

# Annual Report

2015-2016



**Rural Agricultural  
Development Authority**

Jamaica's Chief Agricultural Extension and  
Rural Development Agency



**RADA**  
RURAL AGRICULTURAL  
DEVELOPMENT AUTHORITY

People Land and 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

During 2015, RADA celebrated 25 years of service to the agricultural sector and with the approval of the National Board, embarked on a programme to celebrate this significant milestone.

### Attendance Schedule APRIL 2015 – MARCH 2016

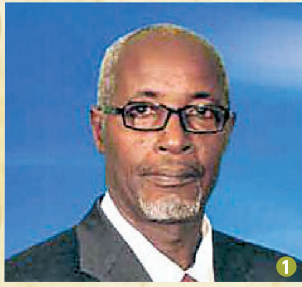
NAME	TOTAL MEETINGS HELD	MEETINGS ATTENDED	REMARKS
Dr. Richard Harrison	8	8	
Mr. Evon Redman	8	6	
Miss Bevon Morrison	8	8	
Mrs. Valrie Dixon	8	8	
Miss Natalie Johnson	8	6	
Mr. Lenworth Fulton	8	7	
Mrs. Brenda Cuthbert	8	6	
Rev. Johnathan Hemmings	8	6	
Mr. Maxwell Rodney	8	8	
Mrs. Ruth Simpson	8	8	
Mr. Derrick Smith	8	4	Resigned
Mr. Dermon Spence	8	5	
Mr. Richard Francis	8	0	

# Board Members



**Mr. Evon Redman, Deputy Chairman— RADA National Board  
having dialogue with Ms Bevon Morrison, Board Member**

# Directors Directors Directors



## National Board of Directors

1 Dr. Richard Harrison -Chairman 2 Lenworth Fulton 3 Evon Redman -Deputy Chairman 4 Derrick Smith 5 Valerie Dixon  
6 Dermon Spence 7 Brenda Cuthbert 8 Johnathan Hemmings 9 Bevon Morrison 10 Maxwell Rodney 11 Natalie Johnson 12 Ruth Simpson

# Executive Summary



For the 2015/2016 review period, the organizational focus was mainly on the core areas of operations, which essentially is to provide technical extension services of the highest standard to our farmers. Given twenty five years of unwavering service, this silver milestone has brought to the fore the need to preserve the legacy of our humble beginnings while striving towards innovative means in revolutionizing agriculture for the future.

Based on statistics from the Comparative Estimates of Crop Production Report, major producing parishes experienced prolonged drought throughout the year which negatively impacted yields. This led to a marginal decline in domestic crop production by 1.3% when compared to 2014.

Despite the myriad challenges, the hardworking and tenacious farmers of this country continued to produce and this is commendable. In a similar regard, the efforts of the extension team which consistently provides the knowledge transfer and technical know-how to guide our farmers must be acknowledged.

In fulfilling the mandate to enhance the development of farming through an effective, efficient and sustainable extension service, over 49,000 field visits by our 98 Agricultural Extension Officers were done and over 98,000 contact hours with farmers island-wide benefitted from RADA's interventions.

Extension services included the proper use of pesticides has been especially relevant and useful noting the persistent dry spells experienced by the farmers. The need for the promotion of plant health and focus on the containment and suppression of pests and diseases were among the priorities. As a result, training and Pesticide Surveillance visits amounted to over 19,500 and mobile text messages for farmers included that of Beet Armyworm and Late Blight alerts.

The diversity of RADA's operational scope ranged from technical advisory services in protected agriculture, livestock development, along with the re-introduction of the Water Management Unit.

There were 948 technical advisory visits to greenhouse vegetable growing practitioners and interagency collaborations through MOA – RADA Drought Mitigation Initiative. Training programmes were conducted with Jamaica Social Investment Fund which enhanced the deliverables to the farmers.

The Livestock Unit also engaged in programmes and projects through collaborative efforts with various organizations and associations to facilitate development with farmers. They included CFC Project with CARDI, Fodder Bank Programme with JDDDB among others.

From November 2015, the On-Farm Water Management Unit has been re-institutionalized under the RADA with the objective to provide technical advice for on-farm water management and drainage techniques. Since then there has been numerous projects for the development of small irrigation schemes and demonstration plots

# Executive Summary

providing training in irrigation systems.

In order to ensure that the organization continues to address the evolving need of providing relevant technical advisory services to our farmers, there has been increased formal training and re-certification undertaken by the extension staff to improve competencies in various areas. Among the areas of significance include Home Economics and Social Services Officers training in Commercial Food Preparation with focus on HACCP, FSMA Training in food

handling, Gender Sensitization training among others.

During the period under review, much has been done by means of fulfilling several programmes, projects and initiatives facilitated by both local and international agencies. RADA will continue to strive towards modernising the sector and becoming more efficient and effective in its agricultural operations.



Chief Executive Officer  
RADA



Drip Irrigation.



Plant Health clinic.



Social Services/Home Economics breakfast demonstration at Montego Bay Community College.



# Staff Capacity Building

The Authority continues to improve agricultural production and productivity through appropriate and applicable technology transfer. Farmers are encouraged to adopt and infuse modern techniques and best practices as a result of training programmes. The Authority has endeavoured to realign the organization to reflect its technical nature and as such, it has been working assiduously to accentuate the knowledge and skills of officers towards improving the quality of extension delivery and operational efficiency.

the staff was engaged in numerous training programmes aimed at building their technical and administrative capacities.

The Division of Technology, Training & Technical Information

government policies.

The major areas of training/formal education undertaken for this reporting period are outlined in the table below:

**Table 1. Staff Training Highlights**

Staff Category	Topic	Achievement (Number of officers)
<b>Local Courses</b>		
Administrative	Government Accounting Level 1 Module 1	4
Administrative	Government Accounting Level 1 Module 3	2
Administrative	Government Accounting Level 1 Module 4	1
Administrative	Government Accounting Level 1 Module 5	1
Administrative	Government Accounting Level 2 Module 4	1
Administrative	Certificate in Administrative Management Level 1	1
Ancillary	Service Skills for Ancillary Workers	3
Administrative	Sexual Harassment Sensitization Workshop	1
Administrative/	Gender Sensitization Workshop	61



Staff Training



Inter-Agency collaboration

As the knowledge of society morphs, RADA was urged to constantly examine and restructure its operations to meet the evolving needs of the agricultural sector. Additionally,

continued to engage in Corporate Planning exercises and monitoring and evaluating programmes to ensure that the extension services complied with the high standards set by the industry and

