MINISTRY OF
EDUCATION, YOUTH, SPORTS,
AGRICULTURE & LANDS
CAYMAN ISLANDS GOVERNMENT

ANNUAL REPORT

JAN - DEC 2019

2019



Making the Lives of Those We Serve Better!

MINISTRY OF
EDUCATION, YOUTH, SPORTS,
AGRICULTURE & LANDS
CAYMAN ISLANDS GOVERNMENT

Ministry of Education, Youth, Sports, Agriculture and Lands
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Table of **Contents**

Purpose 5

Message | Minister 6

Message | Chief Officer 8

About Us 10

Our Staff 12

Management Structure 16

Statutory Authorities 18

Boards| Committees 19

Education| Ministry 20

Early Childhood Care and Education Unit 36

Scholarship Secretariat Unit 39

Youth | Ministry 54

Youth Services Unit 58

Cadet Corps 61

Sports | Ministry 64

Department of Sports 70

Sister Islands Sports 74

Agriculture | Ministry 76

Department of Agriculture 81

Lands | Ministry 85

Lands & Survey Department 87

Public Lands Commission 90

Communications 92

Information, Communications and Technology | Unit 105

Financial Highlights 107

Financial Statements 113

Purpose

Each government entity (Ministry, Portfolio & Office) is required under Section 44 of the Public Management and Finance Law (2018 Revision), to prepare an Annual Report and table in the Legislative Assembly among other things.

An annual report allows the public to assess the entity's performance, its level of transparency, and determine public confidence in its ability to manage public funds. Consequently, an annual report should include details of an entity's yearly activities; a statement reporting all executive financial transactions that the entity has administered on behalf of the Cabinet; and financial statements that compare the entity's actual performance with the performance specified in the budget documents.

This report which has been prepared by the Ministry of Education, Youth, Sports, Agriculture and Lands (the "Ministry") aims to provide a comprehensive review of its performance, achievements, and activities during the 12 months from 1 January 2019 to 31 December 2019. The financial statements included in this report comply with the Public Sector Accounting Standards and provide explanations for variances between actual and budgeted performance.



Councillor David Wight, Chief Officer Cetonya Cacho, Deputy Chief Officer Joel Francis and other MEYSAL staff on Car Free Day.



Message | **Minister**

As Minister for Education, Youth, Sports, Agriculture and Lands, I am pleased to present my Ministry's annual report highlighting its achievements during the 2019 Fiscal year.

The broad scope of this Ministry has allowed us to help build the Cayman Islands through the implementation of various systems and programmes that enrich the lives of our countrymen daily and further the development of our human capital.

The Cayman Islands is blessed with a host of committed educators whom, each day, shape the minds of our children and young people through the utilisation of carefully designed curricula which incorporates the use of relevant, age-appropriate materials, advanced technology and continuous assessment. These resources provide our children and young people with the high-quality education they deserve and also lays the foundation for a healthy society and economy.

Our youth have not only benefited from a solid education but have excelled invariably because of the availability of numerous Youth and Sports programmes.

As a Ministry, we continue to motivate our young people to strive towards excellence through consistent solution-based initiatives such as the Proud of Them Award Programme, which we have entirely

rebranded to elevate its profile and ultimately appeal to more young persons.

I will continue to advocate inexorably for the enhancement of Proud of Them and other programmes that allow us to highlight the positive achievements of our youth.

In 2019 Cayman also emerged as a viable Sports Tourism product. We welcomed athletes from around the world to our shores to compete in major tournaments in sports such as basketball, beach volleyball, swimming, soccer, tennis, marathon running, boxing, rugby and track and field. Some of our local athletes competed in some of these tournaments. This exposure allowed them the immense opportunity to compete at the utmost level in front of a home audience. I am confident that those local athletes who did not participate have also attained a sense of how to compete on the world stage.

The success of any nation not only depends on the educational and social opportunities provided to its populace but is also achieved through ensuring access to good health and nutrition security.

I am proud that through the Department of Agriculture, my Ministry, has been able to support our agricultural sector in the implementation of more modern practices to increase the quality and quantity of our agricultural yields.

As we focus on Agriculture, it is also vital that we look at the strides that we have made in the acquisition and registration of land. Whether for agricultural or residential use, land is a valuable commodity, and we will continue to put the necessary systems in place to ensure that it is appropriately allocated and readily accessible to those who need it most.

I thank you for entrusting me the opportunity to lead the capable and committed team of employees that make up this Ministry. With your continued support and God's grace, we will continue to grow from strength to strength.

_____

Hon. Juliana O'Connor-Connolly, JP, MLA

Minister for Education, Youth, Sports, Agriculture and Lands



Message | **Chief Officer**

I am pleased to present the Ministry of EYSAL's annual report for the fiscal period that ended 31 December 2019. Through this report, we hope to provide our stakeholders with information about our achievements, objectives and our financial performance during the year 2019.

I am proud that we were able to accomplish our objectives with the support of a team of dedicated, world-class, civil servants, that I have been so privileged to lead in my capacity as Chief Officer.

The broad scope of our Ministry presents it with an opportunity to cover a unique mix of subject areas and to create innovative synergies. One example of this is the imminent piloting of the 4H Clubs in the district of East End after months of planning. The introduction of this programme will serve as a useful tool to increase the involvement of our youth in agriculture.

Please allow me to highlight some more of our areas of achievement for 2019.

Education

For the first time, we were able to embark on a complete reform of our Primary School Curriculum. The new curriculum will see our educators having access to increased supplemental educational materials, technology and training opportunities. Students enrolled in our government primary schools, now have the chance to study the history of the Cayman Islands as part of the Social Studies curriculum, and to learn Spanish as a second language.

As part of our strategy to protect our most vulnerable students, we were also able to assign a dedicated Special Educational Needs Coordinator (SENCO) to all Primary Schools in Grand Cayman and a shared SENCO in Primary Schools in Cayman Brac this past year.

The Cayman Islands Public Library Service (CIPLS) has continued to offer several programmes and services to our schools and the broader communities to ensure increased literacy throughout the Cayman Islands.

Youth

The year 2019 also marked the transformation of the Proud of Them Award Initiative into a more high-profile, sophisticated affair.

Sports

Our most notable 2019 achievement was Cayman's hosting of the 47th annual CARIFTA Games. We were grateful for the privilege to host such a momentous sporting event once again and were equally marvelled by the efforts of the 52 athletes who represented this great nation.

Agriculture

In 2019, we made the first steps towards the development of comprehensive legislation to control the use, storage and transportation of pesticides. Additionally legislative work has begun on revising the Animals Law and the Plants Law. In addition the Ministry is in the process of revising the draft National Food Nutrition and Security Policy which would be supported by programmes developed to improve and increase food production and quality. Also notable, was the continued success of the Department of Agriculture's National Fruit Fly monitoring and control programme and the significant strides that were made in upgrading and improving the DoA's Animal Welfare and Control service.

Lands

I am happy to report that the more than 200 persons who subscribe for online mapping and data services from the Land & Surveys Department now have their license renewed through a new online process to derive greater speed and efficiency.

Additionally, Lands & Surveys has entered an agreement with the UK Hydrographic Office wherein the LSD will provide marine data to the UK for access by all shipping entering Cayman waters.

Conclusion

These are only a few of the Ministry's numerous achievements during 2019. I hope that you expend the time to peruse the remaining pages of this report to discover more about our successes.

In closing, I wish to thank all the members of the Ministry team including all the staff in each department, unit and school for working diligently and painstakingly each day to deliver projects that will enrich the lives of Caymanians for many years to come. I look forward to your continued support as we serve the people of the Cayman Islands and to make their lives better.

_____

Ms Cetonya Cacho

Chief Officer | Ministry of Education, Youth, Sports, Agriculture and Lands

ABOUT US

The Ministry of Education, Youth, Sports, Agriculture & Lands (MEYSAL) is responsible for providing strategic and policy direction, advice, funding and governance support to its Departments/Sections. It also enables the people of the Cayman Islands to become productive and valued members of society through the delivery of a range of public programmes; all of which allow the Minister to realise the strategic goals for each area of ministerial responsibility.

Departments and Sections that fall under the Ministry:

- Department of Education Services (DES)
- Early Childhood Care and Education Unit (ECCE)
- Scholarship Secretariat Unit
- Cayman Islands Public Library Service (CIPLS)
- Sunrise Adult Training Centre (SRC)
- Youth Services Unit (YSU)
- Cayman Islands Cadet Corps (CICC)
- Department of Sports (DOS)
- Sister Islands Sports (SIS)
- Department of Agriculture (DoA)
- Land and Surveys Department (LSD)

Authorities, Boards and Committees under the Ministry:

- Caribbean Examinations Council National Committee
- The University College of the Cayman Islands (UCCI)
- Education Council
- Public Libraries Management Committee
- National Sports Council
- National Youth Commission
- Water Authority
- Animal Welfare Advisory Committee
- Veterinary Board
- Land Surveyors Board
- Street Naming & Numbering
- Road Assessment Committee

OUR STAFF

The Ministry of Education, Youth, Sports, Agriculture and Lands is the CIG's largest Ministry with approximately one thousand one hundred (1,100) staff working in our various subject areas including Education, Youth, Sports, and Agriculture & Lands. The work to manage this large and diverse group requires rigorous problem-solving, dedication, perseverance, commitment & collaboration. As a matter of policy and in order to achieve realistic goals, all Ministry staff are required to have annual performance agreements with measurable targets for which they must aspire.

Throughout the year the Ministry continued to recruit a range of suitable candidates for positions as they arose. Here are a few of our notable new recruits.

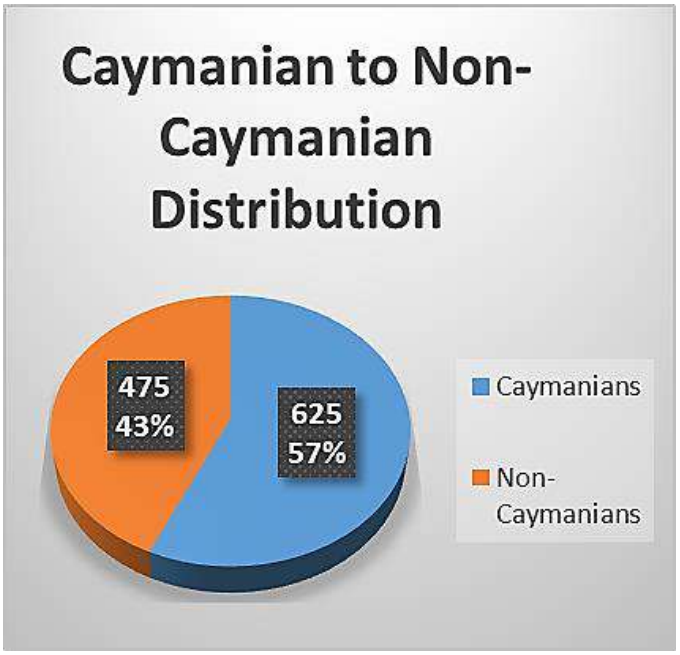
Following a successful recruitment process, Ms. Cetonya Cacho was officially appointed as Chief Officer of the Ministry in 2019. Ms. Cacho has been serving in the education System since 2004 where she began as a classroom teacher. In 2008 she was appointed Principal of Bodden Town Primary School was subsequently promoted to the post of Manager of Initial Teacher Training. Ms. Cacho was appointed acting Deputy Chief Officer in March 2014 and was later officially appointed as Deputy Chief Officer of the Ministry in 2017.

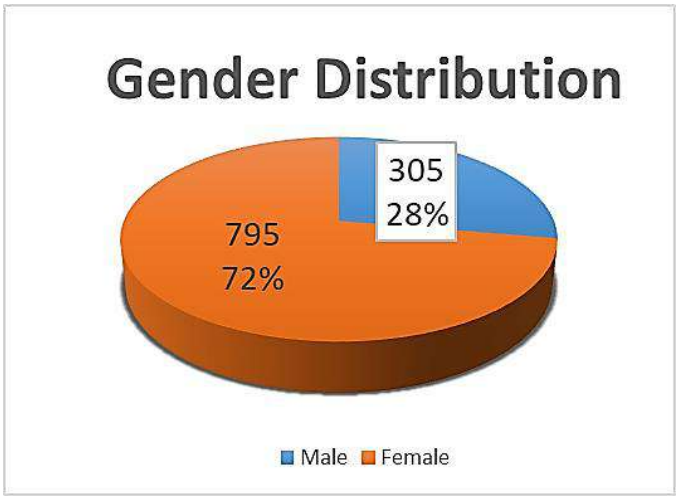
The Director of the Department of Education Services, Ms. Lyneth Monteith continues to act as Deputy Chief Officer (Compulsory and Early Childhood Education).

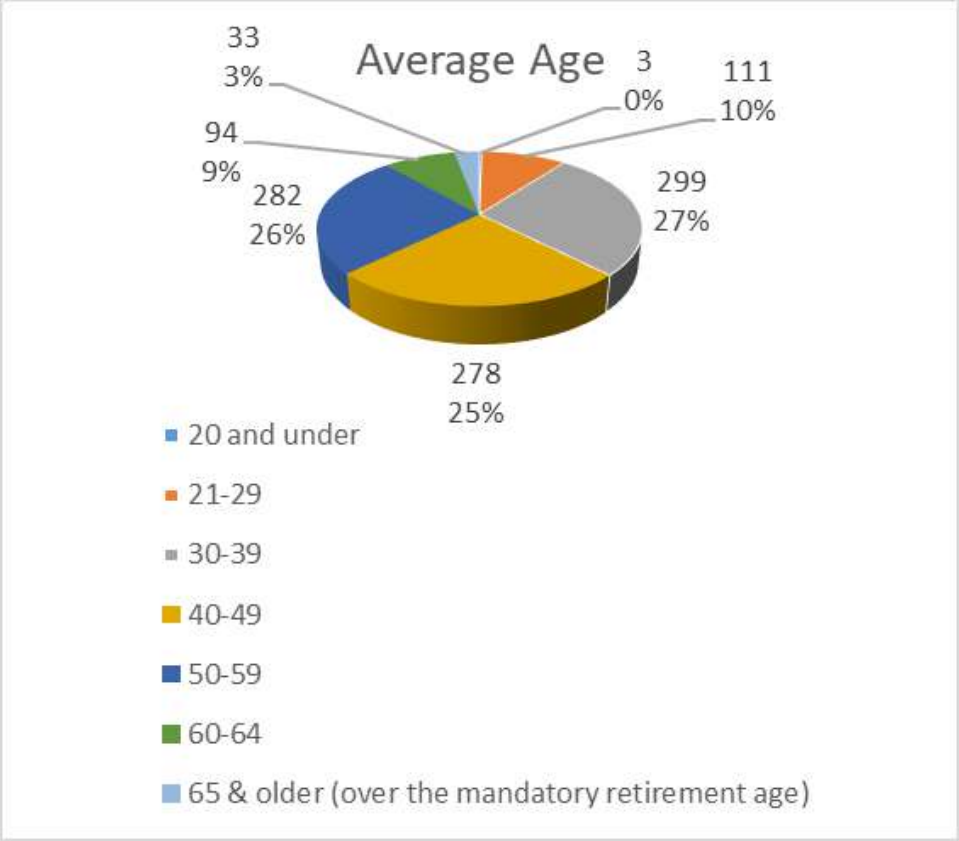
Under the remit of Education the Ministry takes pride in ensuring the development and progression of Caymanians, these appointments are examples of the Ministry's efforts at succession planning, we wish both of these ladies well in their careers ahead and know that they will continue to serve with passion and distinction.

