

RADA
RURAL AGRICULTURAL
DEVELOPMENT AUTHORITY

2013-14

ANNUAL REPORT



People Land & Opportunity



RADA
RURAL AGRICULTURAL
DEVELOPMENT AUTHORITY

Corporate Profile

The Rural Agricultural Development Authority (RADA) is a statutory body under the Ministry of Agriculture and Fisheries. RADA was established under the Rural Agricultural Development Authority Act of 1990 which replaced the Land Authorities Act and began its operation on August 1, 1990.

It is Jamaica's chief agricultural extension and rural development agency.

Vision Statement

To become the leader in the drive towards achieving national economic growth and stability through agricultural development

Mission Statement

RADA is committed to promoting the development of agriculture in Jamaica, as the main engine of economic growth in rural communities, through an efficient, modern and sustainable extension service which will enhance the national economy and improve the quality of life of rural farm families.

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National Board of Directors

BOARD OF DIRECTORS

The tenure of the National Board headed by Professor Densil Williams came to an end on February 28, 2014. However the Permanent Secretary wrote to the Chairman and asked that they continue to serve until further notified.

Attendance Schedule APRIL 2013 – MARCH 2014

NAME	TOTAL MEETINGS HELD	MEETINGS ATTENDED	REMARKS
Prof. Densil Williams	10	8	
Dr. André Gordon	10	7	
Mr. Gary Coulton	10	4	
Mr. Lenworth Fulton	10	9	Appointed CEO May 2013
Mr. Glendon Harris	—	—	Resigned May 2013
Mj. Johnathan Lamey	10	9	
Mr. Evon Redman	10	8	
Mr. David Thwaites	10	8	
Mrs. Linnette Vassell	10	7	
Mr. Douglas Walker	10	10	Resigned September 2013
Sen. Norman Grant	9	8	Appointed May 2013
Ms. Bevon Morrison	9	9	Appointed May 2013
Mrs. Valerie Dixon	9	7	Appointed May 2013
Ms. Natalie Johnson	9	9	Appointed May 2013
Ms. Janet Bedasse	9	7	Appointed May 2013
Mr. Michael Pryce	9	7	Appointed May 2013

Board Members



Mr. Lenworth Fulton
CEO – RADA and
Prof. Densil Williams
Chairman – RADA
National Board.

National Board of Directors



- 1 Prof. Denzil Williams -Chairman 2 Janet Bedasse 3 Natalie Johnson 4 Sen. Norman Grant
5 Lenworth Fulton 6 Dr. Andre Gordon 7 Evon Redman 8 David Thwaites 9 Michael Pryce 10 Bevon Morrison
11 Glendon Harris 12 Linnette Vassell 13 Valerie Dixon 14 Gary Coulton 15 Maj. Johnathan Lamey 16 Douglas Walker

Executive Summary



The Authority continues to play a critical role in supporting government initiatives to achieve sustainable economic growth and development of the agricultural sector. Farmers showed their resilience by recovering from Hurricane Sandy in 2012 by achieving an 18% increase in production during 2012/2013. This growth was continued in the first quarter of 2014 with growth of 18.7%

over the same period of 2013.

Notwithstanding the extended drought period, farmers were still able to maintain high levels of production and productivity especially on irrigated lands. Indeed, the input of donor agencies also facilitated continuous trainings for capacity building and relevant knowledge transfer of good agricultural practices to farmers along with enhanced infrastructural development.

The Extension staff is to be commended for this achievement as contact hours with farmers increased in some areas as a result of the implementation of various projects and the use of the available technologies. There was marked increase in production of Irish potatoes which saw Jamaica producing 85% of local demand for table potatoes while efforts are on-going to increase the cultivation of onions, partly facilitated by the establishment of Agro parks in strategic locations.

The Authority continued to fulfill one of its core functions by allocating resources for capacity building of extension staff and dissemination of technical information, which sought to impact on the knowledge, skills and attitudes to 54,495 farmers through the use of diverse extension methodologies, including 58 on-farm demonstration plots, field days and Farmer Field Schools and conventional trainings.

The Livestock Unit was integral in improving farmers' competency levels of the livestock farmers and industry in general. This was done through field inspection, advice, training, information sharing, facilitation of market linkages and resource mobilization. The major focus of this unit this year was to inform farmers about best practices, food safety and personal hygiene and improved animal nutrition. A total of 50 training sessions were facilitated benefitting 8,384 farmers.

As RADA recognized the importance of improving the well-being of noted vulnerable groups such as women and youth, the Home Economics/ Social Services Unit continued to assiduously enhance the livelihood of these individuals. This Unit facilitated 762 sessions benefitting 110 groups.

The second phase of the RADA Parish Competition was held this year. The Parish Competition sought to foster team building, improve staff

Executive Summary

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Plant Health/Food Safety Specialist, Mrs. Francine Webb-Lawrence chats with a farmer.

morale and ultimately enhance motivation levels through the use of competition. Parishes were assessed in fourteen (14) areas and were graded according to the extent to which agreed programmes and activities were implemented.

During the year the Authority within the constraints of the limited financial resources, served communities and effected repairs to Parish Offices e.g. St. Mary and St. Catherine.



Trelawny parish office under construction.

Meanwhile the construction of the Trelawny Parish Office continues on schedule. The Authority remains hopeful for the upcoming financial year, as we continue to forge strategic partnerships with donor agencies in an effort to continue to serve and uplift the social and economic well being of our Jamaican farmers.

Lenworth Fulton
Chief Executive Officer
RADA

Farmer Training



Above: Farmer training session conducted on-farm
Below: Farmer training session in a classroom settings.



focus of RADA's extension delivery.

Emphasis was placed on

building farmers' resilience to climate

change through the adoption of good land husbandry practices; and

building capacities to meet requirements of Food Safety Modernization Act (FSMA) in order to ensure food safety standards and continuous access to markets.

RADA provided continuous technical support to farmer groups and individual farmers involved in production of crops under the Agro Parks initiative and facilitated a number of Farmer Field Schools in agroforestry, beet armyworm management, pepper, onion, Irish potato and pineapple production island-wide.

Much was achieved by accessing external funding and through strategic collaborations. During the review period, various combinations of the training delivery strategies were used to transmit information to farmers with focus on participatory approach:

Capacity building of farmers through administering farmer training programmes is the core

Farmer Training cont'd



- Farmer Field School (FFSs)
- Community work programme
- On-farm demonstrations
- Field days
- Seminars/workshops/forums
- Technical publications
- RADA website
- Mobile text messages
- Mass media releases
- Video presentations
- Skype conferences
- Expositions

Areas of farmer capacity building included:

- Farmer Training of Trainers (ToT) FFS
- Good Agricultural Practices (GAPs) for crops and livestock
- Food Safety Modernization Act (FSMA)
- Access to micro-financing
- Integrated Pest Management
- Protected Agriculture
- Post-harvest Management
- Good Land Husbandry Practices for Global Climate Change Adaptation
- Water harvesting
- Agricultural Disaster Risk Management
- Seedling Nursery Management



Farmer training session conducted in a classroom settings.

- Livestock production

Table. 1 Achievement Highlights (Crop Production)

Activities	Targets	Achievements	Achievements (%)
Individual Farm Visits	30,000	55,048	185%
Group farmer training sessions conducted	2,580	2,410	93%
Number of farmers trained	38,500	54,495	142% *
Number of training sessions	2,760	3,012	109%
Number of Demonstration Plots	25	58	232% *
Farmer exposure/demonstration of good practices/technologies	2,784	5,470	197%
Monitoring and Evaluation/Farmer Training Sessions	500	482	97%

Note: Actual achievements were possible due to support of various funding agencies and organizations

Staff Capacity Building



Staff training sessions.



extension duties to those performing supervisory, managerial and/or administrative functions. The majority of the courses delivered were funded through external programmes and projects.

As a result, staff benefitted from fifty two (52) staff trainings sessions. The key focus was placed on development of staff capacities and capabilities in

extension methodology delivery, using participatory approach, also known as Farmer Field School (FFS) or 'school without the walls'.

By partnering with ACDI/VOCA through its Jamaican Rural Economy and Eco-systems Adapting to Climate Change (Ja REEACH) Project and Food Agricultural Organization of United Nations (FAO) a solid core of officers obtained Training of Trainers (ToT) skills and graduated as FFS facilitators. New area of skills were developed in agroforestry, agro meteorology and escalation IPM with emphasis on the management of the beet armyworm (*Spodoptera exigua*).

Staff capacity building interventions targeted various categories of officers from those engaged in

Staff Capacity Building cont'd



Staff knowledge, skills and attitudes were enhanced through training exposure, sessions monitoring and evaluation in the following areas:

- US FDA Food Safety Modernization Act (FSMA)
- Food Safety (TOT) for crops and livestock production
- Good Agricultural Practices
- Small ruminant production (Level III)
- Agriculture Disaster Risk Management (ADRM)
- Best Land Husbandry Practices and Climate Smart
- Inspectors training in Certification of Agricultural Produce (CAP)
- Pest Surveillance: Identification of Fruit Flies of Economic Importance
- Accessing Weather Data Online
- Agro meteorology
- Project Proposal Writing
- Seedling Nursery Management

Through the HEART/CARDI - CFC and the Ministry of Agriculture & Fisheries special project, livestock extension officers were engaged in



Norman Baugh – Land Husbandry Specialist, conducts a training session

the training certification programme geared towards providing participants with knowledge, skills set and competencies in small ruminant production. At the end of the course, successful participants will be awarded a Level 3 Diploma.

Recertification Programme

Extension Officer



Above: RADA Accounts Staff training
Below: Mr. Colin Moodie, Agricultural Assistant receives a certificate from Ms. Bridgette Williams – Training Manager, under the Extension Officer Recertification Programme.



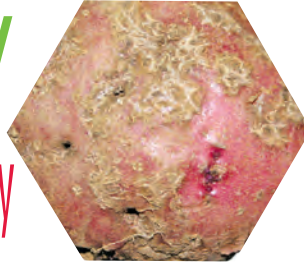
The Extension Officer Re-Certification Programme (EORCP), which is geared towards certifying officers in key

areas of extension delivery where the need arises continue to be a success in the area of capacity building. The EORCP had targeted 30 hours of direct training exposure for both agricultural extension officers and assistants. Despite limited budgetary allocations and with resources

channeled via special projects and programmes twenty five percent of extension staff was exposed to training in excess of 30 hours, while 76.8% -98.0% got exposure to up to 10 hours of training.

RADA continue to search for new, low cost technologies and unconventional approaches for building and maintaining staff competes.

Plant Health/ Food Safety



Above: Irish potato late blight leaf lesion
Below: Irish potato early blight plant leaf damage



and the promotion and encouragement of best practices for the containment/suppression of pests and diseases that adversely affected production and marketability of crops.

health and food safety were addressed in a timely and technically proficient manner.

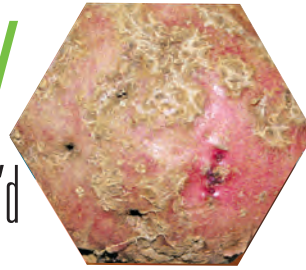
Technical information was transmitted to farmers and other stakeholders through publishing pesticide use guides, manuals, brochures, booklets, posters, video, radio interviews and use of RADA Website, RADA TV and increasingly through electronic media.

The Unit focused on the development of management strategies for Irish Potato Tuber Moth (*Phthorimaea operculella* Zeller.), which became a notable pest during storage. Several

In this regard pest surveillance, farm inspections, training and on-farm demonstrations and validations of pest management methods were vigorously pursued to ensure that threats to plant

The central focus of this programme is the building of awareness with respect to Plant Health and Food Safety

Plant Health/ Food Safety cont'd



treatments of seed material were validated and recommended to farmers.

Note: *Significant increase in farmer training sessions was attributed to the implementation of Food Safety Modernization Act (FSMA) project island-wide.



Irish potato tuber moth - larvae



Irish potato tuber moth - adult



Irish potato tuber moth - damage to leaves



Irish potato tuber moth - damage to tuber

Achievement Highlights

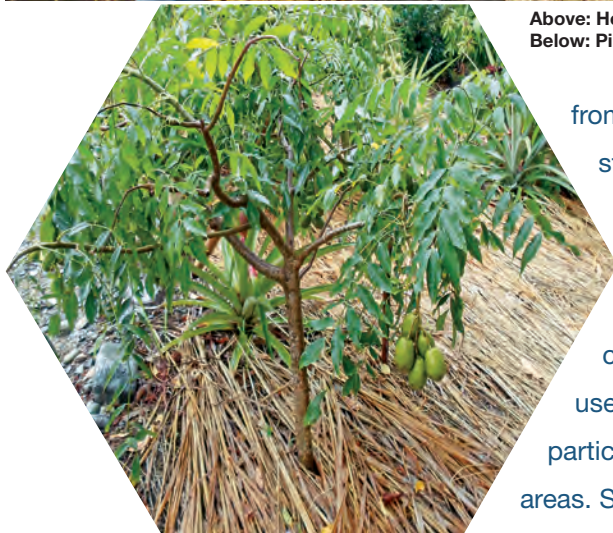
Table. 2

Activities	Specific Objectives	Targets	Achievements	
			Actual	%
Farm Inspections visits	To ensure conformity with global trade requirements to improve sanitary/phytosanitary food safety practices.	20,000	40,437	202%
Pest Surveillance visits	To investigate and track plant pests of local and quarantine importance and provide technical advice for their containment/suppression.	16,000	19,800	124%
Pesticide Surveillance observations	To monitor use of pesticides on the farms and to encourage compliance with safety standards.	34,000	68,298	201%
Demonstration (D) & Validation (V) Plots	To reinforce extension messages through on-farm practices that validate the methods promoted and results anticipated.	8 (D) & 1 (V)	20 (D) & 9 (V)	322%
Farmer Training sessions	To improve the operational capabilities of farmers through the application of best practices.	392	1263*	322%
Publications	To provide reliable and up to date information on the best pest/pesticide management strategies and food safety issues.	7	7	100%
Media Releases	To provide the farming community and general public with timely information on the status of pests and major developments in areas of food safety and pest management.	8	7	88%
Video production		1	1	100%

Land Husbandry



Above: Head drain construction
Below: Pineapple/trash barrier and mulching



from partners and stakeholders for staff /farmers capacity building and on-farm interventions, critical for sustainable use of the land, particularly in water shed areas. Such targeted interventions were

Through on-farm demonstrations, community members were exposed to the good land management and conservation practices as a way to build community resilience to natural disasters and climate change. This was done with a view to stimulate awareness of individual farmers and communities at large with respect to the detrimental effects that inappropriate land use practices were having on productivity and livelihood preservation.

Despite budgetary constraints, the Authority made a conscious effort to attract funding and support

implemented on a noticeable scale in the parishes of St. Thomas, Portland and Clarendon.

Soil treatments and best practices that were emphasized aimed to minimize impacts of drought, bush fires, floods and hurricanes and

Land Husbandry cont'd



included the following: drain cleaning and maintenance, check dams, alley cropping, cover crop, mulching, agro-forestry, planting along contours, establishment of vegetative barriers, stone barriers, gully plugs, minimum tillage, tree pruning and individual basins among others.



Tyre and pineapple barriers



Pineapple barriers

Achievement Highlights

Table. 3

Soil Treatments	Targets	Achievements
Agronomic methods <ul style="list-style-type: none"> • Mulching • Cover Crop • Vegetative barriers • Contour Cultivation • Alley cropping 	500 ha	5,807.5 ha
Structural Methods <ul style="list-style-type: none"> • Individual Basins • Gully Plugs • Diversion ditches • Stone barriers 	40,000 m	185,169 m
Soil Fertility Management <ul style="list-style-type: none"> • Minimum tillage • Crop rotation • Organic manuring • Composting 	600 ha.	8,078.6 ha
Training sessions	300	119
Farmers trained	5,000	1,750
Community demonstration plots	14	18

Marketing Extension Services



Above and Below: Marketing extension activities

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several parishes; namely the **Micro Credit Limited Project** and the **JSIF/RADA Agro-Business Technical Assistance Project.**

Marketing Extension Officers conducted training sessions/demonstrations in the respective parishes. The topics covered included Marketing, Post-harvest Management, and Agribusiness Management for various commodities. Ten (10) parishes

were impacted in which 472 farmers were trained.

The unit was also integral in the implementation and the success of the Parish Farmers' Markets and the Agro-Tourism Farmers' Markets Project throughout the island. Marketing Extension Officers performed exceptionally to mobilized the farmers and ensure that first grade quality produce and products were sold at these markets.

The government as part of its efforts to reduce the food import bill selected Irish Potato as a crop that could be successfully and competitively grown in Jamaica.