# Staff Capacity Building cont'd

Table 1. Staff Training Highlights cont'd

Staff Training Category	Topic	Achievement (Number of officers)
Technical	Good Land Husbandry Practices & Climate Smart/ FFS Facilitation	35
Technical	FFS Curriculum Writing/Master Trainers	13
Technical	Integrated Pest Management	14
Technical	Open Data Tool-Kit	21
Technical	Plantwise ToT Plant Doctors Training	6
Technical	Training of Plant Doctors	15
Technical	ISO/IEC17020 Certification Standards	1
Technical	Soil and Water Management Workshop	7
Technical	Post-Harvest Care of Beauregard Sweet Potato	23
Technical	Inumerators training: Data Collection for Yield Estimation for yam/sweet potato/Irish potato and onion	12
Technical	Recognition of Citrus Black Spot Disease	16
Technical	Designing Power Point presentation	17
<b>Local Courses</b>		
Technical	Tapping into Donor Funds Proposal Writing	1
Technical	Sustainable School Feeding Programme	2
Technical	Infant and Young Child Feeding	3
Technical	JSIF/RADA Food Safety & Commercial Food Preparations Training	17
Technical	International Breadfruit Conference	1
Technical	HEART Certification of RADA Officers - NVQJ Level 3 Small Ruminants (Sheep & Goat)	7
Technical	FSMA Training in Food Handling	2
Technical	Best practices in the Management of Crop Nutrition-Protected Agriculture	144

# Staff Capacity Building cont'd

Table 1. Staff Training Highlights cont'd

Staff Training Category	Topic	Achievement (Number of officers)
<b>Overseas Courses</b>		
Technical	Study Tour-Uruguay's Agro-Intelligence Development Strategy	1
Technical	Study Tour-Onion - Dominican Republic	2
Technical	PROPEL Strategic Meeting - St. Lucia	1
Technical	E-learning for Extension Officers, Open Data Policy Framework, Integrating Gender Framework in Agricultural Extension and Mobile Phones based Information & Learning (Canada)	3
Technical	Technical Tour for Strengthening the School Feeding Programme in the Framework of Hunger Free Latin America and the Caribbean 2025 (Brazil)	1
Technical	Statistics in Applied Climatology (F - ISAC) Training - Barbados	2
	Mango Festival - Florida	1
Technical	Caribbean Food Crops Society Meeting - Suriname	2
Technical	Caribbean Agricultural Extension Providers Network Meeting- Trinidad	1
Technical	Promoting Cassava Farmer to Market Linkages through Contract Farming -Barbados	1
Technical	Visit to AgCenter Research Station, Louisiana State University (LSU), Production Aspects of Sweet Potato USA.	1

# Staff Capacity Building cont'd



Staff training in tree oil extraction at Strawberry Fields, St. Mary

# RADA's Training Unit

**R**ADA'S Training Unit is committed to ensure competence of extension staff for delivery of technically sound programmes and to administer farmer-training thereby rendering farmers more knowledgeable and capable in applying new and improved technologies to their farming activities.

- \* Use of conventional & Farmer Field School (FFS) training delivery methods
- \* Training programmes design & delivery

**Table 2. Training Unit's Achievements**

Activities	Specific Objectives	Target	Achievements	
			Units	Percentage (%)
Farmers Trained	To administer farmer-training programmes thereby rendering farmers more knowledgeable and capable in applying new and improved technologies to their farming activities	39,000	37,000	94,9%
Sessions Delivered		2,353	2,800	119,0%
Monitoring and evaluation	Evaluating staff and farmer training sessions and information products.	500 farmer training session evaluations/ reports submitted	660	132%

## Technical Publications

The Publication Unit is committed to provide support for development and production of high quality technical publications, public awareness programmes and RADA's visibility and provides support to parishes and



Land Husbandry techniques being taught in a Farmer Field School session

- \* Preparation of training proposal for funding support
- \* Training, monitoring & evaluation
- \* Knowledge based assessments

technical departments in staging agricultural shows, expositions and public events to promote RADA's mandate and agricultural production in Jamaica.

# RADA's Training Unit cont'd

## Publications Output: Food Safety:

- \* A Record book for Broiler and Egg Farmers (new publication)
- \* On-farm records (Onion production and general use)
- \* Good Agricultural practices (GAPs) for Crops
- \* GAPs for Livestock/ completed
- \* GAPs for dairy sector
- \* Farm Safety Plan (drafted)
- \* GAPs for Callaloo (drafted)
- \* Pesticide Guides update (all major crops) /Posters on use of pesticides

**Table 3. Graphic and Technical Information Achievements**

Activities	Target	Achievements	
		Units	Percentage
Major Agricultural Shows	7	10	170%
Secondary Shows	-	32	
Prints via In-house Production		45,452	
Design & Production of new publications	120	174	169%
Prints via External Service Provider		16,630	
Copies via Photocopying		19,022	
Procuring Equipment/ large capacity printer	1	1	100%
Number of Reproductions		29,700	
Total print copies	40,000	64,474	161%
Training manuals/posters/guides	10	12	120%

## Crop Production:

- \* Ginger Production in Jamaica (new publication):
- \* Onion production (two Technical Guides)
- \* Effective Use of Pesticides
- \* Soil Health

## Manuals:

- \* Good Land Husbandry Practices and Climate Smart Agriculture (new publication) by FAO
- \* Farmer Field School Curriculum Manual for land husbandry
- \* FFS Curriculums drafted (4).



Scenes from St. Ann's Parish Open Day exposition

# Information & Communication Technology (ICT)

## The Information & Communication Technology (ICT) unit

continues to support the operational demands of the Extension Service through several software development and partnership initiatives; continuous in-house application training, cyber-security awareness sessions and the upgrading of the network infrastructure to protect the Authority's ICT investment.

Owing to the increased level of cyber-security threats worldwide, the unit embarked on several security focused initiatives. These

network infrastructure was upgraded to improve security and to identify any possible vulnerabilities.

In the delivery of Extension Services, appropriate tools are necessary to make sound and timely decisions, hence the need to provide technical training. In-house ICT training and Staff Capacity Development were employed to expand staff technical competencies and to foster increased use of the RADA ICTs and improve overall productivity.

A partnership agreement with Mona School of Business and Management/SlashRoots Foundation to develop mobile apps using local agriculture datasets, resulted in RADA being awarded the President's Cup at

efficiency and efficacy. The project must demonstrate good IT Governance and Project Management while utilizing country relevant emerging technology. RADA's award is in recognition of achievements in the field of Agriculture through the application of extraordinary ICT Innovation.



Mr. Owen Barrett, ICT Manager at work



Mrs. Lisa Merchant— ICT's Logistic Coordinator, accepts Presidents cup JCS 2015.



