



CARIBBEAN CENTRE  
FOR HUMAN RIGHTS

**2025**

# **IMPACT REPORT**

**“Wings in Motion:  
Strengthening Communities, Connecting  
Regions.”**

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## Message of Gratitude

*Thank You for Making 2025  
our Most Successful Year*

As we close this extraordinary year, the Caribbean Centre for Human Rights extends our deepest gratitude to everyone who made 2025 a year of growth, courage, and impact.

To our dedicated staff and volunteers—your tireless work, compassion, and integrity have turned challenges into victories. To our partners and donors—your faith in our mission has given us the tools to defend rights and restore dignity across our region.

To the communities we serve—you continue to inspire us every day with your strength, resilience, and hope.

Together, we stood firm for justice, equality, and freedom.  
Together, we built bridges of understanding and systems of protection.  
Together, we proved that human rights are not a privilege for a few—but a promise for all.

With gratitude and renewed purpose,

*The Caribbean Centre for Human Rights*

Human Rights for All

# 1. Executive Summary

## – 2025: A Year of Unprecedented Impact



In 2025, the Caribbean Centre for Human Rights (CCHR) reached new heights in its mission to uphold and strengthen human rights across the region. Guided by our tagline, “Human Rights for All,” this year marked our most successful to date — a year defined by expansion, collaboration, and measurable change.

Through our four strategic pillars—Outreach and Awareness, Litigation and Legal Reform, Refugee Support and Protection, and the Savings Law Clause Project—CCHR transformed justice systems and influenced regional policy, and influenced regional policy.

Our outreach efforts engaged more than 630 individuals across 29 awareness activities, while our legal unit supported over 300 clients through direct legal representation, advocacy, and refugee protection in partnership with UNHCR. The Savings Law Clause Project advanced regional dialogue on constitutional reform, culminating in a legacy publication and growing advocacy networks across the Caribbean and beyond. Strategic litigation continued to deliver life-changing outcomes in areas of domestic violence, detention, deportation, and child protection, with landmark court decisions secured and new legal precedents established.

Internally, CCHR strengthened its governance, expanded its interpreter network to over 17 multilingual professionals, introduced CLIO as a digital client database, enhanced its office infrastructure, and developed a branding identity strategy that unified its regional presence.

While external funding challenges persisted, our commitment to transparency, partnership, and innovation remained steadfast. With new opportunities on the horizon—including continued UNHCR and OSF collaborations, the “Champions for Change” initiative, and expanded mediation services—CCHR is poised to continue leading the charge for a Caribbean rooted in justice, equality, and dignity for all.



## 2. Message from the Chairperson of the Board of Directors

### “Purpose, Perseverance, and the Power of Partnership”

2025 stands as a testament to the power of unity, purpose, and perseverance. This year, the Caribbean Centre for Human Rights not only deepened its reach but also fortified its role as a regional leader in rights-based advocacy and legal reform.

Among our most proud accomplishments was the publication of *Breaking the Chains: The Fight for Justice Beyond Colonial Laws* — a groundbreaking resource that captures the spirit of transformation sweeping across the Caribbean. This work, born from vision and collaboration, stands as both a call to action and a legacy of courage. It embodies the Centre’s enduring commitment to dismantling outdated legal frameworks and advancing justice that reflects the realities and rights of all Caribbean people.

As Chairperson, I am proud of how our organisation has risen to every challenge—building alliances, shaping conversations, and standing unwaveringly on the side of justice. Our Board remains fully committed to strengthening governance, supporting strategic expansion, and ensuring sustainability through diversified partnerships.

To our staff, partners, and donors—thank you. Your dedication is the heartbeat of this organisation. Together, we have proven that progress is not just possible—it is inevitable when driven by purpose and solidarity.

**Dr. Carolyn Gomes, O.J**

Chairperson, Board of Directors  
Caribbean Centre for Human Rights

# 3. Message from the Executive Director

## “Courage, Connection and Change”

2025 was the year the Caribbean Centre for Human Rights (CCHR) found its rhythm stronger, more connected, and more determined than ever to make human rights a lived Reality for everyone.

This has been our most successful year yet. Across our four pillars — Outreach, Litigation, Refugee Support, and the Savings Law Clause Reform Project — we built on years of groundwork to deliver measurable, lasting impact. Our team expanded its reach across Trinidad and Tobago and the wider Caribbean, helping hundreds access justice, protection, and dignity. Through our partnership with the UNHCR, we provided legal representation and protection for refugees and asylum seekers — individuals and families seeking safety and fairness in a world too often marked by exclusion. Our litigation and advocacy work challenged unjust laws and practices, including those that criminalise poverty, status, or expression. Each case represented not only a legal victory, but a reaffirmation of human worth.

Our Savings Law Clause Project, supported by the Open Society Foundations, continued to push boundaries — connecting regional and international champions to drive constitutional reform that can finally free the Caribbean from outdated colonial constraints. And our outreach and education programmes connected directly with communities, amplifying awareness through partnerships, training, and digital campaigns. Whether in schools, shelters, or online spaces, we saw how knowledge empowers people to claim their rights — and to stand with others in doing the same. Behind every success this year was an extraordinary team. Our staff, interns, and volunteers gave their all — working long hours, embracing innovation, and leading with compassion. To our funders and partners, especially UNHCR, OSF, and the many regional coalitions who walk beside us — thank you for your continued trust. You make our mission possible. To those we serve — refugees, women and children seeking justice, the incarcerated, and the marginalised — your courage inspires us. You remind us that human rights are not abstract ideals; they are the difference between survival and freedom, silence and dignity. As we look to 2026, our focus remains clear: to strengthen our systems, grow our capacity, and keep advancing the promise of Human Rights for All.

With gratitude and renewed commitment,

*Mary Joanna Marsden*

Executive Director  
Caribbean Centre for Human Rights

# 4. VISION, MISSION & CORE VALUES

Who We Are Guided by Purpose. Strengthened by Credibility.  
Human Rights for All

## MISSION

Upholding & strengthening human rights across the Caribbean through education, empowering communities, collaboration, and strategic action that safeguard human dignity, rights and freedoms for all.

## VISION

A Caribbean where human rights are upheld, ensuring dignity, rights, and freedoms for all.

## CORE VALUES

- **Equality and Non-Discrimination:** Commitment to ensuring equal rights and opportunities for all, regardless of race, gender, nationality, or socio-economic background.
- **Human Dignity:** Upholding the inherent worth of every individual and advocating for respect and protection of their basic human rights.
- **Justice and Accountability:** Promoting access to justice and holding governments and institutions accountable for human rights violations.
- **Protection of Vulnerable Groups:** Defending the rights of marginalized communities, including migrants, refugees, women, children, and LGBTQ+ individuals.
- **Freedom and Autonomy:** Advocating for personal freedoms, self-determination, and protection of civil liberties.
- **Integrity and Transparency:** Ensuring ethical conduct, honesty, and transparency in their actions and operations.
- **Collaboration and Solidarity:** Building partnerships and fostering unity

Together, these principles guide every aspect of our work — from advocacy and education to strategic litigation. Our credibility is built on how we live these values every day.

## OUR CREDITABILITY PILLARS

### Who We Are and What We Stand For

At the Caribbean Centre for Human Rights (CCHR), credibility is our foundation — built on expertise, integrity, and the lived commitment of our people. Our strength lies in a multidisciplinary team of legal practitioners, advocates, mediators, and specialists united by one vision: advancing Human Rights for All across the Caribbean.

## WHO WE ARE & WHAT WE OFFER

CCHR brings together over 200 years of combined experience across:

- Constitutional, human rights, and labour law
- Refugee and migration policy
- Mediation, negotiation, and restorative justice
- Gender and development
- Conflict transformation and peacebuilding
- Community outreach and advocacy
- Academic and research leadership in collaboration with UWI, Boston College, and BRICS/GSUM Brazil

Our staff and volunteers have represented vulnerable groups in landmark human rights cases, advised Caribbean governments on legal reform, and designed innovative community-level interventions that bring justice closer to the people.

## OUR SERVICES

CCHR provides professional, high-quality services that combine legal excellence with policy innovation and social impact:

- **Litigation & Strategic Advocacy:** Pursuing justice through constitutional, public, and human rights litigation.
- **Consulting:** Supporting governments, NGOs, and corporations in integrating human rights standards into governance and policy.
- **Research & Policy Development:** Producing authoritative reports with academic partners to guide evidence-based reform.
- **Mediation & Restorative Justice:** Delivering trauma-informed, community-centered dispute resolution.
- **Training:** Empowering lawyers, civil society, and public officials through tailored human rights and mediation training.
- **Program & Project Management:** Ensuring effective donor compliance, monitoring, and evaluation.
- **Organisational Strategy:** Supporting governance reform and adaptive leadership within institutions.
- **Grant Proposal & Resource Mobilisation:** Driving sustainable funding through donor partnerships.
- **Judicial Reform:** Contributing to efficiency and gender equality initiatives within Caribbean courts.

## OUR REACH

CCHR operates across the Caribbean, connecting local realities with regional solutions:

- On-the-Ground Outreach: Legal clinics, rural legal aid, and expanding telelegal services.
- Regional Footprint: Programmes in Trinidad & Tobago, Jamaica, Barbados, and the wider Caribbean.
- Global Partnerships: Collaborations with partners in Mexico, Spain, the UK, Canada, and South Africa.
- Cross-Sectoral Engagement: Expertise spanning NGO, government, private, and donor sectors.
- Community Empowerment: Building capacity and resilience among marginalised populations through training and advocacy.

## OUR BOARD

CCHR's Board of Directors provides strategic governance, oversight, and direction, ensuring transparency and accountability.

Members bring expertise in:

- Constitutional and international law
- Public policy and governance
- Academia and legal education
- Civil society leadership and advocacy
- Financial management and organisational growth

Their leadership ensures that CCHR continue to navigate complex human rights challenges with clarity, integrity and vision.

## OUR ALLIANCES & PARTNERS

CCHR's partnerships are central to its impact. We work closely with:

- International organisations: UNHCR, ILO, Open Society Foundations
- Academic institutions: University of the West Indies and global universities
- Regional NGOs: Through regranting, advocacy, and collaboration
- Corporate partners: Supporting justice-focused CSR and access-to-justice initiatives

Together, we build bridges between grassroots empowerment and policy-level reform, addressing issues such as gender-based violence, refugee protection, and constitutional reform.