The unit actively participated in implementing two (2) major farmer training projects in

Marketing Extension Services cont'd



RADA's marketing unit spearheaded the design of the Irish Potato Programme for 2013-2014 which targeted the satisfaction of the local demand of 15,000,000kg. To achieve this, 1,250 hectares of Irish potatoes was established. A Youth and Women component was included in the programme, which provided one hundred percent (100%) assistance for beneficiaries of the input cost up to an acre per beneficiary. Marketing of the crop is currently being coordinated by the unit.



Achievement Highlights

Table. 4

Activity	Targets	Achievements	Achievements %
Produce movement	3.2mill kg	2.9mill kg	
Value of produce moved	-	\$187 mill (3,693 farmers benefitted)	
Farmer training sessions	132	290	
#of farmers to train	3,960	6,745	
Group strengthening	100	382	
Distribution of leaflets	15,000	13,000	
Farm Visits	-	3,226	
Farmers Markets			



Livestock Production



Above: Livestock rations
Below: Livestock Specialist doing hoof trimming



and sustainability of the livestock farmers and industry at large through the provision of technical guidance and support on all relevant livestock issues.

Such support included field inspection, advice, training, information sharing, and facilitation of market linkages and resource mobilization. The Livestock programme was driven and coordinated by the livestock specialist and eleven livestock

officers. Through collaborative work with relevant stakeholders, farmers were assisted through various projects and programmes successfully coordinated by Livestock Officers.

The nutritional needs of livestock were also a major focus during the period. Alternative feeding systems were explored which led to collaborations not only with local but also international research Institutions in designing the appropriate feeding systems especially for ruminant production. In keeping with this focus, Dairy Farmers also benefitted from the collaborative efforts of RADA and the Jamaica Dairy Development

The Livestock Unit continued to provide lead role in identifying ways of improving the competitiveness

Livestock Production cont'd

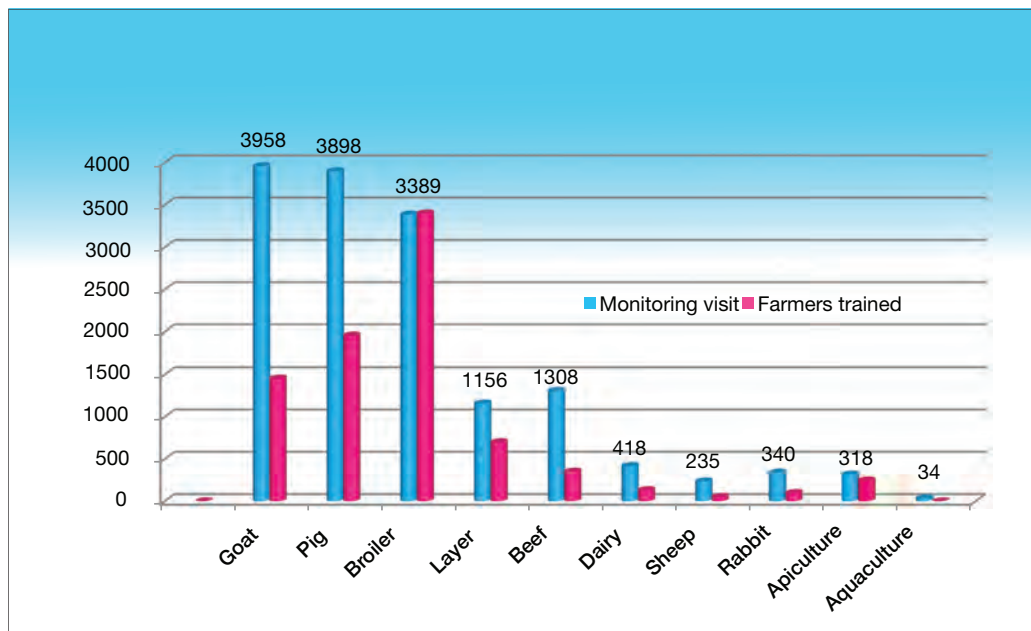


Board who embarked on a Fodder Bank Assistance Programme. The programme sought to facilitate the production of sugar cane and king grass to be utilized by farmers to minimize the low milk production and as means to mitigate impacts of drought. Livestock officers facilitated market linkages for sale of animals with a total value of by farmers with a total value of JMD \$11,528,060.00.

Despite the many challenges including glut for pig production and a shortage of the production of eggs by the end of the year, livestock farmers and the RADA Livestock Officers continued to work towards a productive and mutually beneficial subsector with a view to market expansion.

Achievement Highlights Table. 5

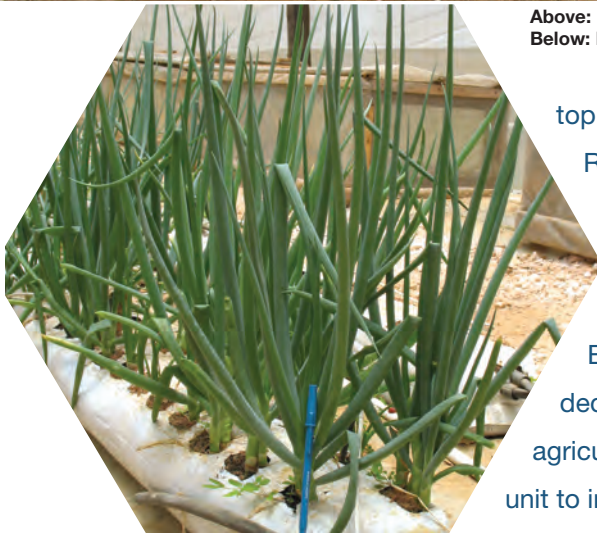
Activities	Targets	Achievements	Achievements (%)
Farm Visits	10,000	15,048	150%
Training Sessions	400	510	128%
Farmers Trained	8,000	8,384	105%
Major Projects implemented and monitored	13	43	330%
Publications	14	12 (on-farm record books - 3; manuals - 2; brochures - 5; posters - 2)	86%
Assistance to farmers with market linkages	70	126	180%



Protected Agriculture



Above: Double greenhouse
Below: Escallion growing in a greenhouse



top priority within RADA's overall operations. The addition of three Agricultural Extension Officers dedicated to protected agriculture, enabled the unit to improve its services to farmers within the three

Association (JGGA) in 2013 for the provision of structured extension services to greenhouse growers within the parishes of St. Elizabeth, St. Ann and Manchester through one designated Parish Greenhouse Officer per parish.

Further consultations were held between RADA and Jamaica Greenhouse Growers Association (JGGA) to discuss extension service delivery to greenhouse vegetable growers under the (MOU). The deliberations resulted in an agreement to have all extension officers in the main

The demand for agricultural produce on a continuous basis, ensures that protected agriculture remains a

parishes. This was as a result of a Memorandum of Understanding (MOU) entered into by RADA and the Jamaica Greenhouse Growers

Protected Agriculture cont'd



Greenhouse growing parishes embracing the greenhouse producers on the same basis they would engage open field producers.

Trainings

Twenty Six (26) RADA Extension Officers and Sixty Six (66) Commercial Seedling Producers were the beneficiaries of 3 one day intensive trainings on the best practices in the management of the production of vegetable seedlings. The training days which were held at the Farmers' Training Centre, Twickenham Park were sponsored by The Evergrow Garden Centre.

The unit was involved in extensive technical advisory visits during the quarter to:

- Review farm records,
- Check the accuracy of monitoring devices and calibrating where necessary
- Physical observation of crop conditions and growth
- Physical examination of plants for pest and diseases infestations
- Addressing food safety and other value chain issues with farmers;



Above: Sweet peppers
Below: Ginger growing in a greenhouse

Achievement Highlights

Table. 6

Active Capacity	Idle Capacity	Total Capacity
1,780,255 sq. ft.	510,500 sq. ft.	2,290,755 sq. ft.
40.868 acres	11.719 acres	52.587 acres

Domestic Food Crop Production



Above and Below: Domestic food crop produce



Agriculture and Fisheries, such as the Drought Mitigation Programme which facilitated the distribution of seeds, planting materials and inputs to farmers throughout the year and the Hurricane Sandy

Recovery Programme.

These interventions resulted in growth of 20.9% for the first quarter of 2014 with a total of

168,897.8 tons harvested for the period, increasing by more than 29,000 tons over the production in the similar quarter of 2013. The level of production seen was significant as the total output from the local Domestic crop subsector surpassed the output recorded for any of the previous Quarters within the last ten years.

Although weather conditions were not consistent, most of the productive areas had reasonably good weather. All parishes performed favourably and reported increased production for the quarter with the major output coming from the parishes of St Elizabeth and Manchester which

The recovery of Domestic Crops benefitted from several targeted interventions by the Ministry of

Domestic Food Crop Production cont'd



recorded increases of 11.9 % and 5.4% respectively. Trelawny was also a major producer, experiencing growth of 5.4% for the quarter; however the combined production from parishes such as St Ann, St Mary, Clarendon and Westmoreland contributed more than thirty percent of the overall production.

Achievement Highlights Tables. 7 and 8

Parish	Production (Tonne)			Area Reaped (Hectare)		
	2014	2013	% Change	2014	2013	% Change
Kingston & St. Andrew	2,959.5	2,284.2	29.6	242.5	202.6	19.7
St. Thomas	4,882.3	3,489.5	39.9	371.7	298.7	24.4
Portland	7,729.8	5,642.1	37.0	473.2	356.2	32.8
St. Mary	9,503.6	6,284.9	51.2	508.1	332.3	52.9
St. Ann	13,198.5	11,622.1	13.6	885.0	850.8	4.0
Trelawny	21,499.9	20,419.6	5.3	1,447.3	1,491.8	3.0
St. James	6,455.8	5,871.2	10.0	485.2	462.4	4.9
Hanover	5,693.0	5,098.2	11.7	446.9	407.4	9.7
Westmoreland	10,638.5	9,452.4	12.5	868.3	798.9	8.7
St. Elizabeth	34,209.4	26,186.3	30.6	3,035.4	2,776.4	9.3
Manchester	28,429.2	28,854.7	1.5	1,912.9	1,911.3	0.1
Clarendon	13,662.6	8,960.4	52.5	993.2	759.6	30.8
St. Catherine	6,990.9	5,511.2	26.8	469.9	402.0	16.9
Total	165,852.8	139,676.9	18.7	12,139.6	11,050.4	9.9

Crop Group	Production (Tonne)			Area Reaped (Hectare)		
	2013	2012	% Change	2013	2012	% Change
Legumes	5,500.7	5261.4	4.5	4,597.4	4,378.4	5.0
	233,226.3	224,130.8	4.1	15,103.0	14,324.2	5.4
Condiments	52,294.8	46,853.7	11.6	4,072.6	3,779.2	7.8
Fruits	46,325.1	45,023.4	2.9	2,605.1	2,531.8	2.9
Cereals	2,995.8	3,120.6	-4.0	2,496.4	2,433.0	2.6
Plantains	30,937.3	36,202.7	-14.5	1,679.7	2,011.0	-16.5
Potatoes	61,644.5	57,560.5	7.1	3,611.4	3,399.0	6.2
Yams	138,833.9	145,059.3	-4.3	8,389.7	8,480.9	-1.1
Other Tubers	41,670.0	45,712.8	-8.8	2,344.0	2,518.4	-6.9
Sorrel	1,483.3	1,212.6	22.3	885.5	750.1	18.1
Total	614,911.7	610,137.8	0.8	45,784.8	44,606.0	2.6

Social Services/ Home Economics Programme



Above: Food promotion expo
Below: Value-added products



needs of women and youth. On a daily basis, despite this, gender bias does not influence the outreach efforts.

Therefore, males are never refused the services where there is an interest in its offerings.

meet their long-term needs. Despite the limitations in numerical strength an increase in skills, application of new strategies and methods of information transfer allows for an outreach to the entire farming population.

During the year, the Unit continued to help rural/urban families and communities to improve their quality of life. Despite many challenges, groups and individuals, with emphasis on women and youth, benefited from the various interventions and activities through home economics education, family life and personal development and the initiation of a number of group based micro-enterprises.

The Social Services/Home Economics Programme, seeks to meet the expressed training and advisory

It is important to note that the making of vital decisions in the home or the farm does require an inter-dependent approach by involving all family members to

Social Services/ Home Economics Programme cont'd



Approximately 10,500 persons benefited from the programme during the year.



Achievement Highlights
Tables. 9 and 10

Activities	Targets	Achievements	%
Groups Serviced	100	110	
Training Sessions	1416	762	
Home Visits	1300	820	
Home Gardens established	650	274	
Food & Product promotions exhibitions	26	24	
Consumer Education Sessions	13	106*	

Parish	Enterprise	Major Products	Employment	Sales (\$)
St. Catherine	RADA - Twickenham Industry	Bammies, Pancake Mix & syrups etc.	20	11,729,243.00
St. James	Flower Hill Producers Cooperative	Bammies of various sizes	13	7,844,663.00
Hanover	RADA-Hanover Chips	Chips	3	73,295.00
St. Andrew Manchester St. James	Agri Mart RADA- CDP Outlet	Processed foods, foods, craft; household items, plants and agricultural inputs, herbal juices, cosmetics and medicinal products.	5	4,866,180.30
St. Mary	Fort George Beekeeping	Honey, wax & bees	5	137,150.00
Portland	Skibo-Beekeeping	Honey	3	

Information & Communication Technology (ICT)



Above: Mr. Lenworth Fulton - CEO, RADA and Dr. Maurice McNaughton - Mona School of Business (MSB) sign MOU
Below: A scene from the ICT/(MSB) seminar



embraced. The challenges of Food Security, climate change, declining funding allocations from the government and access to agricultural capital, warrant an immediate paradigm

change in the business of agriculture.

This change requires a greater reliance on Information and

Communication Technologies (ICTs), greater partnerships between knowledge resources (research, educational institutions and technical experts) and the stakeholders (farmers and other interests); to build capacity and social entrepreneurship.

RADA has recognized this change and the role it is required to play in its adoption. The process has commenced with the Authority implementing strategies to facilitate transitioning its operations for these changes. For this financial year, focus was placed on providing mobile ICT equipment and training to its field

For sustained growth of the agricultural sector, modern Extension Service delivery and farming practices must be

Information & Communication Technology (ICT) cont'd



officers; engaging research and technology to assist in providing solutions to assist in addressing Praedial Larceny. Tablet PCs were provided to Extension Officers in support of RADA's aim to increase and expand the use of ICTs in Extension Services.

Complementary to this, was the delivery of essential training to optimize use and maximize their benefits.

Through a partnership with Mona School of Business & Management, local technology community, key agricultural stakeholders and the Police, a six-month Agricultural Open Data project was completed. The



project explored using technology to provide solutions to the challenge of Praedial Larceny. This project which was managed through a fellowship programme, is part of a wider Caribbean initiative; partnering with innovative government organizations to become more agile, open and participatory.

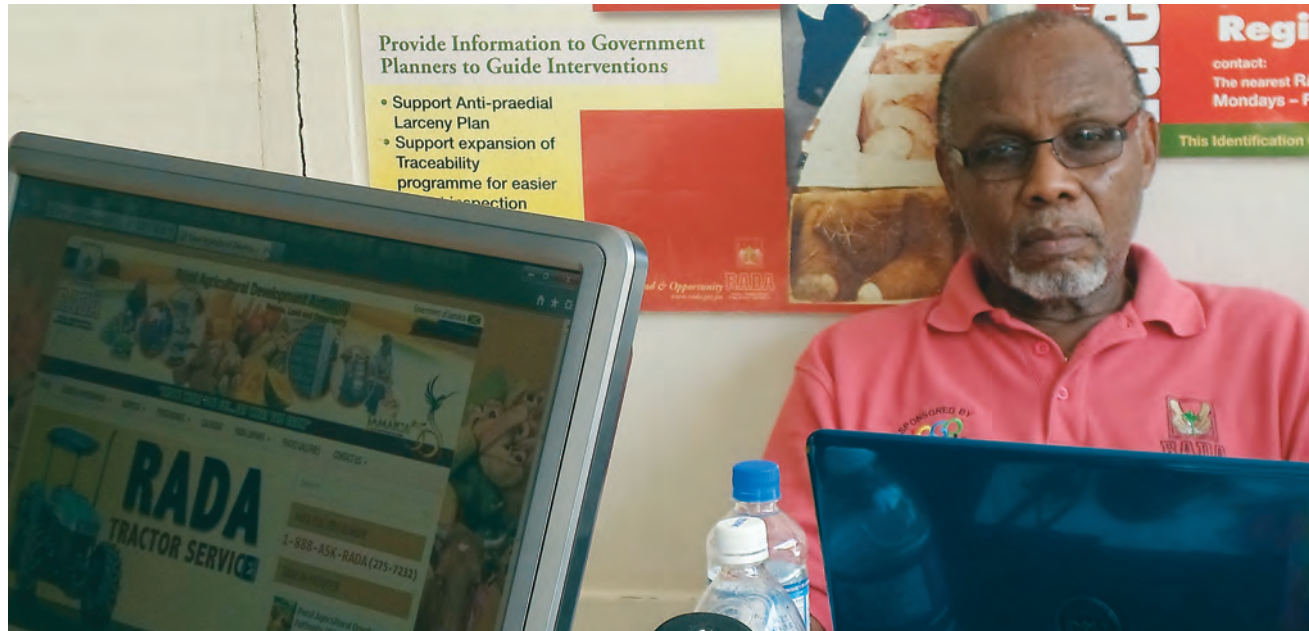


Left: Tablets destined for RADA Extension Officers
Right: Ms. Rasheda Linton - Agricultural Extension Officer receiving her tablet from Dr. Maurice McNaughton. Occasion, tablet handing over ceremony hosted by RADA.