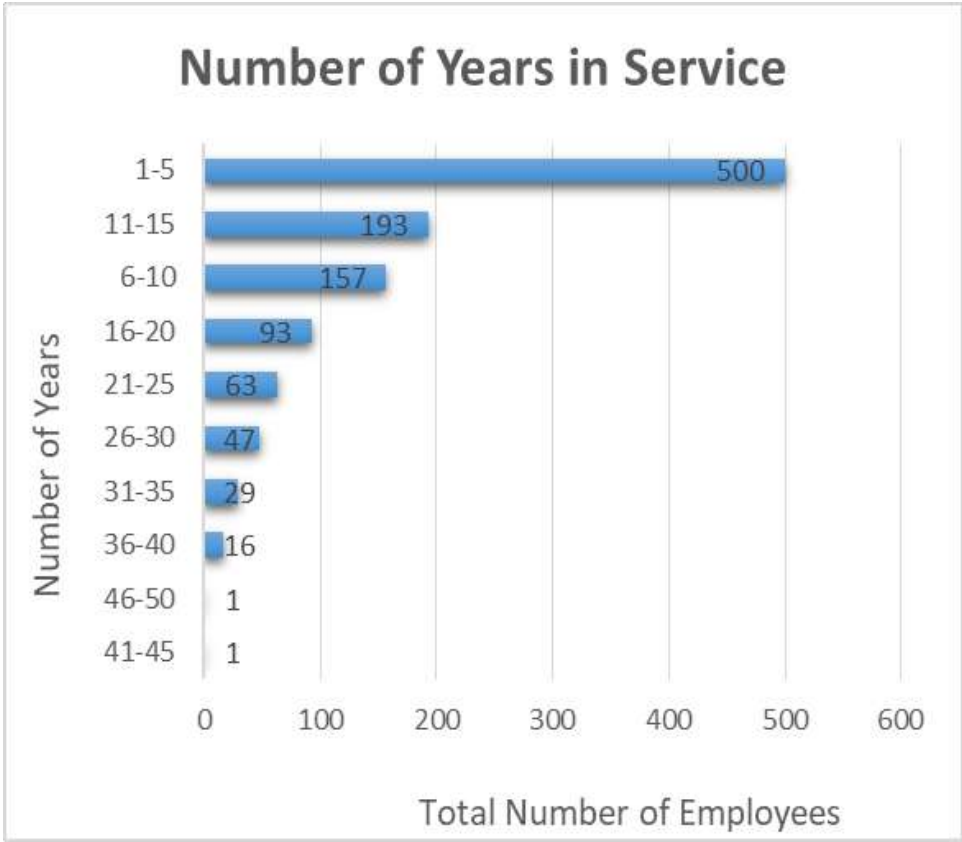
Other New (key) Hires

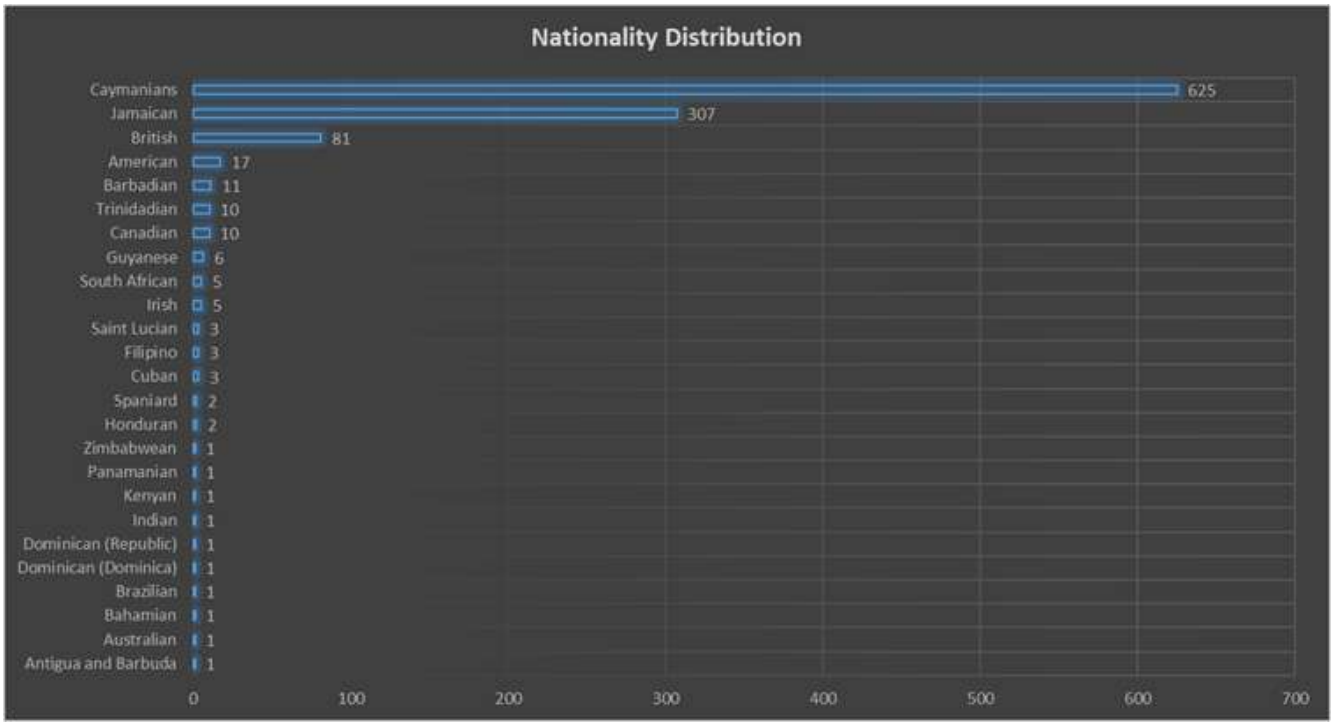
- Wilbur Welcome joined the Ministry after a successful recruitment process in May 2019 as Deputy Chief Officer (Agriculture, Lands and Administration)
- Joel Francis joined the Ministry after an open recruitment process in April 2019 as Deputy Chief Officer (Adult Education, Youth, Sports and Public Libraries)

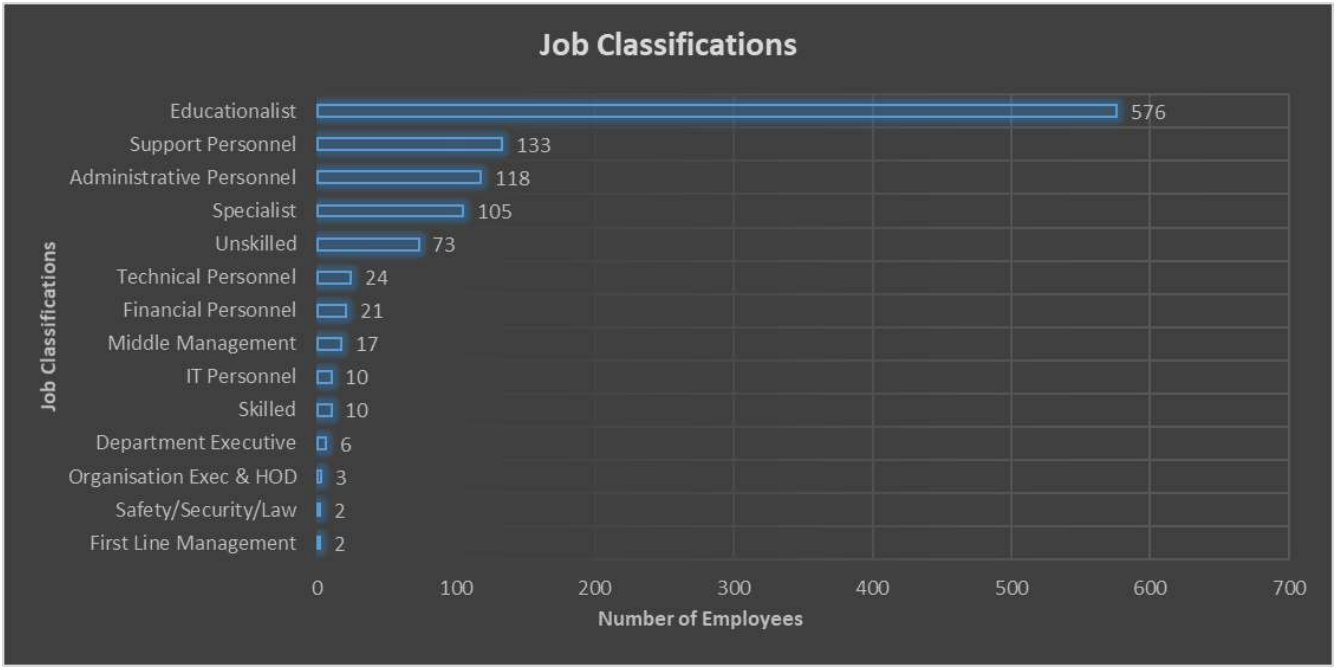





Average Age
33
3%
3
0%
111
10%
94
9%
282
26%
299
27%
278
25%
20 and under
21-29
30-39
40-49
50-59
60-64
65 & older (over the mandatory retirement age)


Number of Years in Service
1-5
11-15
6-10
16-20
21-25
26-30
31-35
36-40
46-50
41-45
500
193
157
93
63
47
29
16
1
1
Number of Years
0
100
200
300
400
500
600
Total Number of Employees


Nationality Distribution
Caymanians 625
Jamaican 307
British 81
American 17
Barbadian 11
Trinidadian 10
Canadian 10
Guyanese 6
South African 5
Irish 5
Saint Lucian 3
Filipino 3
Cuban 3
Spaniard 2
Honduran 2
Zimbabwean 1
Panamanian 1
Kenyan 1
Indian 1
Dominican (Republic) 1
Dominican (Dominica) 1
Brazilian 1
Bahamian 1
Australian 1
Antigua and Barbuda 1
0 100 200 300 400 500 600 700


Job Classifications
Educationalist 576
Support Personnel 133
Administrative Personnel 118
Specialist 105
Unskilled 73
Technical Personnel 24
Financial Personnel 21
Middle Management 17
IT Personnel 10
Skilled 10
Department Executive 6
Organisation Exec & HOD 3
Safety/Security/Law 2
First Line Management 2
Job Classifications
0 100 200 300 400 500 600 700
Number of Employees

MANAGEMENT STRUCTURE



Minister
Hon. Juliana O'Connor-Connolly, JP



Councillor, Sports & Youth
David Wight, JP



Councillor, Education & Youth
Barbara Conolly, JP



Chief Officer
Cetonya Cacho



Deputy Chief Officer
Adult Education, Youth, Sports, Libraries, Scholarships, Adult Education
Joel Francis



Deputy Chief Officer (Acting)
ECCE, Nursery & Reception Programmes, Education, After School Care, Sunrise Adult Training Centre
Lyneth Monteith



Deputy Chief Officer
Administration, Agriculture, Lands & Survey, Communications
Wilbur Welcome



Chief Financial Officer
Nicola Anderson Wildman

Human Resource Director
David Bailey



Director (Acting), Department of Education Services
Tammy Hopkins



Manager, Early Childhood Care & Education Unit
Carol Bennett



Manager, Scholarship Secretariat Unit
Dr. Shari Smith



Director, Public Libraries
Paul Robinson



Director, Sunrise Adult Training Centre
Kimberly Voaden



Manager, ICT Unit
Steve Durksen



Acting Head, Youth Services Unit
James Myles



Commandant Cayman Islands Cadet Corps
Lt. Colonel Bobeth O'Garro



Director (Acting), Department of Sports
Kurt Hyde



Sports Coordinator, Sister Islands Sports
Harold Sanford



Director, Department of Agriculture
Adrian Estwick



Director, Department of Lands & Survey
Jon Hall

STATUTORY AUTHORITIES

University College of the Cayman Islands
President: Dr. Stacy McAfee

Water Authority
Director: Dr. Gelia Frederick-van Genderen





BOARDS & COMMITTEES

Chair, UCCI Board of Governors
Mark Scotland

Chair, Water Authority Board
Kearney Gomez

Chair, Land Surveyors Board Chief Surveyor
Michael Whiteman

Chair, Education Council
Dan Scott

Head, National Youth Commission
Rev. Donovan Myers

Chair, Veterinary Board
Director of Agriculture
Adrian Estwick

Chair, Cadet Corps Committee
Dr. Shari Smith

Chair, Animal Welfare Advisory
Committee- Director of Agriculture
Adrian Estwick

Chair, Public Lands Commission-
Terrence Caudeiron

Chair, Street Naming and Numbering Committee
Hon. Juliana O'Connor-Connolly, JP

Caribbean Examinations Council National
Committee
Not functioning at present

National Sports Council
Not functioning at present

Road Assessment Committee
Not functioning at present

EDUCATION



Education | Ministry

The Ministry of Education has authority over all educational institutions in accordance with the Education Law, 2016 which includes the provision of strategic and policy direction for all government schools.

The Ministry issues both National Policy that all (public and private) schools and educational institutions must follow and specific policy related to the operations of government schools. Its policies include: Dress Code Policy for Cayman Islands Government Schools (2018); Volunteers (2018); Graduation Criteria Policy (Reviewed in 2017); National Child Abuse Neglect Reporting Policy (2016); National Safe Environment Policy (2016); National Staff Safeguarding Policy (2016); National Safe Environment Policy (2016); National Staff Safeguarding Policy(2014); Use of private motor vehicles by parents and staff to transport students to school activities (2014); Professional Development Policy (2014); Educational Visits and Field Trips (Excursions) (2014); Donations Policy (2013); School Starting Age for Reception and Year 1 in Government Schools (2013); School-Age Pregnant and Parenting Young Persons (2013); Policy Use of Student Images (2013); Religious Instruction and Devotions During School Hours Policy (2013); Curricula Policy (2011); National School Misuse of Drugs Policy (2011); Information and Communication Technology (ICT) Integration Policy (2010); National School Discipline and Student Behaviour Policy (2010); National Teaching & Learning (2010); Staff Information and Communication Technology (ICT) Use Policy (2010) and Student Information and Communication Technology (ICT) Use (2010).

The Ministry also enhances teaching and learning in schools through the increased use of online and computerised testing, strengthening core curriculum across government primary and secondary schools and funding for scholarships for advanced, specialised tertiary education – such as Medical and Special Education Needs. Alternative educational placement for compulsory age students with special needs is also the responsibility of the Ministry.

DEPARTMENTS AND UNITS UNDER THIS SEGMENT:

- The Department of Education Services
- Early Childhood Care and Education Unit
- The Scholarship Secretariat Unit
- The Cayman Islands Public Library Service
- The Sunrise Adult Training Centre
- Curriculum Development



Honourable Juliana O'Connor-Connolly officially opens the nursery at the Creek & Spot Bay Infant School. She is joined by the Hon. Moses Kirconnell, Deputy Premier (3rd left), Councillor Barbara Conolly (l), Councillor David Wight (2nd left) and MEYSAL Chief Officer Cetonya Cacho.

Education | Ministry Highlights

Ministry placed great emphasis on strengthening its relationships with its local and regional stakeholders, during 2019. Here are some of its accomplishments:

Adult Learning Institutions

The Ministry of Education provides support to adult educational institutions to increase local students' ability to access higher education. Prior to 2019, the University College of the Cayman Islands (UCCI), a statutory body under the Ministry, received an annual grant of CI$4,208,261 from the Ministry. This year, the amount was increased to CI$5,208,824 in an effort to address UCCI's increased staffing costs as a result of new hires, its increased operational costs as well as the implementation of a new Client Relationship Management (CRM) Data Tracking and Student Survey System. This system will be utilised to compile relevant student data that will ultimately improve student retention, career outcomes and academic performance.

Further to the University of the West Indies' (UWI) appeal to contributing countries to reduce their outstanding debts, the Ministry paid contributions of CI$2,348,976 to UWI. This was done in recognition of the difficult financial state of affairs of UWI and on the understanding that discussions with UWI Open Campus on funding, which had been on hold for a number of years, would be resuming.

During the year, the Ministry also supported Inspire Cayman Training, a new TVET provider, through the registration process with the Education Council bringing the opportunity for Caymanians to be trained in a number of trade disciplines as well as to gain PADI diving certifications.

In April, the Accreditation Commission on Colleges of Medicine (ACCM), which serves as the authorised accrediting body for medical education in the Cayman Islands, carried out a comprehensive on-site inspection of St Matthew's University School of Medicine (SMUSOM) and concluded that St Matthew's University is acting in compliance with all fourteen of the ACCM Standards of Accreditation. ACCM approved a six- year period of unconditional accreditation for SMUSOM until June 2025.

Private Schools' Association

The Ministry, through its Purchase Agreement with the Private Schools' Association, was able to provide financial support to the Association's 12 members to assist with their operational costs. It was also able to increase its support for Private Schools in accordance with the Education Law, 2016, Education Regulations, 2017 and National Policies. This increased support includes a dedicated private school liaison in the Ministry of Education to assist schools in ensuring they meet the necessary registration requirements, and align their policies with National Policies. Data is also collected from private schools to assist the Ministry of Education in decision-making for policies and guidelines that affect all schools in the country.

As part of its mandate of ensuring safe schools for students, a Ministry team presented to the Private Schools' Association on Child Protection, specifically the National Policies to ensure all members had such policies in place for their schools.

Registration of Educational Institutions

The Ministry has increased its registration of Educational Institutions providing full-time and part-time compulsory education and post-compulsory education, specifically technical and vocational education and training (TVET).

DEPARTMENT OF EDUCATION SERVICES (DES)

The Department of Education Services (DES) is the operational arm of the Cayman Islands Ministry of Education. It provides the resources and support to government schools to implement the various policies and procedures that have been set out by the Ministry.

It is led by the Director of Education Services and consists of the following sections/units:

Data and Testing, Registration/Communication Services, School Improvement, Facilities, and Business Services. The DES also facilitates transcript requests, and responses to various queries.

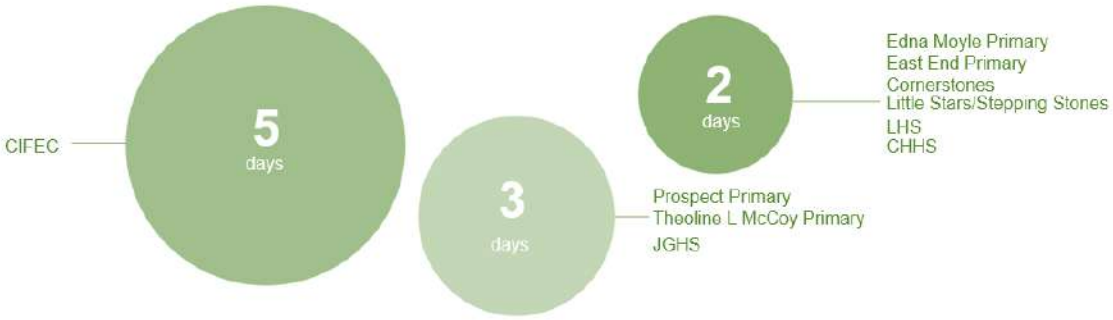
During 2019, the DES achieved success in the following areas:

School Inclusion Services

Through its School Inclusion Services, the DES ensures that children with special needs are placed into suitable learning institutions that are best suited for their individual needs, thus ensuring that each child achieves his/her full potential. There are instances where children are successfully reintegrated into the mainstream education system. For example, two students were fully reintegrated into their home schools after referral to Cornerstones, an institution located on the Cayman Islands Further Education Centre (CIFEC) campus that caters to high school-aged children with special needs. Two other students were placed on a full-time trial reintegration (ongoing review), while another two students were partially reintegrated into John Gray High School (JGHS) with the expectation of full reintegration early in 2020. Flexible staffing has enabled increased reintegration support and strengthened links between staffing for both Cornerstones and high schools.

Deployment of Counsellors

The vital role played by Counsellors in addressing students' developmental, learning and social needs, led to their inclusion in schools' education teams. As at December 2019, four schools namely Sir John A Cumber Primary, Red Bay Primary, George Town Primary and Savannah Primary, had full-time counsellors within their staff complement. The DES also dispatched Counsellors to the remaining Primary schools as follows:



Special Education Needs Coordinators (SENCO)

Throughout our local education system, there are several students with additional learning needs, who will, at some time, require specialised support. As part of the DES' efforts to provide the best services for these students, a Special Education Needs Coordinator (SENCO) has been assigned to all Primary Schools in Grand Cayman except East End Primary and Edna Moyle Primary who share a SENCO. There is also a shared SENCO for the primary schools in Cayman Brac.

This group of professionals not only provides students with specialised support but also offers assistance to other teachers and staff who work closely with these students. They are also responsible for updating parents and guardians about students' progress.

Apprenticeship

In 2019, CIFEC expanded their apprenticeship programs to partner with members of the water sports industry to develop an apprenticeship programme geared at providing students with the hands-on experience that is required to be successful in this industry. Previous apprenticeship opportunities have been implemented in partnership with the Public Works Department (PWD).

