



# YEAR IN REVIEW



# **CAPRI**

## Year In Review 2025

Caribbean Policy Research Institute (CAPRI)  
Kingston, Jamaica

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June 2024 | Q2404  
CAPRI  
**OUTSIDE IN**  
Increasing Participation  
in the Labour Force

June 2024 | Q2404  
CAPRI  
**GROUND WORK FOR PEACE**  
Reorienting Jamaica's  
ZOSOs for Sustained  
Violence Reduction

June 2024 | Q2404  
CAPRI  
**SEA OF TUNTY**  
Jamaica's Maritime  
Economy

January 2023 | R2304  
CAPRI  
**COMING UP NEXT**  
The Social Costs of  
Unregulated Access to  
Safe Abortion

May 2023 | R2304  
CAPRI  
**BUDGET BREAKDOWN 2023**  
Analysis of the  
Government's  
Revenue and Expenditure

June 2023 | R2304  
CAPRI  
**HITS AND MISSES**  
Women in  
Organisational  
Leadership

# Executive Director's Message

Two developments loom large in the landscape. First, the central role of the United States in international trade, cooperation, and security has been disordered by abrupt policy changes in that country's foreign engagement stance. This development has affected relations amongst the countries in the rest of the world, including those in the Caribbean. In this region, it has impacted trade, financial flows, aid flows, and national security. Second, the second strongest tropical storm ever to make landfall devastated the western half of Jamaica, an event that has had impact across the policy spectrum.

These events exemplify how quickly and comprehensively the landscape within which policy is enacted, and the policies that are needed, can change. 2025 may have been unusually tumultuous, but it nonetheless reflects an enduring truth: that we live in a constantly changing world, and the directions in which it turns are unpredictable. Pandemics, wars, tariffs, terrorism, storms, and who-knows-what-next will always call for new research into novel problems and renewed analysis of existing ones.

In this context, think tanks play a vital role. We parse these developments in near real time, sorting through the events to pull out which parts

are passing and which are enduring, which can be addressed by leaving existing solutions applicable, and which call for new thinking. We can then carry out our duty to uncover and bring the relevant knowledge to the public domain.

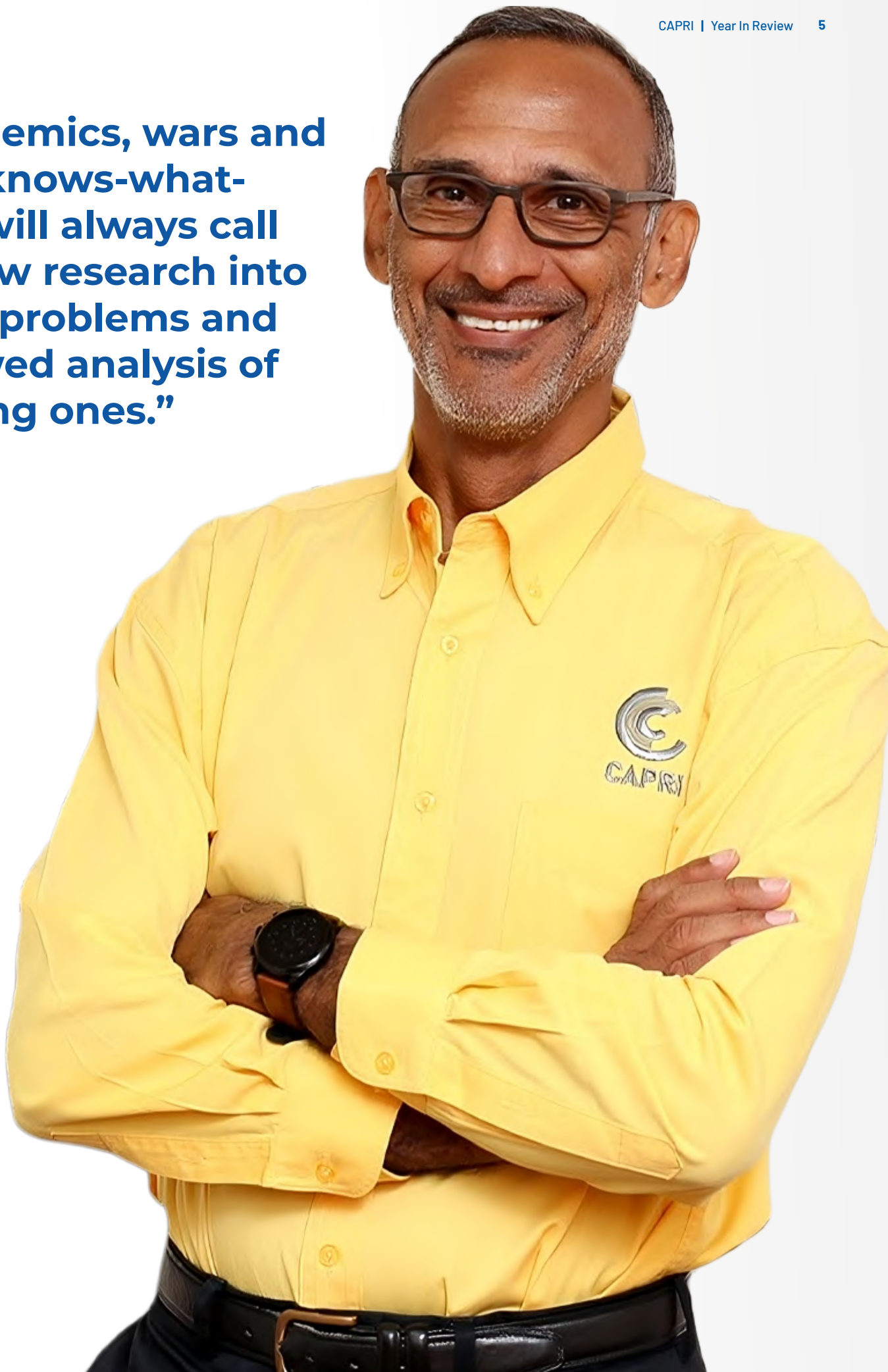
In 2026, our economic, social, environmental, and governance policies will continue to address the consequences of 2025 – the changed economic and institutional landscape internationally and the devastated physical one locally. And surely, new developments will unfold, in a continuation of the pattern to which we have become accustomed. You can rely on CAPRI to continue to make sense of these challenges and, through our research, to offer the best paths forward through which to navigate it.

**Damien King**  
Executive Director



*2025 was a year of*  
**DISRUPTION**

**“Pandemics, wars and who-knows-what-next will always call for new research into novel problems and renewed analysis of existing ones.”**





**“These are not small wins. They are proof that rigorous, independent research moves the needle on what matters.”**

# Chairman's Message

2025 tested us. A shift in global trade policy rippled through our region's economy. Hurricane Melissa arrived on Jamaica's shores as one of the strongest storms the world has ever seen. These events affirmed something we have long understood that sound policy cannot be reactive. It must be designed in advance, grounded in evidence, and built into the systems we rely on before crisis arrives.

This year, CAPRI did what it was built to do. The personal income-tax relief that reached 185,000 working Jamaicans came directly from our Budget analysis. The overhaul of student financing – designed to open tertiary education to those who have long been locked out – traced back to CAPRI's recommendations. These are not small wins. They are proof that rigorous, independent research moves the needle on what matters.

As CAPRI approaches its third decade, the real measure of our institutional strength is not any individual victory. It is that we have built something durable: a team of dedicated researchers, partnerships across the Caribbean and beyond, and a reputation for clarity and accuracy that opens doors in ministries and boardrooms alike.

The work ahead will be demanding. Climate risk, productivity, inequality, and security are not problems that fade; they deepen and deserve the kind of rigorous thinking that only an institution like CAPRI can deliver.

I am grateful to our team, our partners, and our supporters who share this conviction. Together, we are continuing to build an institution worthy of the trust placed in it.

