management</i>
		March 16, 2022	Dr. Franka des Vignes   Dr. Erica Wheeler, Infectious Disease Epidemiologist   PAHO/WHO Representative in Trinidad & Tobago, PAHO	<i>Global Health Security</i>
	INRL 5008: Methodology & Theory of International Relations	October 11 2021	Dr. Marlon Anatol, Senior Fellow, Cipriani College of Labour and Cooperative Studies	<i>Marxism, Dependency Theory and Neo- Gramscianism</i>
		November 8, 2021	Dr. Vimala Kamalodeen, Senior Lecturer, School of Education, The UWI St. Augustine	<i>Research Methods</i>
	INRL 5009: Theory and Practice of Diplomacy	October 5, 2021	Mr. Anselm Francis, Former Senior Lecturer and Acting Director, IIR	<i>Vienna Conventions on Diplomatic Immunities &amp; Consular Relations</i>

**ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS**

		October 12, 2021	Dr. Faies Jafar, Senior Instructor, Project Management and Civil Infrastructure Systems Group University of Trinidad and Tobago	<i>Foreign Policy: Internal &amp; External Factors</i>
INRL 6008: Contemporary International Diplomacy		February 14, 2022	Mr. Anselm Francis, Former Lecturer and Acting Director, IIR	<i>Changing role of the Diplomat &amp; the Vienna Conventions</i>
		February 21, 2022	Dr. Faies Jafar, Senior Instructor, Project Management and Civil Infrastructure Systems Group University of Trinidad and Tobago	<i>Trinidad and Tobago's Foreign Policy Agenda</i>
		March 28, 2022	Ms. Gail P. Guy, Retired Diplomat (Trinidad and Tobago)	<i>Business etiquette, dining etiquette &amp; Social events (Practical workshop)</i>
INRL 6013: Emerging Powers in the Global Political Economy		February 3, 2022	Mr. Joel Richards, Senior Technical Specialist: Trade Permanent Delegation of the OECS to the UN, WTO and other international organizations in Geneva	<i>China: Foreign Policy, Politics, Economy and Society</i>
		March 24, 2022	Dr. Ruben Gonzales, Senior Lecturer, University of Birmingham	<i>China's Belt and Road Initiative: What Implications from the Russia – Ukraine War?</i>
INRL 6102: Climate Change: Policy and economic Options for SIDS		January 27, 2022	Professor John Agard The Intergovernmental Panel on Climate Change	<i>The Science of Climate Change</i>
		February 3, 2022	Ms. Rueanna Haynes, Senior Legal Adviser at Climate Analytics and Director of the Climate Analytics Caribbean office in Trinidad and Tobago	<i>The UNFCCC: The treaty and its mechanisms</i>
		February 10, 2022	Mr. Vintura Silva, Head, United Nations	<i>Intersection of International &amp;</i>

## ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS

			Framework Convention on Climate Change Regional Collaboration Centre for the Caribbean	<i>National Climate Change Policies (Common but Differentiated Responsibilities): Nationally determined contributions (NDCs) and their implementation</i>
		February 24, 2022	Dr. Caroline Allen, Independent Consultant	<i>Climate Change and Health</i>
		March 10, 2022	Dr. Martin Hughes, Lecturer, The UWI St Augustine; Dr. Ronald Roopnarine, Lecturer, The UWI St Augustine; Dr. Dale Ramlakhan, Manager, Powergen Trinidad	<i>Climate Change and Food Security</i>
		March 24, 2021	Mr. Kishan Kumarsingh, Head, Multilateral Environmental Agreements Unit, Government of Trinidad & Tobago	<i>Climate Change: Financing &amp; Investment Options</i>

### Strategy Review

Strategic Objective	Strategy	Progress
AC1, AC2, AC3:	<p>Drafting of Implementation Action Plan based on recommendations of the Quality Assurance Report of 2021.</p> <p>The objective of the Plan was to support the sustainable transformation and institutional continuity of the IIR as a valuable Campus and regional UWI resource for research, teaching, professional training and national/ regional/ international outreach of the</p>	<p>The IIR prepared an Implementation Plan to address the recommendations made by the Review Committee.</p> <p>Although the Plan was an agenda item at the June 2022 Board Meeting, the Board did not consider the plan because it was felt that its implementation would ultimately be determined by overarching decisions to be taken on the IIR's financial and institutional future.</p>



## ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS

	UWI in matters of international relations, international public policy and global affairs.	
AC3; AC4	Return to Full time Lecturer/Senior Lecturer position in International Trade	Lecturer/Senior Lecturer in International Trade had to be filled by temporary appointments. This staffing gap remains up to the present time.
AC1, AC2, AC3:	<p>Curriculum review and revision: revise and secure approval of Postgraduate Diploma, M.Sc. Global Studies and re-introduction of M.Sc. in International Relations Programme.</p> <p>Develop two core courses for the new programmes by November 2022 so that revised tuition fees and other information for the 2023/2024 handbooks can be prepared and approved by F&amp;GPC, Campus Graduate Studies Committee and other relevant bodies, adjust BANNER information appropriately and launch a proper marketing programme</p>	<p>In July 2022, the UWI Board of Graduate Studies approved the IIR revised Postgraduate Diploma, M.Sc. Global Studies, and M.Sc. in International Relations Programme was re-introduced.</p> <p>Some work was undertaken towards implementing the revised programmes in full at the start of Academic Year 2023/2024, including the development of the two new courses. The preparation continued in semester 1 of AY 2022/2023, including approval of the two courses. BANNER adjustments made and revisions for 2023/2024 handbook are in train.</p> <p>Marketing arrangements were discussed in semester 1 of AY 2022/2023 and will be implemented in semester 2 of this academic year.</p>
AC1, AC2, AC3	Continued focus on marketing and outreach to regional/ international markets and strengthening remote technologies for engagement with all students Greater reach of public events to a regional and international audience	<p>Online teaching of IIR's programmes and DAOC modules in semester one of AY 2022/2023.</p> <p>Although student numbers declined by almost 11 percent, from 84 to 75 during the past academic year, regional and international student registration ranged from 10 to 14 percent as a result of remote teaching delivery.</p> <p>Online delivery of public events</p>
AC1; AC2; AC3; AC4	Public Outreach Events Maintain public engagement on IIR related matters	Seven events consisting of a combination of diplomatic dialogues, public lectures and webinars

## ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS

AC1, AC2, AC3:	Establish an alumni Association to leverage the good will and extensive professional networks of the alumni to provide valuable support to the IIR in realizing its marketing and institutional projects and in enhancing the benefits available to the existing student body.	The UWI IIR Alumni Association (IIRAA) Executive Committee was elected in April 2022.  It developed its constitution and held the inaugural Annual General Meeting in December 2022 where its plans were unveiled to support the work of the IIR.
AC1, AC2, AC4:	Climate Change/ Environmental Conservation Engagement  Community engagement in climate change and environmental conservation	Voices of Toco: Community Action, Climate Change and Health Project in Toco, Trinidad and Tobago, managed by Dr. Michelle Scobie.
AC2; AC4; AG 1 AL 2	Expanding Partnerships and collaboration	Exploration of ongoing collaboration with University of Geneva.  The DAOC continued to have exploratory talks on collaboration with other diplomatic training entities.
AG2	Reform the IIR for financial viability as the annual subvention was reduced to 1 million and 900,000.00 in 2019/2020 and 2020/2021, respectively from 9 million since 2016. For the period under review, proposals considered included, cost cutting measures, consultation to re-instate the full subvention and the integration of the IIR into the Faculty of Social Sciences. Supplementary proposals included raising student fees and increasing student numbers.  The IIR was asked by the Campus Bursary to prepare early in 2021 a document explaining the value of the IIR for Trinidad and Tobago which the UWI administration could	Using the IIR's accumulated reserves over the years, accompanied by cost-cutting measures normal IIR operations were made possible up to January 2023. This provided the time for consultations, negotiations, and the formulation of restructuring and rationalization plans to return the IIR to financial viability.  Internally, the IIR set up two committees, one of which generated proposals for cost cutting. The other committee generated ideas for increased income generation. Most of the cost-cutting measures were implemented. This task was facilitated by the fact that the STA Campus was largely closed between April 2020 and June 2022, with minimal in-office presence and all academic activities conducted virtually.

	<p>use in its budgetary negotiations with the Ministries of Education and Finance.</p>	<p>The income generation committee also made a number of interesting and practical proposals. However, few were implemented to date because of COVID-19 restrictions and the closure of the Campus between April 2020 and June 2022. Furthermore, the management of the IIR was in transition. The Director was on pre – retirement leave from July and retired on August 31, 2022 and the IIR was managed by 2 Acting arrangements in July and August, 2022.</p> <p>It is anticipated that all the proposals of the two committees are promising and should be fully implemented in the near future as they will contribute to the economic viability of the IIR and the UWI STA Campus.</p> <p>Two other steps taken in response to the financial crisis from the end of July 2021. The first was a series of consultations with key stakeholders in the Government of Trinidad and Tobago (GoTT), the private sector, the multilateral community, the IIR alumni, members of the IIR Board and the Regional Headquarters, the Principal and other leading members of the STA Campus Management Team. While most of these consultations elicited strong expressions of support and several very valuable suggestions, few resulted in tangible courses of action for short term restoration of the IIR’s budget from the GoTT.</p> <p>In March 2021, the IIR completed a document on the value of the IIR to the GoTT and sent such a document to the offices of the Principal and the Bursary. In addition to providing background on the IIR’s history, operations, contributions and value added to the</p>
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		<p>UWI STA Campus, to national and regional institutions and to the general public, the document elaborated on the short-term measures and longer term financial and institutional restructuring measures that were being prepared. It argued for a retention of a government subvention of 6- 8 million TTD for a period of five years in order to facilitate a sustainable transition to organizational and financial viability for a valuable legacy institution like the IIR that certainly contributed to the competitiveness of the Campus and of the UWI as a whole, through its research output, teaching and professional training, institutional collaboration and public outreach. The most significant measure for the reform of the IIR for the period under review was an approach to the Dean of the Faculty of Social Sciences to explore the possibilities for the IIR to have a closer institutional affiliation with the FSS, the university faculty with which it was already affiliated and had for many years enjoyed close collaboration. Discussions between the FSS Dean and the IIR Director began in Semester Two of 2020/2021 and continued to August of 2022.</p> <p>The initial discussions were widened to include consultations in May 2022 with the Campus Bursar and her staff on the feasibility of the incorporation of the IIR into the FSS, the financial and regulatory space for proceeding in this manner. That meeting ended with an agreement to (a) prepare a discussion paper for tabling at the next meeting of the IIR Board, scheduled for June 07 2022 to seek the endorsement of the Board for the incorporation of the IIR into the FSS; (b) following the consultations with the Vice Chancellor</p>
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		<p>and the Board, to convene a Committee comprising the Principal, the Campus Registrar, the Legal Unit, the Campus Librarian, the Dean and representatives of the academic and the ATSS staff at the IIR to chart the way forward for a merger. It was anticipated that this Committee would work throughout Semester I 2022/2023 towards the implementation of the future arrangements for the IIR; (c) it was also agreed by the Director and the Dean FSS that they would each hold meetings to brief the staff of the Department of Political Science in the case of the FSS, and the IIR academic and ATSS staff in the case of the IIR Director. Following these meetings, an eventual joint interdepartmental meeting was envisaged.</p> <p>While the intra-departmental meetings with the respective staff members were held by the Dean and the Director in June/July 2022, there was no follow-up with a joint meeting and the Campus Implementation Committee did not meet.</p> <p>There was a meeting convened by the University Registrar and the Vice Chancellor in July 2022 to discuss the way forward for the IIR which endorsed a merger into the FSS and encouraged the Dean and the IIR to proceed with their arrangements. Both the outgoing Principal of the STA Campus, PVC and Principal Professor Brian Copeland and the incoming Principal PVC and (now) Principal Professor Rosemarie Bell-Antoine participated in that meeting.</p> <p>The discussion paper jointly prepared by the Dean FSS and the Director IIR for presentation to the IIR Board in June 2022 provides background on the IIR</p>
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**ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS**