## OUR IMPACT

CCHR's multidisciplinary expertise translates into measurable, lasting change:

- **Legal Victories:** Representation in landmark constitutional and human rights cases.
- **Policy Influence:** Shaping national frameworks for mediation and restorative justice.
- **Community Transformation:** Empowering marginalised groups through education and advocacy.
- **Institutional Reform:** Strengthening judicial systems and promoting governance excellence.

Through this integrated approach — from courtroom to community — CCHR continues to advance justice, equity, and human dignity across the Caribbean

## A FOUNDATION FOR IMPACT

These Credibility Pillars form the foundation upon which CCHR's 2025 achievements are built.

They embody the trust, expertise, and partnerships that make our Four Pillars of Impact — Outreach, Litigation, Refugee Support, and Savings Law Clause Reform — both possible and powerful.

Together, they reflect a simple truth: when purpose meets credibility, Human Rights for All becomes not just a mission — but a movement.

# 5. FOUR PILLARS OF IMPACT

## Introduction

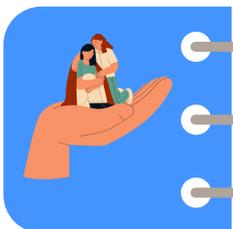
The Caribbean Centre for Human Rights (CCHR) anchors its work around four strategic pillars that embody our mission of advancing justice, equality, and human dignity across Trinidad and Tobago and the wider Caribbean. These pillars represent the foundation of our integrated approach to human rights — combining outreach, litigation, protection, and policy reform to create lasting social change. In 2025, CCHR deepened its impact under each pillar, ensuring that rights protection was not only a legal principle but a lived experience for the communities we serve. Through our outreach and awareness programmes, we empowered individuals with knowledge and access to justice. Our strategic litigation and legal reform initiatives challenged systemic inequities and strengthened accountability. The refugee support and protection programme provided legal representation and hope to those displaced and vulnerable. Finally, our ongoing work on the Savings Law Clause Project continued to advance constitutional reform and regional advocacy for equality before the law. Together, these pillars illustrate how CCHR transforms vision into action — building pathways to justice, amplifying community voices, and reinforcing our commitment to Human Rights for All.



### A. Outreach and Awareness



### B. Litigation and Legal Reform



### C. Refugee Support and Protection

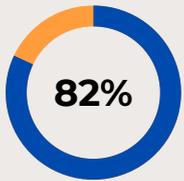


### D. The Savings Law Clause Project

# A. Outreach and Strategic Focus

## Overview and Strategic Focus

In 2025, the Caribbean Centre for Human Rights (CCHR) expanded its outreach and awareness initiatives across Trinidad and Tobago to strengthen access to justice, increase visibility of human-rights protection mechanisms, and promote equality and inclusion. Through direct engagement, partnerships, digital advocacy, and community education, CCHR empowered communities to understand and claim their rights while deepening collaboration with national, regional, and international partners.



Between January 2025 and September 2025, CCHR conducted 27 community-based activities reaching 821 beneficiaries, achieving an 82 percent implementation rate against its target of 1,000.

These initiatives blended in-person engagement, digital storytelling, and coalition building to extend the Centre’s human rights footprint nationwide.

## Community Outreach and Engagement

CCHR’s outreach events served as gateways for information sharing, legal aid, and protection support. Activities included public information booths, community-based legal clinics, and collaborative campaigns with partners such as UNHCR, La Casita, and the Red Cross Society.

Highlights of the year included:

- **UNHCR registration drives and human - rights information sessions at malls and community centres from January to April, reaching hundreds of individuals seeking asylum support.**

*The image on the right features CCHR team members participating in one of our outreach initiatives.*



# A. Outreach & Strategic Focus Cont'd

- **The Human Rights Support Hub series** – signature events like “A Gift Back to Mothers” in May as seen in the image to the right and “Back to School Drive” in August—provided direct assistance while linking families to legal and psychosocial resources.



- **Legal Aid Clinics** in partnership with the University of the West Indies (UWI) delivered free consultations and hands-on training for law students, reinforcing access to justice in underserved communities.

## Coalition Building and Capacity Development

CCHR cultivated partnerships that broadened advocacy reach and built institutional capacity:

- **Europe Day 2025** participation at Mille Fleurs (POS) reinforced links with European diplomatic partners on rights-based advocacy.
- **Collaboration with the U.S. Embassy** around the visit of human-rights leader Rosa María Payá Acevedo promoted leadership exchange and international solidarity.
- **Design Thinking Workshop** at Cipriani College produced adaptive strategies to integrate services for vulnerable communities.
- **CAISO Gender and Sexuality Workshop** strengthened workplace inclusivity practices within CCHR and partner organisations.
- **WINAD Campaign** “Protect the Future: Control Small Arms and Ammunition” advanced regional dialogue on peace and security.
- **CARICOM/OHCHR Forum** and UN focus-group sessions embedded CCHR’s expertise within multilateral human-rights discussions.

# A. Outreach & Strategic Focus Cont'd

## Human Resource and Capacity Expansion

To sustain programme growth, CCHR prioritised investment in people and systems:

- Onboarded four final-year UWI law students for a six-week internship, giving them practical experience in refugee and human-rights law.
- Established an Interpreter Support Network of 15 volunteers across five countries (French, Spanish, Haitian Creole, and Arabic), vastly improving service accessibility.
- Engaged the Institute of International Education (OAS) and Ministry of Culture and Community Development to enhance referral networks and inter-agency cooperation.
- Participated in government-led and civil-society events such as the "Traffic in the Capital" antitrafficking production and Parental Support Group Symposium 2025, amplifying awareness and partnerships.

## Educational and Advocacy Initiatives

CCHR continued to use education as a catalyst for rights awareness:

- Conducted guest lectures at UWI St Augustine and workshops with medical social workers, building cross-sectoral capacity in rights-based case management.
- Partnered with the Mexican Embassy to access comparative legal materials on gender, refugee, and equality laws, bolstering advocacy resources.
- Collaborated with CAISO on Savings Law Clause reform advocacy and public education.
- Worked with The Willow Foundation to support youth and school initiatives.
- Advanced digital storytelling through Voice of Change, developing audiovisual content to humanise rights narratives.

# A. Outreach & Strategic Focus Cont'd

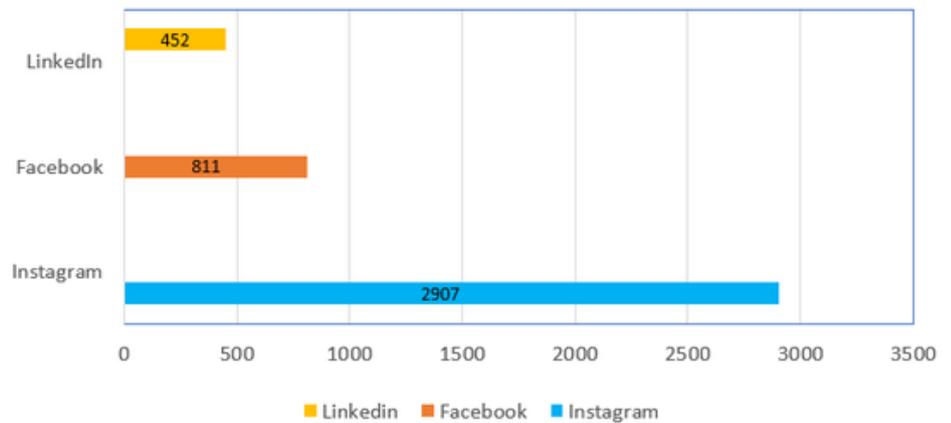
## Digital Communications and Media Impact

Between February and August 2025, CCHR intensified its online presence to complement physical outreach.

- Published over 40 campaign posts across Facebook, Instagram, LinkedIn and X, covering press releases, awareness days, and project launches.
- Achieved strong engagement on flagship campaigns:
  1. Savings Law Clause post reached 25,346 views on Instagram.
  2. Human Rights Support Hub promotions boosted turnout for community events.
  3. Website and e-book launches improved access to CCHR publications and donation channels.

- **Audience Growth:**

The line graph displays the audience growth on Instagram documented as 2,907, Facebook as 811, LinkedIn as 452, demonstrating steady digital expansion in the year 2025.



## Impact and Outlook

Outreach and Awareness efforts in 2025 deepened community engagement, expanded service reach, and elevated CCHR's profile as a national and regional human-rights voice. By integrating on-the-ground activism with digital advocacy, CCHR connected more people to justice resources and strengthened alliances across sectors.

In 2026, the Centre aims to scale community clinics, enhance interpreter-network operations, and launch regional multimedia campaigns on equality and refugee rights, ensuring that every voice counts and every person matters.



## B. Litigation and Legal Reform

### Overview and Strategic Focus

In 2025, the Caribbean Centre for Human Rights (CCHR) strengthened its commitment to advancing justice through strategic litigation and legal reform. Our work focused on defending the rights of the most vulnerable, setting important legal precedents, and promoting systemic accountability through the courts. Guided by our vision of Human Rights for All, CCHR's litigation team pursued cases that not only sought redress for individuals but also drove institutional change and enhanced the rule of law across Trinidad and Tobago.

### Strategic Litigation and Landmark Cases

CCHR undertook several groundbreaking matters in 2025, using the law as a tool for transparency, accountability, and protection of fundamental rights.

- **Freedom of Information Applications (FOIA):** CCHR filed a FOIA request to the Commissioner of Prisons (COP) for access to official records and documents. When the COP failed to make a decision or disclose the requested material, a judicial review application was filed. The High Court granted leave to proceed, finding that the COP breached its statutory duty to take reasonable steps to make an access decision. This ruling reaffirmed the importance of transparency and public access to information within state institutions.
- **Assault and Battery Claim (Inmate Rights):** CCHR initiated proceedings on behalf of a client who was allegedly beaten and assaulted while in custody. The ongoing case highlights the Centre's steadfast defense of the right to dignity and protection from abuse in detention settings.
- **Workers' Rights and Personal Injury Actions:** CCHR advanced legal claims on behalf of employees injured during the course of their employment. These cases seek to reinforce workplace safety standards and corporate accountability in compliance with the Occupational Safety and Health Act.

## B. Litigation and Legal Reform Cont'd

### Defending Vulnerable Groups & Delivering Justice

Litigation efforts in 2025 reflected CCHR's growing leadership in protecting vulnerable populations, including women, children, and migrants.

#### Protection Orders and Family Justice:

Between January and October 2025, CCHR represented clients in 27 court appearances relating to protection, custody, and maintenance orders.

