

A large, stylized graphic of a group of people in a meeting, overlaid with semi-transparent blue and yellow circular shapes. The people are wearing yellow polo shirts with the CAPRI logo. One person's shirt has 'CAPRI' printed on it. The background image shows a man with glasses and a woman smiling, looking at a laptop screen. The overall color palette is blue and yellow.

# YEAR IN REVIEW 2024



# **CAPRI**

## Year In Review

### 2024

Caribbean Policy Research Institute (CAPRI)  
Kingston, Jamaica

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# Chairman's Message

**A**s Chairman of CAPRI in its 18th year, I am pleased to reflect on a period of sustained commitment to evidence-informed research and policy engagement. The organisation continues to pursue its mission of providing high-quality, independent research to address Jamaica's most pressing policy challenges, contributing to public discourse and decision-making.

This year, CAPRI's research agenda has focused on fiscal policy, the labour market, and national security—three areas critical to Jamaica's development. Alongside this, our ongoing work on sustainability, including plastic waste management, and social issues such as child protection, reflects our continued commitment to addressing issues of national importance.

Our proximity to policymakers, stakeholders, and evidence users enables us to respond effectively to evidence-on-demand requests. Through best practices in evidence synthesis, knowledge translation, and deliberative dialogue, we ensure that our research is relevant, accessible, and actionable. Our engagement extends beyond Jamaica; this year, CAPRI participated in research consortia and global evidence infrastructure initiatives, presenting our work at conferences in Europe and Africa.

However, capacity and resource constraints remain a challenge. Expanding our reach across the English-speaking Caribbean, where countries like Guyana, Barbados, and Trinidad & Tobago could benefit from a similar independent, non-partisan think tank, remains an aspiration.

CAPRI's continued impact is a testament to the dedication of its team and the value of evidence-informed research in shaping Jamaica's future.

**Steven Facey**  
Chairman

A handwritten signature in white ink, appearing to read 'S. Facey', located to the right of the Chairman's name.



# Executive Director's Message

**T**hink tanks serve as critical pillars of society, fulfilling three essential roles: watchdog, translator, and narrator. As a watchdog, we hold power to account, ensuring transparency and accountability. As a translator, we bridge the gap between complex policy issues and public understanding, providing objective analysis. And as a narrator, we challenge false narratives, replacing them with evidence-based ones.

CAPRI's work this past year exemplifies these roles. Our in-depth analyses of the 2023 budget, Budget Breakdown 2023 and Budget Scorecard 2024, embody our watchdog function, scrutinizing both the numbers and the process. Our report, Sea of Opportunity, highlights our commitment to shaping narratives that promote sustainable development. Meanwhile, Brain Gain, Outside In, and Groundwork demonstrate our role as a translator, providing data-driven insights to inform policy decisions.

As an organisation, we are proud that, yet again, we have been able to deliver on our mission and obligation to the public and to those who sponsor our work. It informs the policy-makers in making their decisions, and even more importantly, it arms the public so that they themselves can be active participants in holding their government to account, seeing the technical underpinnings of political debates, and spreading narratives grounded in evidence. And I, as an individual, am immensely proud of the team within the organisation which has done an outstanding job this year.

I urge you to become part of the knowledge brokering ecosystem by reading and disseminating our findings, engaging with us on social media, or sponsoring our work.

**Damien King**  
Executive Director

# MEET THE TEAM



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**DAMIEN KING**  
Executive Director



**DIANA THORBURN**  
Director of Research



**NAOMI REITZIN**  
Programme Administrator



**RENNIQUE THOMAS**  
Researcher



**NEWTON NEWLAND**  
Accountant



**CHEVELLE CORNWALL**  
Documentation Specialist



**KIMBERLY STEWART**  
Executive Assistant



**MARIKA PECCO**  
Communications Officer



**JALEEL FERGUSON**  
Graphic Designer



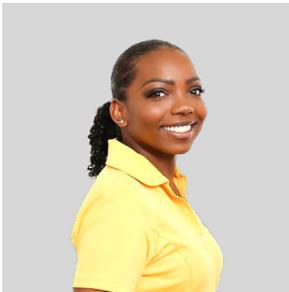
**ABEGALE HOWELL**  
Graphic Designer



**DOMINIQUE AUGUSTINE**  
OneCity Project Coordinator



**SHAMOYN CAIN**  
Project Coordinator



**PRIYA ALEXANDER**  
Researcher



**MORGHAN PHILLIPS**  
Researcher

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S**



**SARAMARIA VIRRI**  
Fellow



**ALEXANDER CAUSWELL**  
Fellow & OneCity Project  
Lead



**ALEEM MAHABIR**  
Fellow & Researcher



**KELLY-ANN DIXON-HAMIL**  
Fellow



CAPRI Director of Research, Diana Thorburn, behind the scenes filming for a CAPRI launch event.

# About Us

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We are a not-for-profit, public policy think tank dedicated to the production and dissemination of impartial, evidence-based knowledge to inform economic, governance, sustainable and social policy design-making in Jamaica and the wider Caribbean.

# Vision

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A Caribbean in which policy is informed by evidence.

# Mission

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Our mission is to provide quality research in an accessible manner to policy-makers, their constituents and the public to inform a constructive debate around critical social, economic, and developmental issues facing the region.

# Values

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- Objective
- Accountable
- Innovative
- Open
- Supportive





# Thematic Areas

## The Economy

We conduct research on the economy to provide information for public and private actors to contribute to wealth creation and economic growth.

## Governance

Through our thematic area of governance, we explore how Caribbean governments should manage their countries' resources in delivering public services efficiently and effectively, ensuring accountability and transparency.

## Sustainability

Our sustainability thematic area examines the unique challenges faced by Caribbean economies and aims to transform the sector to support economic advancement, particularly through renewable energy.

## Social Issues

Our work on social issues aims to address the Caribbean's most challenging social issues including crime, poverty, healthcare, education and unemployment.



CAPRI Fellow, Kelly-Ann Dixon-Hamil, presenting at our Launch for the report "Outside In".