		<p>and the current situation, and the various institutional options for a merger with other entities at the Campus or regional levels, including the possibility of absorption into the FSS, either as part of an extended Department of Political Science and International Relations, or as a Faculty Institute or Centre.</p> <p>The discussion paper was laid before the IIR Board Meeting of June 2022 and received general support, with the emphasis being placed on finding a new institutional framework which would enable the IIR to maintain its visibility and its international networks, so as to successfully engage in institutional repositioning, and maximize its value to the FSS and to the UWI. In general, this approach was also endorsed at the Vice-Chancellor’s meeting in July, with attention also being paid to the overall issues of budget cuts, rationalization and restructuring taking place at the UWI STA Campus and in UWI as a whole.</p> <p>After the Vice-Chancellors’ task force was established and at the first meeting of the Task force (outside the period of the review report), the option of the merger of the IIR with the FSS was no longer on the table in light of the view that the Institute’s identity should be maintained. Members agreed that the IIR should be converted to a centre in light of its financial challenges and the limited scope of centres vis a vis Institutes.</p>
AC1, AC2, AC3	Expanding, updating and customising diplomatic training	It is important also to note that the Diplomatic Academy of the Caribbean has a full agenda of its usual professional training modules for AY 2022/2023 and some additional customized training modules that have been prepared in

		contractual arrangements with private sector clients, as well as its online panel discussions scheduled for Semesters One and Two. The DAOC’s schedule of offerings have been prepared as part of its Three-Year Business Plan, Year Three of which was approved by the IIR Board meeting in June 2022. Its first event for AY 2022/2023, actually a delayed module from AY 2021/2022 on The Diplomacy of Energy Security, was delivered from August 2 – 5 2022.
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**DISTINGUISHED VISITORS**

**Distinguished Visitors and Gifts to the IIR**

The IIR has in 2021/2022 hosted, mostly virtually but with a select few making physical visits, a long list of distinguished visitors and collaborators which includes many ambassadors and members of the diplomatic corps, retired ambassadors, officials of international and regional organizations and university academics. These visitors number 23 in all. The IIR greatly appreciates the opportunities to meet and collaborate with our guests and the good will and support they have extended to the IIR community.

**Table 3 - Distinguished Visitors to the IIR**

1	<b>Ms. Jewel Ali</b> Head of Office-Project Coordinator, International Organization for Migration (IOM), Trinidad and Tobago
2	<b>Professor Carlos Alzugaray</b> Former Cuban Ambassador and Professor, Instituto Superior de Relaciones Internacionales, Havana, Cuba
3	<b>His Excellency Wellington Bencosme Castellaños</b> Ambassador, Embassy of the Dominican Republic
4	<b>Professor Anthony Bryan</b> Former Director, IIR, and Fellow, Caribbean Policy Consortium

## ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS

5	<b>Ms. Roberta Clarke</b> Commissioner, Inter-American Commission for Human Rights (IACHR)
6	<b>Dr. Georges Fauriol</b> Fellow, Caribbean Policy Consortium
7	<b>Mr. Flavio González</b> Attaché, Economics, Trade, Promotion and International Cooperation Embassy of Mexico
8	<b>Dr. The Most Reverend Archbishop Charles Jason Gordon</b> Archbishop of Port of Spain
9	<b>Professor Ivelaw Griffith</b> Fellow, Caribbean Policy Consortium
10	<b>Mrs. Claudette Jessop</b> Instructor, The UWI Academic Literacies Programme Department of Modern Languages & Linguistics
11	<b>Mr. Deodath Maharaj</b> Chief Executive Officer, Caribbean Export Development Company
12	<b>His Excellency David Málaga</b> Ambassador, Embassy of the Republic of Peru
13	<b>Professor Norman Munroe</b> Professor, Mechanical & Materials Engineering, Florida International University
14	<b>Ms. Alicia Nicholls</b> Junior Research Fellow (Trade), Shridath Ramphal Centre, The UWI, Cave Hill
15	<b>Professor Katarzyna Pisarska</b> Chair, Warsaw Security Forum, Poland
16	<b>His Excellency Elkhon Polukh Olgu Polukhov</b> Ambassador Extraordinary and Plenipotentiary of the Republic of Azerbaijan to the Republic of Trinidad and Tobago
17	<b>Ms. Leela Ramdeen</b> Chair, Catholic Commission for Social Justice (CCSJ) and the Archdiocese's Ministry for Migrants and Refugees (AMMR)



## ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS

18	<b>Brigadier General (ret.) Boris Saavedra</b> Associate Professor, Perry Center for Hemispheric Defense Studies, Washington D.C.
19	<b>Mr. Sanjin Soldatić</b> Political Officer, European Union Delegation to Trinidad and Tobago
20	<b>Ms. Dawne Spicer</b> Director, Caribbean Financial Action Task Force (CFATF)
21	<b>Ms. Reita Toussaint</b> Permanent Secretary, Ministry of Foreign and CARICOM Affairs
22	<b>Mr. Victor Valtierra Pérez</b> Chargé d' Affaires, Embassy of Mexico
23	<b>Dr. Susanne Zwingel</b> Associate Professor, Dept. of Politics and International Relations Florida International University (FIU)
24	<b>H.E. Juan Anibal Barria,</b> Ambassador of the Republic of Chile to the Republic of Trinidad and Tobago.