**Stephen Facey**  
Chairman



*This was a year that*  
**TESTED US**





1

Eyes on  
CAPRI

# Website Visits by Country

(top ten)



**894,136**

Social Media  
Profile Views

**144,310**

Website Views

**13,647**

Report Views

**2,231**

Report  
Downloads

**10,810**

Social Media  
Followers

**75**

Media  
Mentions



# QUESTION I HAVE ABOUT MY PORTFOLIO

- Minister of the Environment, Hon. Daryl Vaz



**Gordon Institute  
of Business Science**  
University of Pretoria

**2**

**CAPRI  
Atlas**



# CAPRI ACROSS



## 1. OTT Conference 2025 Johannesburg, South Africa

Damien King

At the 2025 On Think Tanks Conference, CAPRI's Executive Director Dr. Damien King delivered a keynote examining why policy commitments often fail at the implementation stage, drawing on CAPRI case studies to analyse bureaucratic incentives and resistance to reform. The presentation engaged a global audience of think tank leaders concerned with improving policy uptake and engagement with policymakers.



## 2. Global Civilizations Dialogue Ministerial Meeting Beijing, China

Shamoy Cain

CAPRI's Shamoy Cain participated in ministerial-level discussions at the Global Civilizations Dialogue



## 3. Regional Dialogue on Climate Finance Bridgetown, Barbados

Aleem Mahabir

Fellow Aleem Mahabir engaged regional and international stakeholders on how climate finance structures affect debt vulnerability and rights-based development in small island states. Discussion centred on financing arrangements and governance challenges facing Caribbean countries.



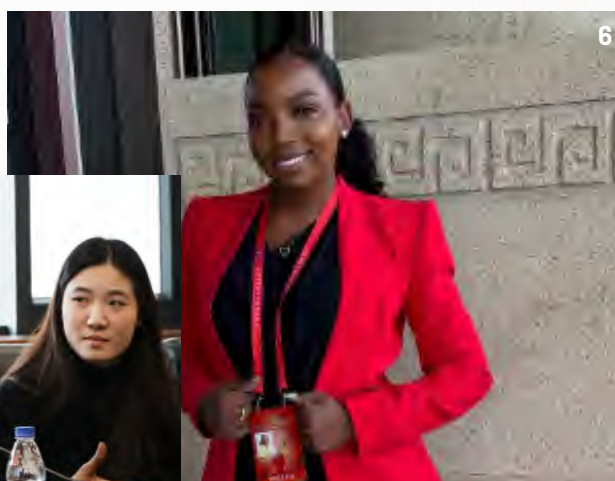
## 4. OTT School for Think tankers Barcelona, Spain

Naomi Reiztin-Palmer

Through Naomi Reiztin-Palmer's participation in the School for Thinktankers, CAPRI learned global best practices on research governance, editorial standards, financial sustainability, and strategic communications, which subsequently informed refinements to internal organisational systems.

# THE GLOBE

in Beijing focused on governance and cooperation across different political systems. The meetings convened government representatives and policy institutions to exchange perspectives on development priorities.



## 6. Dialogue on Exchanges and Mutual Learning Among Civilizations Dunhuang, China

Priya Alexander

CAPRI's Priya Alexander participated in global discussions on the role of technology, including AI and digitisation, in preserving cultural heritage and advancing intercivilisational dialogue. The engagement informed CAPRI's understanding of how cultural policy and innovation intersect with inclusive development and social cohesion.

## 5. Hangzhou Normal University (Centre for Caribbean Studies) Hangzhou, China

Naomi Reiztin-Palmer

Invited by Professor Min Zhou, Dean of the School of International Studies, CAPRI's Jaleel Ferguson contributed to academic exchanges on Caribbean governance, evidence-based policymaking, and literary heritage across two campuses at Hangzhou Normal University. The engagement expanded CAPRI's visibility within Asian research networks and strengthened institutional ties with one of the leading centres for Caribbean studies in China.



## 7. Southern Voice Biennial Conference Sao Paulo, Brazil

Diana Thorburn

CAPRI's Director of Research, Dr. Diana Thorburn, engaged with think tanks from across Africa, Asia, and Latin America to examine governance, inequality, and South-South policy learning. This conference strengthened CAPRI's comparative perspective and reinforced its role in positioning Caribbean policy challenges within broader Global South debates.







**3**

**Climate &  
Resilience**



On October 25, 2025, Hurricane Melissa made landfall in Jamaica as the most powerful storm in the recorded history of the Caribbean, with estimated losses of US\$8 billion. The scale of destruction exposed persistent gaps in disaster preparedness, coordination, and long-term resilience planning in a climate that is becoming more volatile.

In the years leading up to this event, CAPRI's work focused on strengthening environmental governance, improving transparency in climate finance, and grounding policy reform in measurable outcomes.

## Building Environmental Governance from the Ground Up

CAPRI's The Bag Ban Theory: Unpacking Evidence and Capacity Gaps in Caribbean Plastic Policies assessed the effectiveness of single-use plastic bans across Jamaica, Barbados, and Antigua

& Barbuda. The study found clear behavioural shifts, including a more than 90 percent reduction in lightweight plastic bags in formal retail and a significant increase in public awareness.

However, the absence of baseline data and consistent waste monitoring means there is no reliable way to determine whether overall plastic use has declined. In Jamaica, imports of alternative plastic products increased by 34 percent between 2019 and 2023, suggesting substitution rather than reduction.

The findings point to a central constraint. Legislative action has outpaced institutional capacity to measure, enforce, and sustain impact. CAPRI's recommendations therefore focused on establishing monitoring systems, enforcing standards for alternatives, and improving accountability in public procurement and education efforts.

October 2025 | R2505



# THE BAG BAN THEORY

Unpacking Evidence and Capacity Gaps in Caribbean Plastic Policies



Funded by The European Union



October 2025 | R2505



# THE BAG BAN THEORY

Unpacking Evidence and Capacity Gaps in Caribbean Plastic Policies



Funded by The European Union



# 10 Things to know about



info@capricaribbean.org or  
by telephone at  
(876)970-3447 or (876)970-2910



**“A ban without evidence is just an idea.”**

**Dominique Augustine**  
Researcher, CAPRI

## **Climate Financing the Caribbean**

CAPRI’s report *A Review of Chinese Climate Assistance in the Caribbean*, produced in partnership with the Inter-American Dialogue, mapped more than 80 projects valued at over US\$1.8 billion. The analysis showed that financing is concentrated in energy and infrastructure, with uneven distribution across countries.

