

The background of the cover is a collage of three people wearing yellow polo shirts, which have the CAPRI logo on the left chest. The images are overlaid with large, semi-transparent circular shapes in blue and yellow. The man at the top is looking down, the woman on the left is smiling, and the person at the bottom is looking at a laptop.

YEAR IN REVIEW 2024

CAPRI

Year In Review

2024

Caribbean Policy Research Institute (CAPRI)
Kingston, Jamaica

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Chairman's Message

As 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, likely of Steven Facey, located at the bottom right of the blue text box.



Executive Director's Message

Think 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 2024 budget, *Budget Breakdown 2024* 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

A handwritten signature in black ink, reading "Damien King".

MEET THE TEAM



**S
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DAMIEN KING
Executive Director



DIANA THORBURN
Director of Research



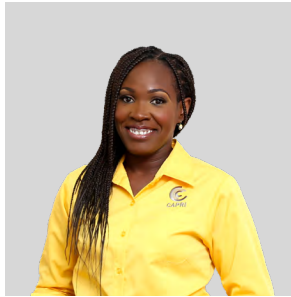
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Programme Administrator



RENNIQUE THOMAS
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KIMBERLY STEWART
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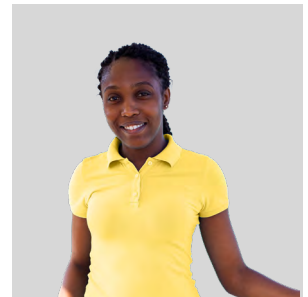
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SARAMARIA VIRRI
Fellow



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.

A woman with glasses and a white top is seated on a stage, looking towards the left. Behind her is a large screen displaying the letters 'CAPRI' in blue. A potted plant with yellow flowers is visible next to her.

About Us

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

A Caribbean in which policy is informed by evidence.

Mission

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

- 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

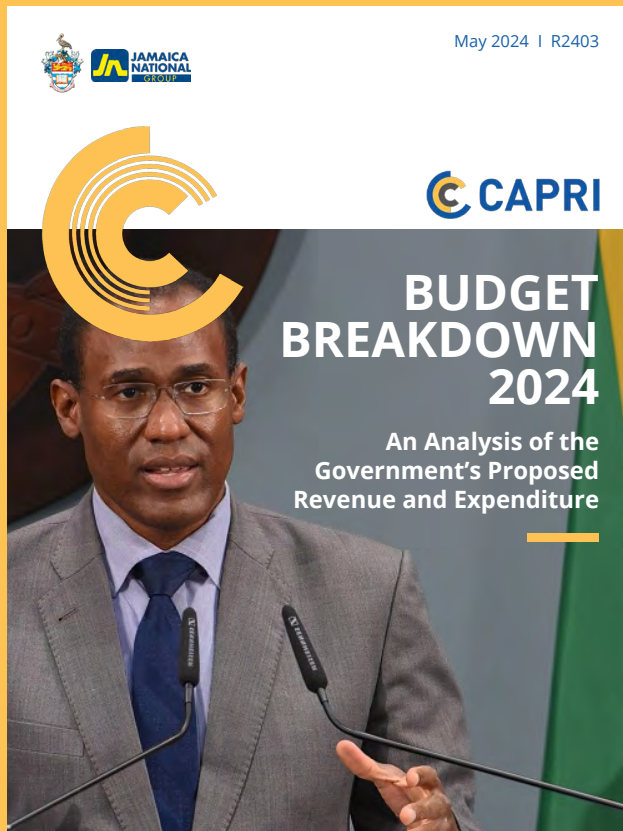
- The European Union's Civil Society Organisations as Actors of Governance and Development.
- Fondation Botnar's Technology and Youth Participation in the Governance of Intermediate Cities in Low- and Middle-Income Countries, TYPCities
- The Human Employment and Resource Training /National Service Training Agency Trust, HEART NSTA Trust, Partnership
- International Budget Partnership's Open Budget Survey
- The Inter-American Dialogue's China-Caribbean Investments
- *Irish Aid Advancing Land Tenure Regularization for Economic and Social Stability in Urban Vulnerable Communities*