Nine students graduated with Professional Association of Diving Instructors (PADI) certifications in diving and Business & Technology Education Council (BTEC) Level 2 qualifications in Sport upon their successful completion of the Water Sports apprenticeship pilot programme and are now looking forward to a career in the water sports industry.

A further seven students graduated from the PWD apprenticeship programme with qualifications in City & Guilds Construction. Upon completion of this annual apprenticeship programme, PWD customarily retains several participants for an additional two years of training. Presently, three members of the 2017 cohort are still with PWD, and the remaining students have been placed with other local construction companies.

CIFEC is currently working on extending the apprenticeship programmes to include other vocational professions in 2020.

School Assessment Updates

In June, achievement data for students at the end of Key Stage 2 (Years 4-6) indicated that 68% of the cohort achieved the expected standard or higher in reading, 51% in writing, 58% in English and 58% in mathematics.

Cayman Islands Public Schools Assessment and reporting guidelines for the New National Curriculum were subsequently developed in July. This involves the termly reporting and data presentation by Principals on student performance. The student progress tracking systems FFT Aspire and the Early Essence Programme were also introduced. Educators also received training to ensure proficient use of these platforms.

In keeping with its mission to improve the lives of the people of the Cayman Islands the DES provided sponsorship for the following events:

- National Children Festival of the Arts (NCFA)
- Inter-Primary Spelling Bee hosted by Royal Bank of Canada - 1st - RBPS, 2nd BTPS, 3rd RBPS
- Inter-Secondary Spelling Bee hosted by Lions Club of Grand Cayman- 1st - LSHS; 2nd CHHS;
- Inter-Primary swimming, basketball, netball and cricket competitions
- Launch of the Inter-Primary female cricket carnival
- Successful male and Female Inter-Primary football league hosted by CUC
- KPMG Brain Bowl Academic Tournament

Primary Schools

Included below is a table depicting names of all Government Primary Schools, student enrollment & staff complement.

Primary School	**Student Enrollment**	**Staff Complement**
Sir John A. Cumber Primary School (SJACPS)	527	37
George Town Primary School (GTPS)	280	20
Red Bay Primary School (RBPS)	434	31
Prospect Primary School (PPS)	351	23
Savannah Primary School (SPS)	427	30
Theoline L McCoy Primary School (TMPS)	279	18
Edna M. Moyle Primary School (EMPS)	95	15
East End Primary School (EEPS)	87	13
Creek & Spot Bay Primary School (CSBPS)	96	13
West End Primary School (WEPS)	71	11
Little Cayman Education Services (LCES)	4	1
Total	**2651**	**212**

There are 12 Primary Schools located throughout the Cayman Islands with a total number of 2651 students and a staff of 212 highly-qualified individuals. Eight schools, namely Theoline L McCoy Primary, East End Primary, Edna M Moyle Primary, George Town Primary, Prospect Primary, Red Bay Primary, Savannah Primary, Sir John A Cumber Primary, are located on Grand Cayman. Three additional schools, namely Creek & Spot Bay Primary and West End Primary, are located on Cayman Brac, while Little Cayman Services is situated on Little Cayman.

Curriculum

The DES implemented a new National Primary School Curriculum in August. Some of the Curriculum's content is adapted from the National Curriculum for English Primary Schools. As part of this new Curriculum, each Primary school now offers a new Cayman-based Social Studies Curriculum; Robotics, Coding, Design Technology and Spanish during Key Stage 2; as well as new assessment resources to support Early Years Foundation Stage (EYFS) and foundation subjects.

A Key Stage 2, Primary School Parent guide was also developed to support the implementation of the new Primary Curriculum. Teacher training to support the moderation of the new Curriculum also began in this year and is scheduled to continue over the next two years. Several teachers across KS1 and KS2 have already completed moderation training.

Nursery Pilot Programme

In September, the DES introduced a pilot nursery programme for three-year-olds at Creek & Spot Bay Infant School. The programme which is geared towards providing academic and emotional learning will better prepare students to transition into compulsory education. General feedback has indicated that parents were satisfied with the programme's offerings. A formal evaluation has been scheduled for April 2020.

New Principal Appointments

Two Caymanian principals were appointed at Edna M Moyle Primary and Clifton Hunter High School in August 2019 and another at Theoline L McCoy Primary School in August 2018. A Caymanian Acting Principal was also seconded to the Sir John A Cumber Primary School in August 2019. This is a continuation of development of Caymanian Educators in these top education positions.

Senior School Improvement Officers (SSIO)

Senior School Improvement Officers (SSIOs) provide support and guidance to school leaders to ensure that schools achieve positive outcomes. The DES appointed three new SSIOs in 2019. Of these, two SSIOs, are Caymanians, assigned to Special Educational Needs & Disabilities (SEND) and Cayman Brac/Little Cayman, respectively. The third SSIO, who is a non-Caymanian was assigned to the Western Communities. Each SSIO comes with a wealth of experience, having held leadership positions in high performing schools.

School Inspections

In 2019 several primary schools were inspected. The outcomes are below:

School	Date of Inspection	Judgement
GTPS	April 2019	Satisfactory
SJACPS	October 2019	Weak
CSBPS	January 2019	Satisfactory
WEPS	January 2019	Satisfactory
PPS	February 2019	Satisfactory
SPS	October 2019	Weak

George Town Primary (GTPS) secured a satisfactory judgement in April 2019 after two previous Follow-through Inspections in 2018.

Sir John A. Cumber Primary School received a weak judgement in October 2019; however, there was a change in the senior leadership team at the beginning of the academic year with a new Acting Principal being appointed. The recommendations are being addressed, and this was recognised in the most recent follow-through inspection in October. A new Deputy Principal will also join the staff in January 2020.

Creek and Spot Bay Primary School received a satisfactory in their most recent inspection (January).

West End Primary School received a satisfactory in their most recent inspection (January).

Prospect Primary School received a satisfactory in their most recent inspection (February).

Savannah Primary School received a weak judgement in October. Since then, the Principal and his senior leadership team have been working hard to address the identified recommendations. The post-inspection plan is being used as a tool to drive school improvement. The SSIO supports the Principal and his team every week and reviews the actions to ensure the areas of concern are being addressed adequately.

Lighthouse School

Lighthouse School currently has 110 registered students and a staff comprised of 15 dedicated teachers.

At the start of the 2018/19 academic year, the DES launched a Year 12 Pilot Programme at the institution.

During that period, seven students sat Stage 1- English and Maths in the internationally recognised City & Guilds exams.

Further to this commendable undertaking, two students from the cohort passed the City & Guilds exams. Both students are currently enrolled in the Hospitality Studies Certificate programme at UCCI.

During the 2019/20 academic year, a group of six students passed City & Guilds exams- Stage 1 English and math.

Five of those students are currently enrolled at CIFEC.

Secondary Schools

There are four Secondary Schools located within the Cayman Islands. Three schools, namely John Gray High School (JGHS), Clifton Hunter High School (CHHS) and Cayman Islands Further Education Centre are located on Grand Cayman. Layman E Scott High School (LSHS) is situated on Cayman Brac.

2019 saw the launch of the Everest program in government secondary schools after a successful 2018 pilot. It is synchronised to the School Information Management System (SIMS). Everest is a versatile resource that has provided teachers with a simple, web-based interface through which to enter data relating to students' behaviour and attendance. It further allows the retrieval of data in a readily accessible format and facilitates homework, learning resources and curriculum sections; features that will allow our educators to digitise the learning process and provide distance/online learning.

In addition to the introduction of Everest, a change in graduation dates from June to August presented schools with the opportunity to recognise more students for additional and higher level passes, since this time allowed for the use of external examinations results. 158 students or 46 percent of the graduating cohort received higher level diplomas.

JGHS

60 students received higher level diplomas for passing seven or more subject areas in their external examinations. 25 of those students achieved nine or more passes.

CHHS

Caymanian educator, Dr. Richard Wildman was appointed as the new Principal at CHHS this year. The institution was subject to a full inspection in November, just a few months after his appointment. The inspections highlighted some positives from the new leadership. Positives included improved arrangements to monitor the quality of teaching in the school due to the senior staff's increased involvement in lesson observations as well as the extended role of subject leaders in the evaluation of teaching within their departments.

In August, ten (10) students graduated with higher level passes in nine or more subject areas. Two of those students were ranked seventh regionally for their performance in Integrated Science. One of the two also ranked ninth regionally for her performance in Human and Social Biology.

LSHS

Sixteen students graduated with higher level certificates having received passes in seven or more subject areas.

Cayman Islands Further Education Centre (CIFEC)

At CIFEC, students who did not attain passes in Math or English receive the opportunity to re-sit these and other subjects; while also gaining work experience opportunities and vocational training. The institution currently offers instruction in 12 vocational areas including ICT, Beauty Therapy, Health & Social Care, Business and Work Skills. Students receive Business & Technology Education Council (BTEC) qualifications upon successful course completion of all courses except for its Motor Vehicle course, which provides students with the Institute of Motor Industry (IMI) certification.

CIFEC Awards

Six CIFEC students attained scholarships to pursue a one-year certificate course in Electrical Technology at UCCI, and another student attained an award to pursue a Computer Technician Certificate course also at UCCI. The Rotary Club of Cayman Islands granted the scholarships. Twelve additional students from this institution received their Health Care Aide certification on 25 July. Ten members of this cohort have since enrolled in UCCI whereas one student is enrolled in an online studies in Health & Social Care (Level 3) while working part-time at a Physiotherapy Facility.

New Career Services Manager

CIFEC has instituted a robust internship programme to ensure that its students are given adequate tools to prepare for the world of work. Central to this programme is the Career Services Manager, whose role is to ensure that students are placed in internships in their industry of choice.

Ms. Janine Stewart, a Caymanian, was appointed to the post of Career Services Manager. Under her leadership, the 2019 Career Fair was the biggest to date.



Hon Premier Alden McLaughlin and Mr Kerith McCoy unveil the new sign at the Theoline L McCoy Primary School while Minister Juliana O'Connor-Connolly, other dignitaries and family members look on.



Acting DES Director Tammy Hopkins, Acting (SEN) Case Manager Deidre Carmola, Chief Officer Cetonya Cacho and Acting Deputy Chief Officer Lyneth Monteith during the 2019 Educators' Appreciation Event in Grand Cayman.

EARLY CHILDHOOD CARE & EDUCATION UNIT (ECCE)

The Ministry of Education established the ECCE in 2011 to provide services that will enhance the quality of and access to early childhood care and education for Caymanian families.

Some of the ECCE Unit's key 2019 achievements are otlined below:

Early Childhood Assistance Programme (ECAP)

In 2019, there was an adjustment to the means-testing criteria for the ECAP consistent with the 5% cost of living increase received by civil servants. Before this 5% adjustment, the highest monthly household income that could qualify for funding was $4,760.00. Further to the adjustment, the highest monthly household income increased to $4,998.00, thus making funding available to a more significant number of Caymanians.

Training & Development

Throughout this year, the ECCE Unit provided several professional development sessions for early childhood practitioners. The sessions focused on addressing areas of need with the ultimate aim of improving the quality of Early Childhood Care and Education Centres.

Significant among these was the Hanen Teacher Talk Training Programme which was facilitated by KidsAbility Cayman, funded by the Ministry of Education and delivered to eighty (80) early childhood practitioners.

The Programme proved to be an ideal training tool due to its strong research base and relevance to the Cayman Islands society. It also promises to enhance the quality of early childhood education by providing early childhood practitioners with training in language development, interactions with young children, facilitating and fostering language and interaction.

Professional Development

An Early Childhood Care and Education Officer was trained in the use of the Infant Toddler and the Early Childhood Environmental Rating Scales. Through the use of these widely-used, research-based tools, the ECCE Unit will be able to identify particular areas of strength, and opportunities for growth in each early childhood centre. It will also give the ECCE Unit a standardised view of the sector, thus enabling it to better plan full sector support and create more detailed and focused ECCE centre support plans. The ECCE Unit has since begun piloting the rating scale in a small number of centres with the ultimate aim of encouraging its use across the sector.

Meet & Greet Session

The ECCE Unit facilitated a “meet and greet” session for Early Childhood Centre managers to encourage networking and collaboration. The well-attended session, allowed Early Childhood Centre managers to interact with each other through planned ice-breaker activities, and as part of a wellness session led by Ms. Sutton Burke of Infinite Mindcare. The session further allowed participants to share resources and knowledge in meaningful ways. The majority of participants indicated that they benefitted tremendously from the session and were desirous of ongoing interaction with each other.

Information Session

Quite often, Early Childhood Centres undergo financial challenges due to difficulty collecting outstanding payments for services rendered. The Early Childhood Care Unit organised and funded an owner’s information session on “Avoiding and Collecting Bad Debt” facilitated by Sarah Allison, Lawyer with HSM Chambers, to provide business owners with the necessary knowledge and skills to recoup debt effectively.

Participant feedback revealed that they found the session useful and will utilise the information in the management of their businesses.

Review of the Cayman Islands Early Intervention Programme

The Senior Policy Advisor for Early Childhood Education and the Manager of the ECCE Unit were tasked with the Review of the Cayman Islands Early Intervention Programme. The Review, along with recommendations on how to maximise the service offered by that Programme, were submitted for consideration. The Ministry of Education has based its current early learning action plan on the Review and recommendations.

Response to Office of Education Standards Reports

The ECCE Unit aided local early childhood centres to create and implement improvement plans based on the recommendations included in their respective Office of Education Standards (OES) inspection reports. Each improvement plan included time-bound actions, identified lead person/agency and success criteria and outlined essential resources.

Curriculum Development

Two members of the ECCE Unit, visited England along with the Curriculum Implementation Team, to gather information for implementation of a new curriculum in Government School Reception programmes. Upon their return, the ECCE staff facilitated the training and support for Reception teachers and senior managers in government schools regarding the new Early Years Foundation Stage Curriculum

SCHOLARSHIP SECRETARIAT UNIT (SSU)

The Scholarship Secretariat provides administrative services for the delivery of the scholarship programmes for the Ministry of Education, namely the Cayman Islands Government Education Scholarship, overseen by the Education Council, to support tertiary education either locally or overseas. The Secretariat is responsible for the management of the application and award/disbursement stages and monitoring of scholarships to ensure compliance with the Education Council scholarship criteria and standards.



Administrative Support

During the 2019 budget year, the Secretariat introduced means testing in an effort to streamline the awarding of scholarships. It also acquired additional administrative support through university interns and a temporary support administrator which allowed for the Scholarship Database to be brought up to date with overseas scholarship awardees for the 2015-2019 academic years. The Secretariat also acquired access to the online resource Share File, which allows for confidential documents to be shared for application review in a secure platform and in adherence with the 2019 Data Protection Law. This platform is used with interview panel members and Education Council members. Deadlines for processing of disbursements was established and resulted in timely and efficient processing of cheque payment requests for scholarship awardees. A heavy-duty photocopier/scanner machine was purchased to be used explicitly by Scholarships which will also allow the security of documents.

Networking Event

The Secretariat hosted a celebratory event on 1 August for Overseas Scholarship Conditional Awardees. The event created an opportunity for the Education Council and Ministry to congratulate those applicants who had been successful in reaching the conditional approval stage of the scholarship process. It also provided an opportunity to thank the many dedicated professionals who assisted with the interview panels over the years. The event also gave way for students to network with other prospective university students. During the evening, several speakers shared useful information with attendees. Past scholarship awardees shared their experience of going off to university, while the Secretariat highlighted the continued support available for both students and parents. There are plans for this event to be an annual one with the intention that it will evolve to provide additional opportunities for networking and mentoring of students.

Scholarship Promotions

The Secretariat continued to promote the valuable opportunity of local and overseas scholarships in Grand Cayman and Cayman Brac through various school meetings, presentations and career fairs. The Scholarship Secretariat will continue to provide support to students in their career aspirations and the application process, during the 2020 scholarship year, by utilising the career fairs and small group sessions.

College Tours

In July, Dr. Thompson, a senior staff member of the Secretariat, participated in the Ontario Colleges and Southern Universities tour. Dr. Thompson met with representatives of several of the universities, allowing for networking and discussion on some of the challenges our students may face while attending those particular institutions. A visit to Ontario Tech and Durham College, two TVET linked colleges was also undertaken which allowed a first-hand view of a viable option for those students interested in TVET and vocational studies. It is hoped that other college visits can be planned for other jurisdictions in the coming year.



Dr. Shari Smith of Scholarship Secretariat, Acting Chief Officer, Cetonya Cacho, Councillor Barbara Conolly, Dan Scott, Chairman of Education Council, Minister, Hon. Joseph Hew and Deputy Chief Officer, Joel Francis were all present to celebrate the achievements of the 2019 Ministry of Education Overseas Scholarship recipients.

Curriculum Development

Throughout the year, the Curriculum and Special Projects Unit undertook several projects. Below is a breakdown of the major highlights.

Education Strategies

The curriculum team developed updated drafts of the National Literacy and Mathematics Strategies. They also developed and released the National Science Education Policy. Further development on each will occur in 2020-2021. It is anticipated that each of these policies will guide educators about best practices for student instruction and ultimately raise educational standards among our children.

Professional Development

The second cohort of Reading Recovery Teachers benefitted from MEYSAL training together with continuing contact sessions provided by the Canadian Institute of Reading Recovery.

Primary school teachers received continuous professional development (CPD) in science, literacy, mathematics and ICT while secondary school teachers benefited from CPD in Life Skills. All teachers received CPD in Visible Learning.

Procurement

The Ministry received approval from the Public Procurement Committee in support of the purchase of school buses and minibuses in the following schools: Red Bay Primary School (RBPS); George Town Primary School (GTPS); Lighthouse School (LHS); West End Primary School (WEPS); Creek and Spot Bay Primary School (CSBPS) Theoline L McCoy Primary School (TMPS); Student Services and the Early Intervention Programme (EIP). The buses have since been purchased and handed over to the relevant institutions.

Business cases were also created and approved by the Public Procurement Committee towards the following: LHS walkways & roof; GTPS generator; Primary school artificial playing fields (PPS, TMPS, EEPS, CSBPS and RBPS) and Reception classes at RBPS. Work on some of these projects has since been completed while others are in the final stages of completion.