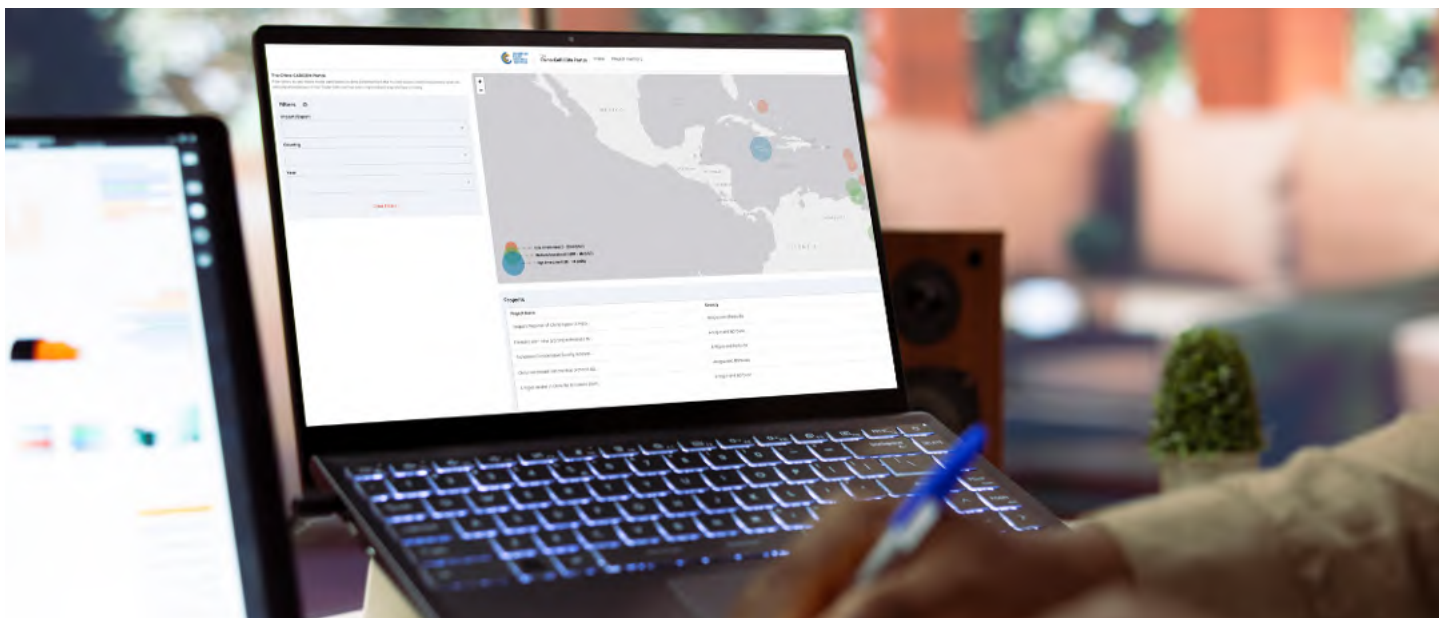
A consistent limitation is the lack of transparency. Only a minority of projects disclose financing terms or environmental impact, and a significant share is structured as loans. In a region already carrying high debt burdens, this raises concerns about long-term fiscal exposure.

CAPRI’s work in this area emphasized the need for clear disclosure standards, integration of external financing into national budgets, and mechanisms to assess outcomes rather than inputs.



**“The Caribbean contributes less than one percent of global emissions, yet we remain on the front lines of climate risk.”**

**Aleem Mahabir**  
Fellow, CAPRI



## Moving Towards Transparency

To address persistent gaps in information, CAPRI and the Inter-American Dialogue launched the China-CARICOM Portal, a regional data platform tracking over 300 projects across multiple sectors. The Portal provides a structured view of how external financing enters and moves through Caribbean economies.

The data shows a shift in Chinese engagement away from large-scale infrastructure toward climate resilience, technology, and social sectors. At the same time, incomplete disclosure continues to limit coordination and oversight.

The Portal introduces a practical tool for governments, researchers, and the public to interrogate these flows, strengthening the evidence base for decision-making.



**“For years, we’ve spoken about China’s growing footprint in the Caribbean without a shared evidence base. This Portal turns speculation into data—and data into accountability.”**

**Alexander Causwell**  
Fellow, CAPRI



# 4

# Economy & Development

In 2025, Jamaica entered its eighth consecutive year of economic expansion, one of the longest sustained growth periods in recent history. Inflation stabilised at 5.2 percent, its lowest level in over a decade, while unemployment fell to a record low of 3.5 percent. Public debt is projected at 68.7 percent of GDP by the end of FY 2024/25, continuing a steady downward trend that reflects sustained fiscal discipline alongside expanded social spending.

These gains, while significant, have not been evenly felt. The underlying question remains whether macroeconomic stability is translating into improved living conditions, particularly for households most exposed to economic and climate-related shocks. The impact of Hurricane Melissa underscored the extent to which resilience depends on both fiscal space and the effectiveness of public spending.

## Analysing the Government's Proposed Revenue and Expenditure

- CAPRI's Budget Breakdown 2025: An Analysis of the Government's Proposed Revenue and Expenditure provided an independent assessment of the Government's fiscal programme, examining how revenue measures and expenditure priorities align with growth, equity, and long-term resilience.
- The analysis confirmed that fiscal discipline remains intact. The primary surplus is maintained at 5 percent of GDP, and revenues grew by 3.2 percent, supported by improved tax administration. At the same time, there were notable shifts in expenditure. Capital spending increased by 14 percent, with allocations directed toward infrastructure rehabilitation and climate-related investments, while social-protection spending rose by 10 percent to expand support for vulnerable groups.
- These allocations point to a broader

recognition that resilience extends beyond infrastructure to include household-level stability. However, CAPRI identified persistent gaps in how resilience-related spending is tracked and integrated into medium-term fiscal planning. Disaster-related expenditures remain largely reactive, and climate-risk considerations are not yet systematically embedded in public investment decisions.

- To strengthen the link between fiscal stability and resilience, CAPRI recommended maintaining a firm focus on debt reduction, adjusting income tax thresholds to prevent bracket creep, and reducing reliance on tax incentives that erode the revenue base.





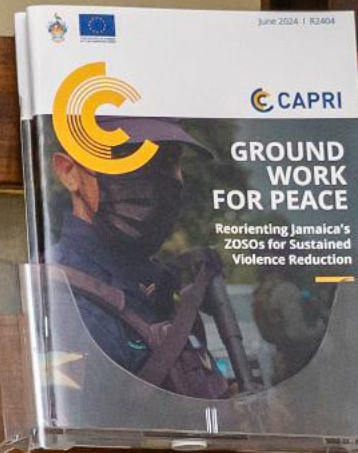
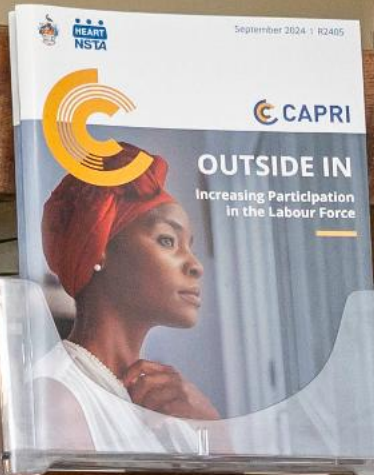
# IMPACT

## ***Income-Tax Relief for Working Jamaicans***

As part of the 2025-6 fiscal reforms, the Government of Jamaica announced the first increase to the personal income-tax threshold since 2017, raising it from J\$1.7M to J\$2.003M by FY2027. The measure will deliver J\$13.97B in relief to approximately 185,000 PAYE workers.

This shift reflects a recommendation made in CAPRI's Budget Breakdown 2023 to increase the threshold to J\$2.2M to correct for seven years of inflation that had eroded the real value of the existing threshold by almost one-third. CAPRI also urged the Government to peg future adjustments to inflation to prevent this erosion from recurring.

During Budget Breakdown 2023 launch event, former Minister of Finance and Public Service Dr. Nigel Clarke acknowledged CAPRI's analysis as an important contribution to the national discussion. This 2025 reform represents a concrete example of evidence shaping policy, improving fairness in the tax system, and increasing disposable income for working households.



In 2025, CAPRI deepened its role as a national champion for open and participatory budgeting through a strategic partnership with the International Budget Partnership. As part of Jamaica's engagement in the global Collaboration for Open and Accountable Budgeting (COAB) initiative, CAPRI worked to strengthen transparency, expand access to budget information, and promote meaningful public engagement in fiscal decision-making.

The central activity for COAB was the distribution of the Budget Scorecard 2024 to all 63 Members of Parliament, summarising Jamaica's performance in the Open Budget Survey, along with a pamphlet detailing the benefits of Jamaica publishing its first Pre-Budget Statement.

Following the parliamentary handover, Minister of Legal and Constitutional Affairs, Mrs. Marlene Malahoo Forte commended CAPRI for "bringing data and clarity to the national budget conversation," underscoring the indispensable role of independent research in strengthening public trust.

In 2026, CAPRI will continue this partnership by producing the Budget Scorecard 2025.



# SPOTLIGHT





**Marlene Malahoo Forte**



@Johnnydoe123

Thank you @CapriCaribbean for your BUDGET SCORE BOARD 2024. At a quick glance, I see it has very useful comparative data. I look forward to thoroughly reading the materials.