Benefits of initiatives
Table. 11

Targets	Achievements	Impact
Provide ICTs to improve field operations efficiency and productivity	124 Tablet PCs and user training provided to Extension officers	In-field updating of Farmers and Price databases; Online access to technical information.
Develop Open Data resource platform to share Agricultural data	Harvest API Open data resource platform and CLIP SMS application developed http://harvestdata.herokuapp.com	Increased enforcement of Praedial Larceny by the Police via mobile access to Farmers/ prices databases
Upgrade Corporate website to provide Technical information resources	Upgrade completed and technical information accessible	Access to technical information available to stakeholders and other interests via the website.
Improve operations at Twickenham Industry via ICT	Implemented and training provided for Point -of-Sale (POS) solution.	Improved operational workflow and customer service.
Integrate virtual network technology for efficiency	Provided network support via the use of virtual servers	Reduced operational downtime, increased scalability and reduced capital expenditure

Agricultural Business Information System



Above: Mr. Fred Anderson - ABIS project manager
Below: Extension Officers registering farmers at an expo.



islandwide. During the year under review, 4,279 farmers were registered accounting for a total of 169,985 farmers. In addition 1,196 have been verified for a total 145,743 farmers; this represents 85.73% of registered farmers.

team has upgraded the Registration Module of ABIS as well as re-designed the Farmer Photo ID processing. The main objective of this upgrade is to improve the speed and performance of the system and provide a greater level of security. Additionally, the re-design of the Photo ID processing has improved the tracking and reporting of Farmers Photo IDs printed and distributed.

Registration of farmers is a continuous exercise and remains a top priority in the service delivery of our farmers

ABIS – Registration Module Upgrade

RADA's Agricultural Business Information System (ABIS)

Achievement Highlights
Table. 12

	Registered	Verified	ID Cards Issued
April 1 2013	165,706	144,547	82,360
March 31 2014	169,985	145,743	85,838
Achievement	4,279	1,196	3,478

Human Resource Management



Above: Staff training
Below: Staff training in sprayer calibration- St. Elizabeth



Agricultural

Development

Authority (RADA)

subscribes to this philosophy. The

HR department of

RADA is committed to

the development and wellbeing of its employees.

The goal was to recruit and retain personnel who possessed the right competencies and skills by the authority to implement its strategy.

In carrying out its strategic objectives, the Human Resource Management Unit ensures that the workforce is maintained in a harmonious relationship with its employer which ultimately impacts the farming population that it serves.

Staffing

At the end of 2013/2014 RADA had a staff complement of five hundred and six (506) employees of that amount, two hundred and seventy eight (278) were in Extension, One Hundred thirty-three in Administration (133) and Ninety-One (91) Support Staff.

A motivated and committed workforce is a pre-condition for sustained business success and the Rural

Human Resource Management cont'd



Training & Development

Continuous training and development are hallmarks of RADA's staff positioning. As a result, the undermentioned staff trainings were undertaken:



Human Resource Management and administration staff training

Training Activities
Table. 13

Staff Category	No. Officers Benefited	Type of Training	Duration	Remarks
Marketing Extension Officer	2	Post-Harvest Techniques	7 days	U.S.A
Marketing, Production & Climate Change	1	Reducing Impact of Climate Change	7 days	Trinidad
Technical Services	1	ICT in Agriculture	3 days	Netherlands
		Disaster Risk Management	3 days	Belize
		Roots and Tubers production	5 days	Cuba
Technical Services/Extension	4	Meteorology in Agriculture	3 days	Barbados
Agricultural Extension	5	Extension Advisory Services	7 days	Local
	40	Technical Corporation Strategy	2 days	Local
	4	National Assessment for Irish Potato	7 days	Local
Livestock Extension	13	Alternative Feed Resources	1	Local
Livestock Specialist	1	Livestock Management		Colombia
			5 days	
Executive	1	National Drought Mitigation	5 days	Brazil

Agricultural Shows and Expositions



Above: Ms. Bevene Martin - Deputy Parish Agricultural Manager and Mr. Standford Lawes- Parish Agricultural Manager chat with a patron at the Denbigh 2013 Agricultural Show
Below: A view from the expo



participating and hosting promotional activities such as exhibitions, open days, career days, and other related agricultural shows.

These events also highlighted and promoted trends and opportunities in agriculture, best practices, and inter-agency collaboration and to stimulate public interest in agriculture and in the contribution of the sector to national growth and development.

The Authority continued to disseminate technical information through mass media extension methods by

The Authority directly supported thirty two (32) expositions, including three major agricultural shows. Key focus was given to Food Safety, Good Agricultural Practices (GAPs), climate smart agriculture and value chain development in Jamaica. Other expositions which RADA participated in includes:

- Jamaica Expo 2014
- UWI Annual Careers Expo
- RADA Parish Open Day
- Earth Day Exposition
- JAS Agro-fest

Agricultural Shows and Expositions cont'd



- Opportunity Exposition
- World Food Day Exposition
- World Water Day Exposition
- Nepa Health Fair
- Ackee Festival
- Agro-Tourism Farmers Markets
- JAS Hague Agricultural Exposition
- JAS St. Mary Agricultural Exposition
- JAS Montpellier Agricultural Exposition
- JAS Agrofest Agricultural Exposition
- Launch of Denbigh Agricultural Show
- Denbigh Agricultural & Industrial Exposition
- 4H Annual National Exposition
- College of Agriculture, Science and Education (CASE) – Career & Open Day
- Jamaica Parliament – Agricultural Display
- Drug Awareness Expositions
- Jamaica Public Service Mini Exposition
- Schools Careers Day Exposition (various)

Achievement Highlights
Table. 14

Description	Major	Secondary	Total
Number of Expositions	3	29	32



Above: A view from Jamaica expo 2014- National Arena
Below: Agri-Tourism expo - Westmoreland



Technical Publications



Above: RADA publications on display
Below: A closer view of some publication



farming communities
islandwide and the
general public
through design
and print
production of
technical publications
(manuals, newsletters,
booklets, brochures, flyers
posters), certificates,

billboards, banners and signs.

Through the input of the Graphic Unit a total of 21,207 units (41,473 prints) were outputted via in-house

productions and 5,075 units via service providers (contracted printers) (see *table 1*) to support crop production and food safety initiatives in Jamaica.

The following publications were produced: 5 manuals (through collaborative work); 3 brochures; 3 flyers; 2 posters and 1 pesticide use guide. Several RADA's technical publications were made available for stakeholders via corporate Website (www.rada.gov.jm). Technical Specialists provided information on crops and pest management and pictures for the production and/or updating of these publications (see *table 2*).

The Authority continued to deliver information and promote flagship programmes throughout the

Technical Publications

cont'd



Achievement Highlights

Table. 15

Description of Material	Number of designs	Total Number of Print & Copies
Billboard	1	—
Calendar	2	—
Programmes/ Invitations	4	85
Handbook/Manuals	2	350
Brochures	47	22,890
Flyer	19	1,980
Newsletter	2	—
Banners & Signs	29	13
Posters	44	—
Tabloid Posters	1	10
Labels	32	269
Certificates	3	81
Business Cards	30	370
Handouts	29	15,425
Grand Total		41,473

36



Fruit Tree Crop Project



Above: Naseberry tree with fruits
Below: Ackee tree



The primary goal of this project is to increase the supply of fruits to levels that will satisfy the demand from

processors and the fresh produce market. Against this background the project placed strong emphasis upon the commercial production of fruits in orchards along lines that were technically sound in terms of agronomic and management practices.

Operationally the project provided incentives for the establishment of

new orchards and the rehabilitation of existing ones. The project continued to serve farmers by encouraging diversified crop production through the provision of fruit trees.

Specific Objectives:

- a. To establish 1,700 ha of designated fruit tree crops
- b. To provide raw material for agro-processing which should increase local fruit processing output by approximately 50 percent.

Fruit Tree Crop Project cont'd



Achievement Highlights

Table. 16

Activities	Target 2013/2014	Achievement 2013/2014	% Achievement	Remarks
Orchard Establishment	150 ha	72.45 ha	48%	Budget restrictions negatively affected target. The resourcefulness of the Tree Crop Agronomist facilitated partnership to achieve limited success as reported.
Plant Distribution	36,000	20,678	57%	Most of these plants were paid for by Trees That Feed Foundation (TTFF)
Resuscitation (# of trees)	500	537	107%	
Training session	13	10	77%	Main areas of training were: Orchard management, establishment and fruit tree resuscitation; plus management of young and old fruit trees, care and management of small agricultural tools.
Number of trainee	400	199	50%	
Beneficiaries -farmers who received plants	100	58	58%	Most of the plants planted were breadfruit
Beneficiaries - Residential -	500	290	58%	



Guava



Custard apple

Internationally Funded Projects



Jamaica Banana Accompanying Measures (JBAM)

Programme Overview

The RADA/JBAM programme Financing Agreement was signed between the Government of Jamaica and the European Union in February 2013. The project helps to address challenges such as low productivity, weak linkages between producers and markets, high risk exposure of small farmers to natural disasters, high poverty rates in rural areas and environmentally harmful practices. The JBAM is expected to further support the local sector in re-

orientation towards the domestic markets whilst capitalizing from previous interventions.

The Jamaica Banana Accompanying Measures is a programme which is being implemented by the Rural Agricultural Development Authority (RADA) on behalf of the Ministry of Agriculture and Fisheries, through a special programme of assistance provided by funds from the European Union is aimed at combatting poverty and improving revenues in the six traditional banana dependent parishes.

Right: Agriculture & Fisheries Minister Hon. Roger Clarke and Head of EU Delegation in Jamaica, Ambassador Paola Amadei signing the JBAM contracts.



Dr. the Hon. Morais Ouy (right), assists Head of European Union (EU) Delegation in Jamaica, Ambassador Paola Amadei (2nd right), to perform the symbolic ribbon-cutting exercise.

Jamaica Banana Accompanying Measures (JBAM) cont'd



JBAM Agro Park meeting—seven Miles St. James



Above: JBAM Banana plot
Below: JBAM—spray training by All Island Banana Growers Association (AIBGA)



Type of funding	Financing Agreement
Funding Agency	The European Union
Implementing Agencies	By the Rural Agricultural Development Authority (RADA) on behalf of the Ministry of Agriculture and Fisheries
Duration of LOA	48 months
Parishes involved	St. Thomas, St. Catherine, Clarendon, St. James, Portland, and St. Mary
Total project Cost	€4.73 Million Euro
Objectives	To combat poverty and improve revenues in the banana dependent areas through achieving the purpose of specific objectives, namely: <ul style="list-style-type: none"> • Improving the productivity and resilience of small farmers • Strengthening the link between small farmers and markets.
Outcomes	The desired result of the Jamaica Banana Accompanying Measures is to see increased production and farm and agri-business productivity, reinforced sustainability of extension and other technical services, increased availability of disease resistant and high quality planting material and improved cooperation and coordination of small farmers to supply markets.
Expected Results	<ul style="list-style-type: none"> • Increased production and productivity in farms and agri-business • Reinforced sustainability of extension and other technical services • Increased availability of disease resistant and high quality planting material • Improved cooperation and coordination of small farmers to supply market
Status	On-going

Emergency Food Security and Rural Livelihood Recovery for the Most Vulnerable Farmers Affected by Hurricane Sandy in Jamaica (OSR/JAM/301/BEL)



Above: Individual basins, Clarendon
Below: Staff training and establishment of pineapple barriers at demonstration plot - St Thomas.

The Atlantic Tropical Cyclone, Hurricane Sandy made landfall on the south-eastern coast of Jamaica on October 24, 2012. The impact resulted in severe damage which was concentrated in the eastern parishes of Jamaica - Portland, St. Thomas, St. Mary and St. Andrew.

The agriculture sector was among those most affected by the hurricane and in particular, small farmers sustained significant crop loss due to wind, flood and erosion. The impact was further exacerbated by ongoing rainfall in the subsequent weeks in some areas. This has had the impact of delaying preparation to replant and therefore recover their livelihoods.

In March 2013, the FAO, through funding by the Government of Belgium approved an emergency

recovery project which will provide support for approximately 1,000 small farmers to improve their ability to recover by providing temporary alternative income (through voucher to be redeemed) support while undertaking community rehabilitation initiatives, as well as use the opportunity to increase resilience of the farming communities through farmer training.



Emergency Food Security and Rural Livelihood Recovery for the Most Vulnerable Farmers Affected by Hurricane Sandy in Jamaica (OSR/JAM/301/BEL) cont'd



Gabion basket



Establishing trash barriers on slopes and
Below: Inter-cropping

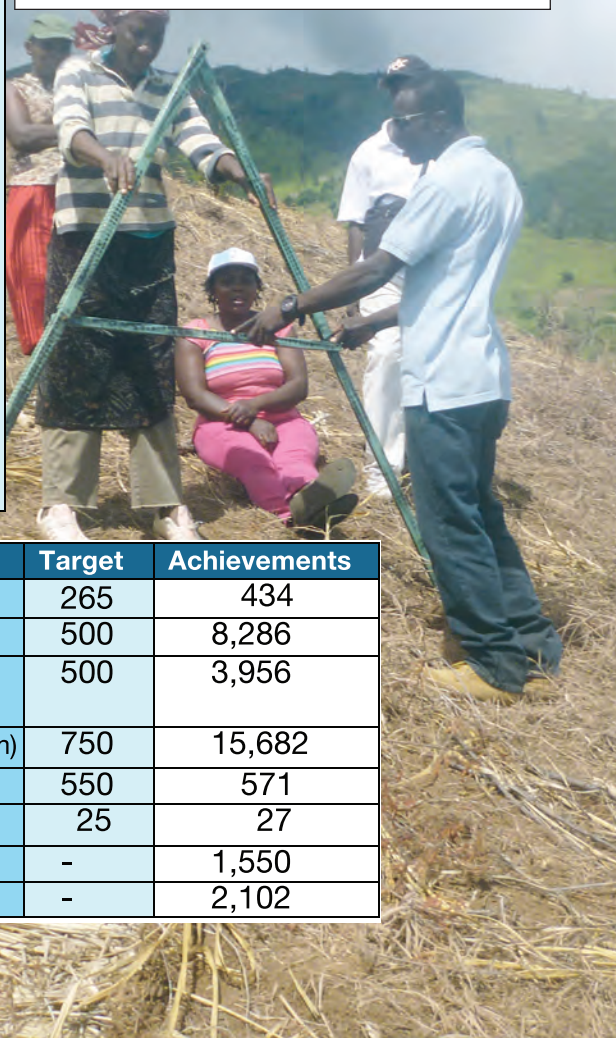
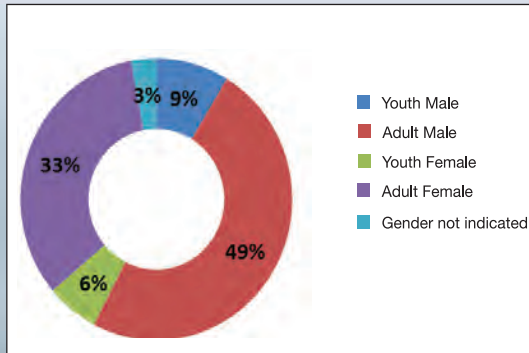