Information and Communication Technology (ICT) staff training session

include sensitization sessions on appropriate internet use; the updating of the ICT policy to increase compliance in order to protect ICT investment and reduce security risk. Additionally, the

the 2015 BizTech Forum. The Jamaica Computer Society (JCS) President's Award is made to an ICT driven project that exemplified the direct effect of ICT's capability of enhancing organization

# Information & Communication Technology (ICT) cont'd

Table 4. ICT Interventions and Achievements

Targets	Achievements	Impacts
Increase network access, file storage, printing services and communication by 25%	Increased server hardware resource capacities to support operations, users and application demand	Improved ICT infrastructure to optimize operations
Implement hardware Firewall security solution to safeguard data access	Acquired and implemented security solution to protect infrastructure	Improved security of network infrastructure and data systems
Reduction in system and application downtime; Improve processing time	Implemented high performance mission critical application server	Maintained optimum serviceability of ICT equipment
Provide In-house ICT Training and Staff Capacity Development	Conducted training sessions and workshops in the use of productivity and management software	Increased productivity and use of information systems in decision making
Provide reliable security to operational network infrastructure and company data	Disseminate security information via email and conduct sensitization sessions	Protection of ICT investment through increased user awareness of Cyber Security.
Develop mobile ready corporate website with content manager	A responsive mobile ready website was developed.	Increased accessibility to agricultural information on mobile technology



# Agricultural Business Information System (ABIS)

The Agricultural Business Information System (ABIS) has evolved into RADA's Agricultural Resource Planning Tool. This Management Information System is now deeply entrenched in the operations of extension services and is a primary source of agricultural information for the sector. The modules that have been developed to satisfy the information needs of the Authority have expanded its services to other government ministries and departments /agencies such as:

- Agriculture & Fisheries
- 3. Jamaica Agricultural Society (JAS);
- 4. Coffee Industry Board;
- 5. Ministry of Tourism & Entertainment and other government and sector stakeholders;
- 6. Mona School of Business and Management.

In a visit (2012) by World Bank Consultants working on Agriculture Risk Management, they conveyed that the richness and granularity of ABIS datasets is a first for Agricultural information systems they have worked with. The usefulness and the value added opportunities of this system

support, manage and coordinate these developments.

Additionally, with RADA and the Ministry of Agriculture and Fisheries, commitment to using Information and Communication Technologies (ICTs) to enhance the delivery of Extension Services, ABIS must become the tool for work by Extension Officers. For this to become a reality, it is being recommended that a sustained programme of incorporation and integration be implemented on a timely basis.

## Farmer Identification Cards

During the period under review a total of 6,897 farmer IDs were printed.



Highlights from a Praedial Larceny awareness meeting

- 1. Agricultural Marketing Information Division, Ministry of Agriculture & Fisheries;
  - 2. Praedial Larceny Prevention Unit, Ministry of
- have created an increased demand for its services internally and externally. This has resulted in the need for continuous modifications and enhancements of the system as well as requiring additional human resources to

While at the end of March 31, 2016, a total of 96,702 farmer ID cards have been printed since the programme's inception.

# Agricultural Business Information System (ABIS) cont'd

Table 5. ABIS Achievements

	Registered	Verified	ID Cards Issued
April 1 2015	170,636	150,277	89,805
March 31 2016	177,801	155,788	96,702

The current sub-systems/functions of ABIS are:

- The Registration of farmers;
- The Recording of crop estimates (monthly);
- The Recording of receipt books sold to farmers;
- The Recording of field services reports through EASMS;
- The means to track specific farmers (their produce and farm practices);
- Provides technical guide to stakeholders (especially farmers).
- The Registration of Coffee Industry Board (CIB) farmers.
- Aggregate/summary crop, livestock and property reports;
- Farmers' demographic reports (Age and Gender);
- All reports are available upon written request to the office of RADA's CEO.

What information is available to the public from ABIS?

- Produce availability and contact information for farmers;
- Number of farmers registered by parish;



**Praedial Larceny Essay Competition**  
Mr. Donovan Stanberry- Permanent Secretary and Mr. J.C. Hutchinson - Minister without Portfolio in the Ministry of Industry, Commerce, Agriculture and Fisheries (MICAFA) at the launch of the Praedial Larceny Essay Competition on the lawns of MICAFA, Hope Gardens.

# Land Husbandry

**G**ood land husbandry is the active process of implementing and managing preferred systems of land use and production in such ways that there will be increase - or at worst, no loss - of productivity, of stability or usefulness for the chosen purpose. In particular situations: existing uses or management may need to be changed so as to halt rapid degradation and to return the land to a condition where good husbandry can have fullest effect". (Shaxson, Douglas and Downes, 2005).

The role of the Land Husbandry unit is critical in promoting climate smart agricultural practices and mitigating the impact of climate change on agricultural ecosystems, in particular land. The unit facilitates sustainable agricultural production in watershed areas where agronomic and other farming related activities often lead to accelerated soil erosion, flooding, damage and loss of crops, livestock and infrastructure.

Land Husbandry officers implement selected projects which impact positively on the farming and biological environment (water shed development and hillside agriculture). With the help of the officers, farmers mainly in the parishes of Portland, St. Thomas, St. Andrew and Clarendon, received advice and practical

training in land husbandry practices, which it is hoped will ultimately lead to environmental preservation.



**Land Husbandry Activities**  
Check dam from recycled tyres, retaining walls using gabian basket, demonstration showing the use of the A-frame and mitigating soil erosion with trash barriers.

# Land Husbandry cont'd

**Table 6. Land Husbandry Achievements**

Activities	Description	Target	Achievements	
			Units	Percentage (%)
Agronomic Methods (19,528)	<ul style="list-style-type: none"> <li>• vegetative barriers</li> <li>• cover cropping</li> <li>• mulching</li> <li>• intercropping</li> </ul>	350 ha	16,944.5 1,322.7 1,007 253.8	5,580%
Structural Methods (36,391 ha)	<ul style="list-style-type: none"> <li>• check dams - 200</li> <li>• individual basins</li> <li>• stone barriers</li> <li>• <i>water ways</i></li> <li>• diversion ditches</li> <li>• Trenching</li> </ul>	30,000 m	12,347 4,185 m 13,576 m 6,283 m	321%
Soil Fertility Management	<ul style="list-style-type: none"> <li>• alley cropping</li> <li>• crop rotation</li> <li>• minimum tillage</li> </ul>	300 ha	642.6 282.7 ha 197.9 162 ha	214%
Farmer Field Schools	<ul style="list-style-type: none"> <li>• construction and use of the 'A' – frame,</li> <li>• contour barriers (using pineapple, sugar cane, trash and grass)</li> <li>• hillside ditch,</li> <li>• individual basins,</li> <li>• ballasted waterway,</li> <li>• gully plug,</li> <li>• tree planting</li> </ul>	3	2	67%
Staff Training	Good land husbandry practices for all AEOs	3 /3-days duration sessions	1	6 LHOs 20 staff trained
Extension Kits	FAO Funding - 6 kits (2014) GOJ Adaptation Fund – 20 kits (2015)	17 officers (AEOs & LHO) benefited	17	100%
Publications	1 Training Manual 1 FFS Curriculum Manual 1 Training Flipchart 1 instructional video (2014) / RADA TV Series of posters on climate change			

# Plant Health/Food Safety

Activities were focused on farmer and staff capacity building in Integrated Pest Management (IPM), proper use of pesticides and adhering to food safety guidelines. Monitoring of the production systems island-wide by Plant health/Food Safety officers and Extension Officers ensured early detection of pests and timely initiation of rapid pest response system for pest containment and safeguarding Jamaica's food security.