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*
- *IAD Education Scorecard*

Knowledge Products



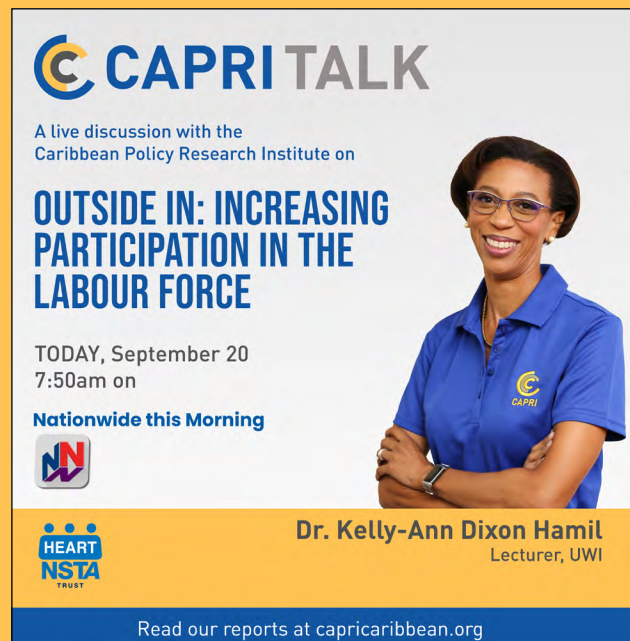
Report



Report Summary



Stakeholder Engagements



Media Interviews

10 Things to know about



October 2024 | R2406



CAPRI

BUDGET SCORECARD 2024

Transparency, Participation and Oversight in the Government Budget Process



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by telephone at
(876) 970-3447 or (876) 970-2910

Key Facts

PAGE NUMBER 03
VOL. 190 NO. 154

The Gleaner

Established 1834

\$120
2024 EDITION

KAYONNE CHRISTY, CAPRI'S RESEARCH INTERN

CAPRI COMMENTARY

REIMAGINING RETURN: LEVERAGING CIRCULAR MIGRATION FOR JAMAICA'S DEVELOPMENT

Kayonne Christy

The 10th Biennial Jamaica Diaspora Conference recently convened over 1,200 attendees in Montego Bay to discuss strengthening engagement between Jamaica and its diaspora. Key stakeholders, including government officials, private sector leaders, local Jamaicans, and Jamaicans living abroad, emphasized the call for diaspora members to "come home". This call raises two critical questions: what does the diaspora "coming home" mean in 2024? And how might policymakers and stakeholders realistically think about and plan for such an eventuality, in today's highly mobile global context?

Today, traditional notions of return migration—typically characterized by permanent physical relocation to one's country of origin—was becoming increasingly outdated. The binary assumption that emigrants either stay abroad or return home permanently fails to capture the dynamism and diversity of contemporary return mobility trends, particularly (and perhaps most significantly) circular migration.

Circular migration refers to the seasonal, temporary, and/or repetitive movement of migrants between their home and host countries. Historically associated with temporary/seasonal work programmes, circular migration now captures a broader range of migration patterns that are reflected by and dependent on cross-border connections. In the context of the Jamaican diaspora, circularity, then, not only encompasses the seasonal employee participating in Canada's Seasonal Agricultural Worker Program but also the tourist of Jamaican descent who spends summers in Jamaica visiting family; the entrepreneur who comes to the island from time to time to directly oversee business operations

that they mostly run remotely; the venture capitalist exploring new investment opportunities; the philanthropist refurbishing the health centre in their home community; the digital nomad who works online in Jamaica for part of the year; and many other circular configurations of "return."

Circular patterns of mobility facilitate the transnational flows of labour, skills, capital, resources, and networks between countries, which can positively contribute to economic growth and national development. Indeed, Jamaica's current labour market would benefit from such circularity, introducing more global talent into the local labour market would not only address current labour shortages, as highlighted in our 2024 report, "Twin Gains: Solving the Labour Shortage and Competing for Global Talent," but also address more structural low productivity in local industries as discussed in our 2023 report, "Growth Jobs: The Paradox of Rising Employment and Stagnant Output."