# Programmes and Projects

## Programmes

- The European Union’s Civil Society Organisations as Actors of Governance and Development.
- Fondation Botnar’s Technology and Youth Participation in the Governance of Intermediate Cities in Low- and Middle-Income Countries, TYPCities
- The Human Employment and Resource Training /National Service Training Agency Trust, HEART NSTA Trust, Partnership
- International Budget Partnership’s Open Budget Survey
- The Inter-American Dialogue’s China-Caribbean Investments



# Projects

- *Brain Gain: Solving the Labour Shortage and Competing for Global Talent*
- *Sea of Opportunity: Developing Jamaica's Blue Economy*
- *Groundwork for Peace: Reorienting ZOSOs for Sustained Violence Reduction*
- *Third Party Subgrantee*
- *Third-Party Networking Session*
- *Online Information Session*
- *OneCity Project*
- *Outside In: Increasing Participation in the Labour Force*
- *Budget Scorecard 2024: Transparency, Oversight and Participation in the Government Budget Process*
- *China Dashboard*

# Knowledge Products

May 2024 | R2403

JAMAICA NATIONAL CAPRI

CAPRI

## BUDGET BREAKDOWN 2024

An Analysis of the Government's Proposed Revenue and Expenditure

Report

CAPSULE

February 2024 | R2402

CAPRI

## SEA OF OPPORTUNITY

Developing Jamaica's Blue Economy

**J\$543 B** The indirect contribution amounted to approximately J\$543 billion (US\$4 billion) and encompassed various sectors including accommodation, food and beverage, transport, shopping, entertainment, and related activities.

and marine resource utilisation, mitigating the negative impacts of traditional tourism models while enhancing the benefits. The global trend towards ecotourism is driven by heightened awareness of environmental sustainability, climate change, and the human environmental footprint. Ecotourism generates significant economic value, with an estimated annual market size of USD 600 billion and a growth rate of 6%. Jamaica's natural assets and existing environmental policies position it well to expand its ecotourism sector, aligning with the global demand for authentic and sustainable travel experiences.

### Introductions

The "Sea of Opportunity: Developing Jamaica's Blue Economy" report by the Caribbean Policy Research Institute (CAPRI) explores Jamaica's vast maritime potential, emphasising sustainable development and the equitable distribution of social and environmental benefits. The report focuses on key areas such as artisanal fisheries, sustainable fisheries, ecotourism, and blue finance, examining opportunities for economic diversification and long-term sustainable outcomes.

### Tourism's Role

The report underscores the significance of the tourism industry within Jamaica's blue economy. Tourism is a major contributor to Jamaica's GDP, accounting for 34.3% of GDP in 2019, and is a crucial source of employment, with 31.1% of total employment linked to the sector. Jamaica attracts millions of visitors annually with its diverse tourism offerings, including cultural heritage tours, adventure tourism, and ecotourism. However, conventional metrics often overlook the negative externalities associated with tourism, such as environmental degradation, coastal erosion, pollution, and waste production. To address these challenges, the report emphasises the importance of sustainable tourism practices aligned with the principles of the blue economy. These practices aim to balance economic growth with marine ecosystem conservation, community engagement, and sustainable infrastructure development.

### Growth and Potential

Ecotourism is a pivotal component of Jamaica's blue economy model of tourism. It involves responsible coastal

### Initiatives for Sustainable Tourism

Jamaica has made notable advancements in sustainable tourism practices. The establishment of the Tourism Enhancement Fund (TEF) in 2005 supports sustainable tourism initiatives, including renewable energy projects, eco-parks, and the promotion of cultural heritage tourism. The Tourism Linkages Network aims to connect tourism with other economic sectors such as agriculture and manufacturing, further contributing to the sustainable growth of the tourism industry. Additionally, partnerships with organisations like the Travel Foundation have focused on increasing local economic benefits from tourism by supporting craft markets and encouraging visitors to explore beyond their hotels.

Tax incentives targeted at individuals or businesses engaged in conservation activities could be applied, through the removal and redirection of harmful subsidies.

Report Summary

CAPRI MEETS

New Principal and Deputy Principal of UWI. Dr Tomlin Paul, Deputy Principal, Yentyl Williams, Director of Strategy, CAPRI, Professor Densil Williams, Principal, Damien King, Executive Director, CAPRI, Rennie Thomas, Researcher, CAPRI, Diana Thorburn, Director of Research, CAPRI (from left to right).

Stakeholder Engagements

CAPRI TALK

A live discussion with the Caribbean Policy Research Institute on

## OUTSIDE IN: INCREASING PARTICIPATION IN THE LABOUR FORCE

TODAY, September 20  
7:50am on

Nationwide this Morning

HEART NSTA TRUST

Dr. Kelly-Ann Dixon Hamil  
Lecturer, UWI

Read our reports at [capricaribbean.org](http://capricaribbean.org)

Media Interviews



# Research Projects

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## Brain Gain: Solving the Labour Shortage and Competing for Global Talent



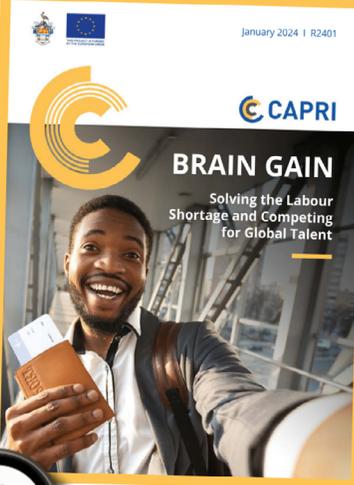
January 2024 | R2401



# BRAIN GAIN

Solving the Labour Shortage and Competing for Global Talent

## CAPSULE



Experiencing record low unemployment and a worsening shortage of skills, which is hindering economic growth. This report examines the potential of other countries to evaluate the potential of liberalising the labour market to increase employment and attract talent.

### Shortage

General labour shortage and a specific shortage of skilled workers, primarily due to emigration. Generally, in countries where emigration outflows exceed immigration inflows, nearly four out of every 1,000 citizens emigrate annually. While nearly one third of the population live overseas, immigrants constitute only one third of the population, the third highest in the region before Cuba and Haiti. The situation has worsened post-COVID despite the low unemployment rate, high youth unemployment, and few enter...

...ly leave, and few enter.

Immigrants, region

1,634,815

Immigrants

Economic and Social Affairs

## Immigration Benefits

Allowing more immigration has the potential to improve Jamaica's economic growth and development trajectory. One study of selected OECD countries found that a 10 percent increase in the share of immigrants in the population was associated with a 0.15 percent higher per capita GDP. Studies in the UK and US show that immigrants were more entrepreneurial and innovative than natives, being nearly twice as likely to start a business and 35 percent more likely to have a patent.

Skilled immigrants bring technical skills, market knowledge, language skills, and cultural understanding, while low-skilled workers complement higher skilled workers by filling roles that locals cannot. In advanced economies, a one percent increase in the migrant share of the adult population increased productivity by approximately two percent. Immigration increases the likelihood of investment inflows and outflows, with a small positive relationship observed in OECD countries. Additionally, immigrants, especially high-skilled ones, are usually net contributors to the fiscal budget, contributing more than they receive in benefits.