Stage two of the new John Gray High School design was completed. The cost plan for 'Project A' approved by a steering committee was within the Outline Business Case's OBC affordability limit. Additional design and funding of CI$ 2.5 million were approved by Cabinet to upgrade the new building to a Category Five shelter, which will accommodate approximately 5000 persons. Early works on the project also commenced in 2019 and are scheduled for completion in late 2021. Schedule details are currently under negotiation with construction company Mc Alpine Ltd. as part of the two-stage design and build contract. The final project agreement will be signed once the full business case is approved.

Policy Changes

Policies were drafted to clarify the procedures to establish and maintain Parent Teacher Associations (PTAs), to provide guidelines to direct schools when planning fundraising activities and to determine the parameters, procedures and guidelines concerning the appropriate use of video surveillance and recording in schools. Additionally, the Graduation

policy was updated to ensure that clearly defined criteria for graduation from government high schools are available to all stakeholders.

Science & Technology in Schools

Several activities have been undertaken to develop science education in schools. Primary among these is the STEM Conference support and development, which impacted 2800 students. Measures specific to primary schools include the development of the updated primary National Curriculum and supporting documents for science, computing and design technology. It also includes ongoing training and development of Primary School Science & Technology coaches; provision of science topic kits and science-specific levelled readers.

Secondary schools were also provided with extensive science equipment to replenish and update their existing inventory and a range of science-related Stage four revision guides and textbooks.

Each primary school also received programmable robots, as well as support materials for computing and assessment to support the delivery of the computing curriculum.

Positive Behaviour Interventions and Supports (PBIS) Initiative

All schools on Grand Cayman and Cayman Brac have successfully adopted a PBIS framework, following individual launches within their schools during 2016-2017. PBIS was initially integrated into the Plan of Action and subsequently, school improvement plans. As part of this initiative, principals are tasked with giving termly progress reports.

OES annual report stated that in Government schools:

- Students' behaviour and attitudes to learning were found to be good in most contexts and better in primary schools. Indicated that 70% of students had good behavior and attitudes to learning, 20 % satisfactory and 10% weak;
- Inspectors' judgements against quality indicators identified current school provisions in relation to students' positive behaviour as the foremost strength across all government and private schools. 23% of these provisions were found to be excellent, 63% good, 10% satisfactory and 3% weak.

Behaviour Data

For the academic year 2018-19 there was:

- A reduction in exclusions across all secondary schools from 841 (2015-16) to 499 (2018-19) = 41% points,
- A reduction in exclusions across all secondary schools from 614 (2017-18) to 499 (2018-19) = 19% points,
- A reduction in exclusions at JGHS of 72% points since 2015 -16,
- A reduction in exclusions at JGHS from 187 (2017-18) to 102 (2018-19) of 45% points,
- A reduction in days lost to exclusions at JGHS of 80% points since 2015-16 and 61% since 2017-18 and
- A reduction in numbers of students excluded at JGHS of 58% points since 2015-16 and 39% points since 2017-18.

Other achievements

The Policy Advisor for Safer Schools was invited to give a presentation at the PBIS Leadership Conference in Chicago (October 2018), highlighting the implementation of PBIS in the Cayman Islands as a model for implementation across small states or islands. The PBIS Leadership Conference is an international event with over 100 delegates in attendance.

Staff Training

- All Government Primary schools have now received Cayman Safe Management and Risk Reduction Training (C-SMARRT) in de-escalation skills and safe handling techniques.
- During 2018-19 the Ministry of Education delivered specific training courses (6 hours of training) to 10 education establishments on safe handling techniques and de-escalation/crisis intervention skills (C-SMARRT).
- Out of 174 individuals who attended such courses:
    - -95% reported that the training was valuable,

- -87% reported that the training was relevant to their work role and
- -99% reported that the attitude, approach and knowledge of the trainers were very good or excellent.

Life Skills Curriculum

- The Policy Advisor for Safer Schools took the lead in developing the new Life Skills National Curriculum for Primary Schools.
- This work included developing the curriculum and a 'Life Skills Toolkit' which included schemes of work, and 151 lesson plans to support the delivery through Years 1 – 6.

Interagency Work

- The Policy Advisor for Safer Schools developed a partnership with the Family Resource Centre to deliver a pilot SNAP® (STOP NOW AND PLAN) programme successfully across all Government Primary Schools.
- SNAP® (STOP NOW AND PLAN), is an evidence-based, cognitive-behavioural model programme (developed by the Child Development Institute (CDI) in Canada) which helps troubled children and their parents learn how to effectively manage their emotions and "keep problems small".
- The Policy Advisor for Safer Schools represented MEYSAL in developing the Anti-Gang Strategy and Plan that was presented to the National Security Council in June.
- The Policy Advisor for Safer Schools represented MEYSAL on the Child Safeguarding Committee in developing the National Child Safeguarding Strategy and Plan.

SUNRISE ADULT TRAINING CENTRE (SRC)

Over the past 33 years, the Sunrise Adult Training Centre (SRC) has provided vocational training and therapeutic programmes to Adults with Disabilities throughout the Cayman Islands. SRC holds the distinction of being the only government-funded agency in the Cayman Islands to provide interventions that enable the empowerment, employment, and independence of its clients.

Key Achievements



Centre Beautification

The SRC is housed in an older, repurposed residential duplex which it has now outgrown. As a solution, the SRC put forward an Outline Business Case (OBC) for a new purpose-built facility earlier this year. While the OBC was approved, some of SRC's community partners have assisted in the rehabilitation of the current building. Accordingly, Walker's Fiduciary, Elite Construction, and Conyers Dill & Pearman helped with the re-painting of common areas in the Centre, upgrading the yard's landscaping as well as the addition of new common room furniture and outdoor furniture.

Multi-media Recording Studio

A donation from Aall Foundation enabled the purchase and set-up of an audio recording studio. Clients benefit therapeutically from playing instruments (studio currently has keyboard and drum-set, with the capacity to add guitars and other instruments), recording speech and song, and listening to their performances. Instruments are used in the Centre's weekly devotions, and the studio has been used to record and produce items for annual concerts. The studio was opened by His Excellency, Governor Martyn Roper and his steel pan instructor, Mr Earl LaPierre with a steel pan performance and concert for SRC staff and clients.
Staff from Occupational Therapy (OT) and Functional Academics/Life Skills received training in how to use the studio, and have integrated its use into their sections' programming. The Centre's management team is also considering the rental of the studio for use by local recording artistes, as a means of revenue generation. A business case is currently being prepared for this proposal.

Outline Business Case (OBC)

Cabinet passed an Outline Business Case (OBC) for a new 25,000-30,000 square-foot Sunrise Adult Training Facility (SATF). There were several meetings of the SATF Technical Subcommittee throughout the year. Specialist architect consultations were arranged through local consultants RLB and the Ministry intend to go open tender for various construction consultative design services during 2020.

Policy & Operational Development

An SRC Employee Handbook was developed and is now in use. It addresses expectations for productivity, dress and conduct whilst at work, the use of centre property, timekeeping and communications, and other standard HR topics. Members of staff were familiarised with the most recent version of the handbook in August, and new staff are presented with a copy upon commencement of employment at the Centre.

Recruitment

Two Caymanians were hired to fill positions of Programme Support Assistant and Accounts & Office Manager to both provide centre-wide support and to manage overall operations of the Centre respectively. A non-Caymanian (but resident on the island, and already a CIG employee) was hired to fill the role of Occupational Therapist (the sole allied health and rehabilitation position within the SRC).

Job descriptions for a Vocational Programme Officer and Life Skills Instructor are currently with PoCS for re-evaluation. Once these two positions are filled, the SRC will be better able to provide targeted training and support to its clients and assist them in all phases of employment.

Professional Development

The SRC Director and Programme Manager are completing ILM-3, an Institute of Leadership and Management – Level 3 course, put on by the Portfolio of the Civil Service (PoCS) in 2019 as a requirement for Professional Development.

Additionally, more than six members of staff have benefitted from World-Class Civil Service Leadership Training Events.

SRC Occupational Therapy Assistants also completed a five-day training on wheelchair/adaptive equipment prescription and repair.

SRC's Functional Life Skills Instructor received time off from work to take part in the Leadership Cayman programme having shown initiative in pursuing this training. Skills developed in this training should place the attendee in good stead for their current and future roles. The SRC has also supported three of its programme staff who are currently pursuing a degree in Social Work at UWI Open Campus; an Associate Degree in Business Management and an online Diploma in Psychology and Counselling, through the provision of study leave.

In February, the SRC Director and three members of staff visited the Ron Clark Academy and the Fraser Centre in Atlanta, Georgia as part of a professional development/information-gathering trip that was successfully funded through donations.



Members of the SRC team during a visit to the Ron Clark Academy in Atlanta.

Functional Academics/ Life Skills (FLS)

The SRC was able to successfully start-up the Functional Academics/Life Skills (FLS) classroom this year. This project involved the set-up of classrooms, activity boxes, classroom pet, the use of visual scheduling and the reintroduction of the internationally recognised and accredited Award Scheme Development and Accreditation Network (ASDAN) “Towards Independence” programme. The ASDAN programme is a significant source of pride for clients and their families as clients can attain credits and awards upon successful completion.

Arts & Crafts

SRC client-made crafts were consigned to local shops, such as Book Nook, and Health Care Pharmacy, for sale over the Christmas Season. There was also a continuation of Sunrise Art Group at the National Gallery and local artist, Mr. David Bridgeman facilitated each client’s skill development and participation.

Grow Group

In 2015 the SRC initiated the Grow Group programme in conjunction with the Department of Agriculture. As part of this programme, clients are trained in vocational areas devoted to horticulture. They cultivate crops such as bok choy, tomatoes, beets, herbs and seasoning pepper. Clients are trained in small-scale poultry farming to facilitate the production of eggs. Eggs collected are used regularly in cooking lessons and meal-prep at the Centre. Excess eggs are sold for $3 per doz. Monies earned through egg sales are re-invested into the Chicken Run and used to purchase feed and any necessary supplies for chickens/coop.

A partnership with Island Fresh Produce is under development. SRC is awaiting permission from the landlord to allow Grow Group to branch into Hydroponics, with help from Island Fresh Produce.

This year, the SRC published the first issue of Grow Group newsletter.

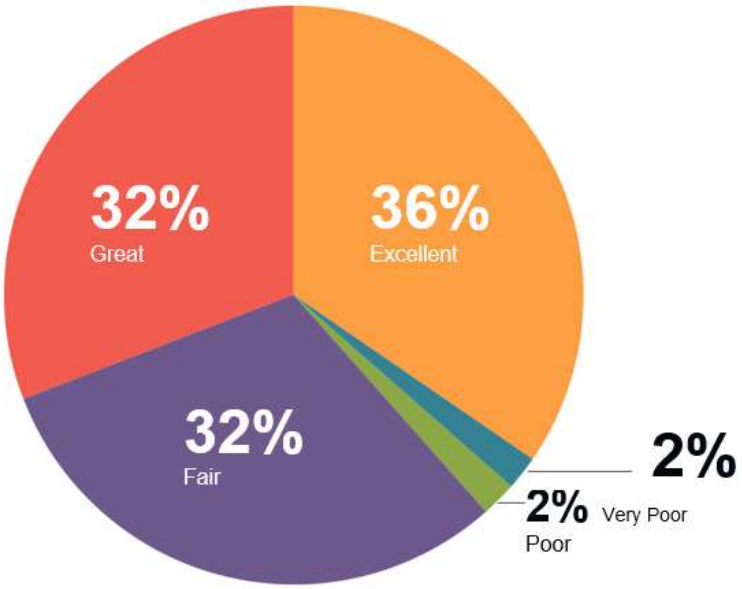
CAYMAN ISLANDS PUBLIC LIBRARY SERVICE (CIPLS)

The Cayman Islands Public Library Service (CIPLS) is responsible for the central George Town Library Service and five community branch libraries. It serves as a community destination for information access, with a special broad outcome to support literacy for all our children. The CIPLS' programmes are also focused on senior citizen inclusiveness, community-related interests and diversity.

Key Achievements

A CIPLS survey was conducted in May. This allowed the library service to garner information about the services it offers and insight to its customers' needs and to look toward future planning and areas in need of development. The survey results, in summary, gave the following ratings of 36% excellent, 32% great, 32% fair, 2% poor, 2% very poor for the services offered.

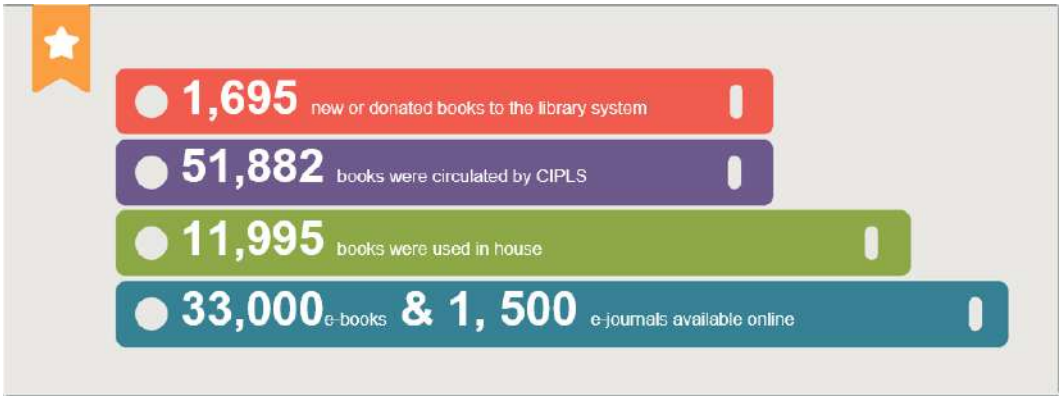
Results of CIPLS Survey



As part of its mandate to provide access to a wide range of information, the CIPLS has developed and continues to expand the unique 'Cayman Islands Special Collection' which includes historical books about the Cayman Islands and other local publications (e.g. Nor'wester, Caymanian Weekly).

The Library Service has also has continued to grow its legal repository to include Cayman Islands Laws and Gazettes supporting all government ministries and public access to information.

Book Facts



Additionally, the CIPLS supports local authors by purchasing several copies of their publications and promoting their work at the highly successful annual Local Authors Book Fair, which registered 25 authors and over 300 attendees.

Work with the Tourism Association and Tourism Attractions Board has also helped the CIPLS to develop a collection of local brochures & maps promoting the Cayman Islands.

CIPLS also provides users with free access to our academic and junior database, SIRS, provided by ProQuest. This includes educational resources with a vast amount of referenced and cited reports, books, articles and other media.

The CIPLS also continues to offer a wide range of programmes. The most notable of which include:

- The CIPLS delivered seven Basic Computer Training courses (Libratech). Courses were delivered in Cayman Brac (February) George Town and East End libraries (April), George Town and Bodden Town (May) and West Bay (June). This programme was a tremendous success, with 85 patrons registered and 55 patrons graduating.
- Seniors Fellowship craft activities at the North Side Library-July;
- Conducted English class for Spanish speaking students at West Bay Library
- The unveiling of a Digital Mural by Emily Jackson & Rotary Multilingual Storytime at the George Town Library
- Health Symposium at West Bay Library-September
- Summer Reading Challenge Awards (Mary Miller Hall) 115 finalist/winners – September
- Children's Story Time (George Town) – Every Saturday
- Children's Story Time (West Bay) – Every Saturday
- Express Your Thoughts (Poetry) games and activities at West Bay Library
- School outreach and regular homework assistance programmes at all branches
- Easter Special George Town Library – April
- Doodle Day/Bookmark Competition Launch (All 6 libraries) - 108 competitors - August
- Summer Story Time (Bodden Town Library) – July & August
- Understanding Wireless Technology seminar feat. FLOW/DCFS (Historical Library) – September
- Cayman Islands Book Fair (George Town library) 300 attendees – October
- Super Power Party (historical Library) feat. Live Costumed Performers 30 attendees – October
- Christmas Special (George Town Library) feat. Live Costumed Performers 20 attendees – December
- Easter movie evening at East End
- 'Tune and Popcorn' Bodden Town - August

- A day of Easter (Bodden Town)
- After school activities at Cayman Brac Library
- North Side Summer Camp visits, including craft activities and storytime – July
- 'Nortastic Christmas' storytime – North Side Library - December
- Daily school visit from Edna Moyle to North Side Library
- YMCA after school programmes at East End and North Side libraries
- History Month - An in-depth history of the Caymans Islands at East End Library - February
- Tutoring School. - A class visit from Hope Academy and storytime programme at Bodden Town
- Bodden Town Primary school visits and school visits from Truth for Youth School – Bodden Town Library outreach Monthly
- CIIP - Storyboard Competition (over 75 entrants) - February
- CIIP - Battle of the Books 26 school teams from took part - May
- Chess at the Library - This year the Cayman Islands played their first international chess match against St Lucia.
- Music at the Library- Eight classical and jazz music events were held during 2019. This offered our community an opportunity to experience an inspiring culture which was performed by local students and professionals, in the Historic Library building.

YOUTH



The Ministry of Youth provides policy direction, oversight, funding and support for youth affairs through the Youth Services Unit.

Through its provisions, it enables the nation's youth to become productive members of society.

DEPARTMENTS AND UNITS UNDER THIS SEGMENT:

- The Youth Services Unit
- The Cadet Corps



Raeanne Ebanks-Hydes receives her Proud of Them Award from Chief Officer Cetonya Cacho.

Youth | Ministry Highlights

In 2019, the Ministry continued to support non-governmental suppliers of youth services. These entities provide programs that reduce risk and enhance protective factors for many of our young people. These suppliers are listed below:

- Chapel Church of God Frank Sound
- C.I. Youth Development Consortium
- Cross Roads United Baptist Church, Cayman Brac
- The Duke of Edinburgh's International Award (Cayman Islands) Ltd.
- East End Community Association
- Elmslie Memorial United Church
- Girls' Brigade
- Girlguiding Cayman Islands
- John Gray Memorial Church
- New Self-Help Community Foundation
- Savannah United Church
- Cayman Islands Scouts Association
- St. Ignatius Catholic Church
- North Side Wesleyan Holiness Church
- West Bay Adventist Church Light Bearers Club

With the support of grants from the Ministry, many of these programmes were able to successfully operate. Youth involved in these various programmes numbered 1,287 in the age range of 3-25.