Beyond addressing immediate labour and developmental needs, robust strategies to encourage and facilitate varied patterns of circular migration will also help to sustain trans-generational diaspora engagement. Fostering and maintaining cultural connections to Jamaica among young, second- to fourth-generation Jamaicans has been identified by the government as a key priority. Government strategies aimed at engaging this population often leverage short-term visits to the homeland for an immersive educational, cultural, and/or professional experience. One, Jamaica's "Summer University for the Young Successors

Living Abroad", and Israel's "Night Return Program", short-term visits to a homeland strengthen cultural connections among younger generations of a diaspora. These visits are effective at fostering a sense of affinity and belonging among second and subsequent generations and can inspire long-term engagement and investments from younger diaspora members.

Despite these benefits, Jamaica continues to lag in implementing strategies to support and encourage circular migration among its diaspora population. Jamaica's Returning Resident Programme, for example, offers offshore duty remission for Jamaican citizens over the age of 18, who have been out of the country for more than three years, and who intend to permanently relocate to Jamaica. Such a programme not only overlooks the changing nature of return (circularity), but, importantly, also overlooks the changing demographic composition of the diaspora, which now consists of a large and growing population of second and subsequent generation Jamaicans, who may not be official citizens of Jamaica, but who should nevertheless be included in a robust return strategy.

A common approach in migrant sending countries is to offer financial incentives for emigrants to return, seen in initiatives like the Philippines Balikbayan Program, China's Thousand Talents Plan, and Jamaica's Return of Talent Programme. However, these programs face challenges such as raising returnees and perceptions of unfair benefits. Evidence suggests that while incentives can attract diaspora members, they alone are insufficient to promote return. Addressing these challenges requires reducing barriers to circular migration and improving access to information on return and reintegration. Jamaica's National Diaspora Policy and National Policy on International Migration and Development reference the importance of this, but there remains few concrete measures to meaningfully facilitate circularity among various segments of the diaspora.

Strategies to encourage circular migration might include offering flexible residency rights for circular returnees, portable work benefits, updating Jamaica's Returning Residents Handbook to enhance reintegration support by linking returnees with relevant government entities, community-based organizations, and civil society groups; expanding diaspora engagement initiatives like the "Digital Registration Portal" (ConvergeJamaica) to promote local job opportunities for Jamaicans abroad, establishing a skills database to align diaspora skills with local needs; and centralizing online access to residency information, such as unconditional landing, stay extensions, and pathways to citizenship, to streamline diaspora members' temporary residence in Jamaica.

The government's response to calls for the diaspora to "come home" must align with today's dynamic global context. A robust return strategy should prioritize circular migration, enabling generations of the diaspora to maintain strong ties with their homeland, to participate in its social, cultural, and economic life, and to contribute to its growth. Such an approach will allow Jamaica to leverage the full potential of its diaspora for the country's development.



ANDREW MANUEL, RESIDENT WHO ACTIVELY RELIANT TO RETURN TO SUPPORT HIS FAMILY AND GAIN MORE KNOWLEDGE

Op-Ed Commentary

CAPRI CHAT



A live discussion on
Outside In: Increasing Participation in the Labour Force

Dr. Damien King
Executive Director

Dr. Kelly-Ann Dixon Hamill
Lecturer, UWI

Join Us **Friday, September 27** at 12:00PM [GMT-5]
@ Instagram Live @capri.caribbean

Online Q&A

CAPRI

BUDGET BREAKDOWN 2024

An Analysis of the Government's Revenue and Expenditure Proposals

A CAPRI report launch and discussion

Thursday, May 2
7:00pm [GMT-5]

ROK Hotel

Live on capricaribbean

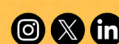


Nigel Clarke
Minister of Finance &
The Public Service



Damien King
Executive Director, CAPRI

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Public Forum

Research Projects

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

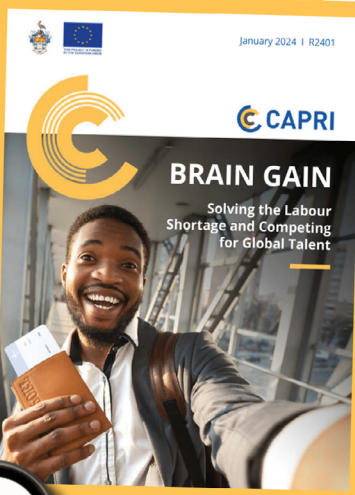


January 2024 | R2401

CAPRI

BRAIN GAIN
Solving the
Shortage and Competing
for Global Talent

CAPSULE



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.