The Unit is committed to the containment/suppression of a wide range of pests and diseases,

## Specific objectives of the Crop Care Programme

1. To increase crop productivity and enhance its sustainability through improved food safety and GAPs
2. To develop a human resource capability aligned with the overall mission of the Authority which will ensure that officers have a clear career development path and are regularly trained and updated in the latest technologies
3. To determine effective strategies and field activities
5. To provide farmers with a comprehensive and efficient extension service that fully utilizes ICT technology to support modernize and increased agricultural production, productivity and farmer income
6. To ensure that the farming community and general public are timely informed on the status of pests and major developments in areas of food safety and pest management
7. To foster collaboration among all relevant stakeholder groups towards achieving



Onion infested by beet armyworm



Crop care training

which adversely affect plant health and agricultural output. Through collaborative efforts with other agencies, the Authority has been able to develop approaches for the management of wide range of pests.

4. To ensure that plant health and food safety standards are maintained by educating farmers, thereby ensuring national and international programme goals
9. To strengthen collaborations and linkages.

# Plant Health/Food Safety cont'd

**Table 7. Plant Health/Food Safety Achievements**

Activities	Target	Performance Indicators	Achievements	
			Units	Percentage (%)
Farm Inspections visits	20,000	<b>At least 75% of targets completed by parishes</b> <b>At least 60% of export farmers trained and demonstrate increased knowledge in critical aspects of food safety and GAPs</b>	47,267	236%
Pest Surveillance Visits	16,000		19,669	123%
Pesticide Surveillance	50,000		89,568	179%
Staff Training Sessions	4		6	150%
Farmer Training Plant Health Food Safety	FORMAL: 392		1,059	270%
	INFORMAL		5,145	
Meetings Attended	72		108	150%
Demonstration (D) & Validation (V) Plots	8 (D) 1 (V)		17 (D) & 1 (V)	200%
Mobile Text Messages for Farmers			<b>Beet Armyworm Alerts and Management</b> <b>Late Blight Alerts and Management</b> <b>Ginger Rhizome Rot Management</b>	

# Protected Agriculture

The Authority continues to improve agricultural production and productivity through appropriate and applicable technology transfer. Farmers are encouraged to adopt and diffuse modern techniques and best practices through training programmes. The Authority has endeavoured to realign the organization to reflect its technical nature and as such, it has been working assiduously to accentuate the knowledge and skills to officers towards improving the quality of extension delivery and operational efficiency.

one day intensive training seminars in the best practices in

year. During the same period a total 89,000 Sq. ft. idle greenhouse

**Table 9. Protected Agriculture Achievements**

Activities	Annual Target	Achievements	
		Users	Percentage (%)
Technical Advisory Farm Visits	810	948	117
Site Suitability Inspections	25	21	84
Water / Nutrient Samples	30	25	83
Soil Samples	10	4	40
Fertilizer Recipe Advisory	70	34	49
Training Formal	20	15	75
Number of Farmers	400	319	80
Informal	25	26	104
Number of Farmers	130	141	108
Staff Training	5	5	100
No of Participants	200	144	127



Crops growing in greenhouse

**Extension Officers' Training:** Extension Officers who were not previously exposed to formal training in precise crop nutrition were the beneficiaries of four (4)

the management of crop nutrition.

**Greenhouse Capacity.** A total of 45,000 sq. ft. of additional new capacity were added during the

capacity were returned to production. The all island greenhouse capacities at the end of the year were as follows:

# Protected Agriculture *cont'd*

*Table 9. Protected Agriculture Achievements*

Active Capacity	Idle Capacity	Total Capacity
1,900,755 Sq. Ft.	465,500 Sq. Ft.	2,366,266 Sq. Ft.
43.635 Acres	10.687 Acres	54.322 Acres



Sweet pepper and escallion grown in greenhouse



# Livestock Production

The Livestock Unit has responsibility for the continued development of livestock farming operations across the island. The Unit is charged with ensuring that the production and productivity of livestock activities positively impact the industry and the relevant stakeholders. In 2009 RADA saw the introduction of 13 Livestock Extension Officers to facilitate this process. A number of projects and programmes have been implemented. These activities assist livestock farmers

opportunities for farmers and investors.

## Projects and Programmes

Livestock projects and programmes are not limited to the sponsorship of RADA. Key activities also encompass collaborative efforts with various organizations and farmers Association to facilitate development. A number of projects and programmes are parish specific, others island wide with two current projects being a joint effort between Jamaica and the rest of the Caribbean. In keeping with RADA's strategic plan, a number of areas are of primary focus as the Unit continues to encourage the involvement of women and youth in livestock activities. The projects

4. Record Keeping
5. Marketing
6. Infrastructure Development.

Although all categories of livestock are catered for, special attention is given to small ruminant and backyard broiler farmers. The Unit also works along with the Jamaica Dairy Development Board to serve the dairy farmers and facilitate development in this sub-sector.

## Beef /Dairy/Pigs/Broiler & Layer/Small Ruminants/ Apiculture/ Rabbit/Ornamental fish Interventions

- Monitoring animal population count
- Technology transfer / demonstration plots
- Provides input support in the form of feed, broiler



Livestock training



Livestock Officer observing cattle



Broiler production

and by extension Jamaica to produce food and products that are safe for consumption resulting in revenue generating

and programmes supports the main areas of focus as listed below:

1. Good Agricultural Practices
2. Food Safety
3. Climate change

chicks, bucks etc. and guidance is given to guarantee sustainable production in these enterprises

- Through strong inter-agency collaboration

# Livestock Production cont'd

between RADA and other agencies result in project being funded by partners and implemented by RADA.