Although the benefits of having a safe and structured environment for our youth to attend may be obvious, it is important to note that research from the Youth Services Unit has shown that up to as much as 90% of youth who consistently attend youth programmes until they graduate from High School, go on to become productive citizens.

The programmes of these youth services consists of various components. Some of which are listed below:

- Conflict Resolution
- Time Management
- Self-Esteem
- Emotional Health
- Culture & Heritage
- Reading and Literacy
- Performing Arts
- Visual Arts
- Spiritual Development
- Leadership
- Entrepreneurial Development
- Alcohol and Substance Abuse



Hon Minister Juliana O'Connor-Connolly (c), Chief Officer Cetonya Cacho (back ctr), Deputy Chief Officer Joel Francis (back-right) are photographed with newly appointed CARICOM Youth Ambassadors Tayvis Walters (r) and Shantelle Young (front-left).

YOUTH SERVICES UNIT (YSU)

The Youth Services Unit (YSU) is a collaborative body that evaluates and develops youth service provisions per the National Youth Policy. It is charged with the mandate 'to ensure that vibrant youth programmes are delivered in every district'.

To deliver this mandate, the YSU provides various services designed to: support and increase youth participation; promote the implementation of the National Youth Policy and; develop and run gap programmes to ensure young men and women can realise their full potential.

Listed below are some of the YSU's key achievements for 2019:

Brac Spring Weekend

2019 saw increased Brac Spring Weekend participation, with over 70 participants in 10 Scavenger Hunt Teams; over 50 teens/ young adults participating in the Kickball match; and 65 Layman Scott High School students from Yr10-Yr12 attending and participating in the Youth Dialogue. Despite reducing its usual offerings due to staff limitations, the YSU managed to engage more youth in the weekend activities with the help of its Youth Ambassadors.

Summer Camps

Twenty-four teens enrolled in the popular Teen Summit. The Summit has grown organically, and several new delegates have requested the extension of the 2020 Teen Summit from one to two weeks.

This year, the YSU sought to engage older youth by holding Intern Connect, a programme geared at developing interns' socio-cultural identities; with a group of 30 Government Summer Interns. Feedback revealed that they thoroughly enjoyed the experience and would be interested in participating again in 2020. The Unit also partnered with several government departments, namely, The Office of the Deputy Governor, The Portfolio of the Civil Service, Department of Tourism, The Public Library and several private companies including SOL Petroleum, Budget Car Rentals and Home Gas Ltd.

Gamers Bay workshops

Two workshops were held, one in Grand Cayman and another in Cayman Brac. While each workshop was well attended, the almost 40 attendees in Cayman Brac was significantly higher than the 25 students anticipated. It was quite evident that attendees were excited about the workshop and wanted to share the experience with friends.

In Grand Cayman, the new workshop venue at the John Gray High School gym easily accommodated the more than 100 students and 10 teachers that were invited. Also in attendance, was a trained, Caymanian game developer from East End.

East End Social Harmony Inclusion Project

The YSU launched the pilot Harmony Inclusion Project in East End based on findings from the 2016 East End Community Profile done by the Unit. The pilot programme saw 45 persons, 29 of which are under the age of 25, engaged in culinary masterclasses along with other creative and vibrant programmes like Dressmaking and Fashion, Music, Dance and other intergenerational cultural experiences; as a precursor for the establishment of a 4H club in East End Primary School.

Proud of Them Recognition Programme

For the first time, the YSU was tasked with the management of the Proud of Them Awards Campaign. With the help of Youth Ambassadors and the

Selection Committee members, the Unit was able to streamline the selection process through the use of technology. With the support of the Ministry, the YSU was also able to rebrand the Proud of Them campaign fully. As part of the rebranding process, new billboards highlighting the achievements of 12 awardees were developed and revealed to the public in January taking the number of total number of honourees to 13 since its seven years of existence.

Promote the implementation of the National Youth Policy

The Unit, by its very nature, promotes the implementation of the National Youth Policy but; this year, the Unit had a focus on Goal A, to establish a robust socio-cultural identity among young Caymanians. It was incorporated into all its special events, summer camp offerings and is a common thread in the YSU programmes like YouthFlex, CIYA and My FAN Club.

Recruitment

YSU's scope of work has continued to increase steadily throughout the years. As a result of that growth, the programme staff became overwhelmed with administrative duties in the absence of an Executive Officer. In August YSU welcomed young Caymanian, Hannah Peralta as its new Executive Officer. Since then, she has played a crucial role in managing the unit's administrative functions.

CAYMAN ISLANDS CADET CORPS

The Cadet Corps is a national voluntary youth development organisation and aims to inspire young people to achieve success in life through a spirit of service to the Sovereign, the Cayman Islands and their community; and to develop in them qualities of good citizenship. The leadership of the Cadet Corps worked assiduously to enhance its service offerings through the following actions:

Cadet Corps Training Programme

This year, the CICC was able to provide an internationally recognised Star 4 Cadet Corp programme for youth ages 11 – 19. The programme covered all areas of cadetting, in particular, the core areas such as drill, map and compass and field craft & adventure training. Cadets were also able to gain marine experience as marine activities were executed throughout the year, and the marine vessel was used on a monthly basis.

Cadet Corps Vocational Training Programme

The Cayman Islands Cadet Corps was able to provide a vocational and technical training programme (BTEC Level I & Level II Diploma in Teamwork & Personal Development) to Cadets who are at least 16 years of age and Star 2 qualified. As part of the regular training, Cadets were involved in Professional CV preparation, Interviewing techniques, Communication, First aid, Adventure training, Health and nutrition and Physical Fitness. The band detachment continues to grow and members of the CICC's band were invited to join the Police band during two national parades.

In addition to direct service to cadets, the Corps provides service to the community though community service activities, manning the Operations Cluster of the National Emergency Operations Centre, participating in National Parades, and other civic duties including flag bearing for major events.

CICC | **Key Highlights**

Currently, there are 74 enrolled cadets, who have completed recruit training, with an approximate attendance rate of 75% and above. There are another 45 youngsters currently undergoing recruit training and expected to complete training by March 2020. This should allow the Cadet Corps to achieve and exceed its numerical target (100) in 2019. To further enhance the training process, deliberations are ongoing with Royal Cayman Islands Police Service (RCIPS), Cayman Islands Coast Guard and Cayman Islands Fire Service for training support, and cadet transitioning protocol.

Deliberations are also ongoing with school administrators, to establish a school-based unit as a means of facilitating greater youth interest through attachment to established detachments.

83% of cadets who qualified for the level one BTEC completed requirements and received their award in 2019 after external verification.

Cadets contributed over 1000 hours of community service through the completion 14 service commitments. Cadets also participated in six national and local parades. Highlights of their community service engagements included visits from the Duchess of York and the British Minister for Armed Forces Hon. Mark Lancaster.

Cadets also participated in several emergency response activities in support roles. These included Cayman Islands Airport Authority (CIAA) Grand Cayman Airport Exercise, CIAA Cayman Brac Airport Exercise, Hazard Management Cayman Islands (HMCI) National Emergency Operations Centre (NEOC) Annual Hurricane Exercise as well as the Trainer of Trainers course for the NEOC incident management tool. They were also able to provide instructor support for Mass Casualty Management and Incident Command Systems course for HMCI.

CICC Year in Review



In December, the CICC was awarded Best in Drill (youth Uniformed Groups) by the Protocol Office.

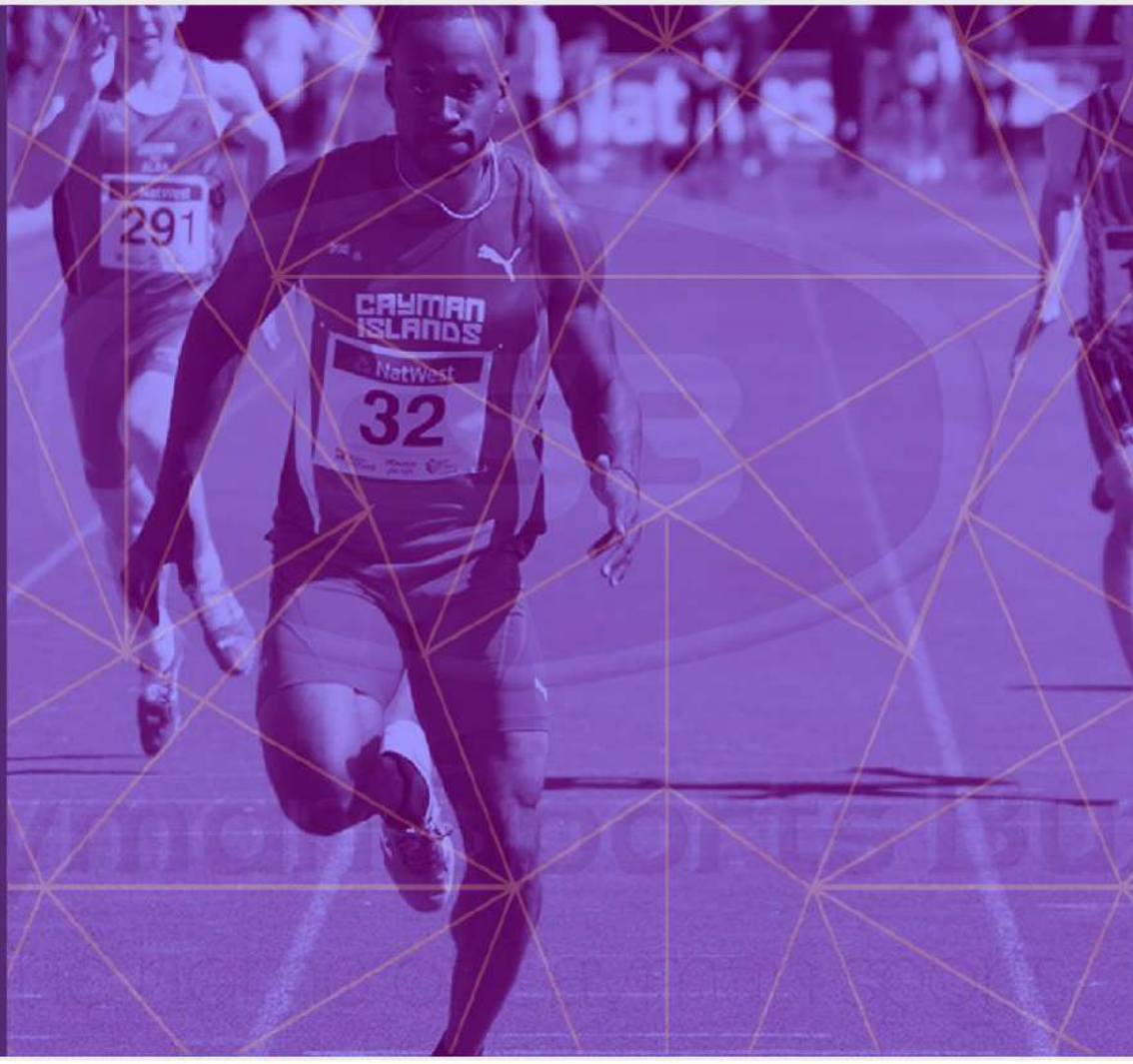
Additionally, the CICC planned, coordinated and conducted a simulation exercise for Cayman Islands Red Cross (CIRC) volunteers in incident readiness in the field.

Nine of its officers were commissioned and six promoted on the recommendation of the Cadet Committee and per the Cadet Corps Law, 2003 Section 27. The Cadet Corps Law was also updated and its revision passed in February.



Lt. Col Bobeth O'Garro looks on while Rt Hon Mark Lancaster TD, MP, Minister of State for the Armed Forces (ctr) as he conducts an inspection at the Cadet Corp's range during an official visit to the Cayman Islands.

SPORT



The Ministry has overall responsibility for Sports in the Cayman Islands. It achieves most of its outputs for sports through the Department of Sports and collaborative partnerships with a range of Non-Government Organisations.

DEPARTMENTS AND UNITS UNDER THIS SEGMENT

- The Department of Sports
- Sister Islands Sports



Honourable Juliana O'Connor-Connolly (centre), Councillor David Wight (r), Colin Anglin (2nd left, 3rd row) photographed with members of the Cayman Islands CARIFTA Swim team.

Sports | Key Highlights

In 2019, the Ministry of Sports continued to work closely with the Department of Sports and a host of non-government organisations to ensure the continued viability of sports in the Cayman Islands. Here are some of the initiatives were borne out of these partnerships:

Fit Mind

The Cayman Islands Boxing Association partnered with the Ministries of Sports and Education to implement a behavioural intervention programme for at risk youth called 'Fit Mind'. The programme used a model of reward-based learning which fuses sport with counselling. Additionally, participants' markers, such as self-confidence and team work, were measured at the beginning and end of the nine-week programme. Participants consistently demonstrated improved behaviour due to the programme.

Train the Trainer

In collaboration with the Ministry of Sports, the Boxing Association provided training to all Caymanian coaches and two of its board members towards national level boxing coach certification via its "Train the Trainer" initiative. This initiative was aimed at ensuring that at least three Caymanian coaches can become AIBA certified at the next available opportunity.

Other **Highlights**

- Cayman Islands Basketball Classic, NCAA Division I Tournament was held in November.
- Cricketers participated in ICC Americas U19 World Cup Qualifiers and Men's WT20 Regional Final.
- The Ministry hosted a football camp with some of the Women's Football World Cup 2019 champions i.e. USA in attendance.
- 302 Children participated in the 2019 Kids Fun Run which is part of the Cayman Islands Inter-trust Marathon overall event. 1,213 registered runners participated in the 2019 race up from 198 in 2002. 529 visitors travelled from the USA, Canada, the UK, Europe, South Africa, etc. The team event proved very popular once again with 90

teams registering across 5 categories. There were also over 300 volunteers from local community.

- Darts
    - Areon Anglin was boys youth champion and Arianna Anglin was girls youth champion, Arianna Anglin was overall youth Champion.
    - Joycelyn Lorena was female National champion and Alizon Agcon was male national champion, with Elvira Anglin as female runner-up and Hank Ebanks as male runner-up.
    - Men's and Women's National Beach Team participated in the NORCECA Beach Volleyball Circuit including tournaments in La Paz-Mexico, Cuba, and Aguascalientes-Mexico
    - The Cayman Islands hosted first stop in the NORCECA Beach Volleyball Continental Tour in April with 36 Men's and Women's teams
    - NATWEST Island Games, Gibraltar - Won bronze medal in Women's Beach Volleyball.
    - The Cayman Islands received 7 Gold medals for these events, Women Singles, Men Singles, Women Team Event, Men Team Event, Mixed Doubles, Men Doubles and Women Doubles at the Island Games.
    - Junior Caribbean Championships Trinidad and Tobago: Girls U/19 - Silver, Boys U/19 – Bronze, Boys U/15 - Bronze
    - Senior Caribbean Championships Guyana - medals won: Men Singles - Silver, Women Team Event – Bronze, Men Team Event - Bronze, Mixed Doubles- Gold, Men Doubles - Bronze and Women Doubles - Bronze. Cayman Placed 3rd in Overall Championships.

- Volleyball
    - Men's and Women's National Beach Team participated in the NORCECA Beach Volleyball Circuit including tournaments in La Paz-Mexico, Cuba, and Aguascalientes-Mexico
    - The Cayman Islands hosted first stop in the NORCECA Beach Volleyball Continental Tour in April with 36 Men's and Women's teams
    - NATWEST Island Games, Gibraltar - Won bronze medal in Women's Beach Volleyball.
    - The Cayman Islands received 7 Gold medals for these events, Women Singles, Men Singles, Women Team Event, Men Team Event, Mixed Doubles, Men Doubles and Women Doubles at the Island Games.
    - Junior Caribbean Championships Trinidad and Tobago: Girls U/19 - Silver, Boys U/19 – Bronze, Boys U/15 - Bronze

- Senior Caribbean Championships Guyana - medals won: Men Singles - Silver, Women Team Event – Bronze, Men Team Event - Bronze, Mixed Doubles- Gold, Men Doubles - Bronze and Women Doubles - Bronze Cayman Placed 3rd in Overall Championships.

- Watercraft
  - Conducted National Championship Series and awarded winners to the following categories:
  - CIWA Expert National Champion (Runabout class)
  - CIWA Amateur National winner (Runabout class)
  - CIWA Novice national winner (Runabout class)
  - CIWA Beginners National winner (Runabout class)

The Challenge

- ProAm winner (Runabout class)
- Novice winner (Runabout class)

Participated in International Jet Sports Boating Association (IJSBA) World finals in the United States:

- 6th & 10th place finalists (Novice Runabout class)
- 7th Place finalist (ProAm runabout class)

- Children's Equestian team placed 3rd and adult team placed 4th at the Caribbean Equestrian Association Dressage Challenge.
- The Sailing Club successfully hosted the first Regional International Optimist Dinghy Association (IODA) clinic in October. Athletes individually competed internationally in regattas in USA, Canada, UK throughout Europe, South America and Bahamas, Bermuda and the Caribbean.
- The first Cayman Islands approved netball coaching programme at Level 2 was launched and established in September.
- Local netballers are now ranked 35th, up from 37th in 2018.
- Men XV competed in the Americas Rugby Challenge and won the Americas Rugby Challenge playoff
- Hosting the Americas Rugby North Playoff match vs. Guyana
  - Men's 7s winning the Plate Final and placing 5th in the Olympic qualification tournament in July.
  - Hosting the Rugby 7s Olympic qualification Rugby Americas North region tournament in July
  - Girls U19 7s ranked 5th in the Las Vegas Invitational 7s tournament

- Boys U19 XV winning the Plate Final at the Rugby Americas Rugby Championship
- U10, 12 & 14 participated in Freeport Rugby Festival
- U12 Boys Undefeated tour to the UK

CENTRAL AMERICAN & CARIBBEAN SWIMMING



CHAMPIONSHIP CCCAN BARBADOS

TEAM: **11** SWIMMERS (6 MEN, 5 WOMEN)
MEDALS: **1** GOLD **4** BRONZE
OVERALL PLACEMENT: **11TH**

CARIFTA AQUATICS

TEAM: **33** SWIMMERS (10 MEN, 23 WOMEN)
MEDALS: **18** GOLD **21** SILVER **21** BRONZE
OVERALL PLACEMENT: **1ST** ARTISTIC SWIMMING
4TH POOL SWIMMIN

PAN AMERICAN GAMES

TEAM: **3** SWIMMERS (2 MEN, 1 WOMAN)
MEDALS: **4** TOP **16** FINISHES

Adam Roberts, Pat McCallum and Michael Lockwood were selected to officiate

ISLAND GAMES

TEAM: **10** SWIMMERS (3 MEN, 7 WOMEN)
MEDALS: **2** GOLD **3** SILVER **4** BRONZE

CAYMAN ISLANDS NATIONAL SWIMMING CHAMPIONSHIPS AT THE CAMANA BAY AQUATIC CENTRE

Highlights: **PROVIDED OFFICIALS** for all meets that were sanctioned.