@DamienWKing



4:27 PM · 03/11/2025 ·

3 Retweets 3 Quote Tweets 12 Likes

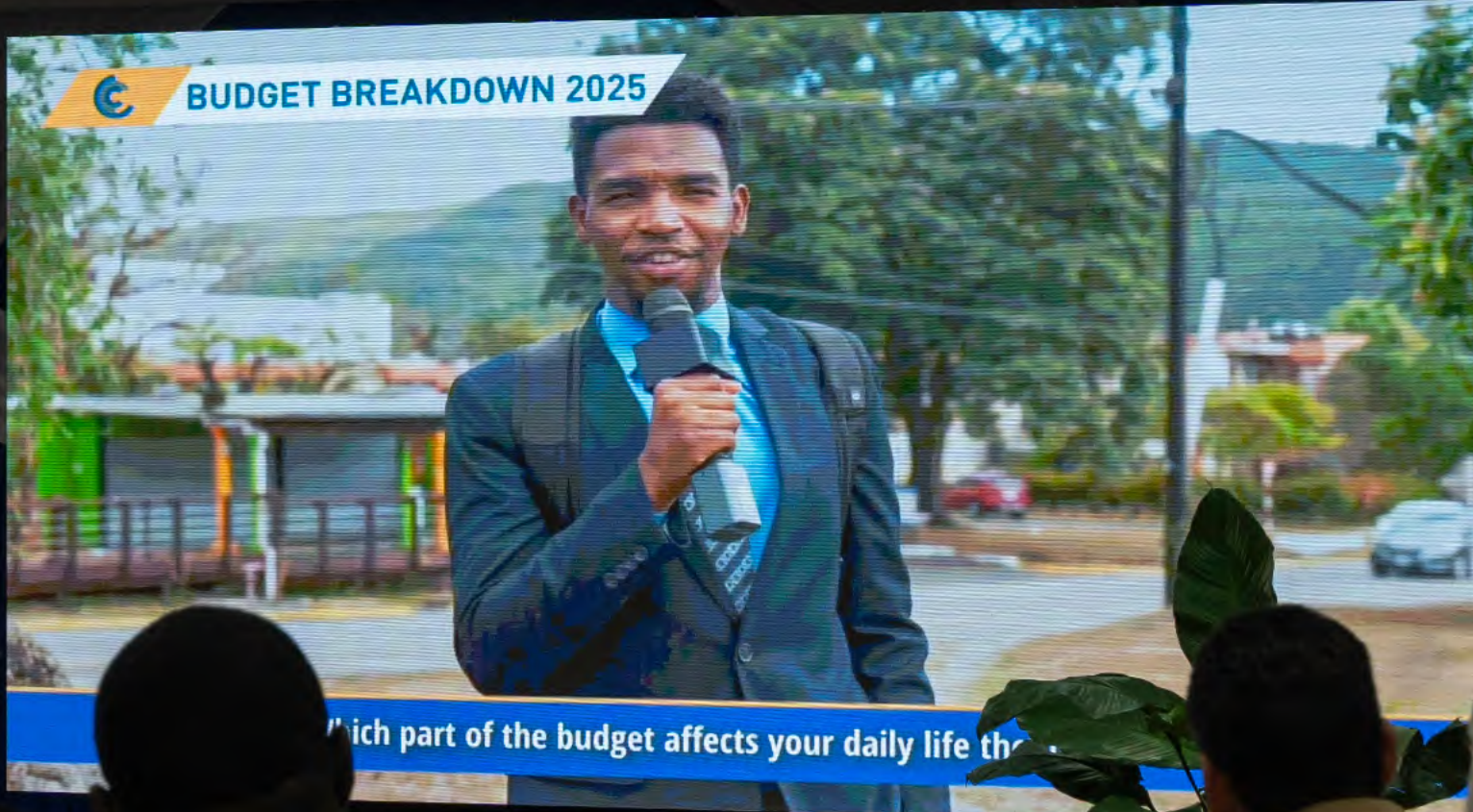


# CAPRI Commentary: Raising Productivity

While fiscal discipline strengthens Jamaica’s resilience, productivity growth remains the country’s most binding constraint on rising living standards. As CAPRI’s Executive Director Dr. Damien King argues in his How to Raise Productivity CAPRI Commentary, productivity is not an outcome of growth... it IS growth.

Over the past decade, Jamaica’s output per worker has grown by less than 1 percent annually, lagging regional peers such as the Dominican Republic (3 percent) and Costa Rica (2.4 percent). CAPRI connects this stagnation to low capital investment, limited innovation adoption, and skills mismatches in critical sectors. While unemployment is historically low, underemployment – particularly among youth and women – remains high, constraining real productivity gains.







**5**

**Education  
& Youth**

Jamaica's growth cannot be measured by macroeconomic indicators alone. It must also be reflected in the extent to which individuals are equipped to learn, progress, and participate fully in the economy. CAPRI's work in education in 2025 focused on the structural conditions that shape those outcomes, combining system-level analysis with targeted policy engagement.

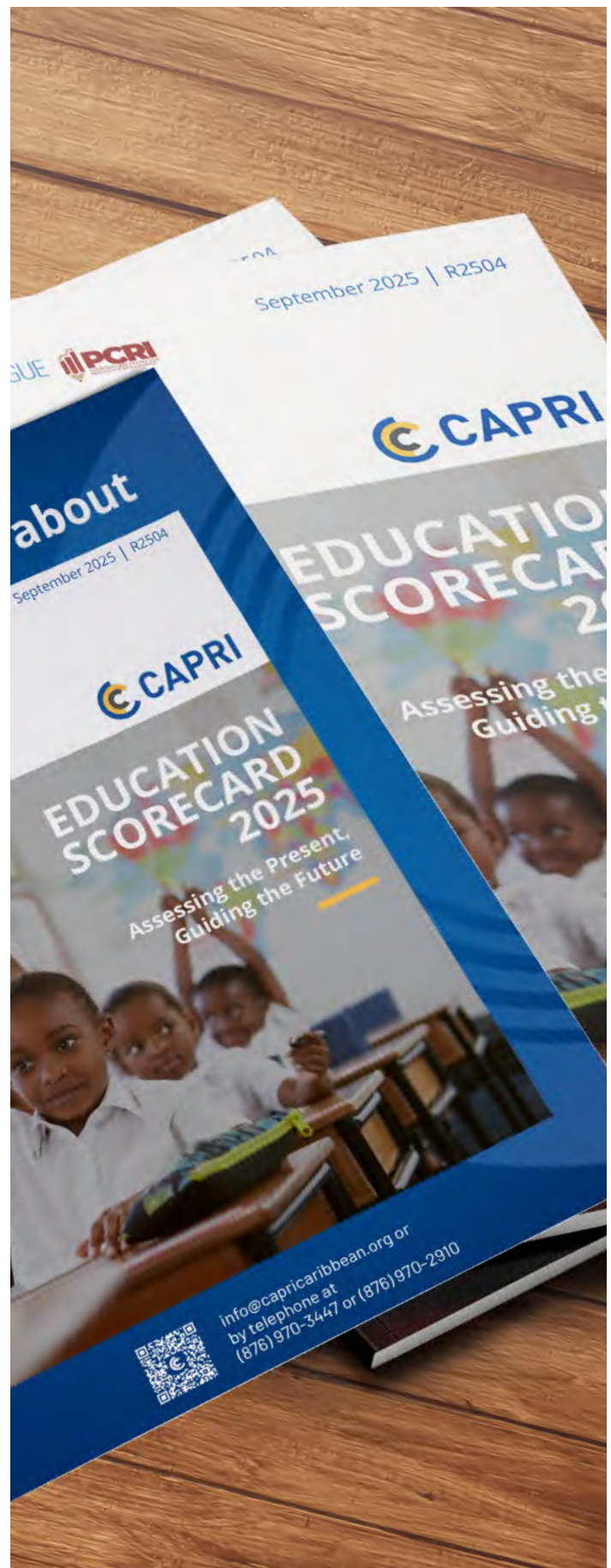
## The Education Scorecard Report 2025: Assessing the Present, Guiding the Future

In partnership with the Inter-American Dialogue and the Postgraduate Centre for Research and Intelligence, CAPRI produced Education Scorecard 2025, a comprehensive assessment of Jamaica's education system across eight performance areas, including learning outcomes, equity, financing, and school accountability.