Type of funding	Letter of Agreement (LOA 1)
Funding Agency	FAO
Duration of LOA	July 26, 2013
Parishes/divisions involved	One thousand (1000) farmers: St. Thomas: Font Hill & Leith Hall 950 farmers Portland: Reach 50 farmers
Total project Cost	JMD 2,633,820.00
Objectives	Strengthened the capacity of small farmers and communities in coping with adverse climatic events such as floods and wind damage; develop and coordinate rapid baseline assessments of community to strengthen its ability in practicing sustainable land husbandry practices and to improve preparedness for natural disasters.
Outputs	<ol style="list-style-type: none"> A total of 1,000 vulnerable beneficiaries benefiting from voucher-for-work activities, contributing to their ability to meet their replanting and/or retooling requirements. Increased livelihood resilience through the voucher-for-work activities by rehabilitating productive infrastructure or the implementing of resilience building actions at the farm level, over a period of 45 days of effective work in 3 project areas in the eastern end of the island. Increased knowledge of disaster mitigation at the farm level through training specific to the communities.
RADA's contribution	Project implementation and technical and logistical support: <ul style="list-style-type: none"> Farmer engagement/Farm store engagement through MOUs Baseline survey Farmer training Farmer selection Design and Manage Voucher-for-Work Program Design Monitoring of community works Establishment and maintenance of community based demonstration sites for good land husbandry practices Reporting
Current status	80%
Project achievements	<ul style="list-style-type: none"> 1001 farmers received Voucher-for-Work Program valued at \$10,000.00, and cashed them at the community based farm stores (which also supported community based economical activities)

Emergency Food Security and Rural Livelihood Recovery for the Most Vulnerable Farmers Affected by Hurricane Sandy in Jamaica (OSR/JAM/301/BEL) cont'd



- Total value of vouchers verified by RADA – JMD 9,886,562.24 and paid directly by FAO to suppliers/farmers
- Baseline survey completed and report generated. Findings are being used for extension delivery and planning of further interventions by project
- 1032 farmers had benefited from capacity building training (103.2% target achievement)
- Farmers trained in Agriculture Disaster Risk Management (ADRM), Best Land Husbandry Practices and Being Climate-Smart
- Trainings assessed:
 - Ninety seven percent (97%) indicated high satisfaction level of the overall training sessions.
 - Ninety eight percent (98%) of participants indicated that their knowledge was increased and techniques learnt will prove valuable on their farms.
 - Ninety six percent (96%) of the participants indicated that the training session time was appropriate. This training session seemed to have had a positive impact on the participants.
- 13 demonstration plots were established to demonstrate good land husbandry practices (based on community specific needs)



Target Description	Target	Achievements
Land clearing and bushing (ha)	265	434
Trenches constructed (m)	500	8,286
Vegetated contour barriers with pineapple, sugarcane, etc (m)	500	3,956
Hillside ditches, trenches constructed (m)	750	15,682
Fruit tree/seedling planted	550	571
Fruit tree orchard pruned/cut back (ha)	25	27
Construction of stone barriers	-	1,550
Trash barriers	-	2,102

Area Wide Management of the beet Armyworm on Escallion in St. Elizabeth



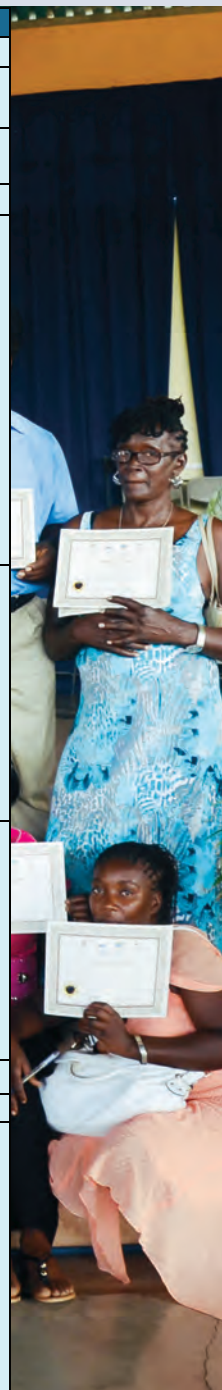
Project Title: Area Wide Management of the beet Armyworm on Escallion in St. Elizabeth	
Project Category	FAO/MOAF Technical Cooperation Programme (TCP), including FAO/RADA LOA for specific deliverables
Duration of LOA	02.01.2013 – 30.06.2013
Parishes involved	Escallion/onion farmers in Junction and Pedro Plains Extension Areas, St. Elizabeth
Total project Cost	US\$9,882
Objectives	Sustainable enhancement of scallion production and productivity in the South St. Elizabeth & South Manchester growing areas
Outputs	RADA is directly responsible for delivery of all activities associated with output of the following deliverables: <ul style="list-style-type: none"> d. baseline assessment e. production of instructional video f. organizing and conducting two (2) farmer field schools for duration of 8 weeks and orientation workshops g. 20 farmers involved in FFSs and train h. establish two demo plots
Extent of RADA's staff involvement	<ul style="list-style-type: none"> • Preparation of project documents • Attending technical meetings • Facilitating technical missions from FAO • Technical and logistical support: <ul style="list-style-type: none"> – Weekly logistics for two (2) FFSs for the duration of 8 weeks – Weekly logistics for 10 FFSs targeting 150 farmers for duration of 8 weeks – Weekly facilitation of two FFSs by 6 extension officers and Zonal Plant Health/Food Safety Specialist – Facilitation on mission visits from FAO and R&D
RADA's contribution	Technical skills, expertise and manpower
Status	100% completed
Achievements	<ul style="list-style-type: none"> a. baseline assessment – completed, a final report submitted b. video script produced, footages recorded and currently with CPTV for production of a first draft c. two (2) farmer field schools in the 4th week of facilitation d. two (2) demo plots established for use by FFSs

Jamaica Social Investment Fund (JSIF)

Support and Capacity Building for Farmers in Agribusiness Management



JSIF Agro Business Assistance Project	
Project Category	Contract
Duration of LOA	December 27 th 2013 -March 22 nd 2014 (extended to 22 nd April, 2014)
Parishes involved	St. Thomas St. Andrew, St. Catherine, St. Mary, Clarendon and Manchester
Total project Cost	JMD\$ 6,920,399.50
Objectives	<ul style="list-style-type: none"> To engage rural farmers in capacity building training that will improve their ability to maximize on the earning potential of the farming business. To inform farmers about Food Safety Modernization Act (FSMA), good agricultural practices (GAPs), disaster mitigation strategies, marketing and post-harvest management, safe and effective use of pesticides, business aspects of farming. To equip targeted farmers with Food Handlers' Permits To provide farmers with farm inputs (full set of personal protective equipment-PPE)
Outputs	Training 360 farmers in Disaster Management, Marketing Training Good Agricultural Practices, Safe use of Pesticides and Sprayer Calibration, personal Hygiene and provision of Food Handlers Permit. Sensitization sessions with the National Land Agency (NLA), and the police for addressing issues of land tenure and local farmers watch group to reduce incidence of larceny affecting communities. The package of training provided to each community may have variations depending on the uniqueness of each situation.
Extent of RADA's staff involvement	Stakeholder Engagement Farmer Training/Training Evaluation and Monitoring Food Handler Permits for 360 beneficiarie Prourement and Distribution of Personal Protective Equipment (PPE) Farmer Graduation Reporting
RADA's contribution	
Status	95% completed
Achievements	<ul style="list-style-type: none"> A total of 48 training sessions delivered (129% achievement) A total of three hundred and sixty five (365) farmers were direct beneficiaries and additional ninety nine (99) farmers, who also attended trainings and are considered as 'non-targeted direct beneficiaries' Knowledge base of farmers had improved by 26% 91% of beneficiaries had received food hadler prmits All targeted beneficiaries received PPE



Jamaica Social Investment Fund (JSIF)

Support and Capacity Building for Farmers in Agribusiness Management



A proud JSIF graduate

Partnership Engagements



Above and Below: Jamaica/Columbia Bilateral Cooperation on the modernization of Irish potato production.

The achievements of the Authority in competency building of staff and farmers and improvements in livelihood of rural communities would not have been realized had it not been for the contribution received as a result of partnership engagements. Interagency engagements gave the Authority access to additional resources – human, financial, technical and physical – which beneficially complemented resources made available to the Authority through budgetary allocations.

Several ongoing programmes including, Farmer and Staff Training, Social Services/Home Economics, Plant Health/Food Safety, Crop Production, Livestock

Development, Marketing, Agriculture Disaster Risk Management, Protected Agriculture, and the Agribusiness Information system were positively impacted as a result of the synergies derived from these engagements.

The following were the leading sources from which support was derived:

- European Union Banana Support Programme (EUBSP),
- Food and Agricultural Organization (FAO),
- Jamaica Rural Economy and Ecosystems Adapting to Climate Change



Partnership Engagements cont'd



A view from the farmer graduation ceremony for JSIF Agribusiness Assistance project-Mandeville.



Above: Farmer graduation ceremony for JSIF Agribusiness Assistance project-Manchester
Below: Dr. Jerome Thomas, FAO Representative in Jamaica, Mr. Percival Shaw, Zonal Director (East), RADA and Dr. Gullian Smith, FAO



/JaREEACH Project funded by the US Agency for International Development (USAID):

- Commonwealth of Learning (CoL)
- ALBA Food Initiative
- Inter American Institute for Cooperation on Agriculture (IICA)
- United States Agency for International Development (USIAD)
- Jamaica Social Investment Fund (JSIF)
- Jamaica Exporters Association
- Dairy Development Board

Institutional Collaboration



Farmer graduation ceremony for JSIF Agribusiness Assistance project-St. Catherine.

RADA had been represented on various technical committees, Boards and meetings, and provided technical support towards fulfilling their roles and objectives..

The following were the major agencies with which collaborative work was undertaken:

- United States Agency for International Development (USAID)
- International Institute for Cooperation in Agriculture (IICA)
- Caribbean Food and Nutrition Institute (CFNI)
- Caribbean Agricultural Research Development Institute (CARDI)
- University of the West Indies (UWI)
- Northern Caribbean University (NCU)
- ODPEM
- Scientific Research Council (SRC)
- Jamaica Agricultural Society (JAS)
- National Irrigation Commission (NIC)
- Jamaica Social Investment Fund (JSIF)
- Jamaica Citrus Protection Agency
- Pesticides Control Authority (PCA)
- Agro Invest Corporation (AIC)
- Jamaica 4-H Clubs
- Research and Development and Plant Quarantine Division of the Ministry of Agriculture and Fisheries
- Jamaica Exporters Association
- Agro Grace Limited
- Newport Fersan
- Digicel Jamaica Ltd.
- Lime Jamaica Ltd.
- Agro Parks Committee (AIC)
- National Food and Nutrition Coordination Committee of Jamaica
- National Agricultural Plant Health and Animal Safety Coordination Committee (NAPHASCC)
- Plant Health Coordinating Committee (PHCC)
- Pesticide Review Committee
- CODEX Committee
- Pesticide Labeling Committee
- Projects steering and technical working group committees

Pictorial Highlights



RETIREES
L-R: Messrs Bernard Goffe, Zonal Director -west, Denton Alvaranga, Parish-Agricultural Manager - St. Andrew, Murwin Thomas, Chief Accountant, Ms Nola McCathy, HRMIS Administrative/Ethics Officer, Pauline Williams, Attepdant, Messrs Harold Spaulding, Chief Executive Officer, Theodore Rainford, Budget Commitment Officer, Theophilus Lindsay, Reports Coordinator, Caswell Glover, Parish Agricultural manager- St. Thomas.

Pictorial Highlights



SEND OFF CEREMONY
L-R: Professor Densil Williams Chairman - RADA National Board, Mr. Lenworth Fulton (in-coming CEO), Mr. Harold Spaulding (out-going CEO) and Dr. Andre Gordon, Board Member.

Pictorial Highlights



**RURAL AGRICULTURAL
DEVELOPMENT AUTHORITY**
Corporate Office
Toll Free 8 888-2725-7228 or 1-888-ADRC-RADA www.rada.gov.na





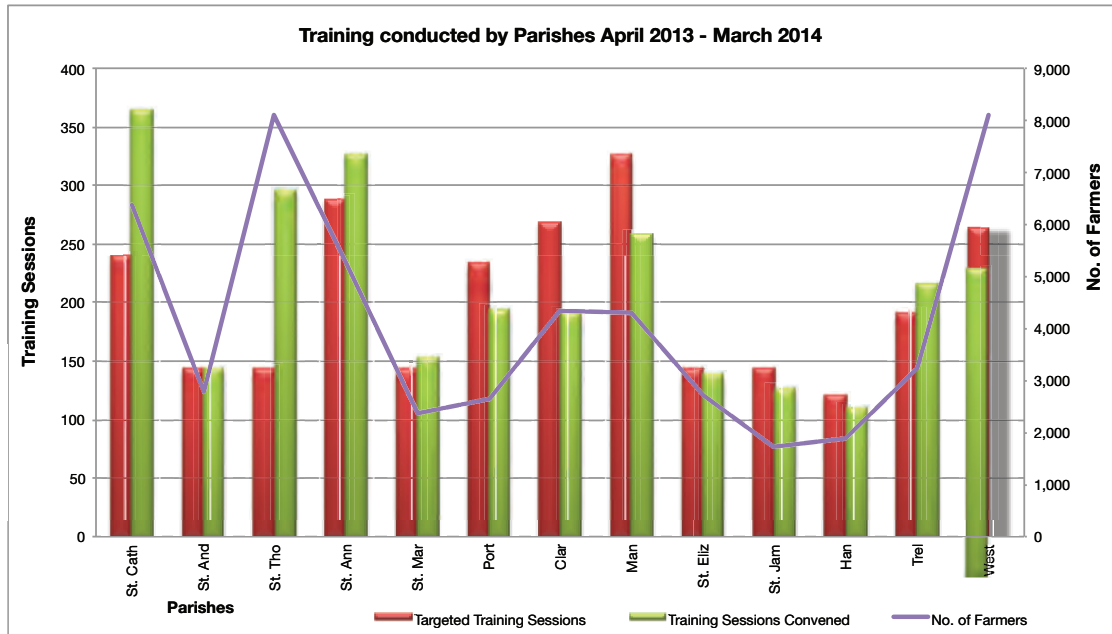
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56	Allocation/ Expenditure and Beneficiaries of CDF) by Parishes
57	Home Visits and Backyard Garden Establishment and Food Promotion Exhibitions accomplished by Parishes
58	Field Visits and Pesticides Surveillance completed by Parishes
59	Pest Surveillance and Farmer Training completed by Parishes
60	Farmer Registration by Parishes
61	Directors' Compensation
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Appendices

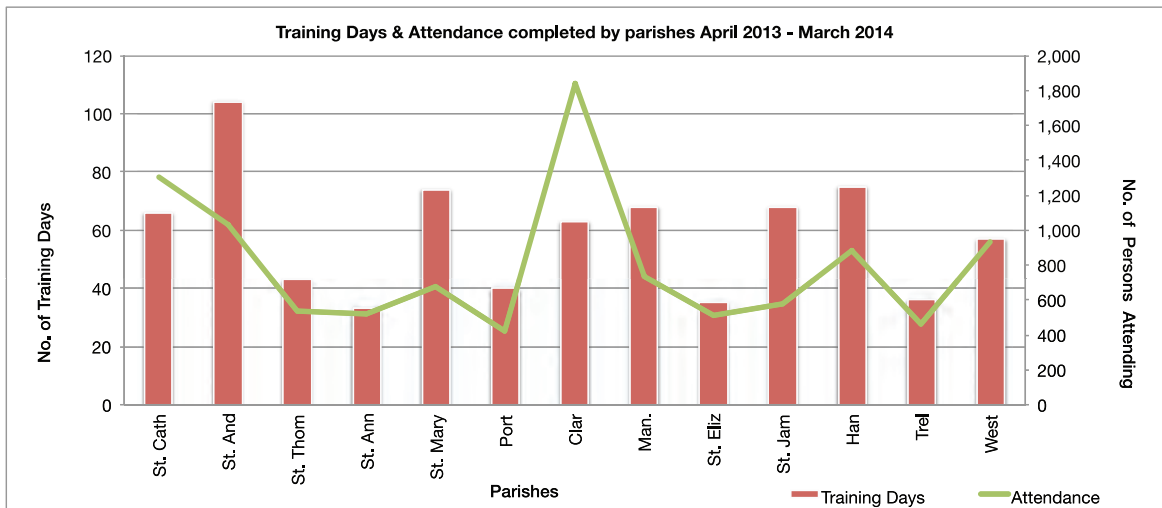
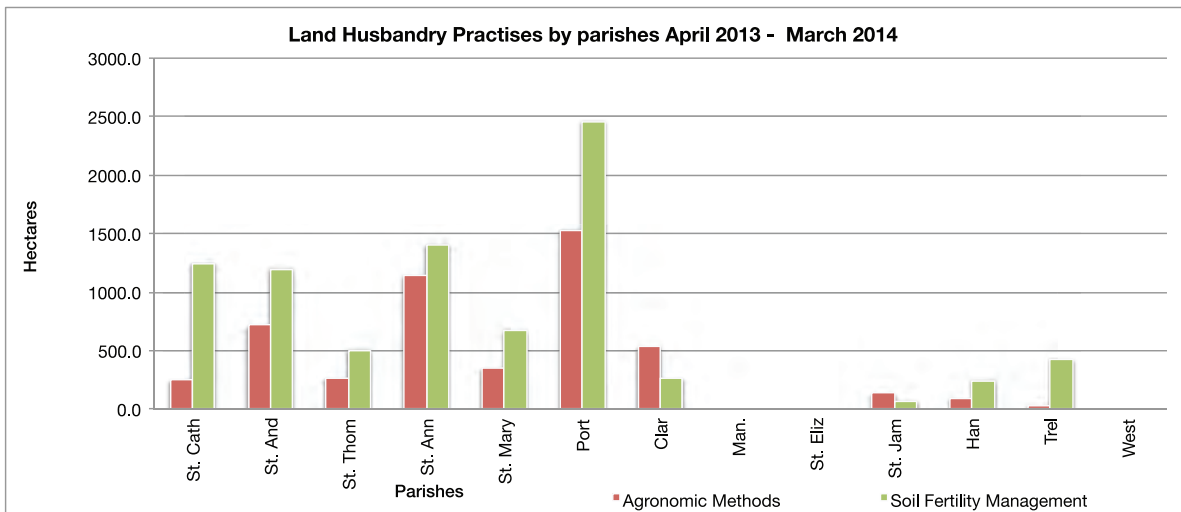
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Farmer Training Sessions by Parish Appendix 1