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

Shortage

General labour shortage and a specific shortage of skilled workers are largely 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 a small portion of the population, the third of the population before Cuba and Haiti. The shortage has persisted post-COVID despite the low unemployment rate.

...y leave, and few enter.

immigrants,
region

1,634,815

Immigrants

Economic and Social Affairs



Research Projects

Sea of Opportunity: Developing Jamaica's Blue Economy



THIS PROJECT IS FUNDED
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February 2024 | R2402

CAPRI

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.



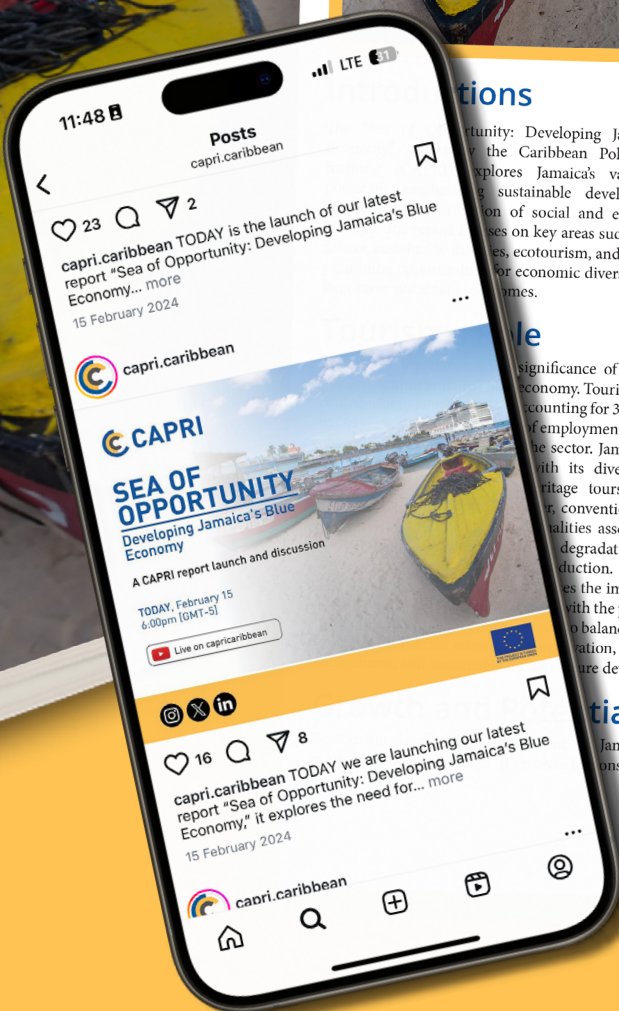
Initiatives for Sustainable Tourism

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.

Jamaica's blue
onsible coastal



Research Projects

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

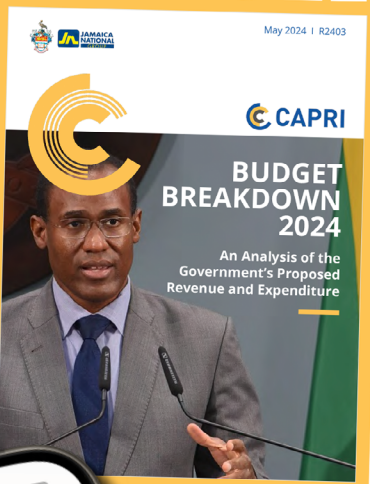


May 2024 | R2403

CAPRI

BUDGET
BREAKDOWNAn Analysis of the
Government's
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 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

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

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

ends

It is the continuation of the rise in tax revenue that Jamaica's tax/GDP ratio is at an all-time high, among countries. (Figure A)