ISLAND GAMES

TEAM: **10** SWIMMERS (3 MEN, 7 WOMEN)
MEDALS: **2** GOLD **3** SILVER **4** BRONZE

DEPARTMENT OF SPORTS

The Department of Sports was established to promote, encourage, and facilitate the active participation of all persons in physical and sporting activities consistent with their abilities.

The Department provides technical assistance and expertise in six focus sports, namely athletics, basketball, cricket, football, netball, and swimming. This is accomplished through various community programs, afterschool programs, school sessions, national programs, sports camps, and maintenance to more than 20 different sport/recreational facilities. The Department also guides the Ministry on sport policy matters and monitors the development of sports in the Cayman Islands.

Key Achievements

The most notable sporting accomplishment for the year was the Cayman Islands Government's (CIG) hosting of the CARIFTA games in April, for the third time, having hosted in 1995 and 2010. The premiere junior athletics event, which was held at the Truman Bodden Sports Complex with the CIG as its main sponsor; saw the participation of 500 athletes and delegates from across the Caribbean competing in 66 events. In preparation for the event, the CIG invested in a new track; a new warm-up area near the netball courts; improved lighting; additional equipment storage and a large widescreen for the Truman Bodden Sports Centre.

A team of 52 athletes ably represented the Cayman Islands in several events.

Rachel Pascal and Aijah Lewis both received bronze medals for their performance in U17 Javelin and U20 Long Jump respectively. The Aquatics segment of the CARIFTA Games was held in Barbados. Cayman's representative

team of 33 swimmers and six staff. Of the 16 countries competing, Cayman finished with 56 medals: 18 gold, 21 silver and 17 bronze medals.

Throughout the year, the DOS also successfully organised several camps in swimming, football, basketball and netball as well as partnered with the local football and cricket associations to offer a cricket camp and the North East Football camp. Each camp was very well attended and provided participating youth with increased exposure to each of the disciplines.

To further enhance local coaching techniques, the DOS also organised a Fundamentals in Coaching Workshop for local coaches.

In addition to the above, the DOS achieved the following successes:

In March, the DOS organised the 'Colour Me Purple 5K Walk/Run', a round table discussion on women in cricket as well as the Women's Month Honouree Awards Night, in honour of women in sports as well as in celebration of women's month. Elite boxer, Brandy Barnes was among those honoured for her achievement. She holds the distinction of being the only boxer who is actively competing in international competition.

In May, DOS organised the inter-secondary swim meet for JGHS/CHHS and LSHS, along with the Jeff Broderick Memorial Squash Tournament and the Mothers & Daughters Cricket Tournament.

In June the DOS provided assistance to the Cayman Islands Rugby Association for hosting the RF Group Rugby Americas North (RAN) Men's and Women's Sevens tournament. It also assisted the Cayman Islands Basketball Association with the hosting of the International U18 Basketball Tournament. During that same month, the National Ball Hockey team competed in Slovakia and secured well-deserved gold medals.
In July, U12 Academy Sports Club placed first in the USA Cup football tournament.

Also in July, Team Cayman participated in the Gilbraltar NatWest International Islands Games XVIII and competed in 12 of the 14 disciplines. Our squash and basketball teams were gold medal winners.

The Rugby U19 XVs secured fifth place in the region in the plate finals in Barbados.

An eight-person delegation travelled to the Pan American Games in Lima, Peru to represent the Cayman Islands in athletics, gymnastics, sailing and swimming.

The DOS also organised a Junior Life Guard Swim Camp in Cayman Brac in August. During that month, the Cayman Rugby Senior men's XVs also journeyed to Columbia to compete in Tier-II Americas Rugby Challenge.

In September, the DOS hosted two first-round group stage matches of the 2019-2020 Confederation of North, Central America and Caribbean Association Football (CONCACAF) nations, league. The Cayman Islands won the first match against Barbados 3-2. In the second match, Canada registered a 1-0 win against Cuba. Both matches were held at the Truman Bodden Sports Complex.

In December, the DOS/CIG funded a Youth Camp and College Recruitment Showcase organised by The East End United Football Club (EEUFC) in association with Dakota Wesleyan University (DWU). The three-day activities were aimed at improving youth football throughout the Cayman Islands and providing older players with the opportunity to further their education overseas with the aid of a football scholarship.
The youth camp, which catered to children aged 4-15, had participation figures ranging from 14-24 players each day. Participants benefitted from improved technical skills and fitness.

The College recruitment showcase allowed young men aged 16-23 to accentuate their football skills in the presence of College Soccer Scout Kernell Borneo and a team of DWU coaches, headed by Men's Head Soccer Coach, Jose Lopez. The number of attendees varied from 27 to 48 throughout the three-day camp.

From this camp, eight players were offered partial scholarships to DWU, and an additional four universities have expressed interest in participating in the 2020 camp.



Minister for Sports, Hon. Juliana O'Connor-Connolly officially opens the games of the Cayman Islands Classic at John Gray High School's gymnasium

SISTER ISLANDS SPORTS

The Sports Association of the Sister Islands is a non-profit organisation that supports seven types of sporting activities on Cayman Brac and Little Cayman. Included in these are soccer, basketball, volleyball, cricket, track and field, tennis, and swimming. The Sports Association also provides a weight training programme for its athletes.

Key Achievements

In January-February, Sister Islands Sports participated in the Primary School's U-12 Basketball League. Also in February, it hosted the Layman E Scott Snr High School Sports Day, Sister Islands Primary School Sports Day, participated in the Cayman Cricket 20 Overs League and the Cayman Islands Football Association (CIFA) Boys U-11, -13, -15 Football League competitions. Sister Island Sports also sent Jaedon Tatum to Jamaica to compete at the Isaac Henry Track & Field Meet during February.

In April, Sister Islands Sports coached Cayman Brac Schools for the Inter-Primary Track & Field Meet and hosted the Dale Gordon Memorial Basketball Tournament. Jaedon Tatum also represented the Cayman Islands at the CARIFTA Championships in April.

During May, Sis Sports hosted its inaugural Day Care Sports Day as well as a CIFA Football Referee Refresher Course. It facilitated a Volleyball Clinic conducted by Cayman Islands Volleyball Federation. Sis Sports also assisted the members of the Brac Swim Team in preparing for the Lion's Club Swim Meet in Grand Cayman.

Throughout May and June, it hosted the 8v8 Nation's Cup Football Tournament, the 4v4 Co-ed Volleyball Tournament; and participated in the Cayman Cricket 40 Overs League. It also hosted the Gibson 20/20 Cricket Tournament between May and July.

In June, Sister Islands Sports hosted the Cayman Islands U-15 Invitational Football Tournament while Alex Anglin represented the Cayman Islands at the Caribbean Football Union (CFU) Boys U-15 Tournament in Turks and Caicos. Basketball, Football and Swimming Camps were conducted from July to August.

In September Sister Islands Sports participated in the Cayman National Bank's Sprint Swim Meet in Grand Cayman. It went on to host the 8v8 Football Super Cup and 3v3 King of the Court Basketball Tournaments between September and October. The Sports Association of the Sister Islands also hosted SASI 20/20 Cricket Tournament and participated in the CUC U-11 Premier Football League from September to December.

In October, Sister Islands Sports hosted the Lion's Club Netball Tournament as well as a netball camp and went on to host the 4v4 Co-ed Beach Volleyball Tournament from October and December. During that period Harold Sanford received the ILM "Level 3" Award in Leadership & Management.

During November, Sister Islands Sports hosted a Cricket Youth Clinic. They closed out the year by hosting a Cricket Awards Ceremony and participating in the Primary Age-Group Swim Meet in Grand Cayman.

AGRICULTURE



The Ministry of Agriculture provides oversight, support, and policy direction for the Department of Agriculture, which in turn drives the operation of the local agricultural sector. The Ministry is also responsible for providing financial management and accounting services for the implementation of its programmes as well as updating and implementing the relevant laws and regulations to enable the growth and development of the industry.

The Ministry's productivity and competitiveness initiative aims to reduce food importation, strengthen the sector's resilience and enhance food & nutrition security through increased agricultural production, the development of agri-business ventures, the use of technology, incentives, subsidies and other benefits. It also aims to boost the sector's contribution to the Gross Domestic Product (GDP) by creating a competitive environment among the local farming community.

The Ministry also provides funding for Not for Profit Organisations (NPO) such as:
The Cayman Islands Agricultural Society (CIAS) to facilitate the improvement of the local livestock industry and highlight the work of farmers and the sector.

Departments and Units under this Segment:

►► The Department of Agriculture



Agronomist Claudette McKenzie-Bowen walks His Excellency Governor Martyn Roper through the DoA Nursery.

Agriculture | Ministry Highlights

CIAS

•The Ministry provided approximately CI $270,000 to the CIAS towards the enhancement of the domestic livestock programme. As part of this programme, a total of 77 cattle of five different breeds were imported to strengthen the local herd and beef quality. A cattle breeding programme was also agreed with the CIAS that will result in the keeping of the heifers and calves for 5 years.

•The Ministry also provided the CIAS with CI $30,000.00 to ensure the successful staging of agricultural shows in Grand Cayman, Cayman Brac and Little Cayman.

CIHS

•The Ministry provided a total of CI$ 42,079.50 to the CI Humane Society for spaying and neutering services.

CARDI

•The Ministry provided CARDI with US$112,407.00 to drive agricultural research in the Cayman Islands. CARDI did considerable work to provide germplasm for sweet potatoes, cassava and season peppers to the members of the local farming community.

Visit to Jamaica

In August, a Ministry delegation led by Hon Minister Juliana Connolly, Chief Officer Cetonya Cacho and Deputy Chief Officer Wilbur Welcome, visited Jamaica. While there, the team visited the Denbigh Industrial and Agricultural Show and toured several farms. The team also participated in the Jamaica

House talks aimed at developing a strategic partnership in agriculture, promote food trade, to explore opportunities in agricultural education, training, and the supply of agricultural inputs to the Cayman Islands.

Senior Policy Officer

The Ministry also created and filled the post of Senior Policy Officer this year to assist with strategic planning of the agriculture portfolio. Since then, the Ministry has embarked on extensive farm visits to engage with the farming community, elicit data and identify issues to inform its policy development and National Food and Agricultural Plan.

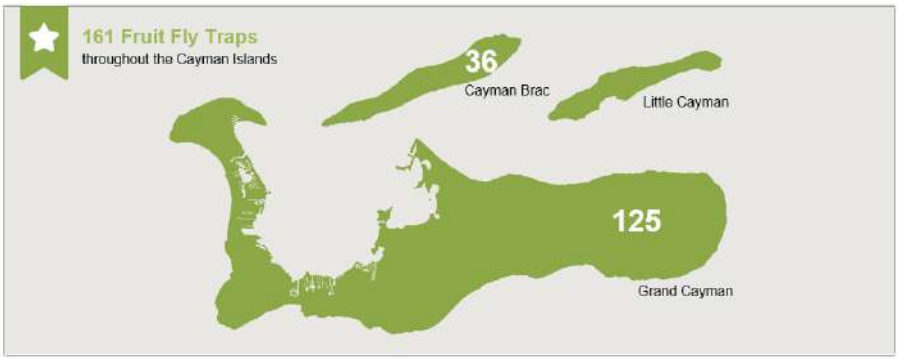
DEPARTMENT OF AGRICULTURE

The Department of Agriculture (DoA) is charged with the mandate 'to support the agricultural industry to implement more modern practices which increase yields and improve quality to enhance self-sufficiency and food security for the Cayman Islands'.

Below are some of the Department's key successes for 2019:

Protection of Plant & Animal Health

Since 2016, the DoA has worked with Regional and National Plant Protection organisations, to develop updated import conditions to mitigate the risk of pest introduction in shipments of fresh-cut Christmas trees. As a result of ongoing training, only one consignment of 465 trees out of a total of 2,307 imported Christmas trees, had to be treated.

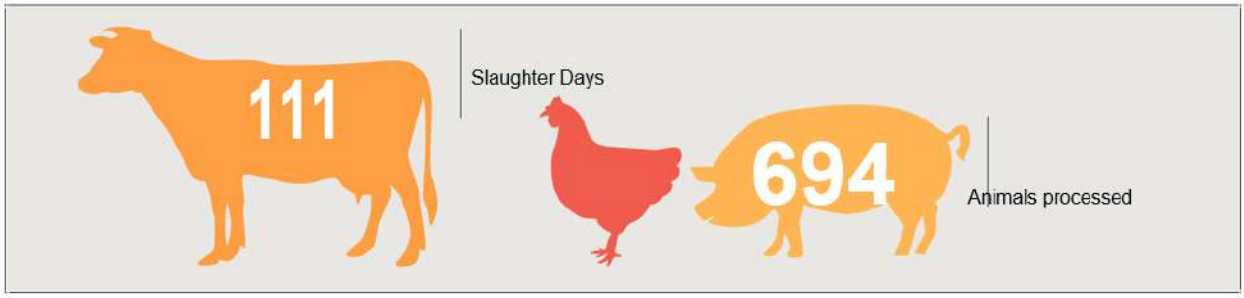


This year, the DoA Agricultural Health Inspection Service (AHIS) staff completed Pest Risk Assessments (PRAs) on six quarries, which include quarries in four countries. A PRA was also completed and a permit granted for the importation of specialised aggregate material from Canada for the airport runway resurfacing and expansion project.

Two additional amnesty bins were also installed at the airport. These bins provide travellers with the opportunity to discard plant and animal products that they may carry without prior knowledge that these items require import permits for entry into the Cayman Islands. The bins support the DoA's ongoing 'Don't Pack a Pest' traveller education program.

Abbatoirs

The abattoir operated 111 level slaughter days, processing 694 animals with a perfect personnel safety record and only minimal equipment challenges. Of this annual total, 227 animals or 32% were slaughtered during the peak Christmas period. This represented the most significant number of animals slaughtered during the Christmas season since the abattoir commenced operations in 2007.



Training

The DoA's Agronomy unit delivered the first On-Farm Food Safety and Good Agricultural Practices training series, presented in four sessions during July and August. In total, 43 participants attended the training series over the four sessions, with 11 persons completing all four sessions, 17 persons, 2-3 sessions and 15 persons one session.

On-farm training in pest identification, application and safe use of pesticides was delivered to 28 farmers and backyard farmers in Cayman Brac, with the kind cooperation of Golden Sun Farms which served as the venue. This was the first time this type of hands-on training workshop was delivered in Cayman Brac for several years.

DoA delivered two hands-on training sessions in pesticide application and safe usage to one public-sector and one private-sector entity. The first training intervention was delivered to 15 applicators working for the Department of Sports and Caribbean Utilities Company Ltd (CUC). Based on the success of the first training session, CUC requested a follow-up training session for a further 28 applicators working with the company.

Two staff members Agricultural Officer, Ms. Kenisha Palmer and Agricultural Assistant (Cayman Brac) Mrs. Shariffa Chantilope-Zelaya, attended and completed a one-week training course for Plant Health Import Staff in the Caribbean UK Overseas Territories in York from September 23 – 27. The training was organised and funded by the GB Non-native Species Secretariat as part of an Overseas Territories Project.

The entire DoA staff also benefitted from Professional Development Training in Effective Communication on 20 November facilitated by TEDx Speaker and world-renown self-management expert, Joy Baldridge.

Sale of Agricultural inputs

2019 saw a 24% increase in sales transactions in agricultural inputs sold by the Department. This 24% increase translated to 37,323 transactions, or 4,402 more than 2018.
The number of plants and seedlings produced and sold as propagative material by the DoA increased in 2019 to 134,146 or 16,323 more than in 2018.
These increases were not only reflective of the growth that continues to occur in the agricultural sector but also of the CIG's ongoing support for improving local agriculture.

Animal Welfare

This year, a total of 16 animal welfare cases were submitted to the Office of the Director of Public Prosecution (DPP) for consideration for prosecution. Notably, was the removal of over 50 dogs from one premises where they were being kept in unsatisfactory conditions for breeding purposes and the sale of pups.

DoA staff, with the excellent support of three (3) of the leading veterinary clinics, worked tirelessly to improve the health of these dogs and to combat an outbreak of parvovirus. Ultimately, some 42 dogs were successfully re-homed.

The DoA in coordination with the Ministry has submitted three packages of legislative drafting instructions and supporting documents as part of coordinated efforts to facilitate the revision of the existing Animals Laws, Plants Law, and the development of comprehensive legislation for the control and regulation of pesticides. Upon completion, these laws will enable us to have a more significant framework for the regulation of plant and animal welfare throughout the Cayman Islands.

Animal Husbandry

Throughout the year, the DoA continued to operate its Livestock Genetic Improvement Programme through the procurement of cattle and goat semen of new and improved breeds and genetics for subsequent artificial insemination of local animals.

Annual Agricultural Show

This year, the DoA continued to provide financial, technical and logistical support for each of the local agricultural shows. The Department was able to successfully support the annual agricultural shows in Grand Cayman and Cayman Brac in March and Little Cayman in April.

Three (3) DoA staff members also joined a contingent of delegates from Ministry of Education, Youth, Sports, Agriculture & Lands (MEYSAL) led by the Hon. Minister, along with members of the CIAS in attending the annual Denbigh Agricultural Show in Jamaica (August 4-6).

LANDS



The Ministry of Lands is responsible for providing oversight and funding to the Department of Lands and Surveys.