- 11 protection orders were successfully granted, six involving both custody and maintenance issues.
- An additional 3 persons were represented solely in custody and maintenance cases. These cases represent tangible protection for families experiencing domestic violence and abuse.

#### Freedom for Detained Refugees:

CCHR secured the release of 22 Venezuelans consisting of 12 females, 5 males and 5 children, who had been unlawfully detained for over ten days after being charged with illegal entry. The successful court order for their release was a landmark affirmation of refugee rights and the principle of liberty for all persons, regardless of nationality or immigration status.

### Expanding Legal Support & Public Access to Justice

CCHR's attorneys and volunteers provided legal advice to more than 450 people throughout 2025 on a wide range of human-rights and administrative matters, including:

- Detention and deportation proceedings
- Citizenship and permanent residence applications
- Resettlement and UNHCR registration
- False imprisonment and malicious prosecution
- Protection orders and family law issues

Our legal team also conducted approximately 12 Immigration Detention visits and represented approximately 25 clients before immigration authorities and special inquiries. Over 80 percent of those represented secured voluntary departure rather than deportation—reflecting CCHR's emphasis on humane, rights-based migration solutions.

- Through the use of FOIA mechanisms, CCHR also obtained essential records in support of abuse and injury cases, including medical reports and OSHA investigations, ensuring clients had access to critical evidence for their claims.

# B. Litigation and Legal Reform Cont'd

## Partnerships and Legal Reform Initiatives

Collaboration remained central to CCHR's litigation and reform work.

In 2025, CCHR partnered with:

- The University of the West Indies (UWI) Faculty of Law, co-hosting four Legal Aid Clinics and delivering guest lectures in human-rights and immigration law.
- The United Nations Refugee Agency (UNHCR), delivering joint training sessions for police and immigration officers on international human-rights standards and refugee protection.
- The Canadian Embassy and the Mexican Embassy, both of which expressed strong interest in ongoing collaboration on refugee protection and human-rights education.

CCHR also presented research papers at the International Conference on Migrant and Refugee Issues hosted by UWI, advancing regional discourse on migration policy reform in the Caribbean.

## Impact and Outlook

Through litigation, advocacy, and partnership, CCHR's legal team transformed lives and strengthened the justice system in 2025. The Centre's work achieved:

- Greater transparency through judicial oversight of state institutions
- Enhanced protection for women, children, and refugees
- Strengthened regional collaboration for human-rights education and law reform

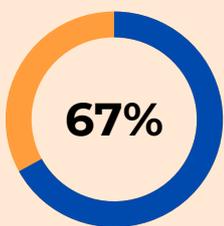
As CCHR looks ahead to 2026, the organisation remains committed to expanding its strategic litigation portfolio, deepening partnerships with regional and international legal actors, and advancing reforms that secure justice and dignity for all.

## C. Refugee Support and Protection



### Overview and Strategic Focus

Through its long-standing partnership with the United Nations High Commissioner for Refugees (UNHCR), CCHR remained the leading civil-society provider of legal aid and protection services to refugees, asylum seekers, and other persons of concern in Trinidad and Tobago. Despite the operational transition and the closure of UNHCR's field presence, CCHR maintained consistent legal assistance, ensuring continuity of representation and protection for vulnerable clients.



From January to September 2025, CCHR provided legal support to 367 individuals—an implementation rate of 67 percent of the annual target (550)—through consultations, court representation, detention visits, and special inquiries.

# C. Refugee Support and Protection Cont'd

## Legal Assistance and Casework

Each month, CCHR delivered tailored legal services through in-person and remote consultations, addressing urgent protection and immigration concerns.

- **January 2025 – March 2025:** CCHR handled over 170 client sessions, including prison and detention consultations, with nationalities spanning Venezuela, Cuba, Jamaica, Nigeria, and Syria.
- **April 2025 – June 2025:** The team facilitated over 150 sessions, including virtual court representations and special inquiries, helping clients secure birth certificates, certificates of character, and stay-of-deportation requests.
- **July 2025 – September 2025:** Support continued for 130+ clients amid rising arrests, deportation orders, and the winding down of UNHCR operations. CCHR's intervention prevented multiple deportations and clarified clients' legal status under supervision orders.



The line graph illustrate the Legal Assistance and Casework provided by the CCHR in the year 2025.

Across the period, clients ranged from 11 to 77 years old, reflecting the diversity of those seeking refuge and justice.

## C. Refugee Support and Protection Cont'd

### Defending Rights and Upholding Dignity

CCHR's refugee-law team acted as a lifeline for individuals facing detention, deportation, or exploitation:

- Advocated before the Immigration Division and courts for voluntary departure or release on bail instead of deportation.
- Drafted and filed stay applications, affidavits, and submissions to the Minister of National Security to halt deportation orders.
- Provided legal guidance on work permits, citizenship pathways, and resettlement processes for clients relocating to Canada and Australia.
- Coordinated directly with IOM and UN agencies to ensure referrals for humanitarian assistance and safe-migration support.

### Capacity Building with Institutions

CCHR reinforced institutional understanding of refugee rights through:

- Joint training sessions for police and immigration officers on international refugee-law obligations and protection procedures.
- Engagements with detention-centre officials to promote humane standards and lawful conduct.
- Continuous legal-education sessions with partner NGOs and community interpreters to improve case documentation and referral systems.

### Client Voices

The impact of CCHR's refugee-protection work is best reflected in the words of its clients:

*"It is a good environment; they make you feel comfortable, they explain and answer all the questions you want to know."*

*"Many thanks for the counsel, and may you continue to help the people who need support to move forward."*

*"Thanks for helping me as a refugee; you provide great service through great people who have a great heart."*

*"I felt that my story was heard and understood... I know that I am not alone."*

These testimonials demonstrate CCHR's role not only as a legal advocate but also as a trusted partner in restoring dignity and hope.

## C. Refugee Support and Protection Cont'd

### Case Studies: Resilience and Reintegration

Behind every statistic lies a story of courage and renewal:

- A Venezuelan mother of three, detained for illegal entry, secured release through CCHR's advocacy and later accessed psychosocial and housing assistance.
- A Cuban teacher obtained voluntary departure instead of deportation after CCHR's submissions proved family hardship and health-related risks.
- A young Jamaican woman received guidance on regularising her stay and now volunteers as a peer mentor for new asylum seekers.

These examples underscore CCHR's holistic approach—combining legal strategy with human connection—to achieve durable solutions.

### Impact and Outlook

In 2025, CCHR's Refugee Support and Protection pillar ensured sustained legal representation, safeguarded the right to liberty, and amplified the voices of displaced people in Trinidad and Tobago. The Centre's partnership with UNHCR remained a cornerstone of national protection efforts, while collaboration with IOM, law enforcement, and civil-society actors expanded the protective network for asylum seekers.

Looking ahead to 2026, CCHR will focus on:

- Strengthening post-UNHCR protection systems through national partnerships.
- Expanding interpreter and volunteer networks for multilingual service delivery.
- Advancing advocacy for humane migration policies and access to documentation.

Through these efforts, CCHR will continue to uphold the fundamental right to safety, fairness, and human dignity for all persons seeking refuge.

## D. The Savings Law Clause Project

### Introduction: A Legacy of Reform and Resilience

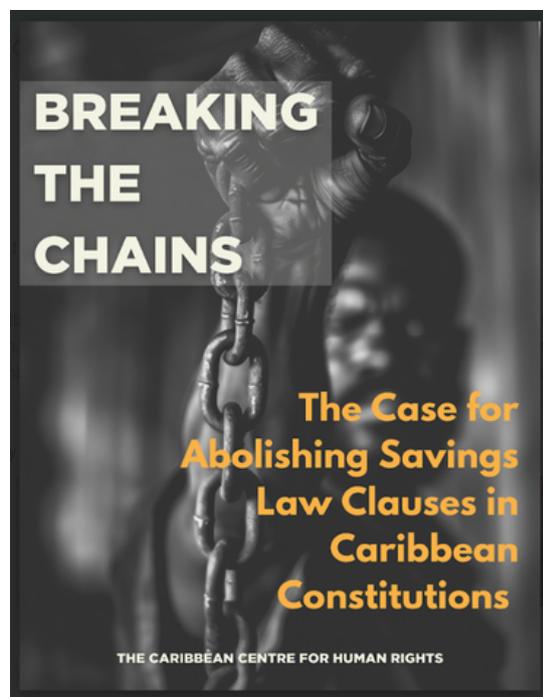
The Savings Law Clause Project represents one of the Caribbean Centre for Human Rights' (CCHR) most ambitious and far-reaching initiatives—an effort to confront the colonial legacies embedded in constitutional “savings clauses” that continue to hinder the advancement of human rights across the region. These clauses, originally intended to preserve legal continuity at independence, have had the unintended consequence of protecting outdated colonial-era laws from constitutional scrutiny, including those that underpin the mandatory death penalty and discriminatory laws against marginalized groups

Our vision for this project has always gone beyond legal analysis—it is about catalyzing regional transformation, raising public consciousness, and fostering collaboration across the Caribbean toward a shared goal: a constitutional order that truly reflects human dignity, justice, and equality.

### Building on a Legacy: “Breaking the Chains” and the Movement for Constitutional Reform

The foundation for this movement was laid through CCHR’s landmark publication, *Breaking the Chains: Human Rights and the Caribbean Constitution*, a comprehensive regional study that examined how savings clauses perpetuate inequality and obstruct progressive reform. This groundbreaking report—widely circulated among regional bar associations, universities, and policymakers—sparked crucial dialogue across the Caribbean. It has since become a cornerstone reference in debates on constitutional modernization and death penalty reform.

The publication’s findings inspired follow-up workshops, roundtables, and legal symposia across the region, many hosted in collaboration with the University of the West Indies and the Caribbean Court of Justice Academy for Law. Through these events, CCHR’s leadership and board members—drawing on deep regional expertise—presented the empirical evidence and human stories that made the issue tangible and urgent.



Displayed above is the book cover of *Breaking the Chains*, one of CCHR’s inspirational publications.

# D. The Savings Law Clause Project

## Digital Advocacy and Regional Dialogue

CCHR's website and digital platforms have been instrumental in sustaining this conversation. The dedicated Savings Law Clause webpage serves as a knowledge hub, featuring analysis, interactive Q&A forums, and testimonials from affected communities. This space has enabled transnational dialogue, connecting activists, students, and legal practitioners from across the region to share strategies and perspectives on reform.

Our monthly Caribbean Human Rights Newsletter further amplified this outreach, offering timely updates on jurisprudence, reform movements, and personal stories of resilience. These newsletters became a vital educational and mobilizing tool, reaching thousands of subscribers from NGOs, law schools, and regional media outlets.