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

Groundwork for Peace: Reorienting ZOSOs for Sustained Violence Reduction



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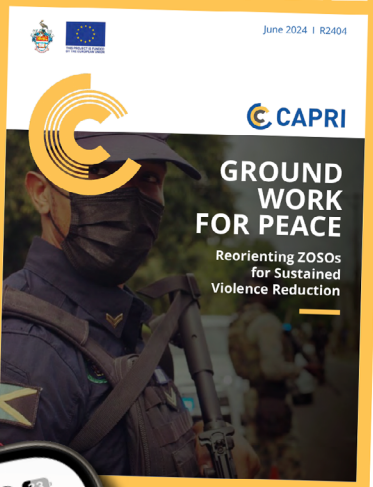


June 2024 | R2404

CAPRI

GROUND
WORK
FOR PEACE
Reorienting ZOSOs for Sustained
Violence Reduction

CAPSULE



1:18

Posts

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CAPRI

GROUNDWORK
FOR PEACEReorienting ZOSOs for Sustained
Violence Reduction

A CAPRI report launch and discussion

TODAY

5:30pm (GMT-5)

Terra Nova Venetian Banquet Hall

Live on capricaribbean.org

RSVP: info@capricaribbean.org
(876) 970-2910

Alexander Causwell

Lead Researcher



28 7

Liked by _marika.d.p and others
capri.caribbean In 2017, the government launched the
Zones of Special Operations (ZOSOs) to address
Jamaica's high rates of violent deaths... more

4 June 2024

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is the strategic framework and operational design of Zones of Special Operations, a government initiative launched in 2017 to address Jamaica's high rates of violence. ZOSOs aim to address volatile and vulnerable communities using a "hearts and minds" strategy derived from Counterinsurgency Theory. This strategy focuses on winning over the "hearts and minds" of the residents—and not just through social investments, including infrastructural work, but also through the efficacy of the "hearts and minds" approach that has been used in other contexts. The strategy, noting its historical failures in other contexts. The perception of Jamaica's violence from merely criminal to organised violence perpetrated by gangs operating from a perspective embodied in the 2013 National Security Policy, identifies ZOSOs. These areas are identified as concerns due to levels of violence.

Change

uate the "clear" and "hold" phases of ZOSO, supported must be complemented 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, and ownership in gang-prevalent areas. This reform is economically but also aligns their interests with the state's legitimacy and fostering support for state governance

tenure regularisation is facilitating residential mobility, giving residents the option to sell their properties and relocate, which can break the dynamics that favour gang control. This increased mobility into the formal governance framework, and the ability to maintain security.

Conditions that allow informal communities to be regularised directly reduces gang violence, addressing non-gang activity while reducing the impact of non-gang violence.

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.



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

Research Projects

Outside In: Increasing Participation in the Labour Force



September 2024 | R2405

CAPRI

OUTSIDE IN
Increasing Participation
in the Labour Force

CAPSULE



September 2024 | R2405



CAPRI

OUTSIDE IN
Increasing Participation
in the Labour Force

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.