**Table 10. Livestock Currently Supported/ Implemented Projects & Programmes**

Project	Activity
CFC project (sheep and goat)	Training of farmers ongoing in collaboration with CARDI. Lab at Hounslow completed. Abattoir at Bodles completed
Fodder Bank Programme	Collaboration continues with JDDB to assist dairy farmers improve their practices.
Sweet River Abattoir	Goat and sheep farmers in 5 parishes to supply animals. This is in collaboration with MOA&F
Food Safety Modernization Act	<ul style="list-style-type: none"> <li>40 Poultry farmers trained. Impact Assessment to be conducted</li> <li>Livestock GAP manual completed</li> </ul>
LEGS	32 participants trained. Trainers to be certified

**Table 11. Livestock Unit Achievements**

Activities	Targets	Performance Indicators	Achievements	
			Units	Percentage (%)
Farm Inspections visits	10,000	At least 75% of targets completed	8,893*	89%
Farmer Training *	8,000		2,434*	31%
Certification of Livestock Officers	9		9	100%
Proposals for funding developed	7		8	114%
Projects monitored	13		45	346%
Demonstration Plots*	12		2*	17%
Establishment of plant nurseries*	4		1*	25%
Identification of market for farmers	70		101	144%
* NOTE: Target achievements were affected due to retirement and/or non-filled vacant posts Livestock Extension Officer during the first half of the financial year.				

# On-farm Water Management Unit

The On-Farm Water Management Unit (WMU) consisting of 3 officers, returned to RADA from the NIC in November 2015. The main purpose of the unit is to plan, direct and implement On-farm Water Management and drainage techniques by providing sound technical advice to the farming sector.

Methods to improve on-farm water management and water use efficiency, along with the training of both farmers and technical officers island wide, with a special spotlight on the RADA Extension Officers was the focus of the activity. Officers facilitated the

The Unit is actively involved in the implementation of a number of projects

## 1. GOJ Adaptation Fund Programme

Under the Adaptation Fund programme the On-Farm Water Management Unit (WMU) has the responsibility to implement small scale irrigation schemes comprised of rainwater harvesting reservoirs and on-farm irrigation systems. These were implemented in seven parishes.

## 2. Onion Project

The WMU provided technical support to the project areas in water

irrigation systems to farmers. They trained farmers and technical officers in water management and water use efficiency, operation and maintenance of on-farm irrigation systems and monitored and evaluated system performance.

## 3. Jamaica Bauxite Institute Water Catchment Project Proposal

The Jamaica Bauxite Institute is coordinating a project to utilize mined-out bauxite pits for reservoir storage in order to meet the irrigation water demand of small farmers in those localities. To date six (6) sites have been identified to serve 125 farmers.



Onion with drip irrigation system installed



Farmers observing installation of drip irrigation system by water management officer



Escallion under irrigation

development of small scale irrigation schemes, rain water harvest systems as well as develops relevant farm demonstration plots and provided guidance on best practices in irrigation.

management and water use efficiency. Members of the unit designed appropriate on-farm irrigation system and oversee the delivery and distribution of on-farm

## 4. Agro Parks

On-farm water management support was provided to seven (7) Agro Parks, namely:- Plantain Garden River, Yallahs, Amity Hall, Hill Run, Ebony

# On-farm Water Management Unit cont'd

Park, Spring Plain, New Forest and Duff House.

## 5. Drought Mitigation Programme

The Unit guided the procurement of irrigation equipment, trucking of water,

rehabilitation of existing water sources and the training/capacity building of farmers and rural stakeholders.



Cabbage field under irrigation

# Social Services /Home Economics Unit

**T**he Home Economics/Social Services Unit continued its

relentless efforts to assist rural farm families to improve their quality of life. The programme focused on assisting farm families to develop and increase their productive capacity with emphasis on women and youths, thus providing opportunities and gives priority to the vulnerable and marginalized.

## Staff Development

All officers were trained in Commercial Food Preparation and

Officers and twenty (20) Micro-processors were trained over 29 days between June and October 2015.

All sixteen (16) officers were trained in PowerPoint Techniques to improve on their preparation and presentation skills.

Two (2) officers were trained for the Sustainable School Feeding Programme Pilot. One of the two received further training through FAO to participate in the pilot by attending committee meetings and technical tours in Brazil and St. Lucia to observe their programmes under the project – “Strengthening of the Hunger-Free Latin America and the Caribbean Initiative 2025”. Three (3) officers were trained in Infant and Young Child Feeding in collaboration with MOH and FAO.

using local fruits. These were promoted at the annual Denbigh Agricultural Show to encourage entrepreneurship and increased use of local primary produce. During the year, thirty-nine (39) Micro, Small and Medium Sized Enterprises received technical support through the unit. There have been noticeable improvements in the production and quality of their value added products.

## Twickenham Industry

The drying and milling service continues to increase as persons seek to tap into the available markets here and overseas for herbal teas, dried condiments and staple flours which are used as a base for other products or marketed directly. Follow-up work is on-going to implement some



Women's group being trained in agro processing and sewing

Food Safety Management System with focus on HACCP. This was facilitated by funding through JSIF in preparation for 7 Agro-Processing Incubators which are to come on stream. Sixteen (16)

## Product Development

With assistance from SRC, preliminary work was done to develop candied and dried fruits, syrups, juices and other products

changes

necessary in the initiation for HACCP certification.

# Social Services /Home Economics Unit

Table 12. Social Services/Home Economics Unit Achievements

Activities	Targets	Achievements
Groups Served	112	121
Training Sessions Conducted	1,300	1,206
Number of Beneficiaries	13,000	10,836
Home Visits	1,300	732
Backyard Gardens Established	650	335
Food Promotion Sessions	26	27
Consumer Forums	30	30
Income Generating Enterprises Supported	40	39
New Products Developed	3	16
Public Education Through Print and Electronic Media	-	10 - electronic



Breakfast menu demonstration in Montego Bay

# Public Relations Unit

The Public Relations and Communication Unit has sought to provide visibility, exposure, external information dissemination and organization of several functions during the period of review in order to ensure consistent updates and awareness of RADA's Services and Programmes.

As the technology in Media increased engagements were made to expound on relevant and timely technical information to the general public to include: Control of the Beet Armyworm, Drought Mitigation Strategies, Training Programmes, Bush Fire Recovery, Jamaica Banana Accompanying

also facilitated at the Parish Annual Open Days to highlight exhibits and provide real-time function coverage.

## Execution of RADA 25th Anniversary Activities

During the 25<sup>th</sup> Anniversary Celebration, a series of activities have been accomplished with the assistance of the Public Relations and Communications Unit.

## External Public Relations Function

There were several other functions that the Public Relations and Communications Unit organised to include participation in external exhibits such as Jamaica Product Exchange 2015, Montego Bay Chamber of Commerce Expo,

and Social Security for the planning and execution of the Handing-Over Ceremony for Hansbury Children's Home in Manchester.

The following are among the tasks fulfilled:



Promoting awareness through public broadcast

Measures, Capacity Building Programmes, National Farm Road Rehabilitation Programmes, Livestock Development Programmes and Marketing Forums. Outside Broadcasts were

Taste of Jamaica, Marcus Garvey Fair, CVSS/ United Way Research Day and Expo Jamaica 2016.