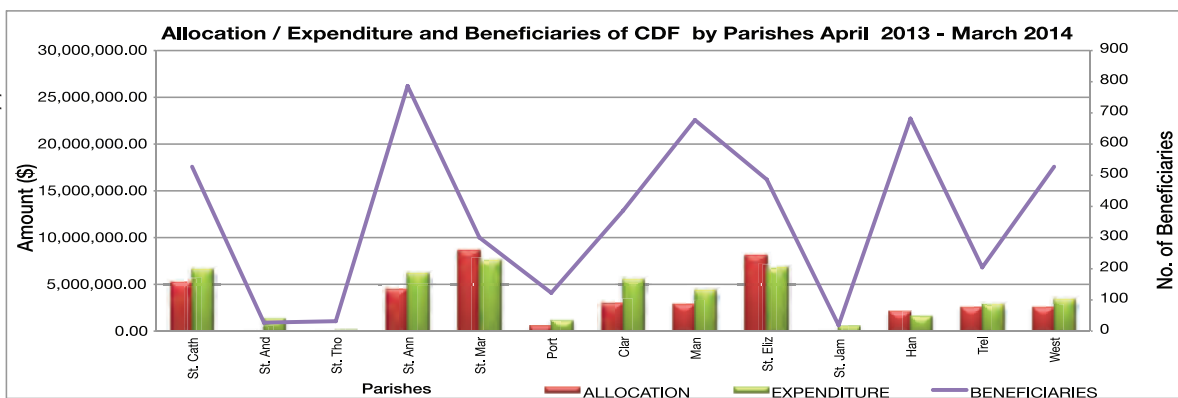
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Land Husbandry Practices and Training Attendances by Parish Appendix 2



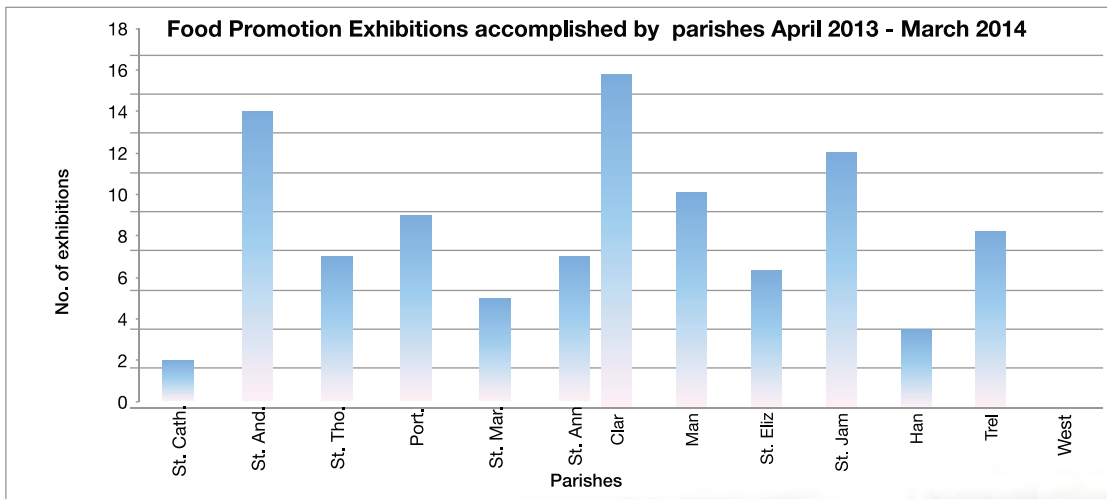
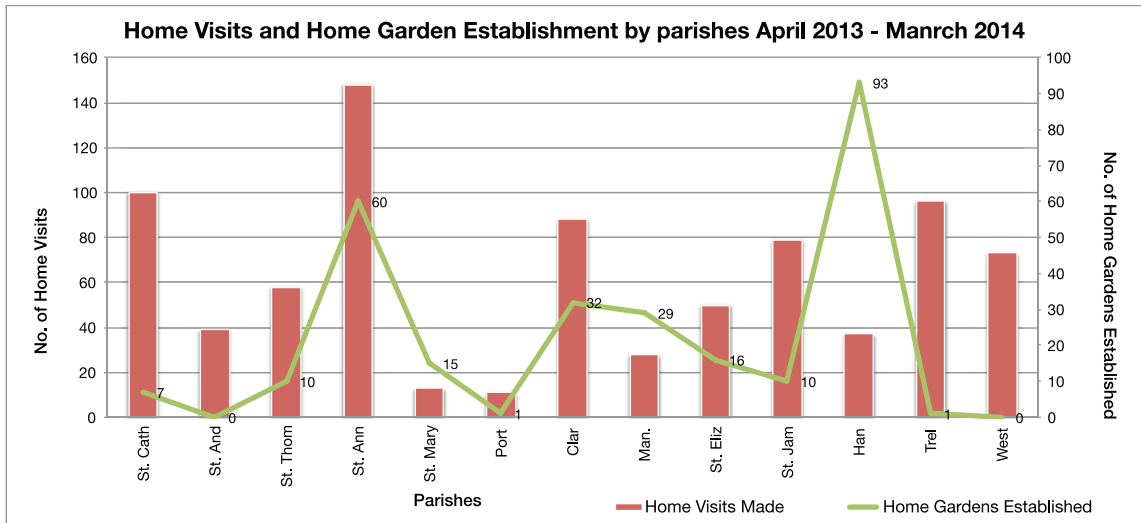
Appendices

Constituency Development Fund
Appendix 3



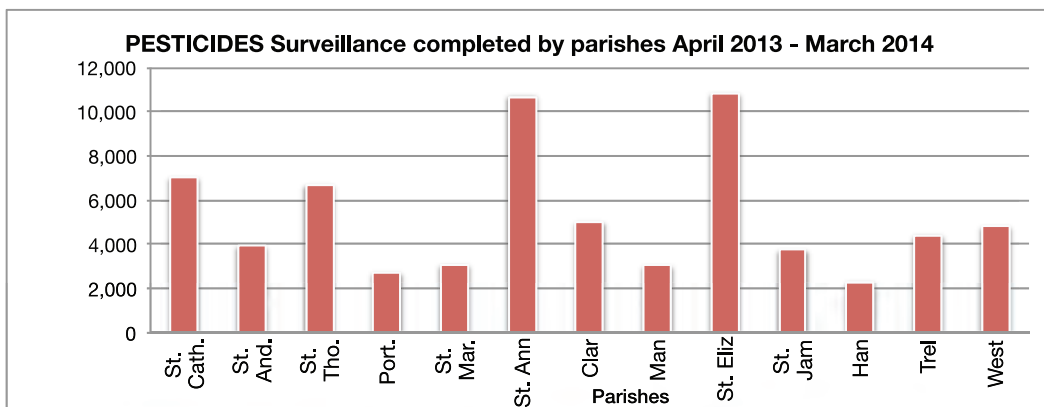
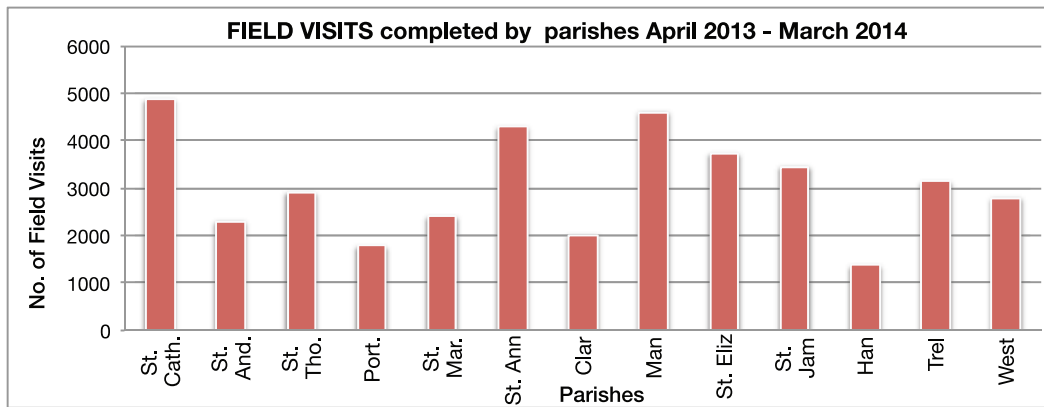
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Social Services /Home Economics
Appendix 4



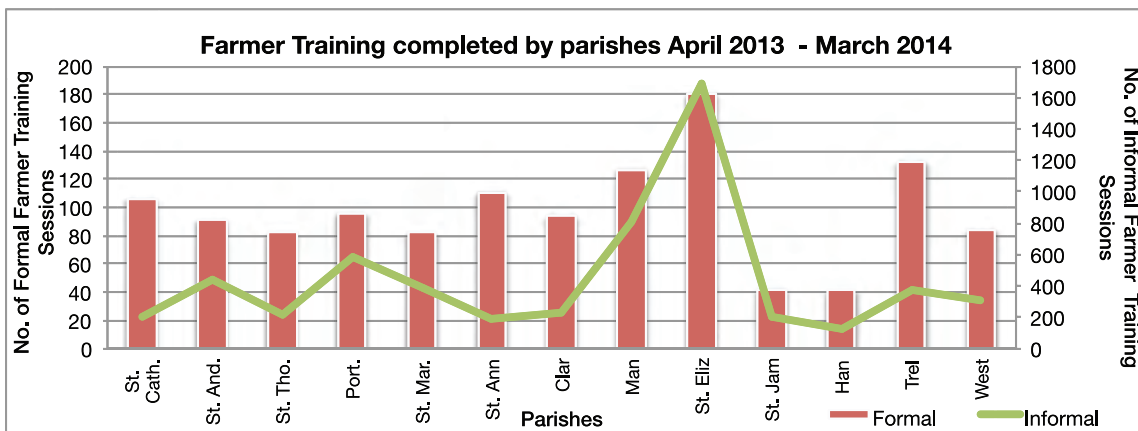
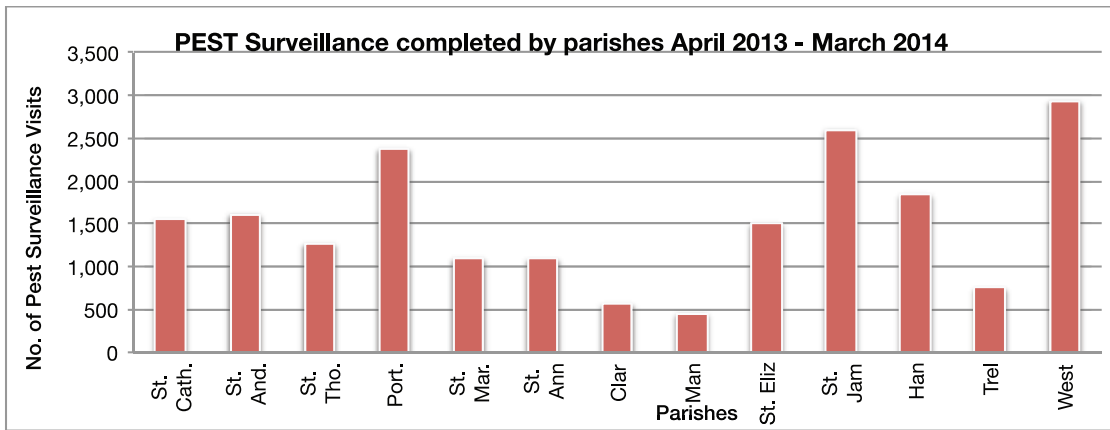
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Crop Care - Field Visits, Pesticides Surveillance Compiled by Parishes
Appendix 5a



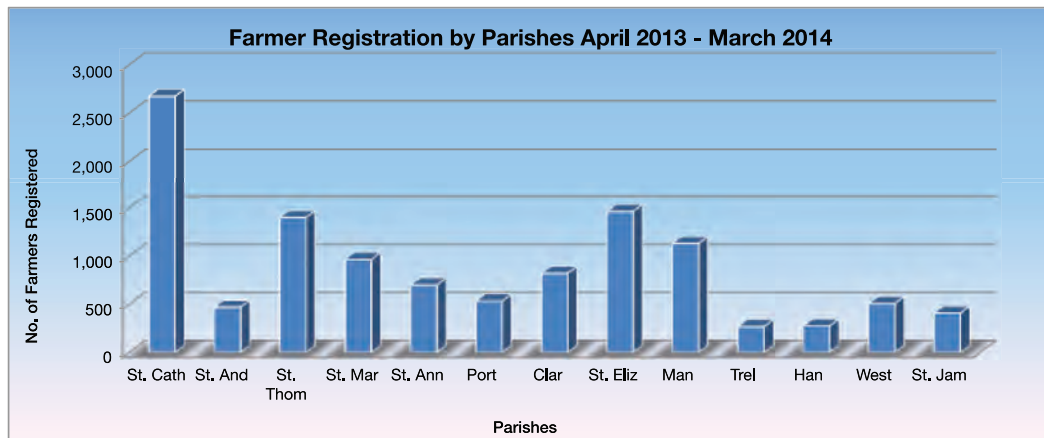
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Crop Care - Pest Surveillance and Farmer Training Sessions Compiled by Parishes
Appendix 5b



Appendices

Farmer Registration by Parishes
Appendix 6



Appendices

Board of Directors Compensation Appendix 7

Position of Director	Fees (\$)	Motor Vehicle Upkeep/Travelling or Value of Assignment of Motor Vehicle (\$)	Honoraria (\$)	All Other Compensation including Non-Cash Benefits as applicable (\$)	Total (\$)
B/M 1	92,000.00	145,368.00	0	0	237,368.00
B/M 2	123,000.00	-	-	-	123,000.00
B/M 3	126,386.40	217,161.46	-	-	343,547.86
B/M 4	14,500.00	-	-	-	14,500.00
B/M 5	89,000.00	-	-	-	89,000.00
B/M 6	69,000.00	-	-	-	69,000.00
B/M 7	74,000.00	-	-	-	74,000.00
B/M 8	77,000.00	-	-	-	77,000.00
B/M 9	100,000.00	-	-	-	100,000.00
B/M 10	120,500.00	-	-	-	120,500.00
B/M 11	18,500.00	-	-	-	18,500.00
B/M 12	66,500.00	-	-	-	66,500.00
B/M 13	85,000.00	-	-	-	85,000.00
B/M 14	73,500.00	110,508.00	-	-	184,008.00
B/M 15	76,500.00	-	-	-	76,500.00
Parish Advisory Board	2,608,894.40	-	-	-	2,608,894.40
Total	3,814,280.80	473,037.46	-	-	4,287,318.26

* Please note there is an additional amount of \$420,582.00 for food and beverage bringing Directors Committee meeting to \$4,708,000.00 (see "Expenses" page 98)