Image of the CCHR Newsletter

## “Change Now” – Multimedia Advocacy for a New Generation

In 2025, CCHR expanded the project's impact through the Change Now video series, a dynamic multimedia campaign designed to bring complex legal issues into public discourse. The series featured leading Caribbean jurists, youth advocates, and artists in powerful visual narratives about justice, legacy, and change. These short videos—shared through social media and regional TV—garnered tens of thousands of views and sparked a wave of online discussions around constitutional reform and the need to modernize Caribbean legal systems.

# D. The Savings Law Clause Project

## Regional Advocacy and Engagement

Through sustained engagement with national governments, parliamentary committees, and regional bodies, CCHR has positioned itself as a key voice in the constitutional reform movement. The Savings Law Clause Project's Phase 3 outcomes in 2025 included:

- The development of a Model Framework for Reform, offering guiding principles for amending or repealing savings clauses.
- The publication of a Regional Guidance Toolkit distributed to justice ministries and bar associations.
- Consultations with policymakers in Trinidad & Tobago, Jamaica, Barbados, and Antigua on integrating international human rights norms into domestic law.

CCHR board members and legal consultants conducted regional outreach tours, presenting the project's findings at public forums, human rights conferences, and academic panels. These efforts helped transform the Savings Law Clause issue from a niche legal debate into a mainstream constitutional justice conversation.

## Impact and Continuing Momentum

The cumulative effect of CCHR's research, advocacy, and outreach has been remarkable. The Breaking the Chains legacy continues to inform legal discourse and inspire young lawyers and scholars. The Change Now campaign has humanized constitutional reform for a new generation, bridging the gap between academia, activism, and public awareness. The Savings Law Clause Project has demonstrated that change is both necessary and possible. By combining rigorous legal research, inclusive dialogue, and creative advocacy, CCHR has helped dismantle decades of silence and inspired Caribbean societies to reimagine their constitutional futures.

## Looking Ahead

As the movement enters its next phase, CCHR remains committed to working with partners across the region to translate advocacy into legislative transformation. The journey toward constitutional justice continues—rooted in our belief that no law, however old, should stand above the fundamental rights of our people.

# 6. ADVOCACY, POLICY & STRATEGIC PARTNERSHIPS

## Overview and Strategic Focus

In 2025, the Caribbean Centre for Human Rights advanced its advocacy agenda through strategic policy engagement, coalition building, and regional partnerships. Grounded in the belief that sustainable human-rights protection requires both legal reform and public mobilisation, CCHR's advocacy work this year focused on amplifying community voices, strengthening alliances with civil-society and international partners, and influencing key policy discussions across the Caribbean. Through campaigns, regional forums, and United Nations platforms, CCHR reaffirmed its leadership as a trusted human-rights voice and convener. The organisation's advocacy priorities – equality, nondiscrimination, and justice for the most marginalised – guided every initiative, from national dialogues to global engagements.

## National and Regional Advocacy Milestones

CCHR continued to champion rights-based reform at the national and regional levels, consolidating progress across multiple fronts:

- **Decriminalisation and Equality Reform:**

The Centre maintained active advocacy around the repeal of outdated colonial laws that perpetuate discrimination. Public statements, digital campaigns, and collaborative events – including the “Human Rights Body Expands Role to Oppose Colonial Laws” release – brought renewed visibility to the Savings Law Clause agenda and its regional constitutional implications.

- **Public Education and Legislative Engagement:**

CCHR provided expert input in national consultations with civil-society and state actors on human rights, equality, and gender-based violence. It contributed to public dialogues with institutions such as the Equal Opportunity Commission (EOC) and Ministry of National Security, advocating for stronger victim-centred procedures in refugee, detention, and domestic-violence cases.

- **Policy Dialogue and Research Dissemination:**

The organisation actively participated in regional policy meetings – including CARICOM and OHCHR consultations on “Rethinking Human Rights in the Caribbean” – to promote inclusive governance, constitutional reform, and the integration of human-rights frameworks into national development plans

- **Community Advocacy and Outreach Integration:**

Through the Human Rights Support Hub and other outreach initiatives, advocacy and service delivery intersected to ensure that grassroots experiences informed national policy messages. These dual efforts bridged the gap between community realities and legislative reform, making CCHR's advocacy truly evidence-based.

# Joint Campaigns Against Discrimination and the Criminalisation of Poverty

CCHR joined forces with civil-society organisations and academic institutions to challenge discriminatory laws and practices that disproportionately affect the poor, women, refugees, and marginalised communities.

- **Savings Law Clause Advocacy Campaign :**

Under the leadership of M.J. Marsden, CCHR and its partners — including CAISO: Sex and Gender Justice and the Open Society Foundations (OSF) — spearheaded multimedia campaigns, book launches, and media discussions calling for constitutional reform to end the persistence of colonial-era savings law provisions. These efforts fostered public understanding of the legal barriers to equality and mobilised regional networks for reform.

- **Gender and Social Justice Partnerships:**

participated in WINAD's "Protect the Future" campaign, strengthening regional collaboration on arms control and community safety. It also supported the CAISO Gender and Sexuality Workshop – "Creating an Equal Workplace", promoting workplace inclusivity and non-discrimination

- **Criminalisation of Poverty:**

Through advocacy and public education, CCHR highlighted how outdated offences — including loitering and vagrancy laws — entrench poverty and marginalisation. The Centre contributed to national discussions advocating for their repeal and for investment in social-justice-based alternatives.

These campaigns demonstrated CCHR's growing influence as a civil-society coalition leader, uniting legal reform and public empathy under a single banner of dignity and equality.

# Participation in Regional Human Rights Forums and UN Events

CCHR's engagement in multilateral spaces advanced Caribbean representation in global human-rights discourse.

- **UN and Regional Engagement :**

Representatives of CCHR contributed to the UN Country Analysis Focus Group on Refugees and Migrants, ensuring that the lived experiences of displaced populations informed UN development frameworks. The Centre also participated in the Latin American Forum hosted by the UWI Institute of International Relations, contributing to regional dialogue on democracy, migration, and human rights.

- **Academic and Public Platforms:**

CCHR delivered presentations and research papers at the International Conference on Migrant and Refugee Issues (UWI), sharing insights from its litigation and refugee-protection work. Guest lectures and joint workshops with the University of the West Indies further amplified CCHR's role in cultivating the next generation of human-rights advocates.

- **Civil-Society Collaboration and Diplomatic Engagement:**

CCHR held bilateral meetings with the Mexican and Canadian Embassies to explore collaborations in refugee protection, human-rights education, and cultural exchange, deepening the organisation's international advocacy footprint.

# Strengthening Collaborations with OSF, UNHCR, and Emerging Partners

Partnerships remained at the heart of CCHR's 2025 advocacy success.

- **Open Society Foundations (OSF):**

Through continued support for the Savings Law Clause Project, OSF enabled CCHR to produce regional guidance materials, host advocacy events, and convene diverse stakeholders around constitutional reform.

- **Academic and Public Platforms:**

CCHR maintained a strong partnership with UNHCR throughout its operational transition, ensuring legal assistance continuity for refugees and asylum seekers. Joint capacity-building sessions for police and immigration officers enhanced national understanding of protection obligations.

- **Emerging Parties**

CCHR expanded collaboration with new allies in media, academia, and private-sector philanthropy. Partnerships with organisations like The Willow Foundation, La Casita, and Voice of Change Media Initiative enhanced storytelling, visibility, and outreach to younger audiences.

These alliances reinforced CCHR's multidisciplinary advocacy model — one that combines law, communication, and compassion to advance justice at every level.

## Impact and Outlook

CCHR's advocacy, policy, and partnership work in 2025 solidified its role as a catalyst for rights-based reform across the Caribbean. By linking legal expertise with public mobilisation, the organisation shaped national discourse, built coalitions for change, and positioned itself as a leading civil-society partner to governments, regional institutions, and international agencies.

As 2026 approaches, CCHR will focus on consolidating its advocacy networks, deepening engagement with CARICOM and UN systems, and expanding regional collaboration on equality, migration, and access to justice. These collective efforts will continue to move the region closer to a shared vision — one in which dignity, equity, and human rights are not aspirations but guarantees for all.

# 7. MONITORING, EVALUATION & LEARNING (MEL)

## Overview and Strategic Focus

In 2025, the Caribbean Centre for Human Rights (CCHR) strengthened its culture of evidence-based programming through enhanced Monitoring, Evaluation and Learning (MEL) systems. The objective was simple yet transformative: to translate data into insight, insight into action, and action into deeper human-rights impact. Across all four pillars – Outreach & Awareness, Litigation & Legal Reform, Refugee Support & Protection, and the Savings Law Clause Project – CCHR integrated new tools and feedback loops to measure progress, assess quality, and learn directly from the communities it serves. The MEL framework guided programme teams to link activities to tangible outcomes: increased access to justice, stronger institutional accountability, and improved protection for vulnerable populations.

## Tracking Our Impact

CCHR applied both quantitative and qualitative indicators to monitor its 2025 performance:

- **Outreach & Awareness:** 27 community engagements reaching 821 people (82 percent of annual target), with genderbalanced participation and data disaggregated by age and location.
- **Litigation & Legal Reform:** More than 17 court appearances and 350 legal consultations tracked through digital case management logs, enabling real-time follow-up and documentation of outcomes.
- **Refugee Support & Protection:** 367 clients provided legal aid and representation (67 percent implementation rate). Casetracking allowed CCHR to monitor resolution time and referral efficiency.
- **Advocacy & Partnerships:** Twelve public-education or policy events logged, including regional forums, academic conferences, and coalition campaigns, each assessed for reach and engagement quality.



*The image captures CCHR members enthusiastically greeting each other.*

CCHR's central database now consolidates these indicators, allowing programme managers to produce quarterly dashboards for internal review and donor reporting.

## Feedback and Learning from Communities

Learning from people — not only about them — remained a cornerstone of MEL in 2025. CCHR collected structured feedback through post-service surveys, outreach forms, and focus groups. Common themes included gratitude for respectful treatment, clarity of legal explanations, and requests for continued communication after case closure.

*“They make you feel comfortable; they explain and answer all the questions you want to know.”*  
*“I felt my story was heard and understood — I know that I am not alone.”*

Such feedback was coded and analysed to inform service improvements, resulting in:

- Clearer client-information materials in English and Spanish.
- Dedicated follow-up calls after protection-order hearings.
- Simplified intake forms to reduce waiting time at outreach clinics.