It formulates policy and liaises between the Hon Minister for Lands, Cabinet, the Department of Lands & Survey and the Public Lands Commission. In 2019 the Ministry drafted 38 Papers on behalf of the Minister for submission to Caucus and or Cabinet.

The Ministry also employs two officers – a Secretary and a Chief Inspector - who work full time for the Public Lands Commission.

Departments and Units under this Segment:

- The Department of Land & Surveys
- The Public Lands Commission

DEPARTMENT OF LANDS AND SURVEY (LSU)

The Department of Lands & Surveys (LSD) comprises several sections interconnected by their involvement in matters relating to land. Its staff complement of over 50 persons, allows it to offer services including land registration, surveying, geographic data, valuation and the management of government facilities.

Key Achievements

Land Survey

The Department has entered into an agreement with the UK Hydrographic Office to achieve the international charting requirements for the 'International Convention for Safety of Life at Sea' (SOLAS). The Department will provide marine data to the UK for access by all shipping interests entering Cayman waters which is a crucial safety measure. This is a part of a broader initiative under which the Cayman Coastguard Service is also being set up.

Aerial drones are now being regularly used to produce high-resolution, up to date imagery for inspection and use by various Government and private sector land parcel features.

GIS

The LSD has introduced an online license renewal process to accommodate the over 200 persons who subscribe to receive online mapping and data services from it annually. It is hoped that this new online process will result in higher speed and greater efficiency.

Land Registry

The LSD continued its phased conversion of Land Registry Documents to scanned form in 2019. Under phase 2 of the contract, an additional 256,796 images were scanned and delivered. By year-end, 26 Blocks were digitally converted. The Department is working with the Computer Services Department (CSD) to load the images into the work application to ensure viewing is available for all staff.

Valuation & Estates

Stamp Duty Assessments

Number of valuation assessments undertaken	2,500
Number of 'reassessments' issued	461
Total Stamp Duty income from Land Transfers	$65,565,669
Amount above that budgeted for	(+$24,565,000)
Gross value of Lands Transferred	$1,125,341,068

Land Purchases

The Lands and Surveys Department is tasked with the acquisition of land for the following purposes:

1. Beach Access- as directed by Cabinet,
2. Preservation of habitats- as directed by the Department of Environment and subject to Cabinet approval,
3. Provision of public space i.e. parks and cemetery extensions
4. Strategic land acquisition- as directed by Chief Officers and subject to Cabinet Approval

During this year, terms were settled on 9x Land Acquisitions that included 5x Ocean Front parcels. Five of the purchases are with CIG to conclude, the remaining four are out to signature, the total acquisition value of $3,980,584.

Road Compensation Cases

In addition to those negotiations, the Section has provided land acquisition cost estimates on six additional proposed roads schemes with a total anticipated acquisition cost of $10.7m.



The Section has settled a significant number of settlements of compensation claims on developed roads schemes as follows:

Settlements

BP591 - Ext of Godfrey Nixon to West Coast (Phase 1)	$1,540,283
BP593 – Widening of Esterley Tibbets Highway	$246,688
PCM31 – Access to Canal Point and Clipper Bay	$347,740
BP616 & 398 – Connection of Walkers Road to JGHS & UCCI	$115,039
BP538 – Proposed opening of Part of Ebanks Road, West Bay	$4,550
BP574 – Widening of Godfrey Nixon Way	$24,306
BP592 – Widening of Linford Pearson Highway	$6,584
Total	**$2,285,190**



Hon Minister Juliana O'Connor-Connolly addresses the audience during the official ceremony to mark the renaming of South Sound Community Beach to Consuelo's Beach. Seated on the platform are (l-r) Hon Premier Alden McLaughlin, Councillors Barbara Conolly and David Wight and Deputy Chief Officer Wilbur Welcome.

PUBLIC LANDS COMMISSION

The Public Lands Law, 2017 came into effect on 1 June 2017. This legislation established a Public Lands Commission. In May 2017 the Cabinet appointed eight members to the Commission, each for a two year term, expiring on 25 May 2019.

Mandate

The Mandate of the Public Lands Commission, set out in Section 5 of the Public Lands Law, is to regulate the use of public land in the public interest, and in particular;

- To regulate the use and enjoyment of public land by members of the public;
- To protect the right of access to and use of public land by members of the public, including the enforcement of public rights of way over private land;
- To respond to complaints regarding the use or misuse of public land;
- To issue permits for the use of, and activities on public land; and
- To advise the Chief Officer of the Ministry presided over by the Minister on general policies respecting the enforcement of the Law and in particular enforcement matters; and
- To exercise the powers and carry out the functions delegated to it by the Minister for Lands.

Legislation

In 2019 the Legislative Assembly passed the Public Lands (Amendment) Law, 2019. This legislation amended membership of the Commission

such that it shall consist of — (a) six Caymanian members of the public, among whom shall be one from George Town, West Bay, Bodden Town, East End, North Side, and Cayman Brac and Little Cayman; (b) the Director of Lands and Survey or the Director's designate; (c) the Chief Officer of the Ministry of Lands or the Chief Officer's designate; (d) the Chief Officer of the Ministry of Tourism or the Chief Officer's designate; and (e) the Chief Officer of the Ministry of Commerce or the Chief Officer's designate. The Cabinet, on the recommendation of the Minister, shall appoint the chairperson and the deputy chairperson of the Commission from among the six Caymanian members of the Commission who are not civil servants.

Accordingly, effective 1st December 2019 the Cabinet made new membership appointments to the Commission for a two year term. Regulations under the Public Lands Law are awaited, to be passed in the Cabinet.

Staffing

The Ministry recruited and employs two full time employees working for the Commission; a Secretary and a Chief Inspector.

Operations

The Commission publishes an Annual Report of its activities, and readers are advised to seek out this Report for further information on the activities and key achievements of the Commission during the year 2019. This includes the progress made on public access rights to the beach & seashore, and situation with beach vendors operating on public land.

Communications

Overview

The MEYSAL Communications Team aims to promote goodwill between the Ministry and its stakeholders by facilitating the delivery of effective and accurate information in a timely manner. This goal is achieved by utilizing a mix of strategic marketing and public relations (PR) tactics including, but not limited to the delivery of; crisis communications, speechwriting, media interviews, events, press coverage, news stories and articles, branded collateral, social media engagement, advertising (digital, television and print) and integrated PR campaigns. In addition to promoting goodwill, the team monitors the media landscape to actively address media and to facilitate strong media relations towards good reputation building for MEYSAL. The Ministry also oversees the communications functions for its underlying-4 departments and 5 units. These specific actions to continue the improvement of the effectiveness of government communication, both internal and external, are aimed at achieving the Cayman Islands Government's Broad Strategic Outcome 8 – Stable, Effective, and Accountable and Government.

Key Deliverables

Denbigh 2019 – Media Blitz

During August 4 – 6, a large delegation from the Cayman Islands made an official visit to the 67th Denbigh, Agricultural, Industrial and Food Show in Clarendon, Jamaica. Among the official delegation were Premier-Alden McLaughlin, Speaker of the House-McKeeva Bush and Minister Juliana O'Connor-Connolly along with staff of MEYSAL, Department of Agriculture (DoA) and members of the Cayman Islands Agriculture Society (CIAS). To effectively communicate the outputs and local impact of the trip meant to provide opportunities for the delegation to observe and learn from Jamaica's technical expertise in Agriculture, the Communications team orchestrated a major media blitz which resulted in significant local and regional press coverage.

205

Social media posts

109

news editorials, stories

8

special television spotlights



Minister Juliana O'Connor-Connolly stands with Jamaica Minister of Industry, Commerce, Agriculture and Fisheries- Audley Shaw, President of the Jamaica Agricultural Society, and other officials.

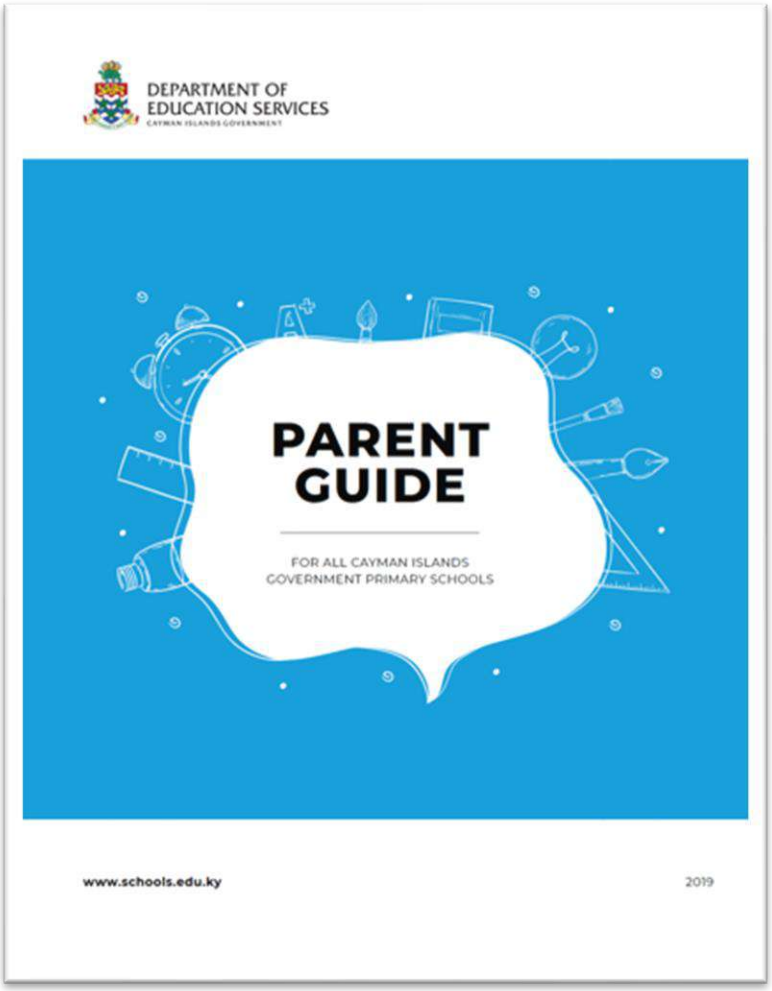


Speaker of the House McKeeva Bush (centre) with staff of MEYSAL, DoA, members of the CIAS and the Abbey Garden Farm's tour guide.

Parent Guide for the New National Curriculum for Primary Schools

In August 2019, when the Cayman Islands government introduced a new National Curriculum for Primary Schools, the Communications section was tasked with producing a detailed and comprehensive guide document, aimed at supporting parents and guardians of primary school children in understanding the areas of change with the implementation of the new national curriculum. The 30-page guide covered the areas of *The Stages of Education, Early Years Education, The Curriculum, Resources and Assessment*. The high-gloss, magazine style, guide was distributed to all government primary schools for delivery to all student homes in December.

Parent Guide excerpt samples



Grading Schemes

Assessments will be now be reported using Scaled Scores and Teacher Judgements.

Scaled Score

Lots of schools use tests at all stages of their work. For the most part, these are part of a normal classroom routine, and support teachers' assessment. However, at certain stages of schooling there are also national tests which must be taken by all students of government-operated schools. Standardized Assessment Tests, often informally known as 'SATs', these tests are compulsory for students at the end of each Key Stage which is Year 2 and Year 6. Students in these year groups will undertake tests in Reading, Mathematics, Punctuation, Grammar & Spelling. The results will be reported to schools and parents/guardians at the end of the year.

A score of 100 represents the expected level for each age group as seen in the illustration below.



Illustration 3. Scaled Scoring

Teacher Judgement

Social Studies and all foundation subjects are assessed using teacher judgements and/or internally set tests. Students' performance in all subjects will be judged against the National Curriculum standards as one of the following qualitative descriptors:

Grade	Descriptor	What does it mean?
GDS	Greater depth	Student exceeds expected standard of learning
EXS	Working at expectations	Student meets the expected standard
WTS	Working towards expectations	Student does not meet the expected standard
BLW	Below	Student is working below national curriculum assessment standards

Illustration 4. Teacher Judgement

Civics and Economics

...s, needs, roles, responsibilities and the ...goods and services. They will look at the ...cluding a detailed look at the development ...slands Government and the importance of ...ways to contribute to society.

Parent Tip:
As parents and guardians you can support your child's learning by asking questions to follow up on their learning, supporting their participation in school projects, discussing current events happening in the Cayman Islands, asking students how they feel about various events and becoming familiar with the curriculum and the learning intentions sent home form the school.

Geography and the Environment

Students will locate other countries in the world. They will use geographical vocabulary to describe and examine a variety of environments and make links between different places in the world. They will use geographical skills and resources and ask geographical questions and deliberate the human impact on the environment.

Though students will learn a great deal of content, our aim is that students will develop skills as they use the social studies processes of inquiry, values, exploration and decision making; to value their roots, explore their pasts, understand their contexts and participate responsibly.

The Foundation Subjects

At primary school, English, maths, science and social studies make up the bulk of the timetable. The other foundation subjects play a key part in providing a broad and balanced curriculum. This is a brief outline of what will be covered in the foundation subjects during primary school:

Art



Students will explore a range of different techniques such as drawing, painting and sculpture, and will use a variety of materials, from pencil and paint to charcoal and clay, to create their own art pieces. In addition, during Key Stage 2, students will study the works of some great artists, architects and designers from history.

Computing

There are three main strands of the new Computing curriculum: information technology, digital literacy and computer science. Information technology is about the use of computers for functional purposes, such as collecting and presenting information, or using search technology.



Digital literacy is about the safe and responsible use of technology, including recognising its advantages for collaboration or communication. Finally, computer science will introduce students of all ages to understand how computers and networks work. It will also give all students the opportunity to learn basic computer programming, from simple floor robots in Years 1 and 2, up to creating on-screen computer games and programmes by Year 6.

All schools will use the software **iCompute** which is an ever-adapting curriculum resource that supports the delivery of computing in the curriculum. Schools will also include regular teaching of e-safety to ensure that students feel confident when using computers and the Internet and act responsibly if they encounter inappropriate content.

Design and Technology

This subject includes designing, construction and engineering, in which students will design, make and evaluate products while learning to use a range of tools and techniques for construction. There may also be some cross-over with Art and Science as students incorporate levers, pulleys or electrical circuits into their designs for finished products.



2019 High School Honour Graduates - Commemorative Press Feature

In promoting a value for academic excellence amongst youth and the wider public, the first annual commemorative newspaper feature was developed and delivered to showcase and celebrate Government secondary school graduates, who achieved an 'honours' distinction in external examinations. This included 'honour' graduates from The Lighthouse School and the Layman E. Scott, John Gray and Clifton Hunter High schools.

Cayman Compass high-gloss, magazine centerfold



Social Media Restructure and Rebrand

Prior to 2019, MEYSAL's social media presence consisted of one central Facebook page that highlighted the activities of all of the ministry's portfolios. To communicate MEYSAL's collective business outputs, a LinkedIn page was launched. To strategically serve target audiences of each specific portfolio subject-area with customised content, and to ensure a brand sustainability for each portfolio, the Communications Team launched individual social media presence/platforms for each appropriate portfolio. Specifically, a professional Facebook and Instagram page was established for Education, Youth, Sports and Agriculture.

MEYSAL Social Platforms:

- **Ministry of Education, Youth, Sports, Agriculture and Lands**
  - Linkedin.com/company/meysal
- **Cayman Islands Education**
  - Facebook.com/educationcayman
  - Instagram.com/educationcayman
- **Cayman Islands Sports**
  - Facebook.com/caymanislandssports
  - Instagram.com/caymanislandssports
- **Cayman Islands Agriculture**
  - Facebook.com/agriculturecayman
  - Instagram.com/agriculturecayman
- **Cayman Islands Youth**
  - Facebook.com/caymanyouth
  - Instagram.com/caymanyouth

Key Deliverables

Mass Communication Messaging



Press Coverage

In supporting the development of press coverage for MEYSAL related events, the Communications team successfully covered a variety of events in capturing key event activities through the mediums of photographs, motion picture/video and interviews:

Most notably among these were:

1. National Children Festival of the Arts – February 11-24
2. Cayman Islands Agriculture Show-March 6
3. The 2019 CARIFTA Games - April 20 – 22
4. NORCECA Beach Volleyball Tour-April 26-28
5. Mentoring Cayman Luncheon – May 1
6. Butterfield Young Musician of the Year – May 11
7. Graduation Ceremony for PWD Construction Apprenticeship Programme – May 29
8. Battle of the Books-June 4
9. Inter-Primary Cricket Carnival – June 21
10. Sunrise Adult Training Centre presents The Lion King – June 11
11. NatWest International Island Games XVIII (Gibraltar) – July 6 – 12
12. U18 Basketball Festival – July 18 - 20
13. Celebration of Champions- July 25
14. 13 School Leaving and Graduation Ceremonies (Primary and secondary schools) August
15. 67th Annual Denbigh Agricultural, Industrial and Food Show (Jamaica) – Aug 3 – 6
16. New Teachers Orientation – August 15-16
17. Official Send off for Overseas Scholarship Students - August 22
18. CARIFTA Sponsors and Volunteers Appreciation Event – Aug 25
19. Annual Educators Professional Welcome Back – Aug 26
20. UCCI Brac Campus New. Student Orientation – Sep 14
21. CIFEC Annual Career Fair – Sep 20
22. Summer Reading Challenge – September 21
23. Presentation of City & Guilds Certificates to Lighthouse School Students- September 23
24. Cayman Finance Student Education & Work Experience Reception - September 24

25. His Excellency Governor Martyn Roper's Visit to the Department of Agriculture- September 27
26. UCCI Capping & Candle-lighting Ceremony- October 3
27. Official handover of 150 copies of 'The Wreck of Sale to schools- October 17
28. Golden Apple Awards – October 5
29. Official Opening of the Nursery School at Creek & Spot Bay Infant School- October 15
30. Cayman Islands Book Fair – October 19
31. UCCI Convocation Ceremony – November 2
32. Mentoring Cayman Opening Reception- November 6
33. UCCI Commencement Ceremony-November 7
34. UCCI Sports Launch- November 20
35. 3rd Annual Cayman Islands Basketball Classic – November 23 - 25
36. RBC Royal Bank Spelling Bee Championship - November 28-29

Events

1. Proud of Them Awards Ceremony -January 12
    a. MEYSAL hosted a ceremony in recognition the 12 round 10 Proud of Them honourees.
2. Sir John A-Cumber Primary School Official Re-opening celebration- February
3. Renaming Ceremony for the South Sound Public Beach to Consuelo's Beach – May 9
    a. MEYSAL hosted a ceremony at the South Sound Community Centre to officially rename the South Sound Beach in honour of environmental activist and advocate, the late Anna Consuelo Ebanks.
4. Press Conference for the 2019 CARICOM Youth Ambassadors – May 15
    a. MEYSAL hosted a press conference in the GIS conference centre to officially announce and introduce the 2019 Cayman Islands CARICOM Youth Ambassadors.
5. A Celebration of Champions – July 25
    a. To honour the athletes of the 2019 Carifta Games, Islands Games and Special Olympics, MEYSAL hosted a party at the Grand Ole House. The Premier and other MLAs, chief officers were in attendance for an evening of awards, special remarks, dinner, live music and red-carpet media area.
6. Official Opening/Ribbon Cutting Nursery School at Creek and Spot Bay Primary – Oct 10

   a. MEYSAL hosted a ceremony on the grounds of the Creek and Sport Bay Primary school to official rename and open the new nursery facility.
7. Educators' Appreciation Event for Sister Islands - Oct 10
8. Educators' Appreciation Event for Grand Cayman - Oct 12
   a. Both appreciation events featured a banquet, live music and special prizes and activities. Grand Cayman event was held at the Marriott and Sister Islands' event was held at the Aston Rutty Centre.
9. Renaming Ceremony for the Theoline L. McCoy Primary School – Oct 15
   a. A ceremony was held in honour of late lifetime educator, Theoline L McCoy. The event was held in the school hall and featured performance, a commemorative installation on the grounds of the school and special remarks by Minister O'Connor-Connolly, Minister for Culture, Dwayne Seymour and McCoy family members with attendance by other MLAs, school staff and community members.