Senior Executive Compensation Appendix 8

Position of Senior Executive	Year	Salary	Gratuity or Performance Incentive	Travelling Allowance or Value of Assignment of Motor Vehicle	Pension or Other Retirement Benefits	Other Allowances	Non-Cash Benefits	Total
		\$	\$	\$	\$	\$	\$	\$
Chief Executive Officer	2013-2014	5,579,538	-	975,720	-	-	-	6,555,258
Principal Director, Field Services & Operations	2013-2014	4,238,250	-	975,720	582,376	-	-	5,796,346
Principal Director, Technical Services	2013-2014	3,200,309	-	975,720	337,521	-	-	4,513,550
Senior Director of Finance and Accounts	2013-2014	2,582,053	-	975,720	-	-	-	3,557,773
Senior Director, Social Services/Home Economics	2013-2014	2,810,698	-	975,720	-	-	-	3,786,418
Zonal Directors - West	2013-2014	2,383,257	-	975,720	-	-	-	3,358,977
Zonal Directors - East	2013-2014	2,571,597	-	975,720	-	-	-	3,547,317
Director, Monitoring, Planning & Evaluation	2013-2014	2,658,481	-	975,720	-	-	-	3,634,201
Senior Director Human Resource Management & Administration	2013-2014	3,082,374	-	975,720	-	-	-	4,058,094
Senior Director of Technology, Training & Technical Information	2013-2014	2,810,698	-	975,720	322,192	-	-	4,108,610
Manager, Information Communication & Technology (ICT)	2013-2014	2,429,771	-	514,500	279,994	-	-	3,224,265
Chief Internal Auditor	2013-2014	1,901,881	-	514,500	-	-	-	2,416,381
Manager, Irrigation, Water Management Unit	2013-2014	2,486,219	-	514,500	-	-	-	3,000,719
Parish Agricultural Managers -13	2013-2014	29,027,310	-	6,688,500	1,154,551	-	-	36,870,361
Total		67,762,436	-	17,989,200	2,676,633	-	-	88,428,269

Financial Statement

2013-2014

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INDEPENDENT AUDITORS' REPORT

To the Board of
The Rural Agricultural Development Authority

Report on the financial statements

We have audited the financial statements of the Rural Agricultural Development Authority set out on pages 3 to 36 which comprise the Statement of Financial Position as at 31 March 2014 and the statement of comprehensive income, changes in equity and cash flows for the year then ended and a summary of significant accounting policies and other explanatory notes.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards and the Jamaican Rural Agricultural Development Authority Act 1990. This responsibility includes: designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and consistently applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal controls relevant to the Authority's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal controls. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements give a true and fair view of the Authority's financial position as at 31 March 2014, and of its financial performance, changes in equity and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

Chartered Accountants
23 December 2014

Statement of Comprehensive income Year Ended March 31, 2014

Page 3

	<u>Note</u>	<u>2014</u> <u>\$'000</u>	<u>(Restated)</u> <u>2013</u> <u>\$'000</u>
INCOME:			
Government of Jamaica Subvention		934,069	916,942
Other income	6	<u>16,641</u>	<u>25,787</u>
		<u>950,710</u>	<u>942,729</u>
EXPENDITURE:			
Salaries, wages and related charges	18	648,489	639,367
Public utilities		44,448	38,825
Motor vehicle maintenance		6,425	7,581
General office expenses		17,548	10,774
Seminars and meetings		1,085	1,463
Repairs and maintenance		7,077	6,805
Consultancy		394	1,429
Bank charges and interest		940	1,978
Upkeep/travelling and subsistence		181,257	175,690
Directors' and committee meetings		4,708	4,045
Rental of buildings		1,859	1,830
Security		3,596	3,435
Printing and stationery		7,634	6,112
Audit fee		1,891	2,768
Insurance		2,161	1,127
Legal and professional fees		1,836	-
Legal awards		<u>16,500</u>	<u>-</u>
		<u>947,848</u>	<u>903,229</u>
SURPLUS		2,862	39,500
Depreciation		(<u>13,712</u>)	(<u>14,521</u>)
(DEFICIT)/SURPLUS FOR THE YEAR FROM OPERATIONS		(<u>10,850</u>)	24,979
Transfer from capital reserve an amount equivalent to depreciation charged on donated assets		<u>7,460</u>	<u>7,414</u>
NET (DEFICIT)/ SURPLUS		(<u>3,390</u>)	<u>32,393</u>
OTHER COMPREHENSIVE INCOME:			
Item that will not be reclassified to profit or loss:			
Remeasurement of post - employment benefit obligations		<u>8,372</u>	(<u>43,330</u>)
TOTAL COMPREHENSIVE INCOME /(LOSS) FOR THE YEAR		<u>4,982</u>	(<u>10,937</u>)

	<u>Note</u>	<u>2014</u> <u>\$'000</u>	<u>(Restated)</u> <u>2013</u> <u>\$'000</u>	<u>(Restated)</u> <u>1 April 2012</u> <u>\$'000</u>
ASSETS				
NON-CURRENT ASSETS:				
Property, plant and equipment	7	85,248	67,360	73,581
Post-employed benefit assets	8	<u>98,801</u>	<u>86,191</u>	<u>104,669</u>
		<u>184,049</u>	<u>153,551</u>	<u>178,250</u>
CURRENT ASSETS:				
Inventories	9	3,810	3,974	2,899
Receivables	10	35,083	36,275	35,431
Taxation re coverable	11	16,387	16,314	15,984
Cash and cash equivalents	12	<u>353,332</u>	<u>408,942</u>	<u>340,150</u>
		<u>408,612</u>	<u>465,505</u>	<u>394,464</u>
		<u>592,661</u>	<u>619,056</u>	<u>572,714</u>
RESERVES AND LIABILITIES				
RESERVES:				
Capital reserve	13	22,324	28,098	31,971
Capital fund	14	188,129	234,254	236,174
Accumulated (deficit)/surplus		<u>(4,156)</u>	<u>7,606</u>	<u>18,543</u>
		<u>206,297</u>	<u>269,958</u>	<u>286,688</u>
CURRENT LIABILITIES:				
Project advances	15	228,814	217,458	159,380
Payables	16	<u>157,550</u>	<u>131,640</u>	<u>126,646</u>
		<u>386,364</u>	<u>349,098</u>	<u>286,026</u>
		<u>592,661</u>	<u>619,056</u>	<u>572,714</u>

Approved for issue by the Board of Directors on 23 December 2014 and signed on its behalf by:



Dr. Richard Harrison - Chairman



Lenworth Fulton - Chief Executive Officer

Statement of Changes in Reserves Year Ended March 31, 2014

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	Capital Reserve \$'000	Capital Fund \$'000	Accumulated Deficit/(Surplus) \$'000	Total \$'000
Balance at 1 April 2012 (as previously reported)	31,971	236,174	133,367	401,512
Effect of changes in accounting standards	-	-	(114,824)	(114,824)
Balance at 1 April 2012 (restated)	<u>31,971</u>	<u> </u>	<u>18,543</u>	<u>286,688</u>
TOTAL COMPREHENSIVE INCOME:				
Net surplus (restated)	-	-	32,393	32,393
Other comprehensive income as restated	<u>-</u>	<u>-</u>	<u>(43,330)</u>	<u>(43,330)</u>
	<u>-</u>	<u>-</u>	<u>(10,937)</u>	<u>(10,937)</u>
MOVEMENT IN RESERVES:				
Decrease in capital fund	-	<u>(1,920)</u>	-	<u>(1,920)</u>
Increase in reserve	3,541	-	-	3,541
Transfer of depreciation on donated assets	<u>(7,414)</u>	<u>-</u>	<u>-</u>	<u>(7,414)</u>
	<u>(3,873)</u>	<u>(1,920)</u>	<u>-</u>	<u>(5,793)</u>
BALANCE AT 31 MARCH 2013 (restated)	<u>28,098,234,254</u>	<u> </u>	<u>7,606</u>	<u>269,958</u>
TOTAL COMPREHENSIVE INCOME				
Net deficit	-	-	(3,390)	(3,390)
Other comprehensive income	<u>-</u>	<u>-</u>	<u>(8,372)</u>	<u>(8,372)</u>
	<u>-</u>	<u>-</u>	<u>(11,762)</u>	<u>(11,762)</u>
MOVEMENT IN RESERVES:				
Decrease in capital fund	-	(46,125)	-	(46,125)
Increase in reserves	1,686	-	-	1,686
Transfer of depreciation on donated asset	<u>(7,460)</u>	<u>-</u>	<u>-</u>	<u>(7,460)</u>
	<u>(5,774)</u>	<u>(46,125)</u>	<u>-</u>	<u>(51,899)</u>
BALANCE AT 31 MARCH 2014	<u>22,324</u>	<u>188,129</u>	<u>(4,156)</u>	<u>206,297</u>

- (i) The amount included in retained earnings for 2014 of \$11,762,000 represents losses for the year of \$32,393,000 plus remeasurement of defined pension plan of \$43,330,000.
- (ii) The amount included in retained earnings for 2014 of \$11,762,000 represents losses for the year of \$3,390,000 plus remeasurement of defined pension plan of \$8,372,000

	<u>2014</u> <u>\$'000</u>	(Restated) <u>2013</u> <u>\$'000</u>
CASH FLOWS FROM OPERATING ACTIVITIES:		
Net deficit/(surplus)	(3,390)	32,393
Items not affecting cash resources:		
Depreciation	13,712	14,521
Release from capital reserve	(7,460)	(7,414)
	2,862	39,500
Changes in operating assets and liabilities -		
Inventories	164	(1,075)
Receivables	1,192	(844)
Taxation recoverable	(73)	(330)
Project advances	10,692	58,742
Payables	26,574	4,330
Post-employment benefit asset	(20,982)	(24,852)
Cash provided by operating activities	<u>20,429</u>	<u>75,471</u>
CASH FLOWS FROM INVESTING ACTIVITIES:		
Addition to property, plant and equipment	(29,914)	(4,759)
Cash used in investing activities	<u>(29,914)</u>	<u>(4,759)</u>
CASH FLOWS FROM FINANCING ACTIVITIES:		
Net reduction in capital fund	(46,125)	(1,920)
Cash used in financing activity	<u>(46,125)</u>	<u>(1,920)</u>
Net (decrease)increase in cash and cash equivalents	(55,610)	68,792
Cash and cash equivalents at beginning of year	<u>408,942</u>	<u>340,150</u>
CASH AND CASH EQUIVALENTS AT END OF YEAR (Note 12)	<u>353,332</u>	<u>408,942</u>

1. **STATUS AND PRINCIPAL ACTIVITY:**

The Authority is incorporated in Jamaica under the Jamaican Rural Agricultural Development Authority Act 1990 and is directly owned by the Government of Jamaica. The Authority is funded by the Ministry of Finance and is accountable to that Ministry through the Ministry of Agriculture. The registered office of the Authority is Hope Gardens, Kingston 6.

The principal objective of the Authority is to manage, operate, maintain and expand existing and future agricultural schemes established by the Government of Jamaica with special emphasis on extension services to small farmers.

2. **REPORTING CURRENCY:**

Items included in the financial statements of the Authority are measured using the currency of the primary economic environment in which the Authority operates (the functional currency). These financial statements are presented using the Jamaican dollars which is considered the functional and presentation currency.

3. **SIGNIFICANT ACCOUNTING POLICIES:**

The principal accounting policies applied in the preparation of these financial statements are set out below. The policies have been consistently applied to all the years presented. Where necessary, prior year comparatives have been restated and reclassified to conform to current year presentation. Amounts are rounded to the nearest thousand unless otherwise stated.

(a) **Basis of preparation -**

These financial statements have been prepared in accordance with International Financial Reporting Standards (IFRSs) and have been prepared under the historical cost convention.

The preparation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Authority's accounting policies. Although these estimates are based on management's best knowledge of current events and actions, actual results could differ from those estimates. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in note 4.

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):

(a) Basis of preparation (cont'd) -

Amendments to published standard effective in the current year that is relevant to the Authority's operations

IAS 1 (Amendment), 'Presentation of Financial Statements' (effective for annual periods beginning on or after 1 July 2012). This amendment changes the disclosure of items presented in other comprehensive income (OCI) in the statement of comprehensive income. In particular, items of other comprehensive income are required to be classified into those that will and will not be reclassified to profit or loss. As the amendment only affects presentation, there is no effect on the Authority's financial statements.

IFRS 13, 'Fair Value Measurement', (effective for annual periods beginning on or after 1 January 2013). IFRS 13 aims to improve consistency and reduce complexity by providing a precise definition of fair value and a single source of fair value measurement and disclosure requirements for use across IFRSs. The requirements do not extend the use of fair value accounting but provide guidance on how it should be applied where its use is already required or permitted by other standards. The requirements are similar to those in IFRS 7, 'Financial instruments: Disclosures', but apply to all assets and liabilities measured at fair value, not just financial assets and liabilities. The adoption of this standard has no significant impact on the Authority's financial statements.

IAS 19 (Revised), 'Employee benefits' (effective for annual periods beginning on or after 1 January 2013). IAS 19 (Revised) makes significant changes to the recognition and measurement of defined benefit pension expense, termination benefits, and to the disclosures for all employee benefits. In particular, the revised standard eliminates the 'corridor approach' and requires changes in the defined benefit obligation and the fair value of plan assets to be recognized immediately. Actuarial gains and losses will now be recognized in other comprehensive income; the option to recognize actuarial gains and losses in profit and loss has been removed. See note 21 for the impact of adopting the revised standard.

Standards and amendments to published standards that are not yet effective and have not being early adopted by the Authority

IFRS 9, 'Financial Instruments', (effective for annual periods beginning on or after 1 January 2018). IFRS 9 addresses classification and measurement of financial assets and liabilities and replaces the multiple classification and measurement models in IAS 39 with a single model that has only two classification categories: amortised cost and fair value.

3. **SIGNIFICANT ACCOUNTING POLICIES (CONT'D):**

(a) **Basis of preparation (cont'd) -**

Standards and amendments to published standards that are not yet effective and have not being early adopted by the Authority (cont'd)

Classification of financial assets under IFRS 9 is driven by the entity's business model for managing the financial assets and the contractual characteristics of the financial assets. IFRS 9 also removes the requirement to separate embedded derivatives from financial asset hosts. It requires a hybrid contract to be classified in its entirety at either amortised cost or fair value,

For financial liabilities IFRS 9 retains most of the IAS 39 requirements including amortised cost accounting for most financial liabilities and the requirement to separate embedded derivatives. The main changer is where the fair value option is taken for financial liabilities, the part of a fair value change due to an entity's own credit risk is recorded in Other Comprehensive income rather than in profit or loss, unless this creates an accounting mismatch.

(b) **Donated assets -**

Where property, plant and equipment are received as gifts, the fair value of the assets received is credited to capital reserve; an amount equivalent to the depreciation charged in property, plant and equipment is transferred from capital reserve for the financial year.

(c) **Capital Funds**

Grants receipts that relates to agricultural extension services and the related Expenditure are accounted for in the capital fund account.

(d) **Project advances -**

Grants receipts from government and other funding agents that relate to specific projects are held as liabilities of the Authority until expended. Surplus receipts are returned to the grantors if required by the related grant agreements or transferred to the related capital fund or deficit or surplus when it is certain that no further expenditure will be incurred.

Income generating projects are reported on a cash basis.

(e) **Property, plant and equipment -**

Items of property, plant and equipment are recorded at historical or deemed cost less accumulated depreciation and impairment losses. Historical cost includes expenditure are directly attributable to the acquisition of the items.

3. **SIGNIFICANT ACCOUNTING POLICIES (CONT'D):**(e) **Property, plant and equipment (cont'd)-**

Depreciation is calculated on the straight-line basis at such rates as will write off the carrying value of the assets over the period of their expected useful lives. The expected useful lives of property, plant and equipment are as follows:

Motor cycles, tractors and vehicles	20%
Computers	20%
Office furniture and equipment	10%
Building	2½%

(f) **Foreign currency translation -**

Foreign currency transactions are accounted for at the exchange rates prevailing at the dates of the transactions.

Monetary items denominated in foreign currency are translated to Jamaican dollars using the closing rate as at the reporting date. Non-monetary items measured at historical cost denominated in a foreign currency are translated using the exchange rate as at the date of initial recognition; non-monetary items in a foreign currency that are measured at fair value are translated using the exchange rates at the date when the fair value was determined.

Exchange differences arising from the settlement of transactions at rates different from those at the dates of the transactions and unrealized foreign exchange differences on unsettled foreign currency monetary assets and liabilities are recognized in surplus or deficit.

(g) **Impairment of non-current assets -**

Property, plant and equipment and other non-current assets are reviewed for impairment losses whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognized for the amount by which the carrying amount of the assets exceeds its recoverable amount, which is the greater of an asset's net selling price and value in use. For the purpose of assessing impairment, assets are grouped at the lowest level for which there are separately identified cash flows. Non financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

3. **SIGNIFICANT ACCOUNTING POLICIES (CONT'D):**

((h) Financial instruments -

A financial instrument is any contract that gives rise to both a financial asset in one entity and a financial liability or equity in another entity.

Financial assets

(i) Classification

The Authority classifies its financial assets in the following category loans and receivables. The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition and re-evaluates this designation at every reporting date.

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the reporting date. These are classified as non-current assets. The Authority's loans and receivables comprise other receivables and cash and cash equivalents.