The IIR is pleased to highlight a very generous donation of books received from the Mexican Embassy in February 2022. It consists of 21 items comprising titles which offer a representative window of Mexican writing. The collection is a part of the commemoration of the 500 years since the fall of Tenochtitlan and the bicentennial of Mexico's Independence. In addition to the IIR community, these books will be shared with other parts of the Campus Library system, the Centre for Language Learning and the Faculty of Humanities and Education, based on the most appropriate repository for their content and focus. The IIR greatly appreciates the gesture of the Mexican Embassy which adds to previous donations of books from the Embassy of Mexico or its officials.

### IIR ACADEMIC STAFF PROFESSIONAL AFFILIATIONS

#### PUBLIC AND PROFESSIONAL SERVICE OF STAFF

##### **J. Byron**

- Member-International Studies Association (ISA)
- Member-Latin American Studies Association (LASA)

## ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS

- Member-Caribbean Studies Association (CSA)
- Member-CLASCO working group responses and alternatives in the greater Caribbean Coordinadora Red de Investigacion Economica y Social (CRIES)
- International Editorial Board Member and Deputy Editor of Small States and Territories Journal
- Member, International Editorial Advisory Board, Third World Quarterly
- Caribbean Representative, International Affairs Committee of the World Council of Churches
- Member of the Alumni Advisory Committee for the Graduate Institute of Geneva

### G. Chami

- Member, International Studies Association (ISA)
- Member, Caribbean Studies Association (CSA)
- Member, United Nations Association of Trinidad & Tobago
- Executive Committee, Mixed Methods International Research Association, Caribbean Chapter (MMIRA-CC)
- Patron of Queen's Hall

### J. Laguardia Martínez

- Member of the Cátedra de Estudios del Caribe 'Norman Girvan', University of Havana, Cuba.
- Regional Coordinator of the Working Group Crisis, Respuestas y Alternativas en el Gran Caribe of the Consejo Latinoamericano de Ciencias Sociales (CLACSO) since 2016.
- Member of the editorial team in Spanish Language for the Caribbean Studies Association (CSA) Journal, UWI Press since its foundation (2021- ).
- Member of the Executive Committee of the Section Cuba of the Latin American Studies Association (LASA), period 2019-2021.
- Member of the Editorial Board of Revista Anales del Caribe, Casa de las Américas, Havana, since 2017.
- Associate Researcher of the Coordinadora Regional de Investigaciones Económicas y Sociales (CRIES).

## ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS

- Member of the Athens Institute for Education and Research (ATINER).
- Member of the Cuba Research Forum, University of Nottingham, UK.
- Member of the Latin American Studies Association (LASA).
- Member of the Caribbean Studies Association (CSA).

### A. Montoute

- IIR Staff Representative, IIR Board
- Member, Faculty of Social Sciences Post-Graduate Sub-Committee
- Initiated and led the Institute of International Relations and Faculty of Social Sciences, 'Grant Writing Workshop: Securing Successful Grants' in collaboration with the St. Augustine Center for Innovation and Entrepreneurship, in December 2019
- Member, Latin American Studies Association
- Member, International Society for Third Sector Research
- Member, International Studies Association and Caribbean Studies Association
- Board member, A Place in the Sun Foundation
- Board member, Lennox Pierre Foundation

### K. Niles

- Chairperson, Staff-Student Liaison Committee, Institute of International Relations, UWI St Augustine
- Member, Advisory Committee for Jo Francis, MPhil in International Relations student
- Represent the IIR on the Faculty of Social Sciences Staff/Student Liaison Committee
- Member, Caribbean Green Economy Action Learning Group
- Member, Trinidad & Tobago Green Economy Action Learning Group
- Member, Member, BP Advisory Council

### M. Pawinski

- Member, Occupational Health and Safety Committee of the Faculty of Social Sciences, The University of the West Indies
- Member, Department of Global Security and Strategic Studies, Polish Academy of Sciences, Warsaw, Poland (2013-)

### M. Scobie

- Member, Caribbean Studies Association
- Member, International Studies Association
- Member of the 4 member UWI Team of Experts for the CARICOM Regional Advisory Group on Biodiversity Beyond National Jurisdiction. - This team appointed by the Vice Chancellor is tasked with supporting CARICOM's Governments and United Nations' Diplomats on the UN Law of the Sea International Agreement on Biodiversity and Resources Beyond Areas of National Jurisdiction.
- Member, UWI Oceans Governance Network of Scholars
- Member, of journal editorial boards: Earth System Governance Journal; International Agreements: Politics, Law and Economics.
- Lead Faculty, Earth System Governance Earth System Governance Project
- Member- Oran Young Prize Committee - Best Early Researcher Paper for the Earth System Governance Conferences

### D. Seerattan

- Member, Faculty of Social Sciences, Faculty Curriculum Committee.
- Member, Central Bank of Barbados Research Review Panel
- Member, Central Bank of The Bahamas assessment committee for the T. B. Donaldson Research Competition

## PICTURES FROM KEY EVENTS (ELECTRONIC FILE ATTACHED)

[Pictures to Key Events](#)

APPENDIX 1: CONFERENCE ATTENDANCE AND PRESENTATIONS, PUBLICATIONS

Peer-Reviewed Journal Articles

**Bardouille, Nand C.** 2022. Turning to Rabat: Explaining the Elevation of Moroccan Relations with Caribbean Countries, *The International Spectator*,  
DOI:10.1080/03932729.2022.2058274

Bishop M., **Byron J.**, Corbett J., Veenendaal W. 2021. "Secession, Territorial Integrity and (Non)-Sovereignty: Why do some separatist movements in the Caribbean succeed and others fail?" *Ethnopolitics*, October 01, <https://doi.org/10.1080/17449057.2021.1975414>.

**Montoute A.**, 2021, A reply to 'The Dragon in the Caribbean: the future of CARICOM–China trade relations' by Baksh et al, *Global Discourse: An interdisciplinary journal of current affairs*, Special Issue: Exploring Contemporary Caribbean Global Political Economic Relations: China in the Caribbean, Volume 11, no.4, pp. 607-611.