The Public Relations Unit has also worked with the Ministry of Labour

# Public Relations Unit cont'd

**Table 13. Public Relations Unit Achievements**

Media Interface	Engagements	Remarks
News Releases	42	Transferred to articles for publication
Electronic Interviews	35	Arranged interviews to include outside broadcasts
Streamlining usage of RADA web mail and social media platforms	30	Updated postings and information provision
Speaking Notes for Public Presentation	34	To guide presentations by officials
Outside broadcasts	6	Facilitated on behalf of RADA functions e.g. Parish Open Days



RADA at Jamaica Expo 2016



# Projects & Programmes

## Drought Mitigation Programme 2015

The island has been for the past three consecutive years experiencing above normal dry conditions during its seasonal dry periods. The most severe of these dry spells to date have been that which began in January 2014 into the seasonal dry period of July to September. In keeping with the Meteorological Service of Jamaica forecast, the effects of the dry conditions have lingered into 2015. This has resulted in severe dry conditions. These dry conditions have been

negative impacts being faced by the sector.

The programme was a direct response to the drought situation which affected the agricultural sector. This intervention would cause stability to be returned to the sector whilst at the same time allow farmers to be more resilient with regards to coping with Climate Change realities.

### Expected Results

The expected results from this intervention are as follows:

1. Return of production and productivity to the agricultural sector.

RADA was the main implementing entity for this programme with support from its Water Management Unit. The activities which were undertaken include the procurement of irrigation equipment, trucking of water, rehabilitation of existing water sources and the training/capacity building of farmers and rural stakeholders.

### Selection Criteria:

To ensure the sustainable economic impact of the programme, the following selection criteria were used:

- Farmers must be registered with RADA.
- Farmers must be able to



Drought mitigation

negatively impacting the island's agriculture sector. It has now become imperative that an immediate response programme be implemented to reverse the

2. Capacity building for farmers in relation to Climate Smart Agriculture.
3. The programme interventions positively impacted all the major production areas the affected parishes.

credibly demonstrate that they have suffered due to the effects of the drought.

- Must have been in production for at least one year.

# Projects & Programmes cont'd

- Must demonstrate willingness to adapt to new water management practices.

**Impact**

The totality of this intervention is projected to bring economic relief to approximately 10,500 farmers across all affected parishes. The programme is also expected to assist in bringing stability to the sector whilst alleviating the negative effects of the prevailing drought conditions.

*Table 13. Publo Unit Achievements*

	Activity	Farmers Impacted	Hectares Planted	Actual Cost \$
1	On-Farm Irrigation Kits. Drip Systems	405	40	6,727,276.62
2	Water Conveyance Systems and Irrigation Pumps	350	35	6,019,942.60
3	Water Management Tools	500	1000	1,619,144.60
4	Training System Installation	65	20	-



# ONION PRODUCTION Programme

The Onion Programme was established to facilitate the sustainable development of the onion sub-sector, thereby reducing dependency on imports and achieving self-sufficiency in onion production. The programme is managed by the Onion Technical Working Group (OTWG); comprising of representatives from various departments of the Ministry of Agriculture & Fisheries (MoA&F) and RADA. The Group ensured that among other things, farmers were trained in all aspects of onion production.

individuals in production and marketing of onions.

- To provide technical assistance to onion growers in modern production technologies, cost of production and record-keeping.
- To promote the grower-marketer interface; involvement of related stakeholders (e.g. agricultural farm stores) and development of marketing systems.
- To revitalize the onion sub-sector, thereby realizing a 70% satisfaction of local demand through increased domestic production.

the local onion by consumers.

In order to increase production various strategies have been employed. Some of these include:

- the provision of reliable irrigation where this exists
- proper weed management (ensure that lands are prepared properly far in advance to minimize weed growth and the use of selective herbicides).
- Precision planting, by using mechanical planters, proper nutrition, by ensuring soil analysis is carried out, and
- encourage the utilization of high yielding varieties.

It is to be noted that, over the past



Onion Field Day at Colbeck, St. Catherine

Onion drying

## Objectives:

- To provide capacity building opportunities for the Ministry/RADA technocrats and produce a cadre of highly trained

few years, approximately 10,000,000 kg. of onion has been consumed in Jamaica annually. Our production over the years has been very insignificant in comparison to our consumption, in spite of greater preferences for

## Production & Productivity

There was a 68% increase in volume reaped (1,160 tonnes) when compared to 2014. This was realized from approximately 96 hectares which represents a 38%

# Projects & Programmes

increase over the previous years. This resulted in 12% of local demand being satisfied.

Onion imports declined by 358,047 kg over the 2013-2015 period, moving from 8,665,273 kg to 8,307,226 kg in 2015 a 4.13% movement. This resulted in a saving of approximately US\$1.5M. The 2015/2016 fall planting season was affected by heavy rainfall in one of the major production areas, resulting in a significant fall-off in production.

- The major problem with irrigation was not a significant issue during the period as the NIC added pumps in some areas and also increased the diameter of some distribution lines.
- The parish of St. Ann is now the leading parish

under the Onion Development Programme with a total establishment of approximately 26 hectares.

- The transplanting of seedlings from trays was introduced in selected areas.
- The programme is now island-wide.
- Productivity has increased.
- Some farmers received assistance through RADA, ODP, JSIF, GOJ/Adaptation Fund and Buyers.

A number of varieties were planted over the period, these include Texas Early Grano, Mercedes,

Orlando, Yellow Granex and Arad. The cost of some varieties has resulted in farmers planting mostly Texas Early Grano which is the cheapest although not as productive.

There have been significant improvements in yields in most areas. The national average over the years, except for a few periods when incentives were provided, has been 12 tonnes per hectare. Preliminary results from reaping so far have shown yields between 15-25 tonnes per hectare on average.

This result is rather commendable and in no doubt was due in part, to the involvement of RADA's officers who along with other members at the Onion Technical Working Group (OTWG) ensured that the farmers adhered to good agricultural practices.

**Table 14. Onion Production Areas**

<b>Clarendon:</b>	<b>*Ebony Park</b>
<b>St. Catherine:</b>	<b>*Amity Hall, Colbeck, Thetford, Bernard Lodge</b>
<b>St. Thomas:</b>	<b>*Yallahs, *Plantain Garden River, and Springfield</b>
<b>St. Ann:</b>	<b>Tendle Heights, Farmers' Heights and Summers' Hill</b>
<b>Trelawny:</b>	<b>Braco</b>



# Irish Potato Programme

The specific crop development programme aims to develop the Irish potato value chain to the benefit of all stakeholders. A special component of the above programme will target youths up to 35 years old and women that show major interest. Capacity building of the farmers was a priority and participants were trained in various aspects of Irish Potato production such as crop care, post-harvest management and group dynamics.

the water holding capacity of the soils was introduced and used in areas adversely affected by seasonal dry spells.

The programme established seven (7) demonstration plots to guide the transfer of knowledge especially in land preparation and pest management. Four of these plots were used as Farmer Field Schools sites to strengthen the transfer of knowledge to growers in best practices.