Immigrants constitute just 0.7 percent of the population.

While more immigration could potentially improve Jamaica's economic growth and development trajectory, it would require liberalising existing immigration policies and streamlining immigration processes. The immigration practice appears to be permissive, with less than 1 percent of permit applications declined. Successful immigrants and their dependents then have access to social services and a pathway to permanent residence and citizenship. However, the process of obtaining permission to work in Jamaica is costly, time-consuming, and bureaucratic, acting as a disincentive to potential immigrants.

1/3

One third of people born in Jamaica live overseas.



# Research Projects

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## Sea of Opportunity: Developing Jamaica's Blue Economy



THIS PROJECT IS FUNDED  
BY THE EUROPEAN UNION



February 2024 | R2402



# SEA OF OPPORTUNITY

Developing Jamaica's Blue Economy

## CAPSULE



**J\$543 B**

The indirect contribution amounted to approximately J\$543 billion (US\$4 billion) and encompassed various sectors including accommodation, food and beverage, transport, shopping, entertainment, and related activities.

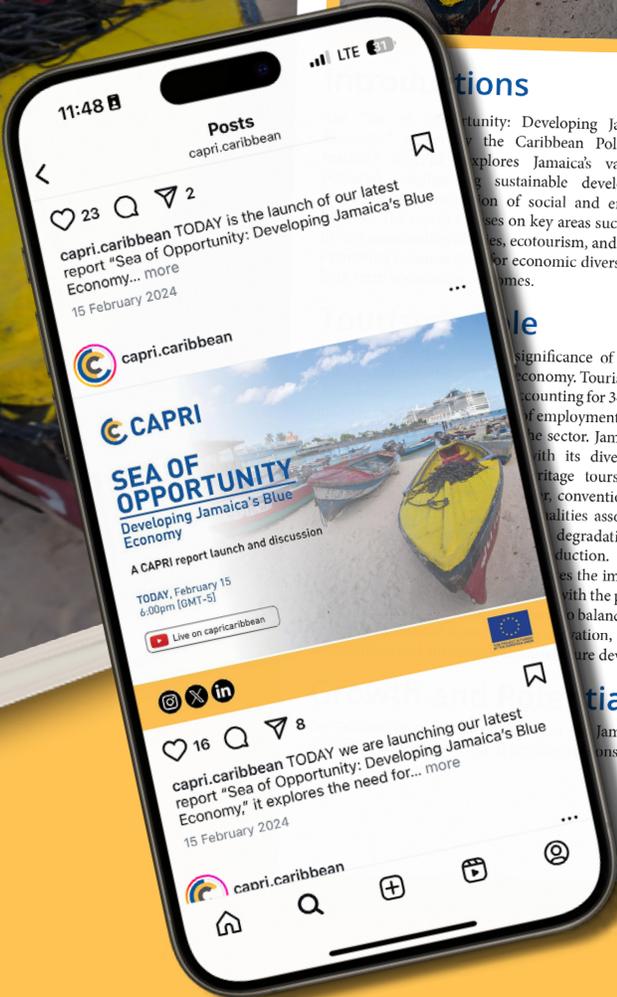
and marine resource utilisation, mitigating the negative impacts of traditional tourism models while enhancing the benefits. The global trend towards ecotourism is driven by heightened awareness of environmental sustainability, climate change, and the human environmental footprint. Ecotourism generates significant economic value, with an estimated annual market size of USD 600 billion and a growth rate of 6%. Jamaica's natural assets and existing environmental policies position it well to expand its ecotourism sector, aligning with the global demand for authentic and sustainable travel experiences.



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Tax incentives targeted at individuals or businesses engaged in conservation activities could be applied, through the removal and redirection of harmful subsidies.



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# Research Projects

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## Budget Breakdown 2024: An Analysis of the Government's Proposed Revenue and Expenditure

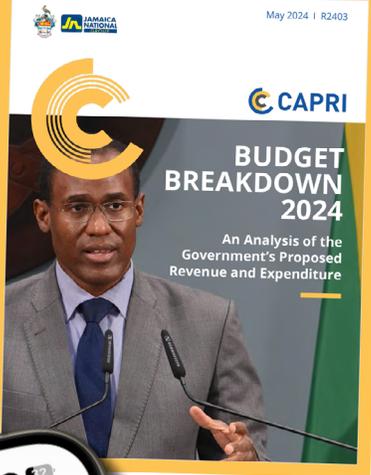


May 2024 | R2403



**BUDGET BREAKDOWN**  
An Analysis of the Government's Proposed Revenue and Expenditure

# CAPSULE



reflect a government's priorities with typically serving as the first indicator of priorities. Most often, though, the shifting important trends are only implicit, volume of data, buried beneath obscured by the constantly decreasing report unearths the key trends and

ected increase in revenue along reductions in the allocations to the economy, have been allocated towards reducing debt or compensation increases.

## and Sustainability

nd sustainable, with revenue projections grounded in growth, of 1.8 percent, and inflation, of 5.8 percent, along with a positive current account balance (the difference between expenditures on international trade in goods, services, and income) with external assessments, suggest a credible fiscal

udgets is the continued decline in the government's debt. If the budget projections are realized, the public debt will reach the end of the fiscal year, which will represent the end of the 48 years.

## ends

t is the continuation of the rise in tax revenue as Jamaica's tax/GDP ratio is at an all-time high, higher than most countries. (Figure A) The revenue has been rising.

In the new budget, the expected increase in revenue along with resources freed from reductions in the allocations to security, social services, and the economy, have been allocated towards reducing debt and funding the public sector compensation increases.