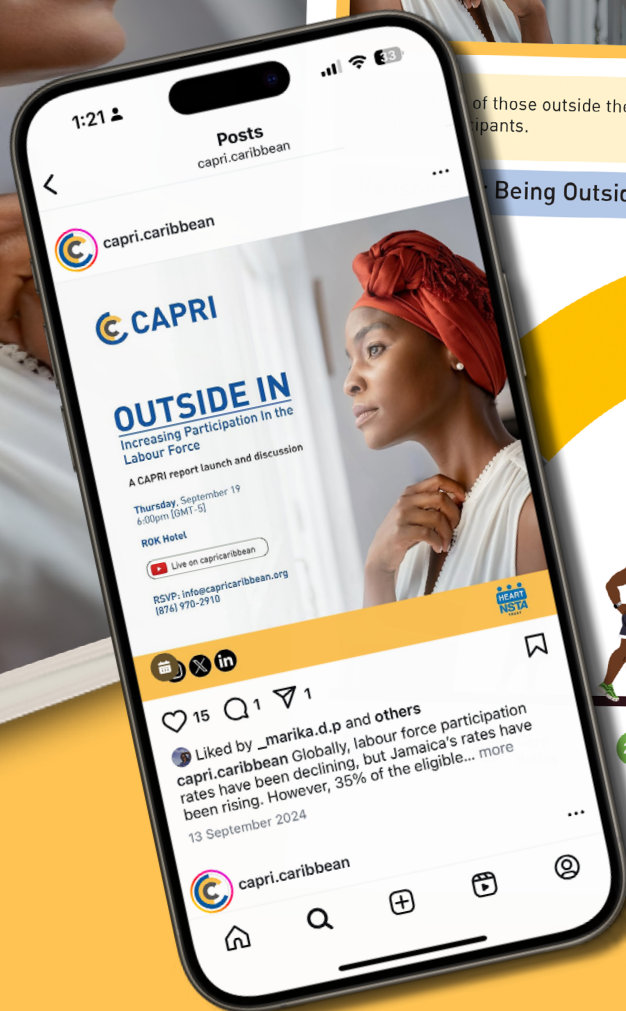
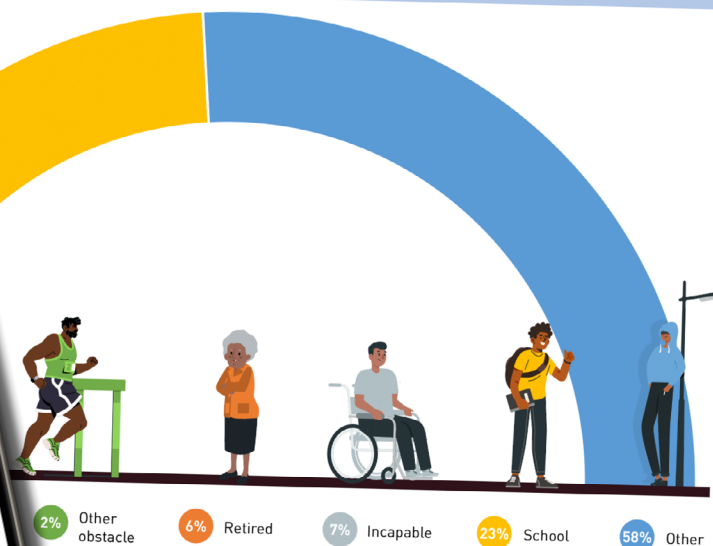
Globally, labour force participation rates (LFPR) have been declining over the past two decades, with the most significant drops seen in upper-middle-income countries. Jamaica's LFPR, however, has been contrary to this global trend, rising from 62 to 65 percent over the last dozen years. Despite this, 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

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



October 2024 | R2406

CAPRI

BUDGET
SCORECARDTransparency, Participation
and Oversight in the
Government Budget Process

CAPSULE



October 2024 | R2406



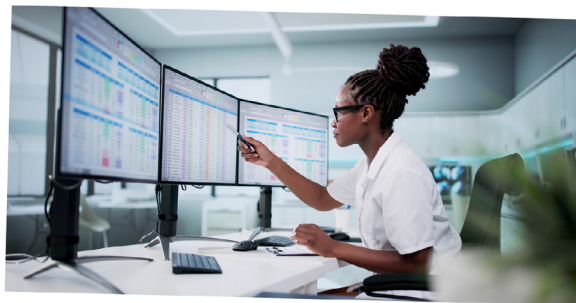
CAPRI

BUDGET
SCORECARD
2024Transparency, 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.



1:23

Posts

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BUDGET
SCORECARD 2024
Transparency, Participation and
Oversight in the Government
Budget Process

A CAPRI report launch and discussion

Thursday, October 24
6:00pm (GMT-5)

Live on capri.caribbean and jamaica



2

capri.caribbean The 2023 Open Budget Survey for Jamaica assesses the openness of the country's budget process in terms of transparency, public... more

22 October 2024

capri.caribbean

capri.caribbean - Original audio (may include au

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

transparency 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: preparation, approval, implementation, and auditing.