These community insights directly shaped operational changes, ensuring that monitoring leads to tangible service enhancement.

## Internal Evaluation and Capacity Building

CCHR invested in staff training to embed MEL principles across departments:

- Introduced a standardised results framework aligning indicators across projects.
- Conducted two staff workshops on outcome mapping, data ethics, and gender-sensitive evaluation.
- Integrated MEL responsibilities into job descriptions for project officers and interns, ensuring continuity of data collection.
- Collaborated with external partners, including UNHCR and OSF, to harmonise reporting standards and share lessons on rights-based measurement.

These improvements enhanced CCHR’s analytical capacity and supported evidence-driven decision making for 2026 planning.

## Using Data to Strengthen Programmes

Findings from monitoring informed several programmatic shifts:

- Outreach locations were re-prioritised toward communities with higher unmet legal-aid demand.
- Litigation data highlighted recurring issues in detention and FOIA compliance, guiding new strategic-case selection.
- Refugee-support statistics revealed rising gender-based-violence referrals, prompting additional training for case officers.
- Digital-engagement analytics shaped content strategy, increasing reach among youth audiences by over 25 percent.

These feedback loops demonstrated how real-time data can improve both effectiveness and equity.

## Learning Highlights and Next Steps

### Key lessons from 2025:

- Integration works. When MEL is built into daily operations, staff engagement and accountability increase.
- Client voice matters. Continuous listening strengthens trust and programme relevance.
- Partnerships amplify learning. Shared evaluation frameworks with donors and regional allies create consistent standards for human-rights measurement.

### Priorities for 2026:

- Launch an organisation-wide Impact Dashboard visualising progress across pillars.
- Conduct a mid-term external review of the Savings Law Clause Project to assess advocacy outcomes.
- Develop a participatory learning initiative involving community partners and former clients as peer reviewers.

## Impact and Outlook

CCHR's commitment to rigorous monitoring and reflective learning ensured that its 2025 achievements were not only counted but understood. By institutionalising MEL, the Centre now possesses the tools to demonstrate accountability, prove effectiveness, and, most importantly, keep improving. As CCHR moves into 2026, its work will continue to be guided by evidence, empathy, and the conviction that learning is itself a form of justice.

# 8. ORGANISATIONAL GROWTH AND GOVERNANCE

## Building Structure. Strength, and Sustainability

2025 marked a defining year in the organisational evolution of the Caribbean Centre for Human Rights (CCHR). We transitioned from a project-aligned structure to a functionally aligned organisation – one where every team member now represents the overall interests and mission of CCHR, rather than individual programmes. This shift has enhanced coordination, accountability, and efficiency across all functions positioning the Centre for sustained growth and deeper impact.

## Tracking Our Impact

Our expanded organisational structure reflects a stronger, more resilient team built to deliver excellence.

Key milestones included:

- Appointment of a dedicated Legal Officer for Strategic Litigation, Mr. Sheldon Sookram, whose addition strengthened our litigation capacity at the senior management level. His experience in constitutional and human rights law has significantly enhanced our ability to advance complex, high-impact legal actions across the region
- Expansion of programme management leadership through the recruitment of Ms. Alicia Juliette Aquing, whose extensive background with UNHCR, UNIDO, and EMA has brought expertise in project management, partnership development, and sustainability planning. Alicia's strategic approach to cross-sector collaboration has made her a tremendous asset to CCHR's growth and donor engagement
- The introduction of a team of four summer legal interns, providing critical support to our legal research, refugee assistance, and outreach functions, while fostering the next generation of human rights advocates.
- A dedicated volunteer network of 17 individuals, offering interpretation, administrative, and outreach support across all programmes – reflecting community ownership and growing engagement with CCHR's mission.

## Strengthening Internal Systems for Accountability

CCHR invested in strengthening its internal systems and processes to ensure transparency, efficiency, and compliance.

The shift to functional alignment allowed us to:

- Implement clearer reporting and oversight structures across litigation, refugee support, communications, and administration.
- Streamline coordination between programme management and finance, ensuring realtime tracking of deliverables, budgets, and impact metrics.
- Introduce a monitoring and evaluation framework that integrates programmatic results with organisational learning, enhancing accountability to donors and stakeholders.

This internal evolution has not only improved how we work but has deepened our culture of responsibility and shared ownership.

## Volunteer Engagement and Leadership Development

Our volunteer base grew significantly in 2025, with new recruits supporting interpretation for refugees, administrative coordination, and public engagement. CCHR has placed deliberate emphasis on leadership development, mentoring interns and volunteers to take on progressively responsible roles. These individuals now form part of a growing network of human rights advocates across the Caribbean — an essential part of our long-term sustainability and community empowerment strategy.

## Governance Practices and Board Highlights

CCHR's Board of Directors continued to provide strategic oversight and direction, ensuring strong governance and alignment with our mission.

In 2025, the Board:

- Guided the organisation through its structural transition to functional alignment.
- Supported strategic recruitment and the development of leadership roles within the management team.
- Advanced initiatives to diversify partnerships and strengthen donor relations.
- Reinforced ethical and accountability standards consistent with international best practice.

This strong governance foundation ensures that CCHR remains not only effective but also credible and sustainable — a trusted voice for human rights in the Caribbean.

# Board of Directors and Advisors

**Caribbean Centre for Human Rights – 2025**  
**Defending Rights. Changing Lives**

## OUR GOVERNANCE COMMITMENT

The Caribbean Centre for Human Rights is guided by a committed Board of Directors and Advisors who provide strategic leadership, sound governance, and unwavering dedication to human rights. We are deeply grateful for their voluntary service, insight, and advocacy throughout 2025.

### DIANA MAHABIR-WYATT

**Human Rights Advocate | Social Justice Pioneer**

Diana is a leading voice for vulnerable populations in Trinidad and Tobago. She was instrumental in founding:

- The Shelter for Battered Women and Children
- Coalition Against Domestic Violence

A former Independent Senator, she also served as CEO of the Employers' Consultative Association and was a founding member of the National Insurance Board. Diana currently heads Personnel Management Services Ltd.

### DR. CAROLYN GOMES, O.J

**Physician | International Human Rights Leader**

Co-founder of Jamaicans for Justice (JFJ) and former Executive Director, Dr Gomes has a powerful legacy in advocacy for marginalised communities.

From 2014–2018, she led the Caribbean Vulnerable Communities Coalition (CVC).

Awards & Honours:

- United Nations Prize in the Field of Human Rights (2008)
- Order of Jamaica (2009)

Currently:

- Co-Chair, Caribbean Centre for Human Rights
- Board Member, Developing Country NGO Delegation to the Global Fund

## **DR. TIMOTHY AFFONSO**

**Legal Scholar | Lecturer | Policy Contributor**

A lecturer at the University of the West Indies, Faculty of Law (St Augustine Campus), Dr Affonso's academic work focuses on human rights law and Caribbean legal reform.

## **RAJIV PERSAD**

**Senior Counsel | Legal Educator | Human Rights Litigator**

Head of Allum Chambers, Rajiv is a leading legal practitioner in constitutional law, criminal defence, and human rights.

Judicial and leadership roles include:

- High Court Judge (T&T, Grenada, BVI)
- Vice President, Law Association
- Deputy Chairman, Integrity Commission
- Lecturer, Hugh Wooding Law School

Notable: Challenged the mandatory death penalty in regional courts; contributed to Taylor on Appeals

## **RIA MOHAMMED DAVIDSON**

**Legal Professional | Advocate for Legal Equity**

Ria is a human rights lawyer who has contributed to multiple Caribbean-wide efforts promoting social justice, legal equity, and inclusive legal reform.

## **KAMILAH MORAIN**

**Communications Strategist | Public Health Advocate**

With a background in strategic communications, Kamilah has worked across the Caribbean on initiatives related to:

- Public Health
- Community Engagement
- Inclusive Public Policy Development

## **DR. CATHERINE ALI**

**Medical Doctor | Health Policy Advocate**

Dr Ali brings expertise in public health and medical ethics, with a particular focus on the rights of marginalised communities and human rights in healthcare delivery.

## Our Evolving Structure

CCHR's current functionally aligned organisational model now integrates all operational, legal, and advocacy units under a unified framework, promoting collaboration and efficiency.

Core functional areas include:

- Executive Leadership & Administration
- Strategic Litigation & Legal Advocacy
- Refugee Support & Protection
- Programme Management & Partnerships
- Outreach, Communications & Research
- Monitoring, Evaluation & Learning
- Finance & Compliance

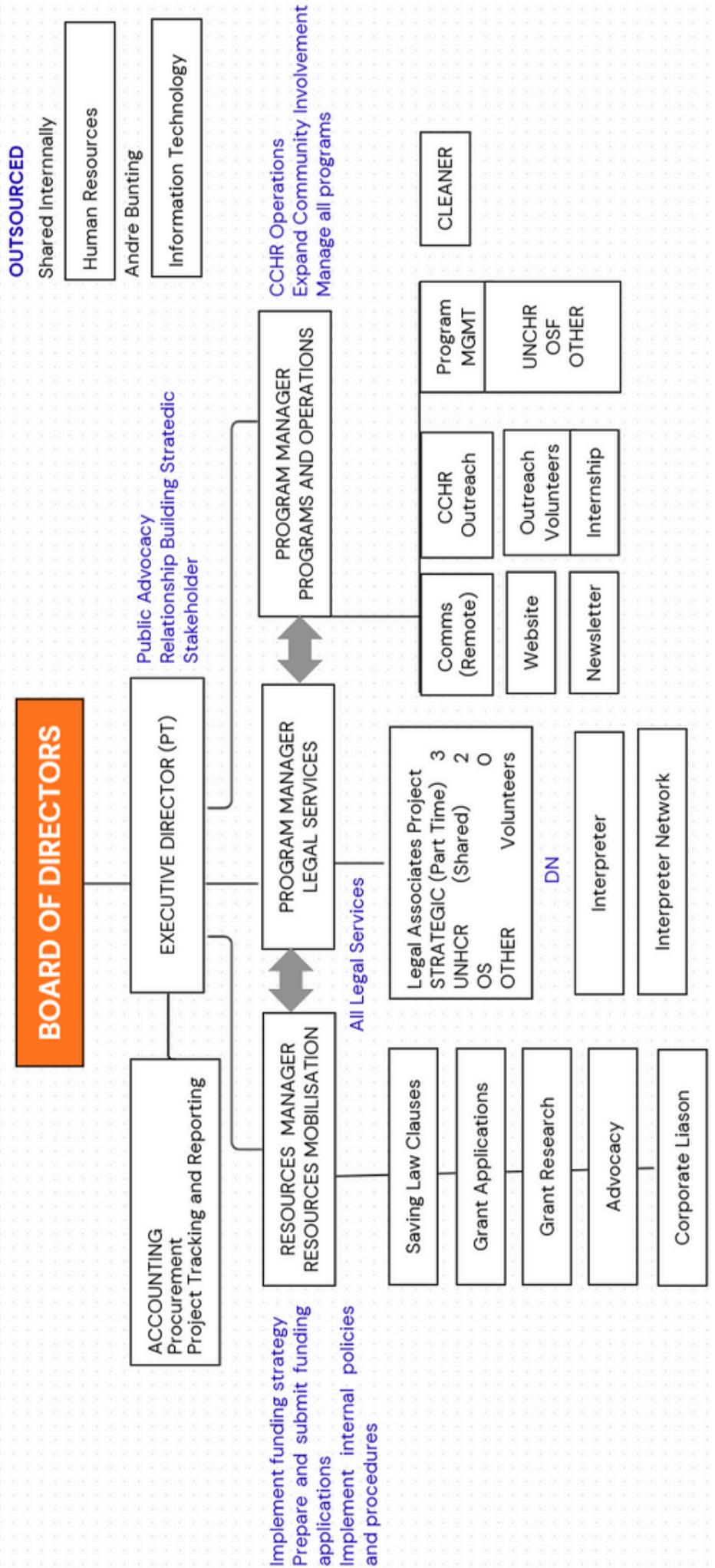
This structure allows CCHR to operate as one cohesive body – agile, accountable, and aligned with its strategic vision of advancing Human Rights for All across the region.