The findings point to a system that is structured but uneven in delivery. Strong performance in standards and accountability reflects progress in curriculum implementation and oversight. However, this has not translated into consistent learning outcomes. Fewer than 60 percent of primary students passed the Primary Exit Profile in 2023, and only 19 percent of secondary students achieved five CSEC subjects including Mathematics and English. A large share of students therefore exit the system without the qualifications required for further study or skilled employment.

Disparities persist across geography and gender. Rural schools continue to operate with fewer resources, and boys underperform across most subject areas. At the same time, the teaching profession faces sustained pressure. Low compensation, outward migration, and limited opportunities for professional development continue to affect recruitment and retention.

CAPRI's recommendations focused on strengthening equity in financing, improving early identification of at-risk students, and aligning incentives within the system to support performance in under-resourced schools.





# IMPACT

## ***Financing the Future***

CAPRI's work on tertiary financing has long highlighted the inequities that prevent thousands of Jamaicans, especially those from low-income and informal households, from accessing higher education. *Come Mek Wi Hol' Yuh Han'* (CAPRI, 2021) and *Footing the Bill* (CAPRI, 2023) called for a modernised student-financing model with longer repayment periods, reduced interest burdens, and coverage for essential living costs, not just tuition.

In her 2025 Budget Debate presentation, Minister of Finance and the Public Service Hon. Fayval Williams credited CAPRI's research as the blueprint for the most significant overhaul of the Students' Loan Bureau (SLB) in more than two decades. "A CAPRI study has given us excellent suggestions on how to modernize the Students' Loan Bureau's offerings," the Minister stated. "We are committed to an overhaul that makes higher education more accessible, equitable, and affordable for every Jamaican student."

Beginning in 2026, the SLB will extend repayment terms from seven to ten years, maintain current interest rates, and expand loan coverage to include housing, books, laptops, and meal stipends—directly reflecting CAPRI's recommendations for a more equitable and comprehensive system.

# Cultivating Youth Engagement with Research

CAPRI strengthened its commitment to building a culture of evidence in Jamaica through its participation in Semana De La Evidencia (Evidence Week) 2025, a regional initiative coordinated by Hub LAC and On Think Tanks.

## CAPRI College: Public Policy Research 101

As part of the week's activities, CAPRI College hosted a training session on the fundamentals of public policy research, led by Director of Research,

Dr Diana Thorburn. The session guided students through the core elements of research design, including how to define a policy problem, how to analyse data responsibly, and how to transform research findings into recommendations that decision-makers can use. Using examples from CAPRI's own work, the lecture emphasised clarity, accuracy and accessibility.

CAPRI College will continue to grow in 2026 as a space that equips new researchers with the skills needed to contribute meaningfully to Jamaica's policy landscape.



**“Evidence is not persuasive unless it’s understood. Our job as researchers is not only to find truth, but to make it usable.”**

**Diana Thorburn**  
Director of Research, CAPRI

## Pitch for Peace: 5 Minute Presentation Competition

Pitch for Peace served as the week's most dynamic expression of violence reduction policy innovation, offering young researchers and professionals a platform to present concise, evidence-based proposals on Jamaica's most urgent security and justice challenges. Presenters were assessed on the strength of their evidence, the relevance

of their ideas, and the practicality of their recommendations.

The winning presentation was delivered by Dr. Regan Reid. Her research on female delinquency prevention in Jamaica, as the judges agreed, exemplified the kind of evidence-based work that can transform the justice system for the most vulnerable.





# 6

## Security & Inclusion

Jamaica’s national conversation on security has long centred on force, deterrence, and high-visibility policing. In 2025, CAPRI’s work urged the country to look deeper. Security is not only about suppressing violence; it also depends on understanding how violence operates. It requires mapping relationships, recognising overlooked actors, and examining the social and spatial conditions that allow criminal networks to take root and endure.

## Women in Organised Violence

CAPRI’s Hits and Misses, funded by the European Union, challenged the prevailing view that women are peripheral to organised crime. The report found that while women account for fewer than 5 percent of arrests for gang-related offences, this reflects a gap in measurement rather than a lack of involvement.

The research showed that women are embedded

within the operational systems of violent networks, particularly in financial management, communication, and the maintenance of social ties that underpin group cohesion. These roles rarely generate police records but are essential to the continuity and adaptability of criminal organisations.

This disconnect between recorded crime and actual participation has direct implications for policy. Enforcement strategies that focus primarily on male actors overlook a significant part of the network structure, limiting their effectiveness in disrupting organised violence.

CAPRI’s recommendations therefore emphasised recognising women’s roles within these systems, integrating gender-aware approaches into security operations, strengthening the use of female personnel in enforcement contexts, and linking security interventions with broader community development measures.



February 2025 | R2407

CAPRI

**HITS AND MISSES**  
Women in Organised Violence

**Most downloaded report of 2025**

**503**  
Downloads

Among CAPRI's EU-supported third-party grantees, the Angelic Ladies Society stood out for its targeted focus on young men and violence prevention. Their 2025 project, "Echoes of Change: The Problem with the P," reached over 500 upper-school boys across eight high schools in St. Thomas.

Through sensitization workshops, rap sessions, and interactive activities, the initiative promoted healthy masculinity, consent, and respect. Facilitators included the Bureau of Gender Affairs, Ministry of Education's Youth Policy Division, and community pastors. CAPRI's role, as intermediary under the EU civil society grant, monitoring project implementation and ensure alignment with its third-party grantee programme objectives.



# SPOTLIGHT



## CAPRI Joins the IDB Research Network on Organised Crime

CAPRI was selected as the sole Caribbean institution to join the Inter-American Development Bank's Research Network on Organised Crime, one of ten organisations chosen from a global pool of applicants. As part of this collaboration, CAPRI is advancing the use of SNAGIS, an approach that integrates Social Network Analysis with Geographic Information Systems to examine how criminal networks operate across both relationships and territory.

This methodology moves beyond incident-based analysis to map how actors coordinate, move, and embed within specific spaces. It brings into view the spatial conditions that enable organised violence, including the use of informal settlements, unregulated zones, and evolving infrastructure. The approach also highlights how variations in state presence shape patterns of control, recruitment, and conflict.

The work strengthens CAPRI's ability to support policy responses that extend beyond enforcement, with applications in urban planning, land governance, and community-level interventions.

## Caribbean Security in the Global Conversation

CAPRI's research contributed to *Global South Perspectives*, a *Southern Voice* publication bringing together think tanks across Africa, Asia, and Latin America, with CAPRI again representing the Caribbean. The article examined how under-governed spaces create conditions for organised violence, even within states that are otherwise institutionally stable.

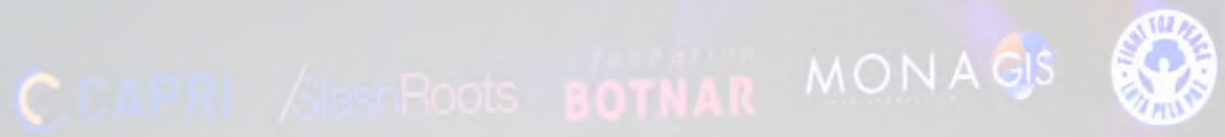
Drawing on Jamaica and Trinidad & Tobago, the analysis traced how informal settlements and politically shaped communities can enable criminal groups to consolidate authority and connect to wider networks. It also pointed to evidence from

Peru, where large-scale land tenure reform reduced the territorial reach of armed groups, illustrating the role of governance in shaping security outcomes.

CAPRI's recommendations centred on expanding land regularisation, strengthening local service delivery, and prioritising forms of international cooperation that address governance gaps rather than relying solely on enforcement.