With funding of \$1,85M from Promotion of Regional Opportunities for Produce through Enterprises and Linkages (PROPEL), RADA will establish and monitor these plots. Further funding from GOJ/AFP-A project (\$15M) will assist growers with pesticide up to a maximum of 40% of the pesticide cost for a

transfer process to growers not benefitting from the Farmer Field School by taking the farmers on field tours to the demo plots and high performing growers who were willing to pass on knowledge to encourage farmers in best practices. These tours were organized by RADA in collaboration with PROPEL.

## Project inputs

- Land preparation - \$50,000.00 per ha. – farmer.
- Labour - \$169,000.00 per ha. – farmer contribution.
- Planting materials - \$250,000.00 (50 bags per ha. at \$5,000.00 per bag – farmer contribution..
- Fertilizer - \$56,250.00 –



Irish potato orogramme

Focus was on demonstration plots, with emphasis on proper land preparation; land husbandry and pest management. The use of appropriate agro-chemicals used as soil amendments to increase

maximum of five (5) acres but not less than one (1) acre.

Additionally, RADA was responsible for training and facilitation of the knowledge

farmer contribution..

- Crop Care - \$102,500.00/Ha - Ministry of Agriculture and Fisheries support (40%) remaining 60% farmer-contribution.

# Irish Potato Programme cont'd

## Youth and Women Component:

The youth and women component will continue to be part of the 2015-2016 programme.

- Forty hectares (100 acres) of potato partly supported through sponsorship and Ministry of Agriculture and Fisheries (MOA&F) through a selection process;
- Land preparation – \$50,000.00 per ha. – farmer-contribution
- Labour - \$169,000.00 per ha. – farmer-contribution
- Planting material - \$250,000.00 (50 bags per hectare at \$5,000.00 per bag) Ministry's contribution - \$10,000,000.00
- Fertilizer - \$56,250.00 per hectare – Ministry of Agriculture and Fisheries contribution and Sponsorship – \$ 2,250,000.00
- Crop Care - \$102,500.00 per hectare [\$41,000.00 per acre] (MoAF) - \$ 4,100,000.00

Farmers under the programme will have to provide equity as follows:

1. All land preparation activities;
2. Labour to care for the crops from planting to post-harvest;
3. 50% fertilizer requirement (5 bag/acre) (12 bags/per ha.)
4. 60%t of the crop care cost.



Farmer examining Irish potato

# Jamaica Banana Accompanying Measures

The Jamaica Banana Accompanying Measures (JBAMs) is implemented by the Rural Agricultural Development Authority (RADA) on behalf of the Ministry of Agriculture and Fisheries, through funds provided by the European Union (EU) and is aimed at combatting poverty and improving revenues in the six traditional banana dependent parishes by strengthening the link between small farmers and markets and improving the productivity and resilience of small farmers. The BAM is the EU's final support

**Programme Cost:** €4.73M

**Programme Duration:** 48 months

**Target Parishes:** St. Thomas, St. Catherine, Clarendon, St. James, Portland, St. Mary

**Beneficiaries:** All Island Banana Growers Association (AIBGA), Banana Board (BB)

**Implementing Entity:** Ministry of Agriculture and Fisheries (MOA&F) through RADA

**Implementing Partners:** The Banana Board, AIBGA, PIOJ, EU, & RADA

The strategy focus of the Jamaican Government in relation to the banana sector is geared towards increase competitiveness

programme/project management support, technical assistance and monitoring as well as back stopping support to the various stakeholders. The activities and outcomes under this Programme Estimate (PE) will result in an increased emphasis on the capitalization of market potential which exists in the diaspora and by extension the overseas market. The interventions which are targeted under this PE will also foresee the expansion of acres under production, increase economies of scale, certification of good agricultural practises and the introduction of high quality disease resistant planting material.

## Highlights of Achievements

- Planning is advanced to construction of Value Added Facility in Trinity St. Mary.



JBAM nursery operations

package for banana exporters from African, Caribbean and Pacific (ACP) countries.

and the development of the local

and export markets. The activities performed by RADA includes but

are not limited to

- Banana Export Expansion Programme (BEEP) . BEEP

is implemented with the collaboration of the Banana Board, AIBGA and the MOA&F.

# Jamaica Banana Accompanying Measures

Under this programme, \$53.5M was made available to procure input materials (fertilizers, pesticides and orchard oil) and provide infrastructural support which was distributed by to AIBGA members.

- The Tissue Culture Bio-factory was completed and a contract to supply equipment was awarded to Industrial and Technical Suppliers Limited. The contract to supply 35,000 seedlings was awarded to the Cuban Export Company and Importer and Distributor for Science and Technology (EMIDICT). As at March 2016, Thirty One Thousand, One Hundred and Ninety-four (31,194) seedlings were delivered.

The Director of the Cuban Institute of Plant Biotechnology (IBP) completed a training mission to Jamaica to transfer micro-propagation technology and signed off on completed bio-factory works.

The Banana Board's Pathologist implemented the technology for transferring imported plantlets to trays, incubating in green house, bagging, growing out, hardening and transporting to regional nurseries for distribution.



Close-up view of nursery



# Financing Agreement for the Conducting of Farmer Field Schools

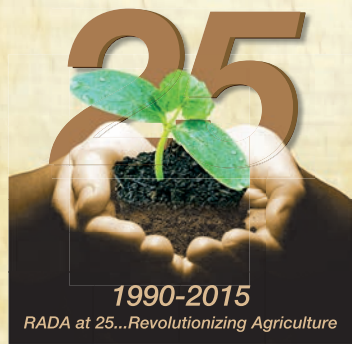
**T**his project is funded by the German International Development (GIZ). The project started in January 2016 and will continue for 6 months. The project targets to build the capacity of farmers in selected areas of the the Blue Mountain ridge of Portland, St. Thomas and St. Andrew using the participatory extension method.