# Research Projects

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## Groundwork for Peace: Reorienting ZOSOs for Sustained Violence Reduction



THIS PROJECT IS FUNDED  
BY THE EUROPEAN UNION

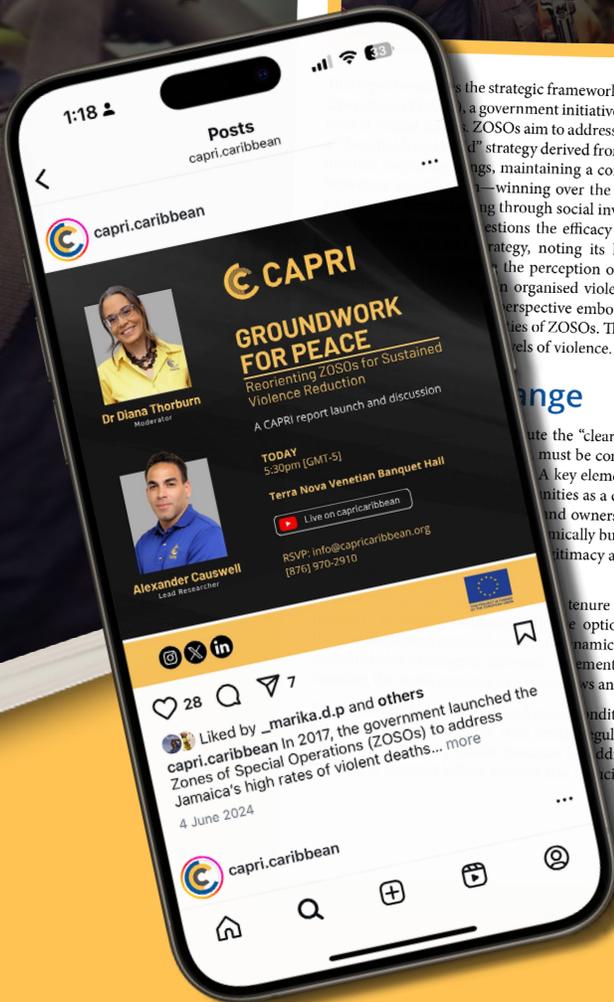
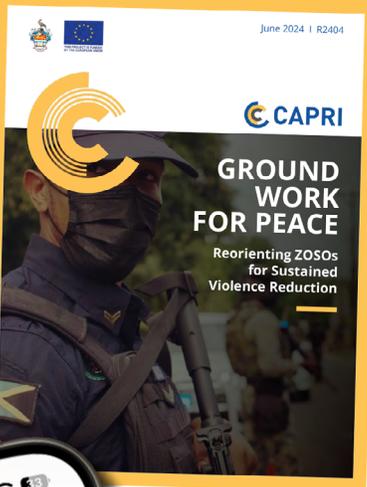


June 2024 | R2404

CAPRI

GROUNDWORK FOR PEACE  
Reorienting ZOSOs for Sustained Violence Reduction

# CAPSULE



the strategic framework and operational design of Zones of Special Operations (ZOSOs), a government initiative launched in 2017 to address Jamaica's high rates of violence. ZOSOs aim to address volatile and vulnerable communities using a strategy derived from Counterinsurgency Theory. This strategy focuses on maintaining a continuous security presence while fostering trust through social investments, including infrastructural work, and winning over the "hearts and minds" of the residents—and addressing the perception of Jamaica's violence from merely criminal to organised violence perpetrated by gangs operating from these areas. The strategy, noting its historical failures in other contexts. The strategy, noting its historical failures in other contexts. The strategy, noting its historical failures in other contexts. The strategy, noting its historical failures in other contexts. The strategy, noting its historical failures in other contexts.

Further integration of marginalised communities into the broader economy and society is achieved through enhanced infrastructure and improved service access. This reduces isolation and diminishes gang control, weaving these communities into the societal fabric where the rule of law prevails.

Economically, transforming "dead capital", that which cannot be sold or used to earn a financial return, into viable economic assets through formalised land ownership brings multiple benefits.

## Change

Implementing the "clear" and "hold" phases of ZOSO, supported by structural changes during the "clear" phase. A key element of this strategy is the regularisation of land tenure as a catalyst for breaking the cycle of violence. This reform not only addresses the root causes of violence but also aligns their interests with the state's goal of stability and fostering support for state governance.

Land tenure regularisation is facilitating residential mobility, providing an option to sell their properties and relocate, and addressing the dynamics that favour gang control. This increased mobility allows communities to integrate into the formal governance framework, access services, and maintain security.

Conditions that allow informal communities to integrate into the formal governance framework, addressing non-gang activity while reducing violence, and increasing non-gang violence.



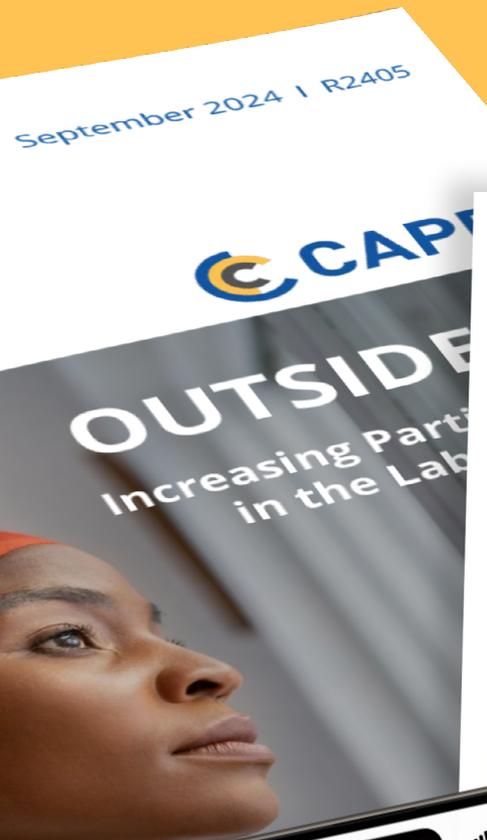
Regularizing land tenure in informal communities will undermine gang strongholds, enhance community development, and increase state legitimacy.

# Research Projects

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## Outside In: Increasing Participation in the Labour Force





September 2024 | R2405



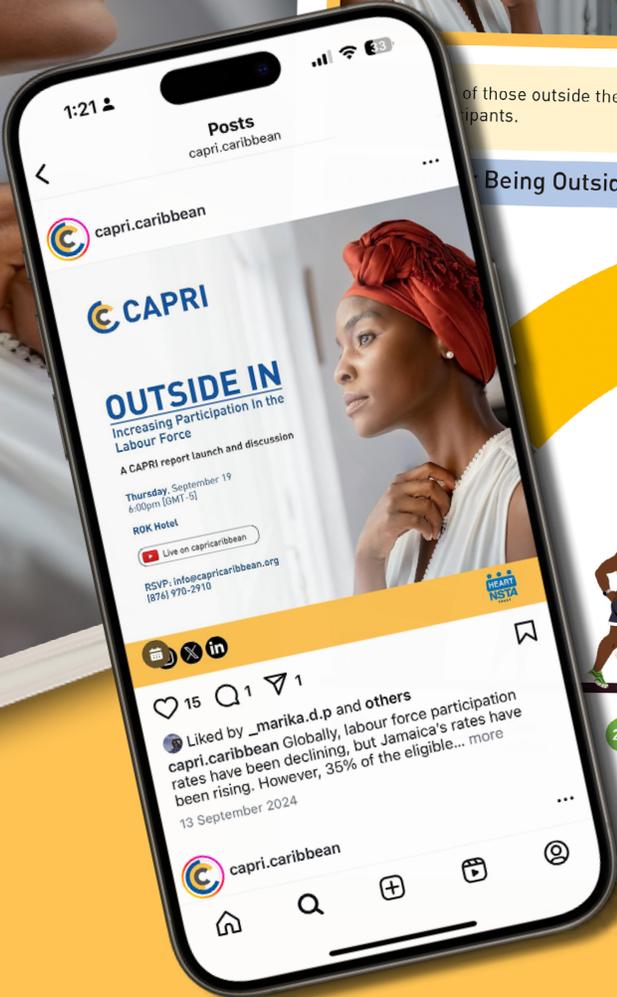
Jamaica's unemployment rate fell below 5 percent in 2023, signalling an unprecedentedly tight labour market that is constraining economic growth. At the same time, 35 percent of the eligible working-age population remains outside the labour force, teasing the possibility of untapped productive potential. This analysis examines the characteristics of these non-participants, with the objective of assessing whether they can be motivated to join the labour force and, if so, to identify policy interventions that may achieve it.