(ii) Recognition and Measurement

Regular purchases and sales of financial assets are recognized on the trade-date – the date on which the Authority commits to purchase or sell the asset. Financial assets are initially recognized at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets are derecognized when the rights to receive cash flows from the financial assets have expired or have been transferred and the Authority has transferred substantially all risks and rewards of ownership. Loans and receivables are subsequently carried at amortised cost using the effective interest method.

The Authority assesses at each reporting date whether there is objective evidence that a financial asset or a group of financial assets is impaired. If any such evidence exists, the cumulative loss – measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognized in profit or loss – is removed from other comprehensive income and recognized in profit or loss.

3. **SIGNIFICANT ACCOUNTING POLICIES (CONT'D):**(h) **Financial instruments (cont'd)****Financial liabilities**

The Authority's financial liabilities are initially measured at fair value, net of transaction costs, and are subsequently measured at amortised cost using the effective interest method. At the reporting date, other payables was classified as financial liabilities.

(i) **Inventories -**

Inventories are stated at the lower of cost and fair value less costs to sell, cost being determined on the first-in, first-out basis. Fair value less costs to sell is the estimated selling price in the ordinary course of business, less selling expenses.

(j) **Cash and cash equivalents -**

Cash and cash equivalents are carried in the statement of financial position at cost. For the purposes of the cash flow statement, cash and cash equivalents comprise cash at bank and in hand deposits and short term highly liquid investments with original maturities of three months or less, net of bank overdraft.

(k) **Employee benefits -****Defined benefit plans**

The Authority operates a defined benefit plan, the assets of which are generally held in a separate trustee-administered fund. A defined benefit plan is a pension plan that defines an amount of pension benefit to be provided, usually as a function of one or more factors such as age, years of service or compensation. The plan is generally funded through payments to a trustee administered fund, determined by periodic actuarial calculations.

The defined benefit plan surplus and deficit is measured at:

- the fair value of plan assets at the reporting date; less
- plan liabilities calculated using the projected unit credit method discounted to its present value using yields available on government of Jamaica bonds that have maturity dates approximating to the terms of the liabilities; plus
- unrecognised past service costs; less
- the effect of minimum funding requirements agreed with scheme trustees.

3. **SIGNIFICANT ACCOUNTING POLICIES (CONT'D):**

k) **Employee benefits (cont'd)**

Defined benefit plans (cont'd)

Re-measurements of the net defined obligation are recognised directly within equity. The Re-measurements include actuarial gains and losses, return on plan assets (interest exclusive) and any asset ceiling effects (interest exclusive).

Service costs are recognised in surplus or deficit and include current and past service costs as well as gains and losses on curtailments.

Net interest expense (income) is recognised in profit or loss, and is calculated by applying the discount rate used to measure the defined benefit obligation (asset) the beginning of the annual period to the balance of the net defined benefit obligation (asset), considering the effects of contributions and benefit payments during the period. Gains or losses arising from changes to scheme benefits or scheme curtailment are recognised immediately in surplus or deficit.

Settlements of defined benefit schemes are recognised in the period in which the settlement occurs.

Termination benefits –

Termination benefits are payable whenever an employee's employment is terminated before the normal retirement date or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Authority recognises termination benefits when it is demonstrably committed to either terminate the employment of current employees according to a detailed formal plan without possibility of withdrawal or to provide termination benefits as a result of an offer made to encourage voluntary redundancy.

Leave accrual -

All outstanding leave is recognized in the recurrent income and expenditure account.

(l) **Revenue recognition -**

Revenue recognition is as follows:

(i) **Income grants**

Government subventions to support the Authority's operating budget are recognized as income in the accounting period when there is reasonable assurance that they will be received.

3. **SIGNIFICANT ACCOUNTING POLICIES (CONT'D):**

(i) **Revenue recognition (cont'd) -**

(ii) **Other revenue**

Interest income are recognized in surplus or deficit for all interest bearing instruments on an accrual basis, taking into account the effective yield on the asset unless collectability is doubtful. Revenue from other income is recognized when the significant risks and rewards of ownership have been transferred to the buyer and the Authority is reasonably certain that economic benefit will be received.

(iii) **Capital Grants -**

Where property, plant and equipment are received as gifts from, or acquired out of funds granted by the Government of Jamaica, the amount of the grants, determined by the cash received or, in the case of gifts in kind, the fair value of the asset received is credited to capital reserve. An amount equivalent to the depreciation charged on property, plant and equipment for the financial year is transferred from capital reserve.

4. **CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY:**

Judgements and estimates are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

(a) **Critical judgements in applying the Authority's accounting policies -**

In the process of applying the Authority's accounting policies, management has not made any judgements that it believes would cause a significant impact on the amounts recognized in the financial statements.

4. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (CONT'D):**(b) Key sources of estimation uncertainty -**

The Authority makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts and assets and liabilities within the next financial year are discussed below:

(i) Defined benefit assumptions

The cost of these benefits and the present value of the future obligations depend on a number of factors that are determined by actuaries using a number of assumptions. The assumptions used in determining the net periodic cost or income for retirement benefits include the expected long-term rate of return on the relevant plan assets and the discount rate. Any changes in these assumptions will impact the net periodic cost or income recorded for retirement benefits and may affect planned funding of the pension plan. The expected return on plan assets assumption is determined on a uniform basis, considering long-term historical returns, asset allocation and future estimates of long-term investment returns. The Authority determines the appropriate discount rate at the end of each year, which represents the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the retirement benefit obligations. In determining the appropriate discount rate, the Authority considered interest rate of high-quality Government of Jamaica bonds that are denominated in the currency in which the benefits will be paid, and have terms to maturity approximating the terms of the related obligations. Other key assumptions for the retirement benefits are based on current market conditions.

(ii) Depreciable assets

Estimates of the useful life and the residual value of property, plant and equipment are required in order to apply an adequate rate of transferring the economic benefits embodied in these assets in the relevant periods. The Authority applies a variety of methods in an effort to arrive at these estimates from which actual results may vary. Actual variations in estimated useful lives and residual values are reflected in profit or loss through impairment or adjusted depreciation provisions.

5. **FINANCIAL RISK MANAGEMENT:**

The Authority is exposed through its operations to the following financial risks:

- Credit risk
- Liquidity risk
- Market risk

In common with all other businesses, the Authority's activities expose it to a variety of risks that arise from its use of financial instruments. This note describes the Authority's objectives, policies and processes for managing those risks to minimize potential adverse effects on the financial performance of the Authority and the methods used to measure them.

There have been no substantive changes in the Authority's exposure to financial instrument risks, its objectives, policies and processes for managing those risks or the methods used to measure them from previous periods unless otherwise stated in this note.

(i) Principal financial instruments

The principal financial instruments used by the Authority, from which financial instrument risk arises, are as follows:

- Cash and cash equivalents
- Payables

(ii) Financial instruments by category

Financial assets

	Loans and Receivable	
	2014	2013
	\$'000	\$'000
Cash and cash equivalents	353,332	408,942

Financial liabilities

	Financial liabilities at amortised cost	
	2014	2013
	\$'000	\$'000
Payables	13,818	12,284

5. **FINANCIAL RISK MANAGEMEN (CONT'D):**

(iii) **Financial instruments not measured at fair value**

Financial instruments not measured at fair value includes cash and cash equivalents, receivables and payables.

Due to their short-term nature, the carrying value of cash and cash equivalents, receivables and payables approximates their fair value.

(iv) **Financial risk factors**

The National Board of Directors is ultimately responsible for the establishment and oversight of the Authority's risk management framework. The National Board has established committees for managing and monitoring risks.

Two key committees for managing and monitoring risks are as follows:

Finance, Audit and Administration Committee

The Finance, Audit and Administrative Committee is responsible to assist the Authority in its oversight of the integrity of the financial reports and statements, compliance with the relevant Acts and policies, the independence and qualifications of the private auditors and the performance of the Authority's internal audit function and private auditors as well as to provide general and adequate guidance regarding the administrative functions toward achieving proper strategic directions for administrative policies and procedures.

Research, Training and Marketing Committee

The Research, Training and Marketing Committee is responsible to monitor the activities of RADA in order to ensure the most effective and efficient utilization of available resources, towards the attainment of the Authority's objectives.

These committees comprise persons independent of management and reports to the National Board on a monthly basis.

(i) **Credit risk -**

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. Credit risk arises from cash and bank balances.

5. **FINANCIAL RISK MANAGEMENT (CONT'D):**

(iv) **Financial risk factors (cont'd)**

(i) **Credit risk (cont'd) -**

Cash and bank balances

Cash transactions are limited to high credit quality financial institutions. The Authority has policies that limit the amount of credit exposure to any one financial institution.

Maximum exposure to credit risk

The maximum exposure to credit risk is equal to the carrying amount of and cash equivalents in the statement of financial position.

(ii) **Liquidity risk -**

Liquidity risk is the risk that the Authority will be unable to meet its payment obligations associated with its financial liabilities when they fall due. Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, and the availability of funding through an adequate amount of committed facilities.

Liquidity risk management process

The Authority's liquidity management process, as carried out within the Authority and monitored by the Finance Department, includes:

- (i) Monitoring future cash flows and liquidity on a bi-weekly basis.
- (ii) Maintaining a portfolio of short term deposit balances that can easily be liquidated as protection against any unforeseen interruption to cash flow.
- (iii) Optimising cash returns on investments.

Cash flow of financial liabilities

The maturity profile of the Authority's financial liabilities of \$13,817,754 (2013 - \$12,284,230), based on contractual undiscounted payments falls within one year.

5. **FINANCIAL RISK MANAGEMENT (CONT'D):**(iv) **Financial risk factors (cont'd)**(iii) **Market risk (cont'd)**

The Authority takes on exposure to market risk, which is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risks mainly arise from changes in foreign currency exchange rates and interest rates. Market risk is monitored by the Procurement and /Finance Committee which carries out extensive research and monitors the price movement of financial assets on the local and international markets. Market risk exposures are measured using sensitivity analysis.

There has been no change to the Authority's exposure to market risks or the manner in which it manages and measure the risk.

Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

The Authority is exposed to foreign exchange risk arising from US dollar cash and deposit balances and the Euro dollars. The Authority manages its foreign exchange risk by ensuring that the net exposure in foreign assets and liabilities is kept to an acceptable level by monitoring currency positions. The Authority further manages this risk by maximizing foreign currency earnings and holding net foreign currency assets.

Concentration of currency risk

The Authority is exposed to foreign currency risk in respect of US dollar and Euro dollar cash and cash equivalent balances amounting to \$25,977,568 (2013 - \$42,,130,400) and \$130,085,205 (2013 - \$12,525,182) respectively.

The table below summarises the Authority exposure to foreign currency exchange risk at 31 March.

	2014 '000	2013 '000
USD	238	426
Euro	884	99

5. FINANCIAL RISK MANAGEMENT (CONT'D):

(iv) Financial risk factors (cont'd)

(iii) Market risk (cont'd)-

Currency risk (cont'd) –

Foreign currency sensitivity

The following tables indicates the currencies to which the Authority had significant exposure on its monetary assets and its forecast cash flows. The change in currency rates below represents management assessment of the possible change in foreign exchange rates. The sensitivity analysis represents outstanding foreign currency denominated cash and deposit balances and adjust their translation at the year end for a 15% (2013 -10%) depreciation and 1% (2013-1%) appreciation of the Jamaican dollar against the US dollar. The changes below would have no impact on other components of equity.

	<u>% Change in Currency Rate</u> <u>2014</u>	<u>Effect on Net Surplus</u> <u>2014</u> <u>\$'000</u>	<u>% Change in Currency Rate</u> <u>2013</u>	<u>Effect on Net Surplus</u> <u>2013</u> <u>\$'000</u>
Currency:				
USD	+15	3,897	+10	4,213
Euro	<u>+15</u>	<u>13,009</u>	<u>+10</u>	<u>1,253</u>
USD	-1	(260)	-1	(421)
Euro	<u>-1</u>	<u>(1,301)</u>	<u>-1</u>	<u>(125)</u>

Cash flow and fair value interest rate -

Interest rate risk is the risk that the value of a financial instrument will fluctuate due to change in market interest rates.

Floating rate instruments expose the Authority to cash flow interest risk, whereas fixed interest rate instruments expose the Authority to fair value interest risk.

Short term deposits are the only interest bearing assets and are due to mature and re-price respectively within three (3) months of the reporting date.

5. **FINANCIAL RISK MANAGEMEN (CONT'D):**(iv) **Financial risk factors (cont'd) -**(iii) **Market risk (cont'd)-****Interest rate sensitivity**

There is no significant exposure to interest rate risk on short term deposits, as these deposits as these deposits have a short term to maturity and are constantly reinvested at current market rates.

6. **OTHER INCOME:**

	<u>2014</u>	<u>2013</u>
	<u>\$</u>	<u>\$</u>
Interest	8,413	10,980
Foreign exchange gain	4,605	6,041
Surplus from –		
Molly cake project	-	62
Dasheen chips	-	24
Cook book project	313	957
Deficit from community development project (AGN mart)	(143)	(344)
Deficit from Twickham Bammy Project	(4,745)	(1,446)
Miscellaneous income	<u>8,198</u>	<u>9,513</u>
	<u>16,641</u>	<u>25,787</u>

7. PROPERTY, PLANT AND EQUIPMENT:

	Building \$'000	Construction In-Progress \$'0 00	Office Furniture, Computers and Equipment \$'000	Motor cycles tractors and Vehicles \$'000	Total \$'000
At cost /valuation -					
At 1 April 20 12	24,303	1,194	89,038	81,162	195,697
Additions	207	112	2,228	2,212	4,759
Donated assets	-	-	1,210	2,331	3,541
At 31 March 2013	24,510	1,306	92,476	85,705	203,997
Additions	419	22,886	3,309	3,300	29,914
Donated assets	-	-	1,686	-	1,686
At 31 March 2013	<u>24,929</u>	<u>24,192</u>	<u>97,471</u>	<u>89,005</u>	<u>235,597</u>
Depreciation -					
At 1 April 20 13	6,524	-	57,413	58,179	122,116
Charge for the year	<u>608</u>	<u>-</u>	<u>8,408</u>	<u>5,505</u>	<u>14,521</u>
At 31 March 2013	7,132	-	65,821	63,684	136,637
Charge for the year	<u>613</u>	<u>-</u>	<u>7,594</u>	<u>5,505</u>	<u>13,712</u>
At 31 March 2014	<u>7,745</u>	<u>-</u>	<u>73,415</u>	<u>69,189</u>	<u>150,349</u>
Net Book Value -					
31 March 20 14	<u>17,184</u>	<u>24,192</u>	<u>24,056</u>	<u>19,816</u>	<u>85,248</u>
31 March 20 13	<u>17,378</u>	<u>1,306</u>	<u>26,655</u>	<u>22,021</u>	<u>67,360</u>

8. POST-EMPLOYMENT BENEFIT ASSETS:

The Authority operates a defined benefit pension plan which is open to all permanent employees and administered for Rural Agricultural Development Authority by Guardian Life Limited. The plan, which commenced on 1 January 1993 is funded by employee contribution of 5% and employer contributions at 11.25%, as recommended by independent actuaries. Pension at normal retirement age is based on 2% of final pensionable salary for each year of pensionable service.

The last actuarial valuation which was carried out as at 11 October 2013 indicated that the plan was adequately funded.

The Pension Plan is legally separate from the Authority and is administered by Guardian Life Limited. The Board of Trustees is made up of three members selected by the Authority, and four members (current and a retiree) selected by members of the plan, the Chairman is selected from these representatives.

The Plan is exposed to a number of risks, including:

- Investment risk: movement of discount rate used (Government of Jamaica) against the return from plan assets.
- Interest rate risk: decrease/increases in the discount rate used (Government of Jamaica bonds) will increase/decrease the defined benefit obligation.
- Longevity risk: changes in the estimation of mortality rate of current and former employees.
- Salary risk: Increases in future salaries increase the gross defined benefit obligation.