ONECITY



ONECITY BOTNAR

**Gavin MYERS**  
 Deputy Lead, Slashroots Foundation

CAPRI SlashRoots MONA GIS

ONECITY BOTNAR

**Fabian BROWN**  
 Deputy Chairman, SDC Jamaica

CAPRI SlashRoots MONA GIS



ONECITY BOTNAR

**Ronie RHO**  
 Director, Community Heart

CAPRI SlashRoots MONA GIS

**7**

**OneCity**

CAPRI's consortium initiative, OneCity, advances research on how technology can strengthen youth participation in urban governance. Implemented in partnership with the Mona Geoinformatics Institute, SlashRoots Foundation, and Fight for Peace, the project will produce six studies using participatory and mixed-methods approaches focused on marginalised communities across Kingston, St. Andrew, St. Catherine, and St. James.

The initiative reframes cities as systems of access and rights, not only infrastructure. This approach grounds urban analysis in lived experience, producing evidence that can inform more inclusive planning and governance.

## Mapping Rights Access and the Future of Jamaica's Cities

In 2025, OneCity released *Who Gets What? Mapping Rights, Access, and the Future of Jamaica's Cities*, a study examining how access to services, infrastructure, and opportunity is distributed across urban Jamaica. The findings point to entrenched spatial inequality. Formal communities benefit from reliable services, stronger infrastructure, and greater political visibility, while informal areas face insecure tenure, weak service delivery, and higher exposure to environmental and social risk. These patterns reflect longstanding policy choices that have concentrated investment and left gaps in state presence.

The Urban Integration Index shows clear divides. Communities such as Barbican and Liguanea score consistently high across indicators, supported by infrastructure and service access. Areas like Riverton City and Seaview Gardens face overlapping deficits, including tenure insecurity, environmental exposure, and limited connectivity. Some communities, including August Town and Tivoli Gardens, demonstrate strong civic engagement despite structural constraints, while central urban areas show that connectivity does not offset environmental and safety risks.

The analysis identifies priority areas for reform:

- Use the Urban Integration Index to guide targeted public investment
- Expand infrastructure upgrading to improve service access and connectivity
- Formalise land tenure to integrate informal settlements into state systems
- Establish an independent Urban Equity Commission to oversee allocation and accountability

To visualize these patterns, the OneCity Explorer was developed as an online, interactive public-facing tool that transforms complex data into accessible visual evidence and supports participatory planning and accountability. It offers interactive visualisations and customisable data layers for analysis.



The OneCity Project has evolved through close collaboration with Jamaica's municipal leadership, reflecting a shared vision that cities must be governed through data, dialogue, and inclusion. On July 8, 2025, CAPRI convened the Kingston and St. Andrew Municipal Cooperation (KSAMC) monthly meeting where the first study's findings on spatial inequality were illuminated to the councillors present. The discussions underscored how the Urban Integration Index could guide equitable investment in infrastructure and social services. Mayor Andrew Swaby, JP commended the project's methodological depth and its potential to inform local policy, noting that:

***"These are the conversations that we should be having at the council level, partnering with organizations like CAPRI to streamline our efforts."***

OneCity kept that momentum and was invited to present these findings to the Local Sustainable Development Plan (LSDP) Team and mayor of St. James, Richard Vernon. There we explored strategic collaboration focused on spatial equity, data-driven planning and meaningful community engagement — key pillars of the St. James' Local Sustainable Development Plan.

Mayor Vernon emphasized his commitment to ensuring that every community in St. James, from urban hubs to rural areas, is included in the development process and has fair access to basic services. In keeping with this promise, the LSDP team has coordinated with the OneCity team to incorporate the report's methodology in their approach to the sustainable development of St. James. Thus far, this has led to participation in the StJMC's Strategic Visioning Workshop which focused on shaping the future of St. James by addressing critical areas such as tourism, education, safety, housing, the environment and economic development. All participants remain guided by the vision of creating a secure, sustainable, and prosperous region for all.



# SPOTLIGHT



OneCity has pledged its support to strengthen and complement the St. James Municipal Corporation's Local Sustainable Development Plan (LSDP) Team on-the-ground consultation efforts by operationalising the public participation ecosystem identified in the study.

Through this collaboration, OneCity proposes a practical prototype that integrates existing face-to-face engagement methods such as community meetings and focus groups with digital tools that can extend reach, improve documentation, and strengthen feedback loops. In the context of post-Hurricane Melissa recovery, this hybrid approach offers a way to maintain inclusive consultation despite mobility, time, and resource constraints, while ensuring that community input is systematically captured and fed into planning and decision-making processes.

By aligning local practice with a clearer participation framework and supporting it with adaptable software, the prototype provides StJMC with a scalable model for more consistent, accessible, and resilient public engagement.



# SPOTLIGHT

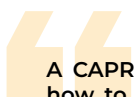


**DON'T  
JUST  
TAKE  
OUR  
WORD  
FOR IT.**



CAPRI is not into confetti. CAPRI is fact-based, hard-nosed, agnostic, and emotionless and does not give weight to applause.

**Professor Canute Thompson**  
Pro Vice-Chancellor, UWI Board of Undergraduate Studies



A CAPRI study has given us excellent suggestions on how to modernize the student loan offerings. We are committed to doing the overhaul of the student loan system and will engage CAPRI as we start that process this upcoming fiscal year.

**The Hon. Fayval Williams**  
Minister of Finance and the Public Service



I'm so proud to be a part of this era that embraces change and allows CAPRI to come and share their data with us.

**Susan Senior**  
Councillor, Norbook Division



I must say, I feel like I've arrived, being on a CAPRI panel launching a piece of academic research. I have a great deal of respect for what CAPRI does.

**SSP Dennis Brooks**  
Chief Communications Specialist, JFF



Here at the KSAMC, we have to have these types of discussions and have the data to help us make the decisions that we need to make. That is one of the main reasons I wanted CAPRI here today as we don't have the resources to go out there and get the data.

**Councillor Andrew Swaby**  
Mayor of Kingston



8

**Sponsors  
& Partners**

# WE COULDN'T DO IT WITHOUT YOU



CAPRI's vision for 2026—and for Jamaica's next decade—requires a broad base of support. As interest in CAPRI's work grows, so too does the demand for rapid assessments, sector briefs, specialised data analysis, and expanded public engagement. The institute's ability to scale this impact depends on predictable, multi-year sponsorship.

To meet this moment, CAPRI launched the Gold Circle— a sponsorship programme for local partners who recognise that policy change is strongest when based on rigorous evidence. Gold Circle members receive priority access to CAPRI's research, private briefings, reserved seating at public launches, invitations to exclusive consultations, and tailored sessions with CAPRI researchers.

CAPRI welcomes new partners who share its belief that evidence is the cornerstone of good governance. Organisations and individuals interested in joining CAPRI's Gold Circle or exploring sponsorship options may contact **Mrs. Naomi Reitzin-Palmer** at [npalmer@capricaribbean.org](mailto:npalmer@capricaribbean.org).