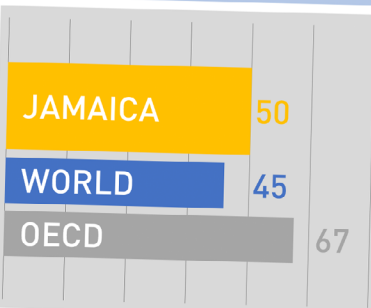
transparency area for improving public participation opportunities for citizens. In the approval stage, the GOJ should expand to allow them to not just observe budget proposals but also provide feedback before the budget proposal is approved. In the implementation stage, the Jamaica Investment Map (JIM) and the National Investment Map (NIM) should address two of the six key topics recommended by the OBS – implementation of public investment projects and delivery of public services, respectively. The GOJ should expand participation opportunities for citizens in monitoring changes in macroeconomic indicators, such as inflation, and debt levels, delivery of public services, and in the implementation stage, the Auditor General's Department should expand its utilisation in this process.

Jamaica 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.



Transparency Score



Source: International Budget Partnerships (IBP) 2023 OBS Survey





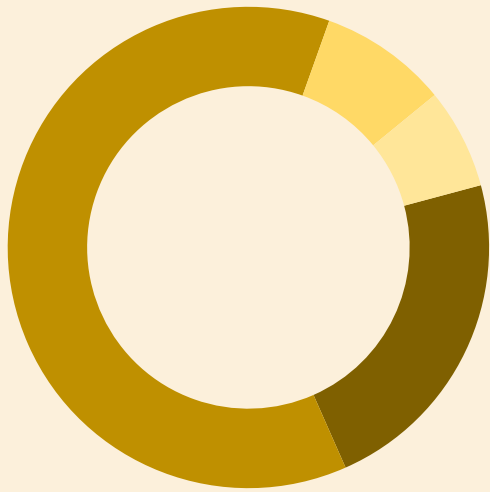
CAPRI MOMENTS

Third-party Networking Session

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 the third party subgrant.



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

A photograph of a person's hand using a calculator on a desk, with financial documents and a bar chart visible in the background. The image is overlaid with a light blue tint and a dark blue gradient at the top and bottom.

Balance Sheet 2023/24

	31 July 2024	31 July 2023	Notes
Assets	\$133,174,333	\$166,877,532	
Non-current Assets	\$2,164,689	\$2,461,090	
Equipment	\$2,164,689	\$2,461,090	1
Current Assets	\$131,009,644	\$164,416,442	
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
Liabilities and Equity	\$133,174,333	\$166,877,532	
Current Liabilities	\$131,009,644	\$164,416,442	
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	
Capital and Equity	\$131,009,644	\$164,416,442	
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