Jessica, J., J. Laguardia Martinez, A. Montoute and **Keron N.**, 2021. Impacts of COVID-19 in the Commonwealth Caribbean: key lessons, *The Round Table*, 110:1, 99-119.

Johnson, E.J., **Chami, G.**, and Aleisha Udit. "A Study on How Domestic Violence Impacts on Physical, Psychological and Financial Conditions of Women and Children." *Journal of Human Rights and Social Work* 7: 72-83. September 2021. <https://doi.org/10.1007/s41134-021-00192-y>

Biermann, F., Oomen, J., Gupta, A., Ali, S. H., Conca, K., Hajer, M. A., Kashwan, P., Kotzé, L. J., Leach, M., Messner, D., Okereke, C., Persson, Å., Potočník, J., Schlosberg, D., **Scobie, M.**, & VanDeveer, S. D. (2022). Solar geoengineering: The case for an international non-use agreement. *Wiley Interdisciplinary Reviews: Climate Change*, e754.  
<https://doi.org/10.1002/wcc.754>

## ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS

Karlsson-Vinkhuyzen, S., Rietig, K. and **Scobie, M.** Agency dynamics of International Environmental Agreements: actors, contexts, and drivers. *Int Environ Agreements* (2022). <https://doi.org/10.1007/s10784-022-09571-w>

**Scobie M.**, Sustainable development Goals and sustainability governance: Norms, implementation pathways and Caribbean small Island developing states. *Glob Policy*. 2021 - 00:1–16. <https://doi.org/10.1111/1758-5899.13050>

**Scobie, M.**, 2021. "Treaty Preambles and The Environmental Justice Gap." *Global Policy* 12 (3):273-285. doi: <https://doi.org/10.1111/1758-5899.12948>.

Chan, Sander, Idil Boran, Harro van Asselt, Paula Ellinger, Miriam Garcia, Thomas Hale, Lukas Hermwille, Kennedy Liti Mbeva, Aysem Mert, Charles B. Roger, Amy Weinfurter, Oscar Widerberg, Paulette Bynoe, Victoria Chengo, Ayman Cherkaoui, Todd Edwards, Malin Gütschow, Angel Hsu, Nathan Hultman, David Levaï, Saffran Mihnar, Sara Posa, Mark Roelfsema, Bryce Rudyk, **M. Scobie**, and Manish Kumar Shrivastava. 2021. "Climate Ambition and Sustainable Development for a New Decade: A Catalytic Framework." *Global Policy* n/a (n/a). doi: <https://doi.org/10.1111/1758-5899.12932>.

Pihl, E., E. Alfredsson, M. Bengtsson, K. Bowen, V. Broto, K. Chou, H. Cleugh, K. Ebi, C. Edwards, E. Fisher, **M. Scobie**, 2021, "Ten New Insights in Climate Science 2020-a Horizon Scan." *Global Sustainability* 4: 1-65.

### Peer-reviewed books, edited collections and book chapters

**Byron J.** 2022. "The Evolving Contours of Citizenship and Sovereignty in the Contemporary Caribbean" in Henke H., Reno F. eds. *New Political Culture in the Caribbean*. Kingston Jamaica: The University of the West Indies Press, pp. 59 - 97.

Lewis P., Gilbert-Roberts T., **Byron J.** eds. 2022. *Caribbean Regional Integration: Uncertainty in a Time of Global Fragmentation*. Kingston Jamaica: UWI Press.

## ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS

**Chami, G.** 2021. "Civil resistance (non-violent action) as an avenue for building peace within societies, in Nalanda Roy, ed., *Nonviolent Resistance in the Contemporary World*, Oxon and New York: Routledge, pp. 6 – 30.

**Dookeran, W.** 2022. *The Caribbean on the Edge: The Political Stress of Stability, Equality and Diplomacy*, Toronto: University of Toronto Press.

**Laguardia-Martinez. J.** 2022. 'La presencia china en Trinidad y Tobago (1950-2020)' in La presencia china en el Gran Caribe: Ayer y hoy, Mukien Adriana Sang Ben, eds, Santo Domingo: Centro de Estudios Caribeños, pp. 681–746.

**Laguardia-Martinez. J.** 2022. 'La presencia china en Trinidad y Tobago (1805-1950)' in Mukien Adriana Sang Ben, eds, La presencia china en el Gran Caribe: Ayer y hoy, pp. 245–308, Santo Domingo: Centro de Estudios Caribenos.

**Laguardia-Martinez. J.** 2022. 'The Political Economy of Contemporary Cuba' in Hans Burchardt and Johanna Leinius, eds, (Post-)colonial Archipelagos. Comparing the Legacies of Spanish Colonialism in Cuba, Puerto Rico and the Philippines, pp. 76–95, Ann Arbor: University of Michigan Press.

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**J. Byron-Reid**, Moderator, “Azerbaijan: Modern Geopolitics and Energy Policy” IIR Diplomatic Dialogue presented by Ambassador Elkhan Polukh Olgu Polukhov, February 24 2022.

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## ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS

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**J. Laguardia Martinez**, Presentation, “Assessing CELAC’s contribution to regional integration”, paper presented at 46<sup>th</sup> Annual Conference, Caribbean Studies Association (CSA), May 30-June 3, 2022.

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**J. Laguardia Martinez**, Chair, *The Humanitarian Implications of the Russia-Ukraine War*, IIR and the Catholic Commission for Social Justice Webinar, April 7, 2022.

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## ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS

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**J. Laguardia Martinez**, Panellist, *Foro sobre Deuda y Cambio Climático* on ‘Cambio Climático en el Caribe’, Jubileo Sur/Américas, June 23, 2021.

**J. Laguardia Martinez**, Panellist, *Tourisme et Covid-19 dans la Caraïbe*, Webinar, Polo Caribe del Instituto de las Américas (IdA) and FUNGLODE - Fundación Global Democracia y Desarrollo, Dominican Republic, June 10, 2021.