Globally, labour force participation rates (LFPR) have been declining over the past two decades, with the most significant drops seen in upper-middle-income countries. Jamaica's LFPR, however, has been contrary to this global trend, rising from 62 to 65 percent over the last dozen years. Despite this, the country still faces challenges in mobilising a substantial portion of its population, particularly women, who are disproportionately represented among those outside the labour force.

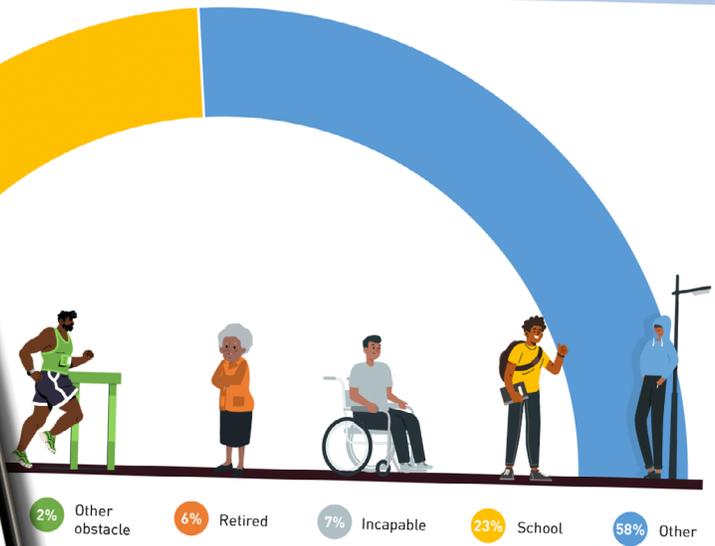
Gender plays a critical role in labour market participation. Globally, women's LFPR at 47 percent is significantly lower than men's 72 percent. The gap is partly due to traditional gender roles that assign unpaid care work and domestic responsibilities to women. In Jamaica, this dichotomy is evident, with care responsibilities being a factor keeping many women out of the labour force.

To address the challenge of labour market shortages, various interventions have been tried globally, with mixed results. In high-income countries, raising the retirement age and providing incentives for older workers to remain employed have had some success in boosting LFPR. For women, sector-specific training, financial solutions like direct deposit accounts, and employment guarantee programmes have proven somewhat effective in increasing participation. However, interventions targeting the care economy—such as subsidised childcare—are identified as crucial for enabling more women to enter the labour force.

of those outside the labour force are so for reasons that exclude them from being targets of policy to participants.



### Being Outside the Labour Force



# Research Projects

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## Budget Scorecard: Transparency, Participation and Oversight in the Government Budget Process



October 2024 | R2406



# BUDGET SCORECARD

Transparency, Participation and Oversight in the Government Budget Process

## CAPSULE

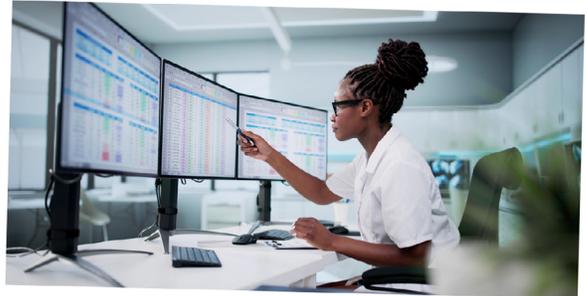


Transparency, Participation and Oversight in the Government Budget Process

This report presents the findings of the 2023 Open Budget Survey (OBS) for Jamaica – an assessment of the “openness” of the government’s budget process, which examines how comprehensively the government provides public access to budget information, facilitates public participation in the budget process, and accommodates scrutiny of the outcomes. It is the third instalment of this assessment for Jamaica, covering the 2022-23 fiscal year and comparing it to the performance of past years as well as to those of 124 other countries using the same methodology.

Jamaica scored 50 out of a maximum 100 for transparency (Figure A). This score is 5 points above the global average, but 11 points below the benchmark of 61 designated as “sufficient” by the Open Budget Survey (OBS) and even further below the average of the Organisation for Economic Co-operation and Development (OECD - a collective of mostly rich countries).

Jamaica’s transparency score has not improved since the previous assessment was conducted two years earlier. To improve this score, the Ministry of Finance and the Public Service (MOFPS) would need to publish a Pre-Budget Statement to complete the set of eight essential budget documents. Furthermore, the Government of Jamaica (GOJ) should improve the comprehensiveness of the Enacted Budget (the Appropriations Act), the Citizen’s Budget, the Mid-Year Review (Fiscal Policy Paper - Interim Report), the Year-End Report (Fiscal Policy Paper), and the Audit Report so that all budget documents meet the OBS’s standards for sufficiency.



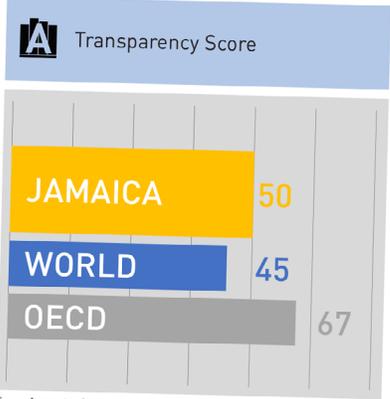
...above the global average of openness; transparency, participation, and oversight.

...tion score of 18 is three points above the global average, but below the benchmark of 24. Furthermore, this score has not improved since the previous assessment. To improve public participation in the budget process, the GOJ should expand citizen input in decision-making across the four stages of the budget process: proposal, approval, implementation, and auditing.