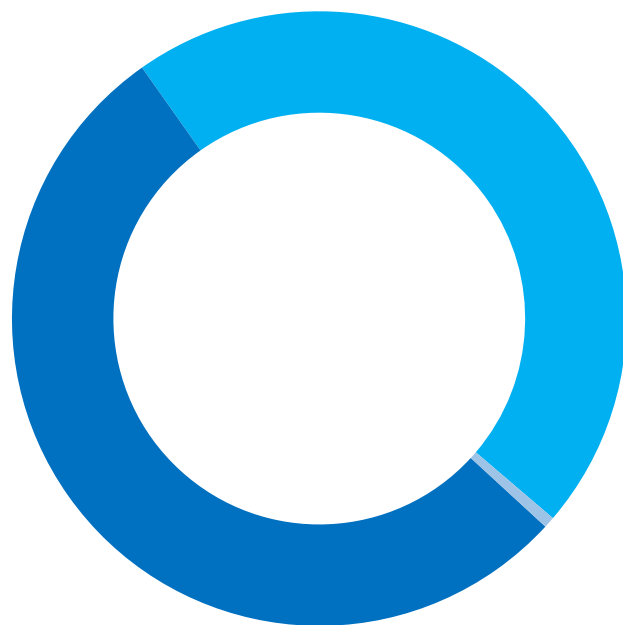
\$29,803,842

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

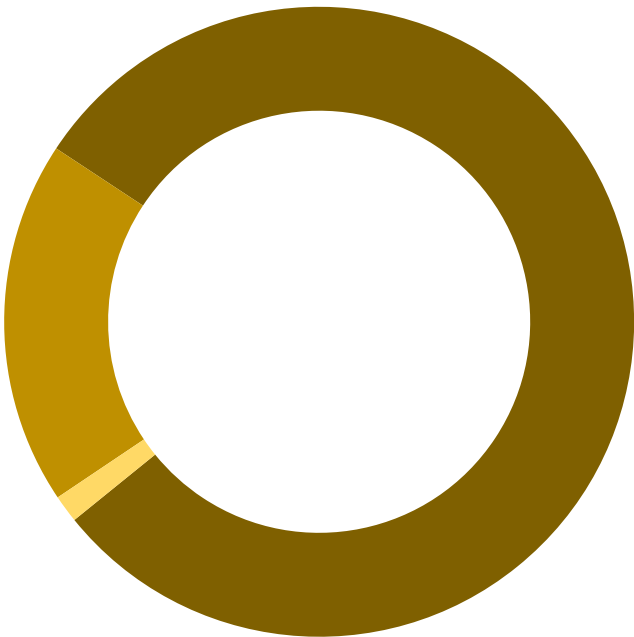
\$88,590,161

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

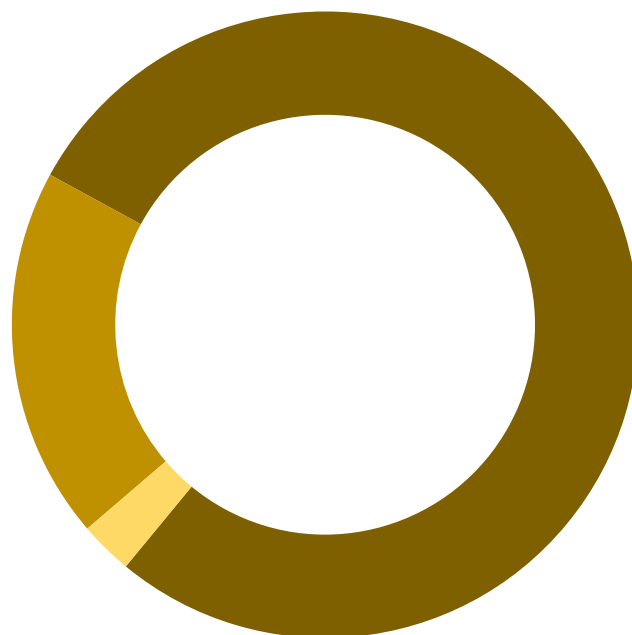
Traveling
\$588,537

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 & 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

1. Fixed Assets				
	Equipment	Furniture & Fixtures	Computers, Software & Accessories	Total
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
Carrying Value at 31 July 2024	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)
Net Book Value as at 31 July 2024	0	451,942	1,712,747	2,164,689
2. Deposits and Prepayments				
Advance on CAPRI's Website Upgrade	1,720,125			
Petty Cash	62,103			
	1,782,228			
3. Cash and Cash Equivalents				
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			
4. Accounts Payable				
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			
5. Deferred Income				
EU Grant for 12 months	12,257,850			
Botnar Foundation	38,974,028			
IAD	5,514,232			
	56,746,111			
6. Private Sector Contribution 2023/24 2022/23				
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

	Equipment	Furniture & Fixtures	Computers, Software & Accessories	Total
	2023/24	2022/23		
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

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

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.

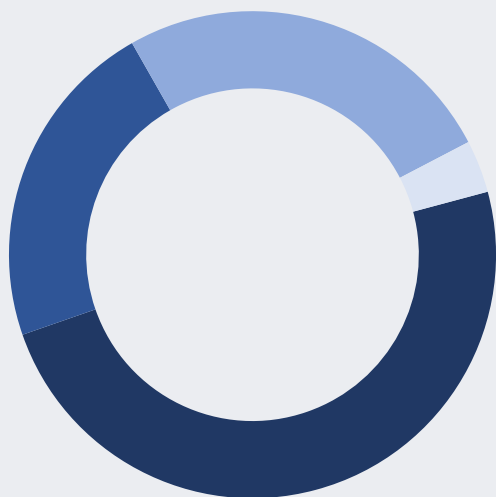


ONECITY

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

“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 Studies 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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