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**A. Montoute**, Presentation, “Assisting the Police: The Role of Private Security Organizations in the Caribbean”, One-Day Virtual Policing Symposium: Insights into Policing Caribbean

## ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS

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**A. Montoute**, Presentation, Gonzales-Vincent Ruben and Annita Montoute, "A Caribbean Perspective on China - Caribbean Relations". Presentation, 44th Annual Conference of the Society for Caribbean Studies (UK), July 5 - 10, 2021.

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**K. Niles**, moderator, "Youth Education for Climate Action". How can we demystify climate data and reports to drive climate awareness and action among the youth?, Green Screen Environmental Film Festival, Trinidad and Tobago, 30 October 2021.

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## **ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS**

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**D. Seerattan**, Attendee, IADB's 54<sup>th</sup> Meeting of the Network of Central Banks and Finance Ministries of Latin America and the Caribbean, October 13-15, 2021.

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**D. Seerattan**, Attendee, IMF Jacques Polak Annual Research Conference, November 4-5, 2021.

**D. Seerattan**, Presentation and update, 57th Meeting of CARICOM Central Bank Governors, draft Caribbean Regional Financial Stability Report 2020, November 5, 2021.

**D. Seerattan**, Attendee, IADB's 55th Meeting of the Network of Central Banks and Finance Ministries of Latin America and the Caribbean, April 20-22, 2021.

**D. Seerattan**, Presentation, "Hurricane Clauses in Debt Contracts in the Context of Unsustainable Debt in Barbados and Grenada", joint UNCTAD/ECLAC workshop on the role of innovative financing instruments to build forward better in Latin America and the Caribbean, May 19-20, 2022.

**Community Service**

**Pawinski, Michal**

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## Appendix 2: The Diplomatic Academy of the Caribbean

Report on the DAOC  
August 1, 2021 to June 30, 2022

### SUMMARY

1. This report on the Diplomatic Academy of the Caribbean focuses on and outlines whether DAOC's SMART Yearly Objectives for the period July 2021 to June 2022, as set out in its *Strategic Plan - July 2020 to June 2023: A Roadmap to Regrow the Diplomatic Academy of the Caribbean*, were met.

### DAOC's SMART Yearly Objectives: July 2021 to June 2022

2. According to the aforesaid *Strategic Plan*, for the period 2021/2022, "[w]ith regard to more training modules, a 16.7% increase is expected relative to the period July 2020 to June 2021. Also performing research/analysis, knowledge-sharing, advocacy and partnership initiatives at regular intervals per established performance metrics set out in DAOC Business Plan – July 2021 to June 2022 and its attendant action plan."

### DAOC's Business Plan: July 2021 to June 2022

3. The DAOC's Board approved Business Plan July 2021 to June 2022, titled *The DAOC on the Path to Growth: From Renewal to Consolidation*, sets out four (4) workstreams, in keeping with the Diplomatic Academy's strategic objectives, as follows:

- (i) Objective#1: To provide capacity-building and skills-development training

*Corresponds to workstream#1*: Providing professional, modern diplomacy education / learning solutions

Performance metric:

- Relative to the period July 2020 to June 2021, wherein five (5) online modules were delivered, achieve a 16.7% increase in training modules.
  - For July 2021 to June 2022, per IIR Board approval, six (6) online training modules were programmed, as follows:
    - Protocol and Diplomacy module at USD\$750 per head w/ 15 participants at a minimum.
    - Disaster Diplomacy module at USD\$600 per head w/ 15 participants at a minimum.
    - Climate Change Negotiations module at USD\$600 per head w/ 15 participants at a minimum.
    - Consular Affairs module at USD\$600 per head w/ 15



## ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS

- participants at a minimum.
  - Energy Diplomacy module at USD\$600 per head w/ 12 participants at a minimum.
  - Cybersecurity Diplomacy module at USD\$600 per head w/ 12 participants at a minimum.
  - o Significantly expand the Diplomatic Academy's reach beyond the Trinidad and Tobago market place, with a view to internationalizing the DAOC brand and participant base.
- (ii) Objective#2: To deepen and create knowledge to support engagement on global issues and processes

*Corresponds to workstream#2*: Spur knowledge and research sharing on Caribbean diplomacy broadly conceived, contributing to scholarly debates and policy-relevant insights

*Performance metric*:

- o The DAOC Manager should publish at least two (2) scholarly pieces on a topic related to Caribbean diplomacy.
  - o Leveraging the DAOC website, staff should compile / expand an online research database of academic and policy publications of note on small states & international affairs. Continuously updated, the prospective database's key functionality would be that each title reference has an accompanying viewable summary extract, introduction, or abstract.
- (iii) Objective#3: To enhance the understanding and practice of contemporary diplomacy

*Corresponds to workstream#3*: Facilitate public debate among stakeholders who share an interest in Caribbean diplomacy and the conduct of international relations

*Performance metric*:

- o The DAOC will continue to contribute to the *Diplomatic Dialogue* series.
  - o Four (4) DAOC-hosted webinars.
- (iv) Objective#4: To support evolving needs and requirements of modern diplomacy
- Corresponds to workstream#4*: Capitalize on existing institutional partnerships and pursue new ones in order to be responsive to emerging trends in the field of diplomacy

Performance metric:

- Sign one (1) MoU with counterpart diplomatic academy and/or school of international affairs and policy.
- Deepen training-related collaboration.

**Evaluation of Performance in the Implementation of Business Plan, as well as Modus Operandi for the DAOC's Primary Teaching Function**

**Workstream#1**

4. As at March 2022, four (4) of the six (6) programmed online training modules, as set out in the [DAOC's Academic Curriculum 2021 – 2022 Academic Year](#), were delivered (w/ the two (2) remaining modules deferred):
  - *Protocol and Diplomacy: A Guide for the Modern Professional*, 25th October to 29th October 2021 — Thirty-four (34) participants. [This is the 15th edition of the module.]
5. Due to overwhelming demand from its stakeholder base, the DAOC also delivered an unplanned 16th edition of this module in the 2021 – 2022 academic year, hosting same from 1st November to 5th November 2021 — Eighteen (18) participants.