...ity area for improving public participation opportunities is to expand citizen participation entirely. In the approval stage, the GOJ should expand to allow them to not just observe budget proposals but to provide feedback before the budget proposal is approved. In the implementation stage, the Jamaica Investment Map (JIM) and the Budget process, the GOJ should address two of the six key topics recommended by the OBS – implementation of public investment projects and public participation in monitoring changes in macroeconomic indicators, respectively. The GOJ should expand participation opportunities for citizens in monitoring changes in macroeconomic indicators and debt levels, delivery of public services, and in the implementation stage, the Auditor General’s Department should expand the use of public participation mechanisms utilised in this process.

...a has made minimal progress across the three areas of openness since the country was last assessed in the 2019 OBS.

Jamaica’s transparency score is above the global average but below the benchmark developed country average.



Source: International Budget Partnerships (IBP) 2023 OBS Survey





# CAPRI MOMENTS

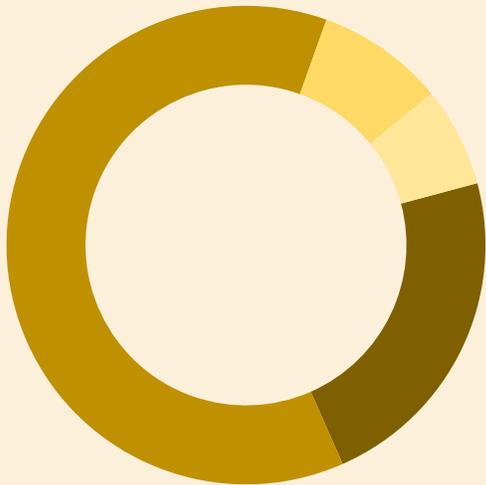
# Third-party Networking Session

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In March 2024, we hosted a Third-Party Networking Session for all locally registered Civil Society Organisations (CSOs), introducing them to CAPRI's initiatives under this grant.



# Social Media Analytics



Instagram

**2,406**  
Followers

**83%**  
Growth



X

**6,623**  
Followers

**98%**  
Growth



LinkedIn

**921**  
Followers

**81%**  
Growth



Youtube

**720**  
Subscribers

**40,387**  
Views

Engagement



**52,143**

Reach

**317,714**

Engagement



**5,083**

Reach

**118,901**

Engagement



**1,479**

Reach

**23,427**



# FINANCIALS



# Balance Sheet 2023/24

	31 July 2024	31 July 2023	Notes
<b>Assets</b>	<b>\$133,174,333</b>	<b>\$166,877,532</b>	
<b>Non-current Assets</b>	<b>\$2,164,689</b>	<b>\$2,461,090</b>	
Equipment	\$2,164,689	\$2,461,090	1
<b>Current Assets</b>	<b>\$131,009,644</b>	<b>\$164,416,442</b>	
Other Receivables	\$4,703,100	\$10,763,800	
Deposits & Prepayments	\$1,782,228	\$1,023,111	2
Cash & Cash Equivalents	\$124,524,316	\$152,629,531	3
<b>Liabilities and Equity</b>	<b>\$133,174,333</b>	<b>\$166,877,532</b>	
<b>Current Liabilities</b>	<b>\$131,009,644</b>	<b>\$164,416,442</b>	
Accounts Payable	\$1,696,485	\$1,864,135	4
Statutory Payable	\$865,625	\$702,743	
Deferred Income	\$56,746,110	\$89,392,002	5
Payroll Liabilities	\$36,722		
Accruals	\$630,000	\$1,890,000	
<b>Capital and Equity</b>	<b>\$131,009,644</b>	<b>\$164,416,442</b>	
Net Grant Contribution (Accumulated)	\$73,082,652	\$83,870,794	
Net Grant Contribution (Current)	\$170,740	\$10,842,142	