Branding

In addition to subject-area specific social platforms, 2019 saw the creation of new promotional branded banners to ensure a clearer distinction between the Ministry brand and outputs, versus its underlying departments and units.



Minister O'Connor-Connolly (centre) stands against the new MEYSAL branded backdrop in the red-carpet media area the Celebration of Champions event, alongside (left-to-right) DCO Joel Francis, DCO Lyneth Monteith and CO Cetonya Cacho.

Campaigns

The communications unit has developed and executed campaigns to build awareness, educate and inform stakeholders of major events/programmes:

1. **#CaymanCARIFTA – Social Media Campaign**

Promotional activities undertaken to drive major awareness of the Cayman Islands' hosted CARIFTA games included the launch of the official Cayman Islands Sports Instagram page, and high content creation engagement for the Cayman Islands Government and Cayman Islands Sports Facebook page. This resulted in a #CaymanCarfifta social media takeover during the games. The Communication Manager also held responsibility for managing the journalist/media tent during the games.

2. **Denbigh - Media Blitz Campaign**

The Denbigh Media Blitz campaign was supported by the delegation accompaniment of the Communications Manager in Jamaica, who captured all trip activities on social media, fielded media interviews with delegation members and fed real-time news stories to local media on a daily basis. As a result, media houses, LoopCayman, LoopJamaica, Jamaica Gleaner, Cayman Compass, Cayman News Service, Cayman Times, Radio Cayman, Jamaica Information Services and Jamaica Observer all produced significant coverage of the Cayman delegation at Denbigh 2019.

3. **Proud of Them (Round 11) Nominations – Public Relations Campaign**

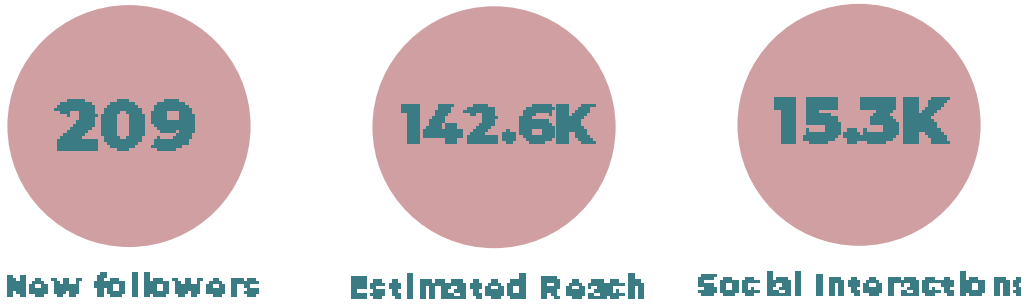
A two-month campaign integrating social media, website, radio, television email and street activation was delivered to promote the nominations for Round 11 of the Proud of Them Awards programme resulting in a total of 73 nomination applications received by the Youth Services Unit (up from 68 from the preceding cohort) . A dedicated website was developed and launched. Prudofthem.com facilitated online nominations and digital applications resulting in more efficient data processing of application data and for faster delivery/deliberation of candidate selections.

Social Media

The Communications Team is currently responsible for managing the content on the Cayman Islands Education pages and the LinkedIn page. The team oversees and contributes to the Youth, Sports and Agriculture pages.

Notably, the Cayman Islands Education Facebook Page 'likes' increased by eight percent during the year, reaching total page likes of 2751 in December. The page had an average daily reach of 479 persons with an average of 46 persons engaged with the page daily. This engagement peaked to 867 persons in March during the promotion of the 51st Annual Agricultural Show.

Facebook Insights for @educationcayman for the period January 1- December 31, 2019



INFORMATION, COMMUNICATION & TECHNOLOGY UNIT

The Information, Communications and Technology (ICT) Unit is tasked with the management and oversight of all ICT activities across the Ministry. More specifically, its responsibilities include the provision of procurement services, systems integration, ICT policy and support for its end-users.

Throughout the year, the ICT unit provided detailed data reports that document and explain student performance across the system through the support of the national reporting online dashboard and the Student Passport system. The use of these systems enabled reports to be generated easier thus resulting in an improved use of data in schools. The unit also facilitated improved stakeholder communications within the education sector, supported by the use better online resources, utilising web-based, social media channels and other e-solutions through the release of the Everest portal in several primary and high schools (John Gray High School (JGHS), Layman Scott High Sr. School (LSHS), George Town Primary School (GTPS) and Prospect Primary School (PPS)). Everest will be released to all schools by the end of 2019

During this period, the unit has also continued to support of the use of online and computerised testing as a means to improving the efficiency of school assessments which include CXC testing, MALT math testing and CAT (cognitive assessment testing).

Listed below are some of the ICT Unit's key achievements in the provision of technology support for Government schools from January 2019 to December 2019:

The unit procured and rolled out ICT equipment and software valued at $398,300.00 KYD. The following items were included:

- Two wireless access points for West End Primary School
- Network equipment for Sir John A. Cumber Primary School
- Two laptop carts for JGHS
- Twenty-one iPads for School Inclusion Specialists for use with students

- Eight Interactive White board stands, 18 projectors arms and network software for Clifton Hunter High School
- Two interactive white boards and 11 tablets for Stepping Stones and Corner Stones
- Eight replacement laptops for educators
- Software development for the At-Risk Dashboard project
- One tablet for STEM specialist
- Five firewalls for DES, Layman Scott Sr. High School, Lighthouse School, Red Bay Primary School and the Ministry
- Network software for GTPS
- Wireless infrastructure cabling for West End Primary School
- Eleven tablets for students in Cornerstones
- Two servers and network equipment for Management Information Systems data centre
- Two pieces of wireless equipment for East End Primary School
- Three hundred and thirty five new laptops to replace out of warranty/end of life existing teacher laptops
- Forty new laptops for Design and Technology classes at JGHS
- Other notable achievements include: The implementation of Everest portal for teachers and parents at JGHS, LSHS, PPS and GTPS.
- Improved asset management through use of online Parago system and participation in continuing fixed asset audits
- ICT Manager's attendance at FETC (Future of Education Technology Conference) conference in Orlando. The conference focuses on integration of ICT in K-12 settings including ICT trends in education, policy and strategy

FINANCIAL ANALYSIS



Financial Highlights

Below are some of the key highlights of the 2019 financial statements and trend analysis.

The annual financial statements are shown in a separate section. All figures are expressed in Cayman Islands dollars thousands (CI $000).

Milestone in financial governance

For the first time in the history of this Ministry all financial audits are completely up to date, and the unqualified (clean audit) opinions have been maintained since 2014/15 up to the last audit in 2019. This is a significant milestone in the financial governance of the Ministry.

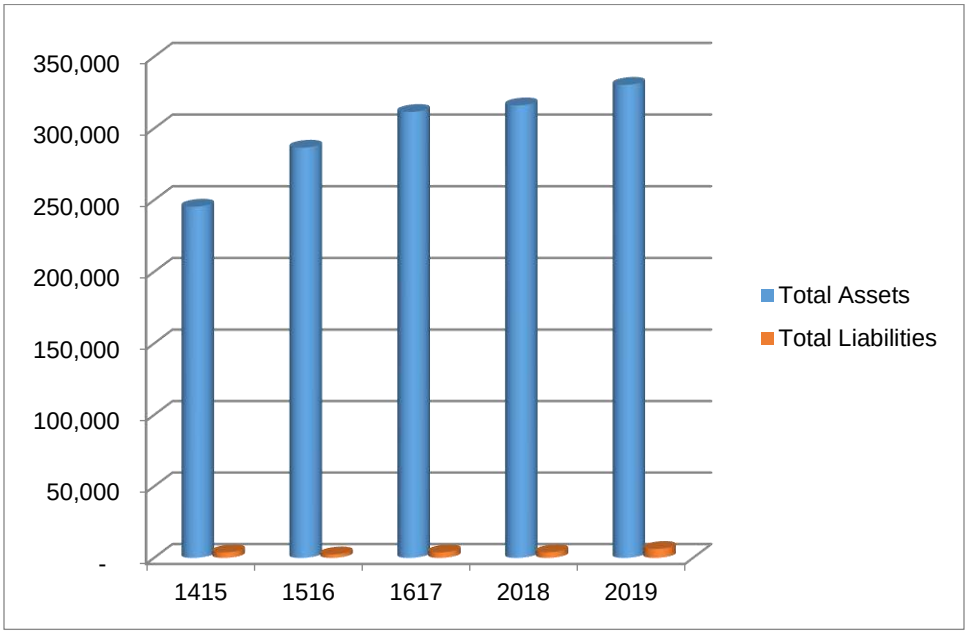
Financial Position Highlights

As of 31 December 2019, the Ministry continues to have very good liquidity, with sufficient easily convertible-to- cash assets in order to pay short-term amounts owed, with a solid cash position and sufficient current assets and limited current liabilities. The Ministry also has a very favourable, low gearing debt-to-equity ratio, that is, minimal debt in relation to the equity/net worth, due to the strong equity position and minimal liabilities. This also shows that there are no issues around the Ministry's financial stability and its ability to continue being a going concern. The Ministry can continue operating and cover all commitments for the foreseeable future.

The chart and table (Figure 1) below, display the five-year trends of the financial position of the Ministry.

Figure 1

	1415	1516	1617	2018	2019
Total Assets	245,436	286,592	311,472	316,081	330,762
Total Liabilities	3,870	2,443	3,837	3,937	7,042
Total Net Worth	241,566	284,149	307,635	312,144	323,720



The most significant additions to fixed assets in 2019 are related to major projects such as the Sports Facilities upgrade due to CARIFTA preparations, as the host nation. There were also significant early works and pre-construction works in relation to the New John Gray High School (NJGHS) construction project. A marked number of motor vehicles were also added to the fleet across the schools and departments. End of year liabilities spiked due to the ramping-up of works at the NJGHS construction project, which resulted in a large number of NJGHS construction liabilities occurring, especially in the last quarter of 2019.

Financial Performance Highlights

During the fiscal year, there were some 'within year exceptional budget adjustment' requests, which were made to accommodate vital needs. Related matters included the 2019 effect of the previous partial year's teachers' salary increase, curriculum change, and many other increasing needs in varying appropriations. The Ministry operated within the final budget and ended the period with an $677 thousand surplus.

The personnel budget and supplies and consumables expenditure are within the final budgets' amounts. The large increase in personnel in comparison to 2018 is largely due to the full-year effect of the teachers' salary increase (granted partial year in 2018) coupled with the full-year effect of the Cost of Living Adjustment (COLA) continuing effect (granted a partial year in 2018) along with a marked increase in CINICO health care costs. Some of the supplies & consumables related increases stemmed from the change in curriculum. There were also some increases in utilities and security services across the Ministry.

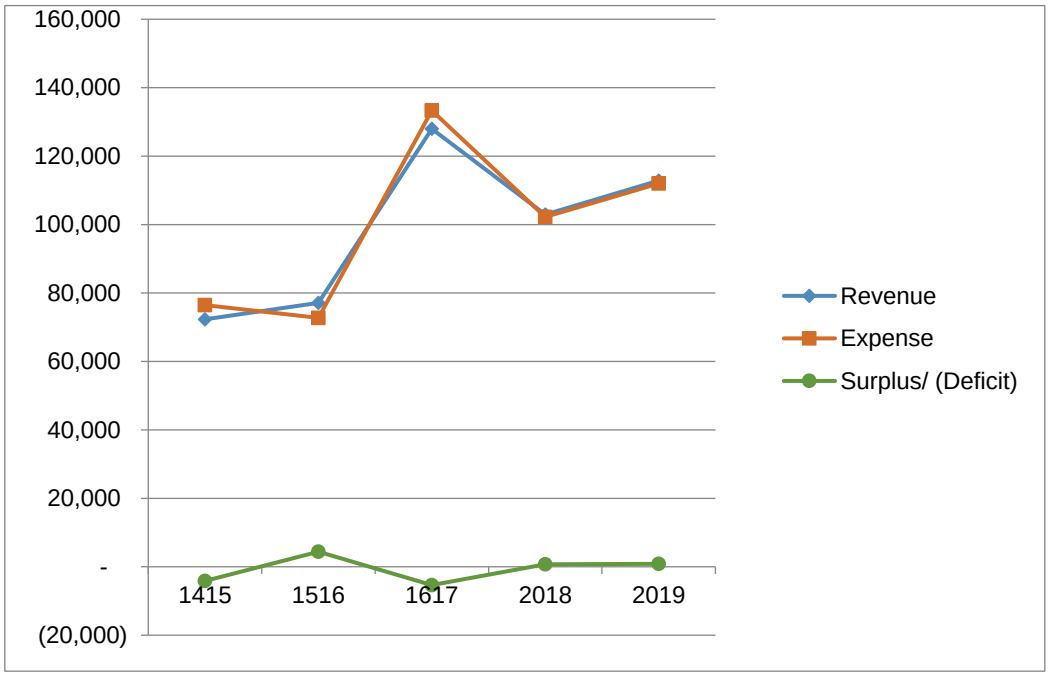
Depreciation expense exceeds the approved final budgeted amounts. However, these amounts were offset by significant savings in other lines as well as a larger than expected investment revenue.

The revenue from fees from the Lands & Survey Department, Agricultural Department exceeded budgeted targets.

The chart and table below (figure 2), displays the five-year trend of the financial performance of the Ministry.

Figure 2

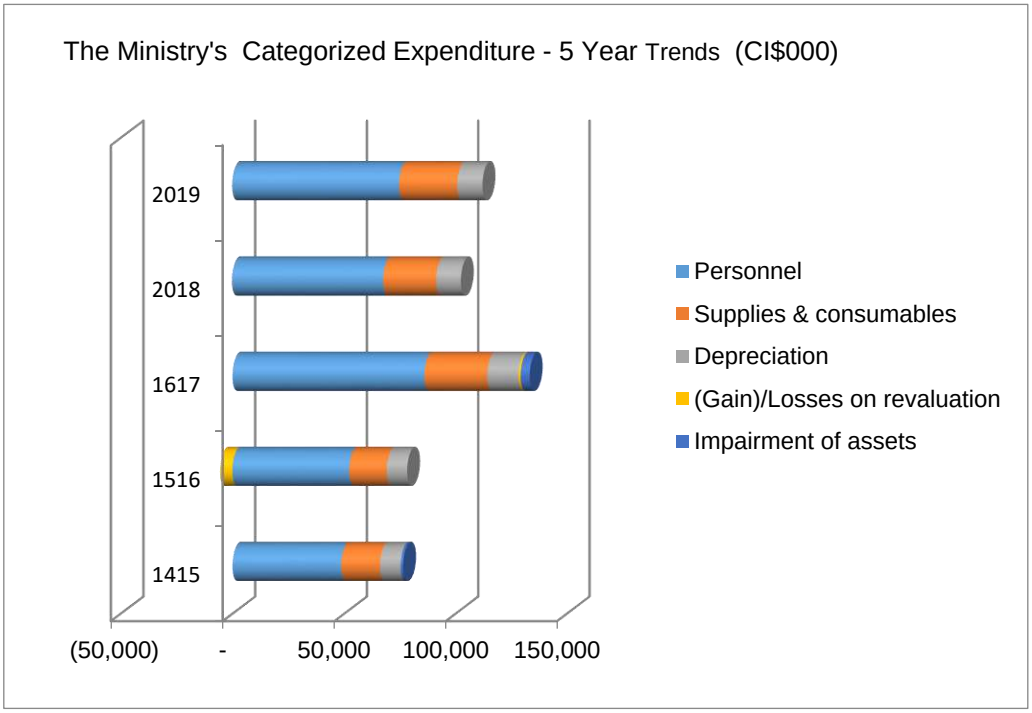
	18 Mths				
	1415	**1516**	**1617**	**2018**	**2019**
Revenue	72,315	77,124	127,963	102,915	112,842
Expense	76,454	72,734	133,309	102,200	112,165
Surplus/(Deficit)	(4,139)	4,390	(5,346)	715	677



The years of deficit are mainly a direct result of significant impairment and revaluation losses which the Ministry recognised, in relation to various construction projects and buildings. It should also be noted that the fiscal year 1617 was a transitional 18 month period. There was also a change in composition in the Ministry from July 2017, post-election.

The Ministry's expenditure is graphically displayed in the chart below (Figure 3). This highlights the added expenditure effect of the loss on revaluation and the impairment of assets in years gone by. Personnel costs continue to be the main source of the Ministry's expenditure.

Figure 3



ANNUAL FINANCIAL STATEMENT