*The image on the left shows our dedicated CCHR members at one of our events.*

## CCHR Organisation Structure by Function

8/27/2025

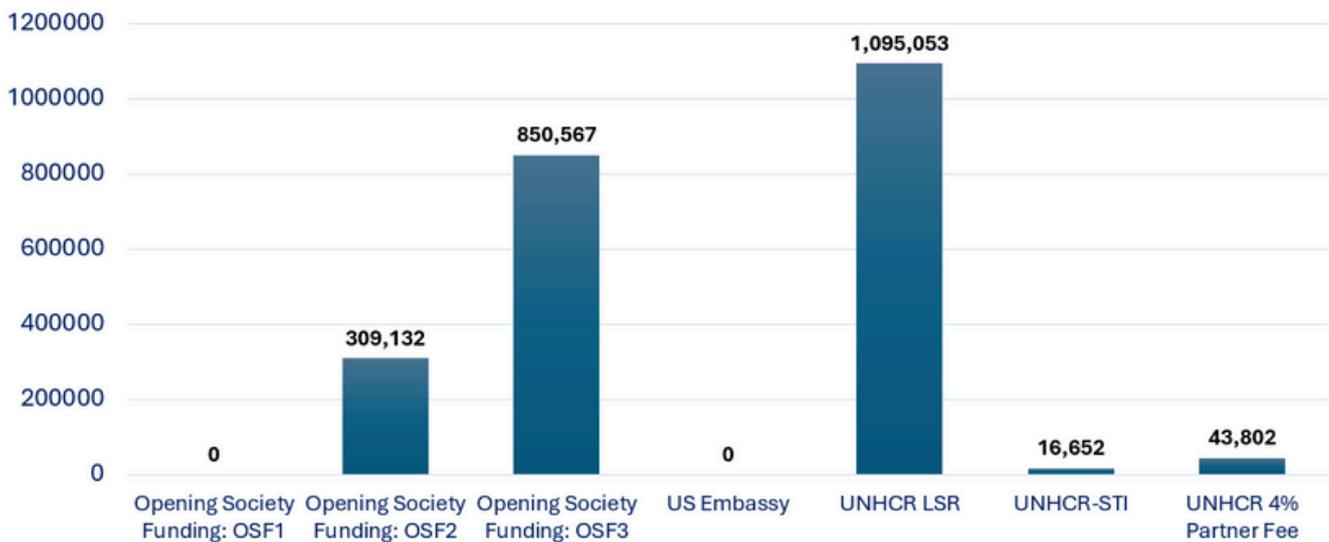


# 9. FINANCIAL SUMMARY 2025

## Executive Director's Financial Overview

During the financial year ended December 31, 2025, the Caribbean Centre for Human Rights' financial performance continued to reflect our project-based, donor-funded operating model. The majority of our income is received through grants that are restricted by donors to specific purposes and defined implementation periods of 12, 24, or 36 months. As a result, annual expenditure levels fluctuate depending on the timing of fund disbursements and the implementation schedules of approved projects, rather than representing unrestricted operational spending. In 2025, financial activity was primarily driven by three major donor-funded initiatives: UNHCR support for legal assistance to refugees and asylum seekers, Open Society Foundations (OSF) funding for litigation support on behalf of marginalised persons, and OSF support for the Savings Law Clauses Change Now project. Expenditure during the year was therefore largely aligned with the delivery milestones of these projects, ensuring compliance with donor requirements while advancing CCHR's strategic mandate in human rights advocacy, legal protection, and systemic reform

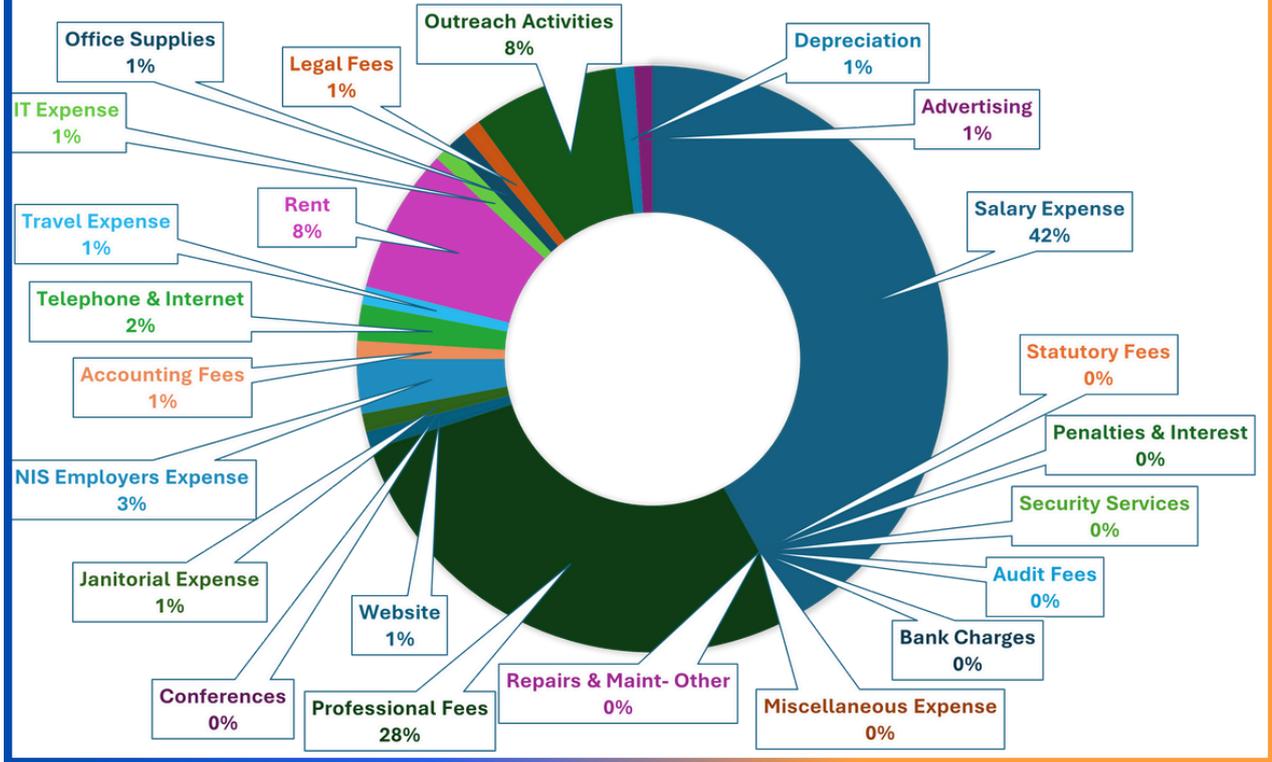
### CCHR FUNDING SOURCE 2025



This graph illustrates CCHR's funding sources for FY2025. UNHCR LSR provided the majority of funding at TTD 1,095,053, complemented by OSF3 (TTD 850,567) and OSF2 (309,132), UNHCR 4% Fees (TTD 43,802), and UNHCR-STI (TTD 16,652). CCHR's financial sustainability remained predominantly anchored in UNHCR support.

During the fiscal year 2025, CCHR total grant income was primarily driven by UNHCR and Opening Society funding. The largest contribution came from UNHCR LSR (1,095,053), followed by Opening Society Funding OSF3 (850,567) and OSF2 (309,132). Additional smaller contributions were received from UNHCR 4% Partner Fees (43,802) and UNHCR-STI (16,652). No income was recorded from the US Embassy in 2025.

## CCHR ANNUAL EXPENSE 2025



This pie chart represents the proportional distribution of CCHR's expenses for FY2025. Salary Expenses dominated at 42%, followed by Rent and Outreach Activities at (8%), NIS Employers Expenses (3%), Accounting & Audit fees at (5%) and Telephone and Internet (2%). This distribution reflects the organisation's investment in qualified staff and secure operational facilities.

CCHR expenditure profile reflects a strong emphasis on human resources and professional service delivery, while maintaining prudent control over administrative and overhead costs. Salary Expense represents the largest component of total expenditure at 42%, underscoring the organization's people-centered operating model and its reliance on skilled personnel to deliver programs and services. The second-largest cost category is Professional Fees, accounting for 28% of total expenses. This indicates continued engagement of external experts and professional service providers to support specialized operational, technical, and compliance requirements. Outreach Activities and Rent each account for 8% of total expenditure, reflecting sustained investment in stakeholder engagement initiatives and the provision of appropriate office infrastructure to support operations. Statutory and employment-related costs, including NIS Employers Expense (3%), as well as essential utilities such as Telephone and Internet (2%), represent a modest portion of overall spending.