# Income

2023/24

# \$111,059,959

## Project Income

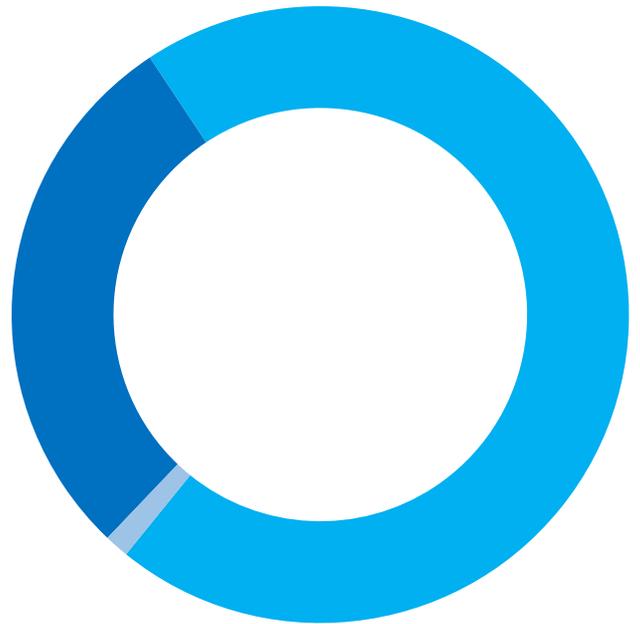
# \$77,908,259

## Non-Project Income

# \$31,731,887

## Other Income

# \$1,419,813



## 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**

2022/23

# \$64,739,633

**Project Income**

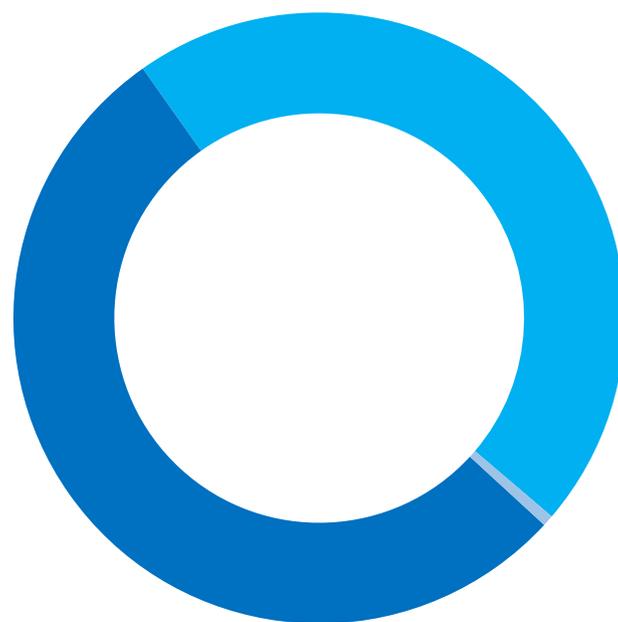
**\$29,803,842**

**Non-Project Income**

**\$34,555,785**

**Other Income**

**\$380,006**



## 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

2023/24

# \$110,889,219

## Human Resources

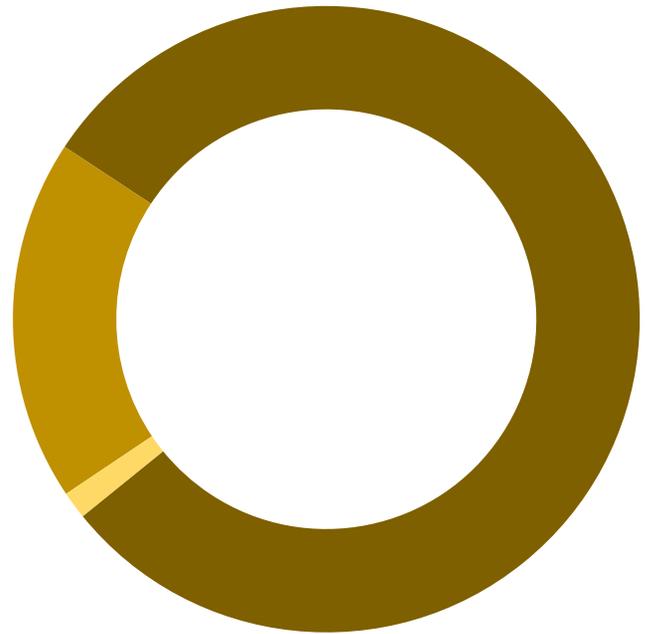
# \$88,590,161

## Operations

# \$20,726,054

## Other

# \$1,573,003



## Human Resources

Salaries and related expenses  
**\$53,208,964**

Professional fees  
**\$6,960,251**

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

Health Insurance  
**\$654,755**

## Operations

Communication  
**\$29,803,842**

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

Conferences/meetings/seminars  
**\$7,939,282**

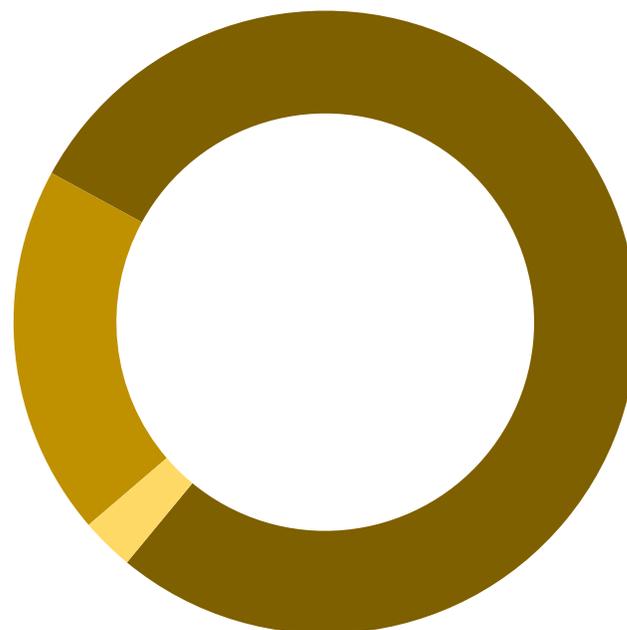
Traveling  
**\$588,537**

## Other

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

Bank Charges  
**\$233,169**

2022/23

**\$75,581,775****Human Resources****\$58,974,706****Operations****\$14,532,613****Other****\$2,074,457****Human Resources**

Salaries and related expenses

**\$42,938,743**

Professional fees

**\$7,084,582**

Research Assistants &amp; Consultants

**\$8,487,533**

Health Insurance

**\$463,848****Operations**

Communication

**\$4,167,294**

Overheads/Utilities

**\$3,785,058**

Conferences/meetings/seminars

**\$6,415,661**

Traveling

**\$164,600****Other**

Depreciation

**\$1,803,569**

Bank Charges

**\$270,888**

# 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	14,039,907	8,328,950
Net Additions during the year			1,043,433	1,043,433
<b>Carrying Value at 31 July 2024</b>	1,947,142	2,341,901	15,083,340	19,372,383
Accumulated Depreciation	(1,947,142)	(1,889,959)	(13,370,593)	(17,207,694)
<b>Net Book Value as at 31 July 2024</b>	0	451,942	1,712,747	2,164,689
<b>2. Deposits and Prepayments</b>				
Advance on CAPRI's Website Upgrade	1,720,125			
Petty Cash	62,103			
	1,782,228			
<b>3. Cash and Cash Equivalents</b>				
BNS Current Account J\$	7			
BNS Savings Account J\$	557,956			
BNS Savings Account €	15,358,154			
BNS Savings Account US\$	54,968,975			
BNS Gain Savings Account J\$	2,000			
BNS Gain Savings Account \$	946,056			
BNS Gain Savings Account \$	55,402			
JNB Savings Account	1,000			
VMBS Savings Account	1,000			
JN Fund Managers Accounts - Mutual Funds and Notes	53,573,002			
BNS Credit Card	(939,235)			
	124,524,316			

# Notes

	Equipment	Furniture & Fixtures	Computers, Software & Accessories	Total
Cash & Equivalents held represents:				
Botnar Foundation	38,974,028			
EU Grant	12,257,850			
IAD	5,514,232			
CAPRI free funds	73,292,438			
<b>4. Accounts Payable</b>				
Advance Integrated Systems	495			
Hot Off the Press	635,525			
Copiers & Consumables	16,810			
Bluedot Data Intelligence	476,000			
Public Broadcasting Commission	531,250			
Stationery & Office Supplies	36,405			
	1,696,485			
<b>5. Deferred Income</b>				
EU Grant for 12 months	12,257,850			
Botnar Foundation	38,974,028			
IAD	5,514,232			
	56,746,111			
<b>6. Private Sector Contribution</b>				
	<b>2023/24</b>	<b>2022/23</b>		
Jamaica National Building Society	7,480,700	7,180,000		
National Commercial Bank	1,533,333	-		
Jamaica Money Market Brokers	1,556,100	1,527,858		
Continental Baking Company	7,500,000	7,500,000		

# Notes

	<b>Equipment</b>	<b>Furniture &amp; Fixtures</b>	<b>Computers, Software &amp; Accessories</b>	<b>Total</b>
	<b>2023/24</b>	<b>2022/23</b>		
Stewarts Automotive Group	1,551,800	1,540,794		
Jamaica Producers Group	2,344,234	1,547,797		
Mayberry Investments	3,136,600			
Wisynco Group		770,397		
Victoria Mutual Building Society		1,539,200		
Sagicor Group		300,000		
Restaurants of Jamaica	1,000,000	1,000,000		
Cable & Wireless		1,519,802		
PanJam Investments	782,333	1,540,861		
	26,885,100	25,966,709		



CAPRI Staff members Alexander Causwell (left) and Stanea McIntosh (right) reviewing results from our One City Programme.