The amounts recognized in the statement of financial position in respect of the plan were determined as follows:

	<u>2014</u> <u>\$'000</u>	(Restated) <u>2013</u> <u>\$'000</u>
Fair value of plan assets	689 ,192	593 ,763
Present value of obligations	(590 ,391)	(507,572)
Asset in the statement of financial position	<u>98,801</u>	<u>86 ,191</u>

8. POST-EMPLOYMENT BENEFIT ASSETS (CONT'D):

The movement in the present value of the funded obligation over the year is as follows:

	<u>2014</u> <u>\$'000</u>	(Restated) <u>2013</u> <u>\$'000</u>
Beginning of year, as restated	507,572	431,314
Current service cost	19,752	17,805
Interest cost	50,839	43,629
Employee's contribution	24,255	22,011
Benefits paid	(17,814)	(7,862)
Experience (gains)/losses	(13,680)	675
Loss from changes in financial assumptions	19,467	-
Balance at end of year	590,391	507,572

The movement in the fair value of plan assets for the year is as follows:

	<u>2014</u> <u>\$'000</u>	(Restated) <u>2013</u> <u>\$'000</u>
Balance at beginning of year as restated	593,763	535,983
Employees' contributions	24,255	22,011
Employers' contributions	38,936	37,125
Interest on plan assets	61,005	55,618
Benefits paid	(17,814)	(7,862)
Administrative fees	(8,367)	(6,456)
Remeasurements of the plan assets	(2,585)	(42,656)
Balance at end of year	<u>689,192</u>	<u>593,763</u>

The plan assets comprise the following based on Guardian Life Limited un-audited Revenue Accounts. The assets available for benefits were distributed in the Guardian Life Pooled Fund:

	<u>2014</u> <u>\$'000</u>	<u>2013</u> <u>\$'000</u>
Pooled investment fund	229,685	205,090
Pooled equity fund	91,003	72,610
Pooled money market fund	72,718	62,160
Pooled fixed income fund	239,162	205,870
Pooled foreign currency fund	56,624	48,003
	<u>689,192</u>	<u>593,763</u>

8. POST-EMPLOYMENT BENEFIT ASSETS (CONT'D):

The investment managers Guardian Life Limited has reported that the above pooled funds are allocated as follows for 2014.

<u>Assets</u>	<u>Allocation</u> %
Local equities	13
Bonds	66
Cash and short term investment	<u>21</u>
	<u>100</u>

Prices for equity securities and government bonds are quoted in active markets. An asset-liability matching study is undertaken at reporting date which analyses the risk and return of plan assets against the plan's strategic investment policies. Key aspects of the plan's strategic investment fund include:

- Strategic asset mix consisting of no more than 40% equity securities, 50% bonds, 5% bonds, 5% cash and short term investments and 5% real estate.
- Management of interest rate risk through use of government and high corporate Bonds.
- Management of currency risk.

The policies are consistent with those in the prior period.

The actual return on plan assets was \$59,115,218 (2013 - \$19,047,033).

Expected employer's contributions for the year ending 31 March 2015 amount to \$41,466,840.

8. **POST-EMPLOYMENT BENEFIT ASSETS (CONT'D):**

The amounts recognized in surplus or deficit are as follows:

	<u>2014</u> <u>\$'000</u>	(Restated) <u>2013</u> <u>\$'000</u>
Current service cost	19,752	17,805
Interest cost (net)	(10,166)	(11,988)
Administrative fees	<u>8,367</u>	<u>6,456</u>
Total included in staff costs (Note 18)	<u>17,953</u>	<u>12,273</u>

The principal actuarial assumptions used were as follows:

	<u>2014</u>	<u>2013</u>
Discount rate	9.5%	10%
Expected return on plan assets	N/A	8.5%
Future salary increases	6.5%	7.0%
Future pension increase	0.0%	0.0%
Price inflation (CPI)	<u>5.5%</u>	<u>6.0%</u>

Mortality assumptions are based on the 1994 Group Annuity Mortality Tables.

The average life expectancy in years of a pensioner retiring at age 60 on the statement of financial position date is as follows:

Male	23.18 years
Female	25.98 years

The sensitivity of the present value of obligation to changes in the principal assumptions is:

Impact on post-employment obligations

	Changes in Assumptions	Increase in Assumption		Decrease in Assumption	
		<u>2014</u> <u>\$'000</u>	<u>2013</u> <u>\$'000</u>	<u>2014</u> <u>\$'000</u>	<u>2013</u> <u>\$'000</u>
Discount rate	1%	(90,824)	(78,269)	116,747	100,252
Salary escalation rate	<u>1%</u>	<u>67,207</u>	<u>58,215</u>	<u>(57,263)</u>	<u>(49,594)</u>

The effect on the present value of obligation for an increase of one year in the life expectancy is an increase of approximately \$9.7 million.

9. **INVENTORIES:**

This represents items of stationery and office supplies that are expensed when they are consumed.

10. **RECEIVABLES:**

	<u>2014</u> <u>\$'000</u>	<u>2013</u> <u>\$'000</u>
Motor vehicle revolving loan scheme	20,097	22,066
Staff revolving loan	11,453	11,251
Other receivables	<u>3,533</u>	<u>2,958</u>
	<u>35,083</u>	<u>36,275</u>

11. **TAXATION RECOVERABLE:**

This represents tax withheld at source from foreign currency bank accounts.

12. **CASH AND CASH EQUIVALENT:**

This consist of funds in the following cash and cash equivalent at 31 March.

	<u>2014</u> <u>\$'000</u>	<u>2013</u> <u>\$'000</u>
Parishes:		
Imprest account	8	498
Capital accounts	62,366	79,136
Head office:		
Capital account	23,804	103,098
Current account	31,427	17,487
EU banana account	133,076	13,909
Savings	36,500	31,351
Deposits	66,133	163,445
Petty cash	<u>18</u>	<u>18</u>
	<u>353,332</u>	<u>408,942</u>

12. CASH AND CASH EQUIVALENT (CONT'D):

Included in the above amount is \$53,087,357.27 (2013-\$38,166,65.75) which represents funds received on behalf of Members of Parliament to be spent in their constituencies under the different programmes as indicated in note 15(a).

- (a) Included in deposits and short term instruments is interest receivable of \$502,047 (2013 - \$809,875). These deposits have an average maturity of 31 days (2013 - 31 days).
- (b) Deposits and short term instruments are interest bearing.
- (c) Interest rate exposure -

The weighted average effective interest rates at the year end were as follows:

	<u>2014</u>	<u>2013</u>
Cash at bank – (JA\$ account)	2.40%	7.4%
- (US\$ account)	1.00%	5.5%
- (EURO\$ account)	0.35%	1.75%
Deposits and short term instruments	<u>4.05%</u>	<u>11.50%</u>

13. CAPITAL RESERVE

	<u>2014</u>	<u>2013</u>
	<u>\$'000</u>	<u>\$'000</u>
Computer Equipment and accessories	4,734	6,868
Motor vehicle and tractor	15,189	20,252
Furniture and equipment	<u>2,401</u>	<u>978</u>
	<u>22,324</u>	<u>28,098</u>

Capital reserves are assets funded by external donors with no loan conditions attached, less annual transfers to accumulated surplus.

14. **CAPITAL FUND:**

This represents -

	<u>2014</u> <u>\$'000</u>	<u>2013</u> <u>\$'000</u>
Balance at beginning of year	234,254	236,174
Current year movement:		
Add: grant received	<u>10,279</u>	<u>38,415</u>
Less: Development expenditure		
Grant for crop production and extension –		
Crop care	523	242
Grants for production incentive for small farmers –		
Area Development Project	27,321	6,023
Training	13,371	10,745
Social service/home economics	366	3,000
Marketing extension	-	5
Tree Crop Project	-	11
Domestic Food Crops	-	411
Farm Irrigation/mechanization	2,165	136
Agricultural Business Information System (ABIS)	1,313	2,075
Disaster management	60	10
Forestry –		
Soil survey and conservation	52	49
Rural Development –		
Road repairs	<u>11,233</u>	<u>17,628</u>
	<u>56,404</u>	<u>40,335</u>
Balance at 31 March	<u>188,129</u>	<u>234,254</u>

15. **PROJECT ADVANCES:**

This represents outstanding balances on the following programmes at 31 March:

(a) **PROGRAMMES IMPLEMENTED FOR MEMBERS OF PARLIAMENT-**

	<u>2014</u> <u>\$'000</u>	<u>2013</u> <u>\$'000</u>
Social and Economic Support Programme	584	586
Domestic Agricultural Project	221	221
Production incentive	16,966	8,003
Flood relief	13	70
Drought relief	3,090	43,698
Local Development Programme	8,374	16,934
Constituency development fund	32,764	51,425
Production and productivity	<u>82</u>	<u>89</u>
	<u>62,094</u>	<u>121,026</u>

(b) **SPECIAL GOVERNMENT OF JAMAICA PROGRAMMES -**

Bauxite Community Redevelopment Project	204	423
A.B.I.S.	-	58
International Aided projects	12,309	13,638
Tree Crop Project	100	(530)
E.U. Banana Project	131,892	16,963
MYADP Yallahs/Morant Bay	-	2,737
School Garden Programme	244	304
Locally Aid Projects	7,931	22,164
ALBA	642	4,354
FAO-Projects	<u>1,584</u>	<u>(694)</u>
	<u>154,906</u>	<u>59,417</u>

(c) **R.A.D.A PROGRAMMES -**

Projects	<u>11,814</u>	<u>37,015</u>
	<u>228,814</u>	<u>217,458</u>

The funds in (a) were collected and accounted for on behalf of Members of Parliament to be spent in their constituencies.

16. **PAYABLES:**

	<u>2014</u> <u>\$'000</u>	<u>2013</u> <u>\$'000</u>
Accrued vacation leave	92,454	99,034
Accrued audit fees	1,891	1,891
Legal awards payable	16,500	-
Other payables	<u>46,705</u>	<u>30,051</u>
	<u>157,550</u>	<u>130,976</u>

17. **EMOLUMENTS FOR MANAGEMENT STAFF:**

During the year under review the number of management staff amounted to twenty six (26) (2013 – 24) and the cost associated with total emoluments was \$88 million (2013 - \$78 million).

18. **SALARIES, WAGES AND RELATED CHARGES:**

	<u>2014</u> <u>\$'000</u>	<u>2013</u> <u>\$'000</u>
Wages and salaries	557,559	566,819
Statutory contribution	28,244	28,355
Pension (Note 8)	17,953	12,273
Other staff cost	1,610	1,542
Health insurance	29,419	17,198
Disability insurance	5,714	7,210
Overtime and super allowance	413	438
Gratuity	<u>7,577</u>	<u>5,532</u>
	<u>648,489</u>	<u>639,367</u>

The number of persons employed by the Authority at the end of the year was 511 (2013 608).

19. **RELATED PARTY TRANSACTIONS:**

Included in the statement of comprehensive income are the following related party transactions:

	<u>2014</u> <u>\$'000</u>	<u>2013</u> <u>\$'000</u>
Subvention – Government of Jamaica	944,348	955,357
Key management personnel:		
Short-term employee benefits	81,777	78,322
Directors fee	<u>4,287</u>	<u>4,359</u>

20. LITIGATIONS AND CONTINGENT LIABILITIES:

A suit was filed against the Authority by a former employee for approximately \$36 million plus interest. No provision has been made in respect of these suit as the Board of directors are of the view that no liability will materialize with regard to the issue mentioned.

21. RESTATEMENT:

The adoption of IAS 19 (Revised 2011) has resulted in changes to:

- (a) The way income or expense is determine in relation to the Authority's defined benefit Schemes
- (b) The timing for the recognition of termination benefit liabilities
- (c) The definition of other long term employee benefits

There is no effect on the Authority in respect of (b) and (c) above, refer below for the effect of this change in accounting policy.

Effect on the statement of financial position as at 31 March 2012

	<u>As previously stated</u> \$'00	<u>Effect of Restatement</u> \$'000	<u>As Restated</u> \$'000
Non-current assets			
Property, plant and equipment	73,58	-	73,587
Employee benefit assets	<u>219,493</u>	<u>(114 ,824)</u>	<u>104,669</u>
Total non-current assets	<u>293 ,074</u>	<u>(114,824)</u>	<u>178 ,250</u>
Total current assets	<u>394,464</u>	<u>-</u>	<u>394,464</u>
Total assets	<u>687,538</u>	<u>(114,824)</u>	<u>572,714</u>
Reserves:			
Capital reserve	31,971	-	31,971
Capital fund	236,174	-	236,174
Accumulated surplus	<u>133,367</u>	<u>(114 ,824)</u>	<u>18 ,543</u>
Total reserves	<u>401,512</u>	<u>(114,824)</u>	<u>286,688</u>
Total current liabilities	<u>286,026</u>	<u>-</u>	<u>286,026</u>
Total reserves and liabilities	<u>687,538</u>	<u>(114,824)</u>	<u>572,714</u>

21. **RESTATEMENT (CONT'D):**

Effect on the statement of financial position as at 31 March 2013.

	<u>As previously stated</u> \$'000	<u>Effect of Restatement</u> \$'000	<u>As Restated</u> \$'000
Non-current assets			
Property, plant and equipment	67,360	-	67,360
Employee benefit assets	233,642	(147,451)	86,191
Total non-current assets	<u>301,002</u>	<u>(147,451)</u>	<u>153,551</u>
Total current assets	465,505	-	465,505
Total assets	<u>766,507</u>	<u>(147,451)</u>	<u>619,056</u>
Total assets			
Capital reserve	28,098	-	28,098
Capital fund	234,254	-	234,254
Accumulated surplus	155,057	(147,451)	7,606
Total reserves	<u>417,409</u>	<u>(147,451)</u>	<u>269,958</u>
Total current liabilities	<u>349,098</u>	-	<u>349,098</u>
Total reserves and liabilities	<u>766,507</u>	<u>(147,451)</u>	<u>619,056</u>

21. **RESTATEMENT (CONT'D):**

Effect on the result of the operations for the year ended 31 March 2013

	<u>As previously stated</u> <u>\$'000</u>	<u>Effect of Restatement</u> <u>\$'000</u>	<u>As Restated</u> <u>\$'000</u>
Income:			
Subvention	916,942	-	916,942
Other income	<u>25,787</u>	<u>-</u>	<u>25,787</u>
	<u>942,729</u>	<u>-</u>	<u>942,729</u>
Expenditure	(928,453)	<u>10,703</u>	(917,750)
Surplus for the year	<u>14,276</u>	<u>10,703</u>	<u>24,979</u>
Transfer from capital reserves amount equivalent to depreciation for the year	<u>7,414</u>	<u>-</u>	<u>7,414</u>
Net surplus	<u>21,690</u>	<u>10,703</u>	<u>32,393</u>
Other comprehensive income:			
Items that will not be reclassified to Surplus or deficit:			
Remeasurement of post-employment benefit obligation	<u>-</u>	(43,330)	(43,330)
Other comprehensive income for the year	<u>-</u>	(43,330)	(43,330)
Total comprehensive income /(loss)	<u>21,690</u>	(32,627)	(10,937)

22. **COMPARISON OF CAPITAL INCOME AND EXPENDITURE BUDGET:**

	<u>Budget</u> <u>\$'000</u>	<u>Actual</u> <u>\$'000</u>	<u>Variances</u> <u>\$'000</u>
INCOME:			
Government of Jamaica Grant	<u>20,000</u>	<u>10,279</u>	<u>9,721</u>
DEVELOPMENT EXPENDITURE:			
Grants for crop production and extension -			
Crop care	-	523	(523)
Grants for production incentive for small farmers -			
Area development project	-	27,321	(27,321)
Training	-	13,371	(13,371)
Agricultural Business Information System (ABIS)	-	1,313	(1,313)
Farm Irrigation/mechanization	-	2,165	(2,165)
Social service/home economics	-	366	(366)
Forestry -			
Soil survey and conservation	-	52	(52)
Disaster management	-	60	(60)
Rural Development -			
Road repairs	<u>20,000</u>	<u>11,233</u>	<u>8,767</u>
	<u>20,000</u>	<u>56,404</u>	<u>(36,404)</u>

23. COMPARISON OF RECURRENT INCOME AND EXPENDITURE BUDGET:

	Revised Estimate of Budget \$'000	Actual \$'000	Variances \$'000
INCOME:			
Government of Jamaica Subvention	93 6,432	934 ,069	2,363
Other income	-	16,6 41	(16,641)
	<u>93 6,432</u>	<u>950 ,710</u>	<u>(14,27 8)</u>
EXPENSES:			
Salaries, wages and related charges	712 ,812	648,489	64,323
Public utilities	29,763	44,448	(14,685)
Motor vehicle maintenance	4,291	6,425	(2,134)
General office	9,799	17,548	(7,749)
Seminars and meetings	1,337	1,085	252
Repairs and maintenance	3,808	7,077	(3,269)
Consultancy	1,500	394	1,106
Bank charges and interest	1,052	940	112
Upkeep/travelling and subsistence	152 ,348	181 ,257	(28,909)
Directors' and committee meetings	5,880	4,70 8	1,172
Rental of building	2,556	1,859	697
Security	3,00 0	3,596	(596)
Printing and stationery	3,121	7,634	(4,513)
Audit fee	1,700	1,891	(191)
Insurance	2,465	2,161	304
Legal and professional fee	1,000	1,836	(836)
Legal Awards	-	16,500	(16,500)
	<u>93 6,432</u>	<u>947,848</u>	<u>(11,416)</u>
Property, plant and equipment depreciation	-	13,712	(13,712)
	<u>93 6,432</u>	<u>961,560</u>	<u>(25,128)</u>

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