# Gold Circle Sponsors



# Our Partners





		Units		Millions		
		31 July 2025	31 July 2024	31 July 2025	31 July 2024	Notes
<b>BALANCE SHEET</b>		<b>79,190,781</b>	<b>135,044,356</b>	<b>79.2</b>	<b>135.0</b>	
<b>Assets</b>		<b>1,821,892</b>	<b>2,164,689</b>	<b>1.8</b>	<b>2.2</b>	1
<b>Non-current Assets</b>		1,821,892	2,164,689	1.8	2.2	
<b>Current Assets</b>		<b>77,368,890</b>	<b>132,879,667</b>	<b>77.4</b>	<b>132.9</b>	2
Equipment		4,470,000	4,703,100	4.5	1.8	3
Other Receivables		2,217,800	1,819,688	2.2	126.4	
Deposits & Prepayments		70,681,090	126,356,879	70.7		
Cash and Cash Equivalents						
<b>Liabilities and Equity</b>		<b>79,190,781</b>	<b>135,044,356</b>	<b>79.2</b>	<b>135.0</b>	4
<b>Current Liabilities</b>		<b>19,578,616</b>	<b>60,824,883</b>	<b>19.6</b>	<b>60.8</b>	5
Accounts Payable		596,127	1,916,426	0.6	0.9	
Statutory Payable		744,968	865,625	0.7	56.7	
Deferred Income		15,995,021	56,746,110	16.0	1.3	
Accruals		2,242,500	1,298,722	2.2		
<b>Capital and Equity</b>		<b>59,612,165</b>	<b>74,219,473</b>	<b>59.6</b>	<b>74.2</b>	
Net Grant Contributions (Accumulated)		74,219,473	73,040,766	74.2	73.0	
Net Grant Contributions (Current)		14,607,307	1,178,706	(14.6)	1.2	

# 9

# Financials



# Balance Sheet 2024/25

	31 July 2025	31 July 2024	Notes
<b>Assets</b>	<b>\$79,190,781</b>	<b>\$135,044,356</b>	
<b>Non-current Assets</b>	<b>\$1,821,892</b>	<b>\$2,164,689</b>	
Equipment	\$1,821,892	\$2,164,689	1
<b>Current Assets</b>	<b>\$77,368,890</b>	<b>\$132,879,667</b>	
Other Receivables	\$4,470,000	\$4,703,100	
Deposits & Prepayments	\$2,217,800	\$1,819,688	2
Cash & Cash Equivalents	\$70,681,090	\$126,356,879	3
<b>Liabilities and Equity</b>	<b>\$70,190,781</b>	<b>\$135,044,356</b>	
<b>Current Liabilities</b>	<b>\$19,578,616</b>	<b>\$60,824,883</b>	
Accounts Payable	\$596,127	\$1,864,135	4
Statutory Payable	\$744,968	\$702,743	
Deferred Income	\$15,995,021	\$56,746,110	5
Accruals	\$2,242,500	\$1,296,772	
<b>Capital and Equity</b>	<b>\$59,612,165</b>	<b>\$74,219,473</b>	
Net Grant Contribution (Accumulated)	\$73,082,652	\$74,219,473	
Net Grant Contribution (Current)	\$14,607,307	\$1,178,706	