Other routine operational expenses—such as Office Supplies, IT Expense, Travel Expense, Accounting Fees, Legal Fees, Janitorial Expense, Website costs, Advertising, and Depreciation—each constitute 1% or less, demonstrating effective cost management across administrative functions. Several expense categories recorded no expenditure during the year, including Statutory Fees, Penalties and Interest, Security Services, Audit Fees, Bank Charges, Conferences, Repairs and Maintenance (Other), and Miscellaneous Expenses, indicating either the absence of related activities or successful cost containment in these areas.

Overall, the expenditure distribution highlights a disciplined financial approach, prioritizing personnel and professional support while minimizing non-essential and overhead costs, in alignment with the organization's operational and strategic objectives.

# 10. RECOGNISING OUR PARTNERS & DONORS

The year 2025 has been one of the most critical in CCHR's history — a period defined by uncertainty, resilience, and renewed purpose. Our achievements this year would not have been possible without the steadfast commitment of our partners and donors, whose support has guided us through change and strengthened our resolve to serve the Caribbean region.

## United Nations High Commissioner for Refugees (UNHCR).



*The image above show one of dedicated team member from United Nations High Commissioner for Refugees (UNHCR) performing her duties at an event.*

We began the year in the wake of the now-historic January 20th announcement by President Trump to suspend all foreign aid pending a comprehensive review of international funding. The decision sent shock waves throughout the global development community, with far-reaching implications for countless organisations — including our long-standing partner, the United Nations High Commissioner for Refugees (UNHCR). For CCHR, this challenge became a catalyst for transformation. It drove us to become more efficient, to share resources and expertise, and to build even stronger synergies with our partners. What emerged was a deeper, more strategic collaboration — one defined by mutual trust and a shared commitment to protecting the most vulnerable. Our partnership with UNHCR remains the cornerstone of our humanitarian work and a pillar of hope for refugees and asylum seekers across the Caribbean. The trials of 2025 only reinforced our admiration and respect for the extraordinary courage of UNHCR and its team. We are honoured to stand beside them as we expand our regional presence and enhance our relevance and impact heading into 2026.

# 10. RECOGNISING OUR PARTNERS & DONORS

## Open Society Foundations (OSF)

The Open Society Foundations (OSF) also reaffirmed their belief in our mission this year, reigniting our strategic litigation and Savings Law Clause projects after a period of limited activity. This renewed support enabled us to deliver the landmark publication *Breaking the Chains* – a work now regarded as a Caribbean legacy document. The publication has opened new pathways for reform and underscored the urgent need to confront colonial-era legal barriers that continue to restrict fundamental rights. Our litigation portfolio has since expanded to include cases addressing violations of the rights of women, children, employees, and prisoners – reflecting CCHR’s growing influence in advancing justice and equality across the region.

We also extend our heartfelt appreciation to The University of the West Indies (UWI), whose students and legal support teams – guided by Dr. Timothy Affonso – have been invaluable to our work. Their academic rigour and commitment have enriched our programmes and demonstrated the power of partnership between academia and advocacy. To our partners, donors, and supporters – we salute you. Your faith in CCHR’s mission has carried us through a year of challenge and change, and together we have emerged stronger, more unified, and better prepared to continue defending rights and changing lives across the Caribbean.

# 11. LOOKING AHEAD: 2026 AND BEYOND

As we look to 2026 and beyond, CCHR stands at a pivotal moment in its evolution. The lessons and partnerships of 2025 have strengthened our foundations and clarified our focus for the years ahead.

Guided by our mission and informed by experience, we will continue to pursue innovation, regional collaboration, and the advancement of human rights for all.

## Strategic Priorities and Programme Expansion

Our strategic priorities for 2026 build on the momentum of 2025 — expanding our work in advocacy, research, and litigation while deepening our engagement with communities across the Caribbean. We will strengthen our partnerships with UNHCR, OSF, and the University of the West Indies, while forging new alliances that support evidence-based policy, access to justice, and sustainable regional development.

## Innovation and Digital Advocacy

As the world continues to evolve digitally, so too must our advocacy. CCHR will invest in new tools and technologies to amplify our message, reach wider audiences, and engage younger generations. Our telelegal initiative will be central to this transformation, extending legal assistance and advice to marginalised and remote communities that have historically been excluded from access to justice. Digital storytelling, data-driven campaigns, and virtual legal resources will ensure that our call for equality remains both visible and accessible.

## Regional Research & the CCHR Human Rights Index

In 2026, we will deepen our research on migration patterns across the Caribbean, highlighting both the challenges and resilience of displaced populations. This work will underpin the launch of the CCHR Human Rights Index for the Caribbean — a pioneering tool designed to benchmark progress and guide international bodies, governments, and civil society in evaluating regional human rights advancements. The Index will serve as a living measure of our collective success in upholding dignity, equality, and justice.

## Corporate Alliances and Sustainability

Our growing network of corporate alliances will play a key role in ensuring the long-term sustainability of our work. By aligning the private sector with our advocacy goals, we are building a framework that allows the initiatives started in 2006 to thrive well beyond individual grants. These partnerships demonstrate how shared values and social responsibility can drive meaningful, lasting impact.

## Regional Focus: Our Unique Strength

CCHR's continued regional focus remains our defining strength. By tailoring our advocacy, research, and outreach to the specific realities of the Caribbean, we maintain a voice that is both authentic and essential. This focus makes CCHR not only unique to the region but invaluable — a trusted partner and thought leader in the pursuit of human rights for all.



The image above shows the CCHR'S Team members.

# 12. APPENDICE

## APPENDIX 1:

Consolidated Financial Report for the Period ending in December 31st, 2025



# CARIBBEAN CENTRE FOR HUMAN RIGHTS

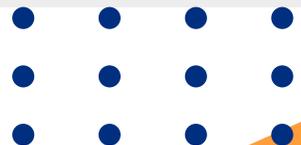
Plaza de Montrose, 42-49 Montrose Main Road,  
Chaguanas, Trinidad & Tobago, W.I.

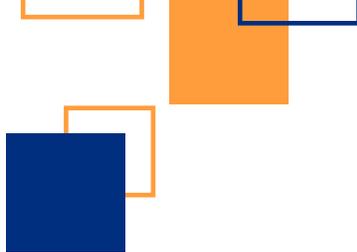
Tel: (868) 230-7482 / Whatsapp: (868) 432-0915

## FINANCIAL REPORT FOR THE FINANCIAL YEAR ENDING DECEMBER 31<sup>ST</sup>, 2025

Prepared For:

MAUSICA CAZOE-HUGGINS, MIB, BSC  
MANAGER – FINANCE & HUMAN RESOURCE





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Statement of Changes in Net Assets

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Notes to the Financial Statements

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# Caribbean Centre For Human Rights

## Statement of Financial Position

As at 31 December 2025

		2025	2024
	<u>NOTE</u>	<u>TT\$</u>	<u>TT\$</u>
<b>ASSETS</b>			
<b>Non-Current Assets</b>			
Equipment		3,460	4,215
Office Refurbishment		53,610	57,150
Computer		3,794	1,333
Cellulars		2,800	5,600
<b>Total Non Current Assets</b>	<b>4</b>	<b>63,664</b>	<b>68,298</b>
<b>Current Assets</b>			
Account Receivables	5	10,000	27,701
Rent Security Deposit	6	12,000	12,000
Cash and Bank	7	545,022	1,686,590
<b>Total Current Assets</b>		<b>567,022</b>	<b>1,726,291</b>
<b>TOTAL ASSETS</b>		<b>630,686</b>	<b>1,794,589</b>
<b>NET ASSETS AND LIABILITIES</b>			
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Accounts Payables and Accruals	8	8,921	23,938
Other Current Liabilities	9	492,555	1,657,520
Deferred Grant Income	10	51,645	68,298
<b>Total Non Current Assets</b>		<b>553,121</b>	<b>1,749,756</b>
<b>Net Assets</b>			
Retained Earnings		77,565	44,833
<b>Total Net Assets</b>		<b>77,565</b>	<b>44,883</b>
<b>Total Liabilities</b>			
<b>Total Equity and Liabilities</b>		<b>630,686</b>	<b>1,794,589</b>

The notes on pages 7 to 13 form an integral part of these financial statements.

**Caribbean Centre For Human Rights**  
**Statement of Comprehensive Income**  
**For the Year ended 31 December 2025**

		<b>2025</b>	<b>2024</b>
	<u>NOTE</u>	<u>TT\$</u>	<u>TT\$</u>
<b>INCOME</b>			
Grant Income	11	2,271,404	1,512,596
Admin Income: UNHCR 4% Partner Fees		43,802	49,703
Public Donations		980	-
Other Income		10,000	-
Loss (Gain) on Forex		-	1,932
<b>Total Income</b>		<b>2,326,186</b>	<b>1,564,231</b>
<b>EXPENSES</b>			
Salary Expense		963,415	890,885
NIS Employer Expense		77,343	71,485
Travel Expense		28,277	9,010
Accounting Fees		8,138	80,318
Audit Fees		-	(10,000)
Statutory Fees		3,544	245
IT Expense		22,280	10,281
Telephone & Internet		44,796	42,356
Janitorial Expense		23,339	22,700
Rent		192,774	144,000
Penalties and Interest		-	9,164
Office Supplies		15,097	5,326
Legal Fees		26,190	-
Bank Charges		906	1,599
Professional Fees		649,387	93,075
Depreciation		12,362	10,571
Conference		-	33,106
Outreach Activities		171,718	14,882
Advertising		18,629	410
Repairs and Maint-Other		1,083	6,640
Security Services		-	73,125
Miscellaneous Expense		5,279	20,425
Website		28,898	-
<b>Total Expenses</b>	<b>12</b>	<b>2,293,455</b>	<b>1,529,603</b>
<b>Net Income</b>		<b>32,731</b>	<b>34,627</b>

The notes on pages 7 to 13 form an integral part of these financial statements.