For details, please refer to UWI News Release titled: [‘Enrollment in upcoming UWI Diplomatic Academy protocol and diplomacy training at record levels’](#). [click or copy and paste hyperlink into Internet browser]

Evaluation of Performance:

- ✓ Participants hail from:

- Barbados	- Guyana
- Commonwealth of The Bahamas	- Saint Lucia
- Bermuda	- Switzerland
- Cayman Islands	- Tanzania
- Commonwealth of Dominica	- Trinidad and Tobago
- ✓ In the case of the 15th edition of the module — i.e. the planned module — the target has been exceeded regarding minimum number of participants by a factor of two.
- ✓ In the case of the 16th edition of the module — i.e. the unplanned module — the target of 15 participants was surpassed.
- ✓ Also refer to participants' testimonials, which were furnished by some.

***Insofar as Protocol and Diplomacy course x 2, the DAOC actually delivered five (5) online training modules between October 2021 and March 2022.***

## ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS

- *Caribbean Small States and Disaster Diplomacy*, 21st - 24th February 2022 — eight (8) participants.
  - ✓ For details, please refer to UWI News Release titled: [‘UWI Diplomatic Academy Welcomes Second Cohort of Participants Enrolled in Disaster Diplomacy Module’](#). [click or copy and paste hyperlink into Internet browser]
6. Evaluation of Performance:
- ✓ 75 per cent of the registered participants are from CARICOM countries other than Trinidad and Tobago.
  - ✓ Regarding the number of participants, target not reached.
  - ✓ Also refer to participants’ testimonials, which were furnished by some.
- *Caribbean Small States and the Diplomacies of Climate Change: Negotiations in Practice*, 7th-10th March 2022 — Thirteen (13) participants
  - ✓ For details, please refer to UWI News Release titled: [‘UWI Diplomatic Academy Places Greater Focus on Climate Diplomacy’](#). [click or copy and paste hyperlink into Internet browser]
7. Evaluation of Performance:
- ✓ 69 per cent of the registered participants are from CARICOM countries other than Trinidad and Tobago.
  - ✓ Regarding the number of participants, missed established target by two participants.
  - ✓ Also refer to participants’ testimonials, which were furnished by some.
- *Advances in Consular Affairs in the Modern Diplomatic Mission: A Caribbean Perspective*, 21st-24th March 2022 — nine (9) participants.
  - ✓ For details, please refer to UWI News Release titled: [‘UWI Diplomatic Academy Strengthens Caribbean States’ Institutional Capacity in Consular Affairs’](#). [click or copy and paste hyperlink into Internet browser]
8. Evaluation of Performance:
- ✓ 78 per cent of the registered participants are from CARICOM countries other than Trinidad and Tobago.
  - ✓ Regarding the number of participants, target not reached.
  - ✓ Also refer to participants’ testimonials, which were furnished by some.
9. The enclosed **Annex** outlines gross and net revenue *per* module delivered. Note should be taken, at this juncture, when this report was put together, the annex in question does not take into consideration revenue from two (2) yet to be delivered modules

## ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS

from the six (6) total modules for 2021/2022.

10. As previously indicated, of the six (6) programmed online training modules, two (2) have as yet to be delivered. Relevant details regarding those remaining modules are enumerated below.
  - *Energy Diplomacy: Foreign and Security Policy Contexts in the Caribbean* deferred to August 2022, due to availability of sole facilitator to deliver same.
  - *Cybersecurity Diplomacy and the Caribbean*; delivery date TBC, as finalization of teaching partnerships is a work in progress.
11. Marketing of DAOC modules for the 2021/2022 academic year drew on conventional channels, although GORTT having continued COVID-19-related restrictions during the period in question put a damper on this approach. In the circumstances, the DAOC continued with an almost exclusively social media (in particular LinkedIn), email and information session-centric (i.e. outreaching to prospective clients over Zoom web conferencing and MS Teams) marketing campaign. This type of stakeholder outreach, targeting specific audiences, has proven to be effective. Going forward, the Diplomatic Academy will continue to rely on this tack, leveraging professional/practitioner networks and high impact marketing material.
12. The following must, however, be factored into risk-related considerations and assumptions as regards implementing the DAOC's next cycle work programme. Primarily, applicants to and participants in DAOC training are sponsored by and large by Caribbean governments, with some hailing from international and other non-state organizations (including private and civil society sectors). In general, as a result of the drawn out COVID-19 crisis, these institutions have come under considerable (financial) strain. Based on information garnered from some of these institutions, in a context where some participant-related targets were not met in relation to recruiting for some DAOC modules this academic year, they are stretched more than is normally the case regarding ability to fund staff training/capacity building.
13. Moreover, there is a declining trend regarding the participation of certain stakeholder groups in DAOC training; notable among them the private sector. Note has also been taken that during this academic year, there was increased incidence of some public sector participants funded not by their respective governments / government departments, but by third parties; notably, international organizations.
14. There are additional considerations, as set out below. While the 2022/2023 period of the DAOC's Strategic Plan is geared toward the theme *The DAOC Aligned with Transformation: Locking in Place the Growth Trajectory* — which alludes to expanding yet again module offerings — in the circumstances, moving beyond six (6) modules may not be prudent. In this regard, another consideration is ongoing staffing constraints in the DAOC Secretariat.

## ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS

15. It is recommended that, contingent on the agreement of the IIR Director and the Board, the DAOC revise down its planned module offerings in 2022/2023, capping same at six (6). Furthermore, during 2022/2023, DAOC module offerings — in their entirety — should continue online (via Zoom). This is consistent with the Diplomatic Academy's drive to align / orient its teaching approach in a manner most consistent with industry best practice / standards *vis-à-vis* its competitors, whose business model(s) continue(s) to harness and rely on online teaching. Such an approach also promises to lend to the DAOC better positioning itself to capitalize on varied (prospective) opportunities to further internationalize its module participant base. This against a backdrop where, over the last two-plus years of the pandemic, working professionals have grown accustomed to the convenience of online learning platforms. Indeed, the DAOC has expanded its reach in recent years primarily because of such technologies. This approach augurs well for DAOC.
16. Moreover, in a context where the DAOC needs to consistently / sustainably grow its revenue, the operational cost-related constraints of face-to-face oriented teaching *at this time* do not lend to this objective. As indicated, this is generally a time of austerity and growing risks in regional public and private sector settings which, as previously intimated, have implications for such stakeholders' ability to field learners to take up DAOC-related training.
17. Finally, while the 'COVID moment' hastened and compelled the DAOC's transition from a fully face-to-face to solely online professional development diplomatic training centre this pivot ought not to limit the scope for hybrid pedagogic approaches going forward. For example, it is conceivable that — all things being equal — perhaps in the 2023/2024 academic year an innovative face-to-face and online blended pedagogy could be leveraged.

### **Workstream#2**

18. Two (2) scholarly pieces by the DAOC Manager are published, examining topics related to Caribbean diplomacy.
19. Evaluation of Performance:

✓ Target met:

- Nand C. Bardouille (2022): Turning to Rabat: Explaining the Elevation of Moroccan Relations with Caribbean Countries, *The International Spectator*, [DOI: 10.1080/03932729.2022.2058274](https://doi.org/10.1080/03932729.2022.2058274).
- Nand C. Bardouille (2021): CARICOM-AU Relations: Summitry in the Making, *AfronomicsLaw Symposium: Prospects for Deepening Africa-Caribbean Economic Relations* [blog](#), September 6.

## ANNUAL REPORT 2021/2022 - INSTITUTE OF INTERNATIONAL RELATIONS

20. Both pieces have been circulated online *via* websites, LinkedIn and email, making their rounds in scholarly and practitioner communities in the Caribbean and beyond.

21. An online research database on small states & international affairs is in place and growing *via* the DAOC website.

22. Evaluation of Performance:

✓ Target met:

- DAOC Small States Research Database: <https://sta.uwi.edu/daoc/daoc-small-states-research-database>

### **Workstream#3**

23. The DAOC has continued to contribute to the *Diplomatic Dialogue* series. Over the academic year 2021/2022, the Diplomatic Academy has strengthened its ability to provide an open platform for stakeholders from the academy, a diverse practitioner community and the wider public to contribute to and engage in debate on the nexus between the Caribbean and diplomacy. To date, the DAOC has hosted one (1) of four (4) planned webinars in this training cycle. The other three (3) will come off in due course, along with a prospective workshop geared towards the media regarding training germane to the area of regional and international affairs. All material generated from these webinars is available for download on: <https://sta.uwi.edu/daoc/webinars-offered-202122>.

24. Evaluation of Performance:

✓ Target met

25. This webinar series has not just amplified the DAOC's voice and role in public discourse on issues germane to Caribbean diplomacy, but it has helped grow DAOC brand recognition. It serves as a means to an end, generating interest in DAOC training offerings. It is recommended that, going forward, the webinar series remain *gratis* a part of the DAOC work programme.

### **Workstream#4**

26. One (1) MoU is a work in progress, still at the exploratory stages, with counterpart diplomatic academy in Panama.

27. Evaluation of Performance:

✓ Target partially met. Progress towards its achievement, including working level talks held between heads of respective diplomatic academies, among others.

28. The Diplomatic Academy also continued to deepen training collaboration with CARICOM Foreign Ministries. For details, please [click here](#).

*May 2022*

## ANNEX

### DAOC Online Training Modules – 2021/2022 Academic Year (as at May 2022)

Name of Module	Gross Profit (TT\$)	Net Income (TT\$)
<i>Protocol and Diplomacy: A Guide for the Modern Professional, 25th-29th October 2021</i>	\$159,669.00	\$101,309.60
<i>Protocol and Diplomacy: A Guide for the Modern Professional, 1st-5th November 2021</i>	\$84,919.50	\$43,340.10
<i>Caribbean Small States and Disaster Diplomacy, 21st - 24th February 2022</i>	\$31,573.50	\$9,153.91
<i>Caribbean Small States and the Diplomacies of Climate Change: Negotiations in Practice, 7th-10th March 2022</i>	\$31,980.90	\$9,181.59
<i>Advances in Consular Affairs in the Modern Diplomatic Mission: A Caribbean Perspective, 21st-24th March 2022</i>	\$36,666.00	\$7,193.44
<i>Energy Diplomacy: Foreign and Security Policy Contexts in the Caribbean, August 2022</i>	N/A	N/A
<i>Cybersecurity Diplomacy and the Caribbean, TBC</i>	N/A	N/A

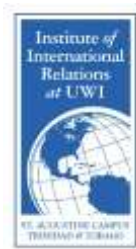
Grand total: TT\$    TT\$344,808.90    Grand total: \$170,178.64

US\$    \*\$50,856.77                      US\$    \*\$25,100.09

Please note The University of the West Indies' St. Augustine rate of exchange for the month of May\* 2022: USD 1.00 = TTD 6.78.

*NB: The DAOC Business Plan July 2021 to June 2022 lists sales goal-related projected gross profit as USD\$52,650, deriving from a total of six (6) modules carded for 2021/2022.*





**Institute of International Relations  
The University of the West Indies  
St. Augustine Campus, Trinidad & Tobago**

**Tel: +1 (868) 662-2002**

**Website: [www.sta.uwi.edu/iir](http://www.sta.uwi.edu/iir)**

**Email: [iirt@sta.uwi.edu](mailto:iirt@sta.uwi.edu)**

**22 January 2023**