# Income

2024/25

# \$110,411,937

## Project Income

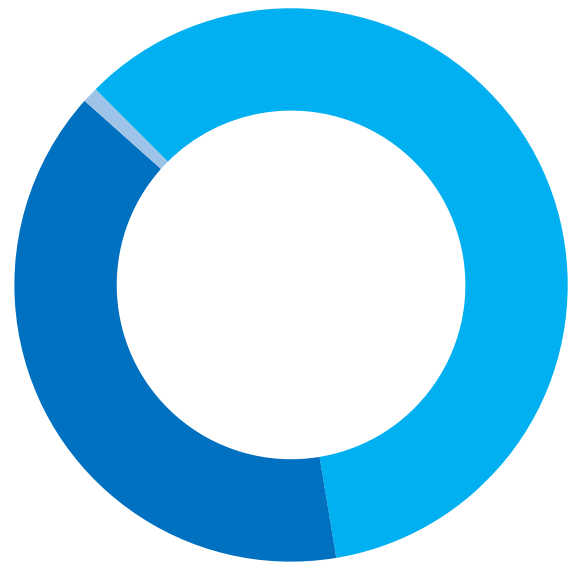
# \$66,121,495

## Non-Project Income

# \$43,284,736

## Other Income

# \$1,005,707



## Project Income

International Partners  
**\$76,070,676**

Local Partners  
**\$1,837,583**

## Non-Project Income

UWI Mona  
**\$4,846,787**

Private Sector Subscriptions  
**\$26,885,100**

## Other Income

Interest Income  
**\$20,278**

Exchange Gain (Loss)  
**\$1,399,535**

2023/24

# \$112,923,332

## Project Income

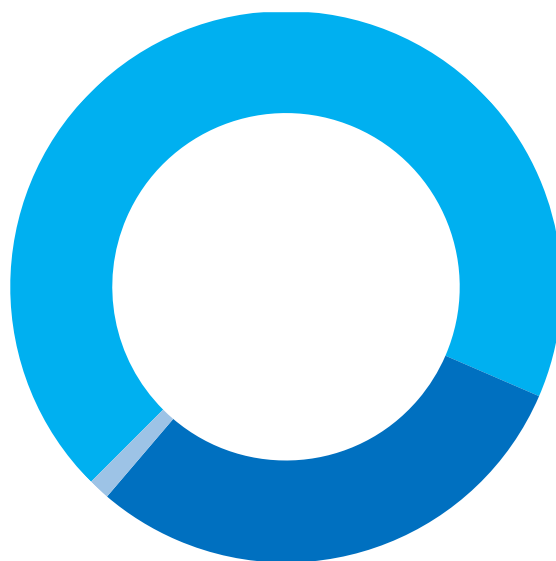
# \$77,908,259

## Non-Project Income

# \$33,594,862

## Other Income

# \$1,420,211



## Project Income

International Partners  
**\$29,803,842**

## Non-Project Income

Appreciation (Depreciation)  
 Unit Trust Value  
**\$887,019**

Refund of Advance  
**\$2,396,940**

UWI Mona  
**\$5,305,117**

Private Sector  
**\$25,966,709**

## Other Income

Interest Income  
**\$7,207**

Exchange Gain (Loss)  
**\$372,800**

# Expenditure

2024/25

# \$124,957,490

## Human Resources

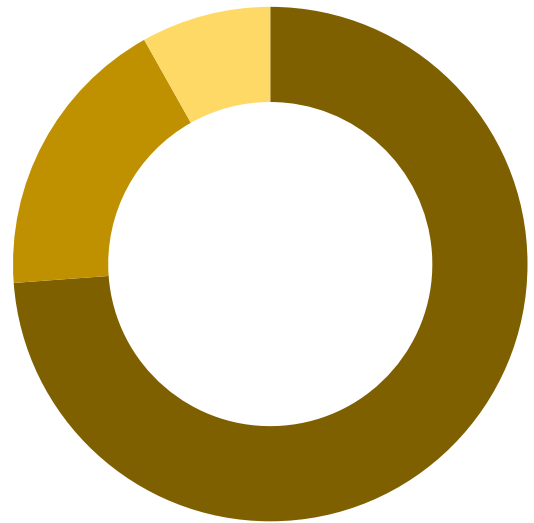
# \$92,257,451

## Operations

# \$22,514,568

## Other

# \$10,185,472



## Human Resources

Salaries and related expenses  
**\$56,598,495**

Professional fees  
**\$5,517,428**

Research Assistants  
& Consultants  
**\$30,141,563**

## Operations

Communication  
**\$8,037,060**

Overheads/Utilities  
**\$4,785,843**

Conferences/meetings  
/seminars  
**\$9,252,320**

Traveling  
**\$439,345**

## Other

Depreciation  
**\$1,001,352**

Bank Charges  
**\$161,574**

Security Breach  
**\$9,022,545**

2023/24

**\$75,581,775**

**Human Resources**

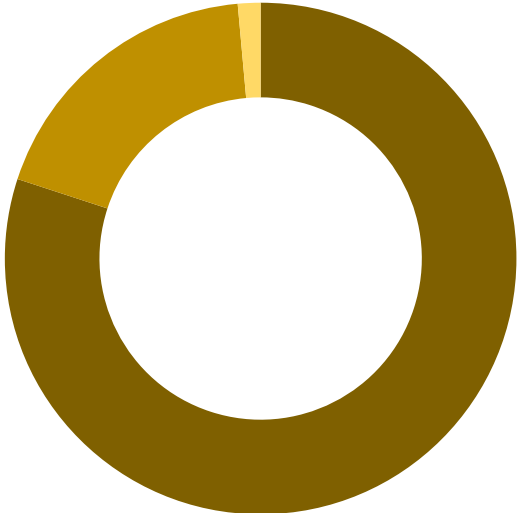
**\$89,422,773**

**Operations**

**\$20,715,924**

**Other**

**\$1,600,635**



**Human Resources**

Salaries and related expenses  
**\$54,066,331**

Professional fees  
**\$7,590,251**

Research Assistants & Consultants  
**\$27,766,191**

**Operations**

Communication  
**\$8,998,167**

Overheads/Utilities  
**\$3,217,399**

Conferences/meetings /seminars  
**\$7,911,822**

Traveling  
**\$588,537**

**Other**

Depreciation  
**\$1,339,835**

Bank Charges  
**\$260,801**

# Notes

<b>1. Fixed Assets</b>				
	<b>Equipment</b>	<b>Furniture &amp; Fixtures</b>	<b>Computers, Software &amp; Accessories</b>	<b>Total</b>
Cost at August 1, 2023	1,947,142	2,341,901	15,083,340	19,372,383
Net Additions during the year			658,556	658,556
<b>Carrying Value at 31 July 2025</b>	1,947,142	2,341,901	15,741,896	20,030,938
Accumulated Depreciation	(1,947,142)	(1,964,166)	(14,297,739)	(18,209,046)
<b>Net Book Value as at 31 July 2025</b>	0	377,735	1,444,157	1,821,892
<b>2. Deposits and Prepayments</b>				
Deposit on Laptop-Innovative Store				414,801
Advance on CAPRI's Website Upgrade				1,720,125
Petty Cash				82,873
				2,217,800
<b>3. Cash and Cash Equivalents</b>				
BNS Current Account J\$				19,472
BNS Savings Account J\$				850,291
BNS Savings Account €				5,932,694
BNS Savings Account US\$				5,427,002
BNS Gain Savings Account J\$				2,000
BNS Gain Savings Account \$				3,081,308
BNS Gain Savings Account \$				55,402
JNB Savings Account				1,000
VMBS Savings Account				1,000
JN Fund Managers Accounts - Mutual Funds and Notes				53,435,978
BNS Credit Card				(125,056)
				70,681,090

# Notes

	Equipment	Furniture & Fixtures	Computers, Software & Accessories	Total
Cash & Equivalents held represents:				
Botnar Foundation				2,554,414
EU Grant				2,645,407
IAD				10,795,200
CAPRI free funds				54,686,069

## 4. Accounts Payable

Hot Off the Press				444,748
Copiers & Consumables				16,810
A. Chung Catering				30,000
SLJ Group Insurance				104,569
				596,127

## 5. Deferred Income

EU Grant for 12 months				2,645,407
Botnar Foundation				2,554,414
Financial Investigation Division				10,795,200
				15,995,021

## 6. Private Sector Contribution

			2024/25	2023/24
Jamaica National Building Society			5,625,000	7,480,700
National Commercial Bank			-	1,533,333
Victoria Mutual Building Society			1,591,900	-
Jamaica Money Market Brokers			1,593,206	1,556,100

# Notes

	<b>Equipment</b>	<b>Furniture &amp; Fixtures</b>	<b>Computers, Software &amp; Accessories</b>	<b>Total</b>
			<b>2024/25</b>	<b>2023/24</b>
Stewarts Automotive Group			7,097,400	1,551,800
Jamaica Producers Group			812,033	2,344,234
Supreme Ventures			3,164,472	3,136,600
Wisynco Group			3,157,700	-
Victoria Mutual Building Society				1,539,200
Continental Baking Company			7,973,500	7,500,000
Restaurants of Jamaica			1,000,000	1,000,000
Cable & Wireless			1,570,000	-
PanJam Investments			3,975,575	782,333
			26,885,100	25,966,709



# WHAT'S ON THE AGENDA?

## Adoption

Jamaica's adoption system has long treated adoption as a last resort, leaving children in institutional care for extended periods rather than placing them in permanent family homes. This study examines the legal, procedural, and institutional barriers that have produced this outcome, and recommends reforms to reorient the system around the best interests of the child.

## OneCity Study 2: Who Gets Heard

Effective policy depends on whether citizens have a genuine voice in the decisions that shape their communities, yet public participation in Jamaica's policymaking processes remains uneven and poorly understood. This study examines who participates, through what channels, and whose input actually influences policy outcomes, with the aim of making participation more inclusive and consequential.

## Budget Breakdown: Hurricane Melissa

When Hurricane Melissa struck Jamaica, it tested not only the country's physical infrastructure but the resilience of its public finances. This report analyses how the government allocated resources in response to the storm, assessing whether the fiscal response was adequate, well-targeted, and consistent with Jamaica's disaster preparedness commitments.

## UNICEF: Budgeting for Children

Government budgets are statements of priorities, and Jamaica's budget has not always made the needs of children visible. This study examines how public expenditure across key ministries affects child welfare, and identifies gaps between stated policy commitments to children and the resources actually allocated to meet them.

## OneCity Study 3

Upgrading urban communities is difficult under any circumstances; doing so in the context of high violence presents a distinct set of challenges that Jamaica's policy frameworks have not fully confronted. This study assesses the state's efforts to deliver community upgrading in high-violence areas, with particular attention to Zones of Special Operations, examining what these interventions have achieved and where the conditions of insecurity have limited their reach.

## OneCity Study 4 – Digital Solutions for Participatory Community Upgrading

Community upgrading in Jamaica has historically been a top-down process, with residents having limited influence over the design of interventions in their neighbourhoods. This study explores how

digital tools can shift that dynamic, examining international experience and local conditions to identify practical approaches for bringing residents, especially urban youth, into the planning and implementation of community development.

## Gang Finances

This study examines the economic structures that sustain gang activity in Jamaica, tracing how criminal organisations generate, move, and legitimise money. The findings are intended to support the design of more effective financial disruption strategies targeting organised crime with the ultimate goal of reducing homicidal violence.

## OneCity Study 5

Digital public infrastructure – the systems governments build to deliver services, process payments, and manage citizen data – has expanded rapidly in Jamaica, but whether these investments have reached the people they were designed to serve is a question that has not been rigorously examined. This study assesses how well Jamaica’s digital infrastructure has performed against its stated objectives, with particular attention to whether young people have been able to access and benefit from it.

## Semana de La Evidencia: Budget Scorecard, Pitch for Peace, CAPRI College

Effective policy depends on whether citizens have a genuine voice in the decisions that shape their communities, yet public participation in Jamaica’s policymaking processes remains uneven and poorly understood. This study examines who participates, through what channels, and whose input actually influences policy outcomes, with the aim of making participation more inclusive and consequential.

## Hurricane Melissa Anniversary

Hurricane Melissa, the most powerful storm in the recorded history of the Caribbean basin, caused damage estimated at US\$8.8 billion – equivalent to 41 percent of Jamaica’s GDP – and exposed deep failures in how the country prepares for, responds to, and recovers from disasters. One year on, this EU-commissioned report examines those failures across four dimensions: fiscal management and accountability, the physical resilience of infrastructure, the continuity of public utilities and welfare delivery, and the role of environmental degradation in amplifying the storm’s impact. The findings inform a set of concrete recommendations for moving Jamaica from a reactive, event-driven approach to a system of resilience built to withstand the more severe storms that climate change makes increasingly likely.

## Community-based Approaches to Violence Reduction in Jamaica

Community upgrading in Jamaica has historically been a top-down process, with residents having limited influence over the design of interventions in their neighbourhoods. This study explores how digital tools can shift that dynamic, examining international experience and local conditions to identify practical approaches for bringing residents, especially urban youth, into the planning and implementation of community development.

## OneCity Study 6 – Digital Public Infrastructure for Youth Participation in Urban Governance

Young people are disproportionately affected by decisions about how cities are planned and governed, yet they are among the least likely to have formal channels through which to influence those decisions. This final study in the OneCity series examines how novel forms of digital public infrastructure can create meaningful pathways for youth participation in urban governance in Jamaica.



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