Caribbean Centre For Human Rights  
Statement of Change in Net Assets  
For the Year ended 31 December 2025

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	Capital Reserve TT\$	Retained Earnings TT\$	Total \$
<b>Balance at 1<sup>st</sup> January 2024</b>	5,778	39,055	44,833
Net Surplus for the Year 2025	-	32,731	32,731
<b>Total</b>	<b>5,778</b>	<b>71,786</b>	<b>77,564</b>

**Caribbean Centre For Human Rights**  
**Statement of Change of Cashflow**  
**For the Year ended 31 December 2025**

	2025	2024
	<u>TT\$</u>	<u>TT\$</u>
<b>Cash Flows from Operating Activities:</b>		
Net Income for the year	32,731	34,627
<u>Add (deduct) items not involving cash:</u>		
Depreciation of non-current assets	12,362	10,571
<b>Changes in:</b>		
Account Receivables	17,701	(27,701)
Payables	(15,017)	(53,202)
Other Liabilities	(1,164,965)	264,129
<b>Cash (used In) Provided By Operating Activities</b>	<u>(1,117,187)</u>	<u>228,424</u>
<b>Cash Used in Investing Activities:</b>		
Purchase of property, plant, equipment'	(7,728)	-
<b>Cash Used in Investing Activities</b>	<u>(7,728)</u>	<u>-</u>
<b>Cash Flow Provided by Financing Activities:</b>		
Capital Injected	-	-
Deferred Grant Income	(16,652)	(10,571)
<b>Cash Flow provided by Financing Activities</b>	<u>(16,652)</u>	<u>(10,571)</u>
<b>Net Increase (Decrease) in Cash and Cash Equivalents</b>	<u>(1,141,568)</u>	<u>217,853</u>
Cash and Cash Equivalents at Beginning of Year	1,686,590	1,468,737
<b>Cash and Cash Equivalents at End of Year</b>	<u>545,022</u>	<u>1,686,590</u>
<b><u>Cash and Cash Equivalents Represented by:</u></b>		
FCB Checking Account	-	1,615,668
CIBC Caribbean Bank (T&T) Limited	1,175	67,583
Petty Cash	975	1,427
Petty Cash: UNHCR	545,872	1,912
	<u>545,022</u>	<u>1,686,590</u>

## **1. Incorporation and principal activity**

The Caribbean Centre For Human Rights (“CCHR”) was incorporated in the year 2007, as a nonprofit organization in the Republic of Trinidad and Tobago, under the Companies Act 1995. CCHR provides human rights education and awareness through public campaigns, policy recommendations, legal advocacy, training and strategic partnerships. CCHR also monitors human rights issues and advocates with government stakeholders for the human rights of refugees and migrants in Trinidad and Tobago and across the Caribbean.

## **2. Summary of significant accounting policies Basic of preparation**

The financial statements of CCHR have been prepared in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities (“IFRS for SMEs”). They have been prepared under the historical cost convention. The preparation of financial statements in conformity with the IFRS for SMEs requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying CCHR’s accounting policies. Areas involving a higher degree of judgement of complexity, or areas where assumptions and estimations are significant to the financial statements are disclosed in note 3.

### a) Cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, and other short-term highly liquid investments with original maturities of three months or less at the time of purchase, which are subject to an insignificant risk of changes in value.

### b) Revenue recognition

Income is recognized by CCHR when it is probable that the economic benefits associated with the transaction will flow to the entity.

### c) Impairment of tangible assets

At the end of each reporting period, the entity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognized immediately in the statement of comprehensive income and accumulated fund.

#### d) Taxation

Income tax expense represents the sum of the tax currently payable and deferred tax.

##### **Current Tax**

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit as reported in the income statement because it excludes items of income that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The liability for current tax is calculated using tax rates that have enacted or substantively enacted by the end of the reporting year.

##### **Deferred tax**

Deferred tax is recognised in full, using the liability method on temporary differences between the carrying amounts of the assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences.

Deferred tax assets are generally recognised for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilised. Such deferred tax assets and liabilities are not recognised if the temporary difference arises from goodwill or from the initial recognition (other than in a business combination) of other assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit. The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realised, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period. The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the a manner in which the Company expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Company intends to settle its current tax assets and liabilities on a net basis.

#### e) Provision

Provisions are recognized when CCHR has a present obligation (legal or constructive) as a result of a past event, it is probable that CCHR will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognized as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

When some or all the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognized as an asset if it is virtually certain that reimbursement will be received, and the amount of the receivable can be measured reliably.

#### f) Comparative Information

When necessary, comparative figures are adjusted to conform with changes in presentation in the current year.

### **3. Critical judgement and the use of estimates**

The preparation of financial statements in conformity with IFRS for SMEs requires management to make critical judgments and use estimates and assumptions that affect the amounts reported in the financial statements and related notes to the financial statements. Actual results may differ from the estimates and assumptions used. Key sources of uncertainty, which requires the use of estimates include:

#### Useful lives and residual values of property and equipment

The estimates of useful lives as translated into depreciation rates are detailed in the property and equipment accounting policy. These rates and the residual lives of the assets are reviewed annually taking cognizance of the forecasted commercial and economic realities.

**Caribbean Centre For Human Rights**  
**Notes for the Financial Statements**  
**For the Year ended 31 December 2025**

**4. Non-Current Assets**

	Equipment	Office Refurbishment	Computer	Cellulars	Total	
					2025	2024
<b>Cost</b>						
<b>At Beginning of Year</b>	<b>4,969</b>	<b>63,500</b>	<b>2,000</b>	<b>8,400</b>	<b>78,869</b>	<b>78,869</b>
Additions	-	3,038	4,690	-	7,728	-
Disposals	-	-	-	-	-	-
<b>At end of Year</b>	<b>4,969</b>	<b>66,538</b>	<b>6,690</b>	<b>8,400</b>	<b>86,597</b>	<b>78,869</b>
<b>Depreciation</b>						
<b>At beginning of Year</b>	<b>755</b>	<b>6,350</b>	<b>667</b>	<b>2,800</b>	<b>10,571</b>	<b>10,571</b>
Charge for Current year	755	6,350	667	2,800	10,571	-
Additions	-	228	1,563	-	1,791	-
Disposals	-	-	-	-	-	-
<b>At end of Year</b>	<b>1,509</b>	<b>12,928</b>	<b>2,897</b>	<b>5,600</b>	<b>22,934</b>	<b>10,571</b>
<b>Net book value at end of year</b>	<b>3,460</b>	<b>53,610</b>	<b>3,794</b>	<b>2,800</b>	<b>63,664</b>	<b>68,298</b>

**5. Account Receivable**

		2025 TT\$	2024 TT\$
Funds Receivable	(2a)	10,000	15,701
Prepayments	(2b)	-	12,000
		<b>10,000</b>	<b>27,701</b>

**Caribbean Centre For Human Rights**  
**Notes for the Financial Statements**  
**For the Year ended 31 December 2025**

	<b>2025</b>	<b>2024</b>
	<b>TT\$</b>	<b>TT\$</b>
<b>6. Rent Security Deposit</b>		
Security deposit made on office rental space	12,000	12,000
	<u>12,000</u>	<u>12,000</u>
	<b>2025</b>	<b>2024</b>
	<b>TT\$</b>	<b>TT\$</b>
<b>7. Cash and Bank</b>		
FCB Checking Account	-	1,615,668
CIBC Caribbean Bank (T&T) Limited	1,175	67,583
Petty Cash	975	1,427
Petty Cash - UNHCR	542,872	1,912
	<u>545,022</u>	<u>1,686,590</u>
	<b>2025</b>	<b>2024</b>
	<b>TT\$</b>	<b>TT\$</b>
<b>8. Accounts Payable</b>		
Accrued expenses: General	7,641	4,266
Accrued expenses: UNHCR	1,279	6,015
Net Salaries payable	-	-
National Insurance payable	-	9,918
Health Surcharge payable	-	248
PAYE Payable	-	3,492
	<u>8,921</u>	<u>23,938</u>

**Caribbean Centre For Human Rights**  
**Notes for the Financial Statements**  
**For the Year ended 31 December 2025**

	<b>2025</b>	<b>2024</b>
	<b>TT\$</b>	<b>TT\$</b>
<b>9. Other Current Liabilities</b>		
Other Current Liabilities: General	-	19,068
Rent Deposit Payable	12,000	12,000
Open Society (1)-Operating Expenses	-	-
Open Society (2)-Operating Expenses SL	156,749	473,381
Open Society (3) SLCP	303,393	1,151,151
Amnesty-SF-CCHR/Womantra	3,251	908
US Embassy Funding	-	-
UNHCR-LSR-2024/2023	-	528
Deferred Income - OSF Assets	4,690	-
UNHCR-LSR-2025	10,415	-
Project Funding (Misc one off)	2,056	484
	<b>492,555</b>	<b>1,657,520</b>
<b>10. Deferred Grant Income: UNHCR-NCA-STI</b>		
	<b>2025</b>	<b>2024</b>
	<b>TT\$</b>	<b>TT\$</b>
<b>Opening Balance at beginning of the year</b>	(68,298)	(78,869)
less		
Draw down for STI for Qtr1 to Qtr 4,2025	16,652	10,571
Draw down for Acquisition of NCA	-	-
<b>Closing Balance at end of the year</b>	<b>(51,645)</b>	<b>(68,298)</b>
<b>11. Grant Income</b>		
	<b>2025</b>	<b>2024</b>
	<b>TT\$</b>	<b>TT\$</b>
Opening Society Funding: OSF1	-	(10,000)
Opening Society Funding: OSF2	309,132	31,500
Opening Society Funding: OSF3	850,567	135,381
US Embassy	-	-
UNHCR LSR	1,095,053	1,345,144
UNHCR-STI	16,652	10,571
UNHCR-4% Partner Fees	43,802	49,703
	<b>2,315,206</b>	<b>1,562,299</b>

**Caribbean Centre For Human Rights  
Notes for the Financial Statements  
For the Year ended 31 December 2025**

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**12. Total Expenses**

An analysis of the functional expenses generates the following analysis for the twelve(12) month period ending December 31,2025:

	<b>Amount</b>
<b>Salary expense</b>	<b>\$963,415</b>
This is the gross salaries salaries expensed for all project.	
<b>NIS Employer Expense</b>	<b>\$77,343</b>
This sum represents CCHR's two-thirds portion of employees' deduction being expensed	
<b>Accounting Fees</b>	<b>\$8,138</b>
This represents accounting fees provided for twelve months ending on December 31, 2025	
<b>Statutory Fees</b>	<b>\$3,544</b>
Payments made for registration of NPO, Annual Returns and Change of of Address	
<b>IT Expense</b>	<b>\$22,280</b>
This represents Annual Cost for SAGE Accounting Package, Microsoft Adobe and IT Expenses uner the OSF project	
<b>Professional Fee</b>	<b>\$649,387</b>
This represent fees paid under OSF and UNHCR Projects	
<b>Outreach Activities</b>	<b>\$75,762</b>
This represents two (2) activities under the UNHCR Project and Book Launch under OSF Project	

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**13. Contingent Liabilities**

There are no contingent liabilities as at the reporting date.

**14. Capital Commitments**

There are no capital commitments as as at the reporting date.