# One City Programme

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OneCity is 1 of 5 TYP Cities consortia conducting research to improve understanding of how technology can be used to enable youth participation in urban governance. The OneCity research consortium is led by CAPRI, in collaboration with Mona Geoinformatics Institute (MonaGIS), SlashRoots Foundation, and Fight for Peace.

OneCity is a research initiative comprising six studies that aim to understand obstacles for the socio-political and economic participation of marginalised urban youth, and to identify new pathways that leverage digital technology for meaningful youth participation in urban governance. Using participatory and mixed-methods research, this project focuses on youth from communities in Kingston, St. Andrew, and Montego Bay that are characterised by high levels of inequality, poverty, and violence.

The research provides actionable insights for designing and improving initiatives to integrate marginalised youth into the mainstream socio-political and economic life of the modern city. Grounded in principles of inclusion, innovation, and integration, OneCity aims to inform urban planning, governance, and development in Jamaica and beyond.



# One City Explorer

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In December 2024, we launched OneCity Explorer. This is the first output of OneCity Study 1, which explores the social, economic, and environmental barriers that prevent urban Jamaican residents—especially marginalised youth—from fully exercising their “Right to the City.” The research focuses on mapping 14 key indicators that measure access to essential resources and opportunities including land tenure, safety, education, employment, healthcare, and more. These 14 indicators are consolidated into the Urban Integration Index, a composite measure that evaluates the extent to which urban communities are integrated into social, economic, and infrastructural systems.

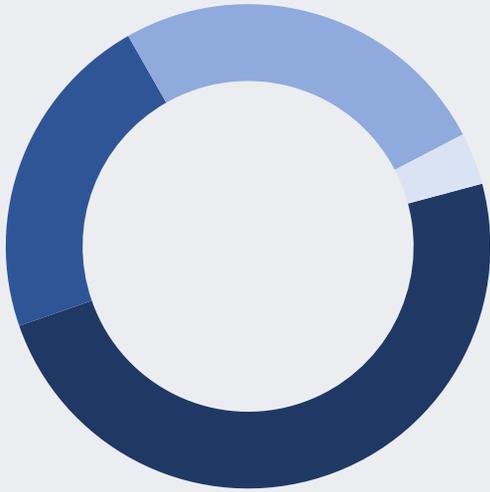
OneCity Explorer is an online, interactive, open-access dashboard that provides community-level data. Users can explore the 14 indicators and the Urban Integration Index for communities in the Greater Kingston Metropolitan Area (which includes Kingston, St. Andrew, and parts of St. Catherine) and Montego Bay through the dashboard which offers interactive visualizations and customizable data layers for analysis.



**ONECITY**  
EXPLORER



# One City Analytics



Instagram

**126**  
Followers

**39%**  
Growth



X

**57**  
Followers

**14%**  
Growth



LinkedIn

**66**  
Followers

**14%**  
Growth



Youtube

**9**  
Subscribers

**1,512**  
Views



Fellow of CAPRI and One City Project Director, Alexander Causwell making a presentation at one of our events.



Our Team at the One City Explorer event (from left):  
Rennique Thomas, Shamoy Cain, Marika Peccoo,  
Dominique Augustine, Morghan Phillips



## Commendations

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**“Kudos to CAPRI for their independent analysis and for consistently stimulating public discourse on a wide range of important policy matters.”**

Dr. The Hon. Nigel Clarke,  
Minister of Finance and the Public Service.

**“I am absolutely in awe of the work that CAPRI does.”**

Emily Shields,  
Host of RJR’s Hotline.

**“CAPRI, big-up unnuself. CAPRI has tackled some really tough issues in our society.”**

Cliff Hughes,  
Host of Nationwide News Network.

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**“We go where the data takes us.”**



# 2025 AGENDA

## — Women In Crime

This research offers a data-informed exploration of women and girls' involvement in organised crime and violence in Jamaica, focusing on their motivations, roles, and pathways. The study conducts a situational analysis of women and girls' participation in organised violence that provides critical insights for policymakers and stakeholders to design targeted interventions that reduce women's involvement in organised crime and violence.

## — Adoption

The current policies and procedures on adoption in Jamaica have led to children spending extended periods in institutional care, which has detrimental effects on their well-being and development. This study analyses the adoption system in Jamaica, evaluates international best practices, and provides evidence-based policy recommendations to improve the rate and pace of placing children in permanent family situations.

## — OneCity Study 1 & 2

OneCity is a series of six studies designed to enhance the understanding and future of Jamaica's social, political, and economic life.

**Study 1** investigates the social, economic, and environmental barriers that prevent urban Jamaicans from fully enjoying their right to the city.

**Study 2** identifies obstacles and opportunities for youth participation in urban development, providing actionable insights to engage the next generation in shaping Jamaica's urban future.

The remaining studies in the series will build on this foundation to address critical areas of innovative and inclusive urban integration and governance.

## — Education Scorecard

The Education Scorecard is an appraisal of key aspects of Jamaica's education sector and articulate the policy implications of these results. The aim is to provide the best available information on the essential aspects of education—access, quality, equity—and education policies that contribute to improved learning. This will promote accountability by documenting existing conditions and assessing the progress of ongoing reforms.

## — Budget Breakdown 2025

Fiscal accounts reflect a government's priorities with each new budget typically serving as the first indicator of changes in those priorities. Most often, though, the shifting priorities and other important trends are only implicit, overwhelmed by the volume of data, buried beneath aggregations, and obscured by the constantly decreasing value of money. This report unearths the key trends and exposes them to scrutiny.

## — Plastic Bag Ban

In recognition of the problem posed by single-use plastic bags, the governments of Jamaica, Barbados, and Antigua & Barbuda have implemented measures to reduce their use. This paper aims to gauge the effectiveness and successes or failures of the plastic bans in the three territories mentioned by identifying policy strengths and weaknesses so necessary adjustments can be made to better achieve desired outcomes.



CAPRI Director, Densil Williams (left) and CEO of JN, Earl Jarrett, a CAPRI Sponsor (right).

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