**Achievement to date:**

2 Farmer Field Schools initiated  
sessions held                      8 Farmer Field School  
40 Farmers benefited.



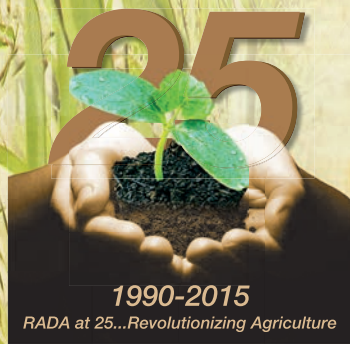
Farmer Field School in session



# Pictorial Highlights



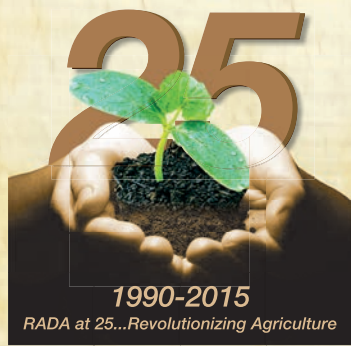
Members of the National Board of Directors and stakeholders at RADA 25<sup>th</sup> Anniversary Awards Banquet



# Pictorial Highlights



- A** MC Jenny Jenny with Dotsy Fuller – Agricultural Extension Officer (St. Andrew) at RADA's 25<sup>th</sup> Anniversary Awards Banquet
- B** A cross section of the audience at RADA's 25<sup>th</sup> Anniversary Church Service held at the Friendship Tabernacle Church, Mandeville
- C** RADA Portland Parish Office Open Day: L-R Ms Erica Daley, Parish Agricultural Manager with awardees, Mr. Keith Minott, Agricultural Assistant, Ms Andrea Osbourne, Parish Chief Accountant, Ms Clovaline Thomas, Agricultural Extension Officer alongside Mrs. Winsome Phillips, Principal Director-Corporate Services and Mr. Winston Simpson, Principal Director - Field Services/Operations
- D** Endurance Test— a hilarious scene from RADA's Fun Day, Portland



# Pictorial Highlights



Dr. Richard Harrison, Chairman - RADA National Board, receiving a painting from Mr. Lenworth Fulton, Chief Executive Officer - Rural Agricultural Development Authority



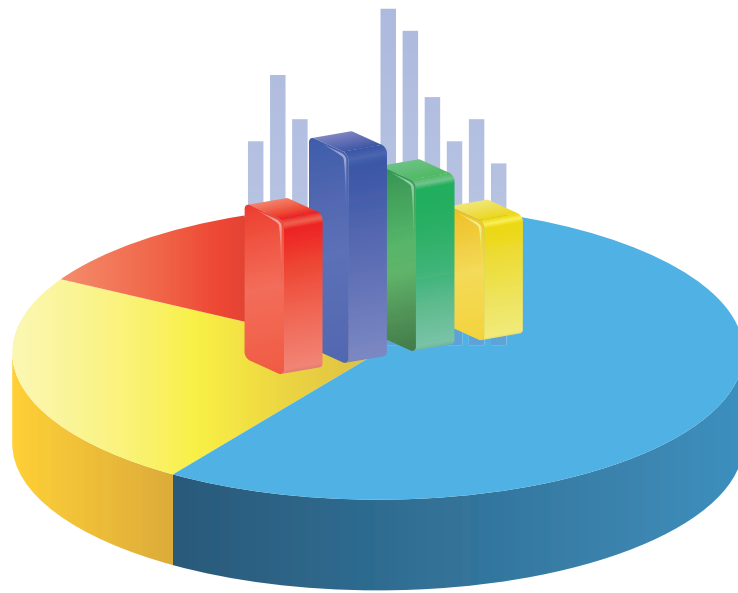
Rev. Dr. the Hon. Garnet Brown receiving Citation from Mr. Donovan Stanberry, Permanent Secretary - Ministry of Agriculture and Fisheries



Mr. Wesley Cornwall, driver receiving a gift from Mrs. Celia Miles, Company Secretary/Board Secretariat- Rural Agricultural Development Authority



Dr. Jerome Thomas, FAO Representative in Jamaica, the Bahamas and Belize receiving Citation from Mr. Evon Redman, Deputy Chairman - RADA National Board



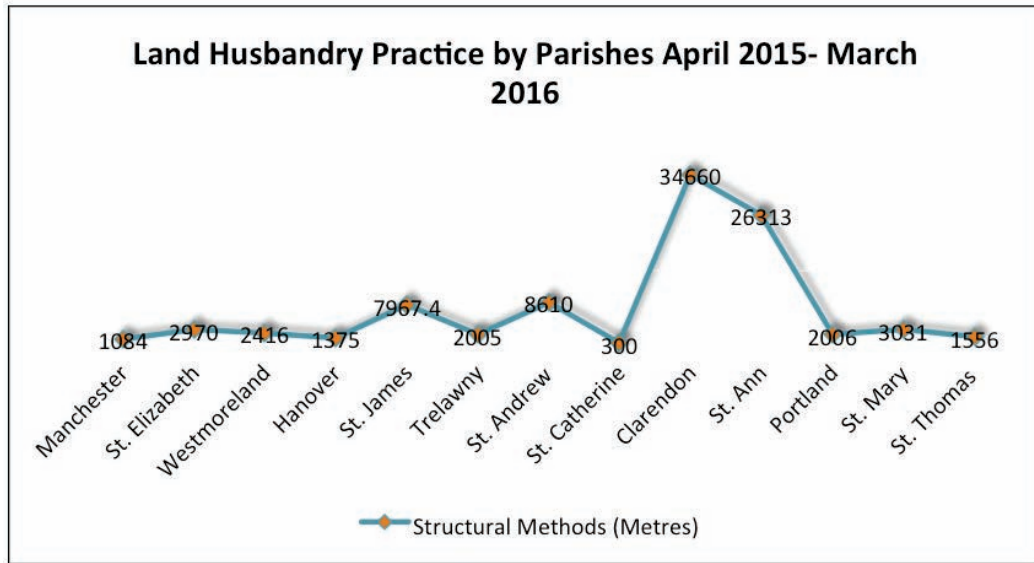
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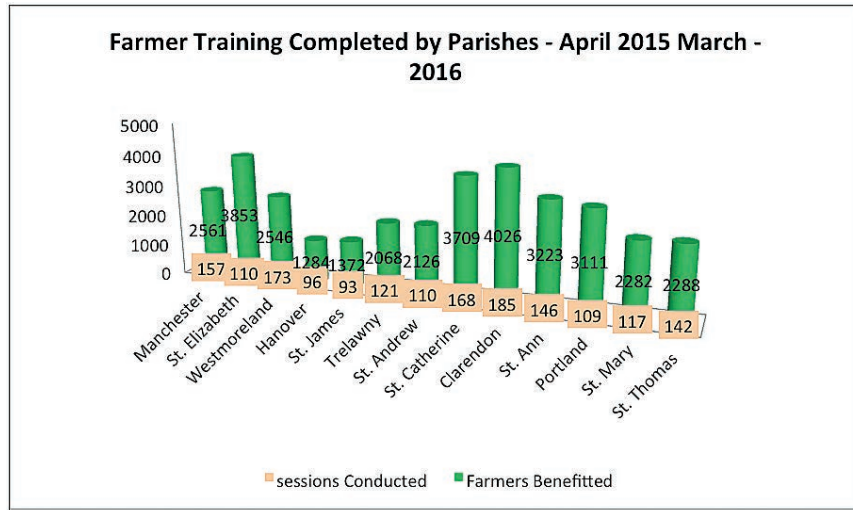
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Land Husbandry Practice by Parishes  
Appendix 1

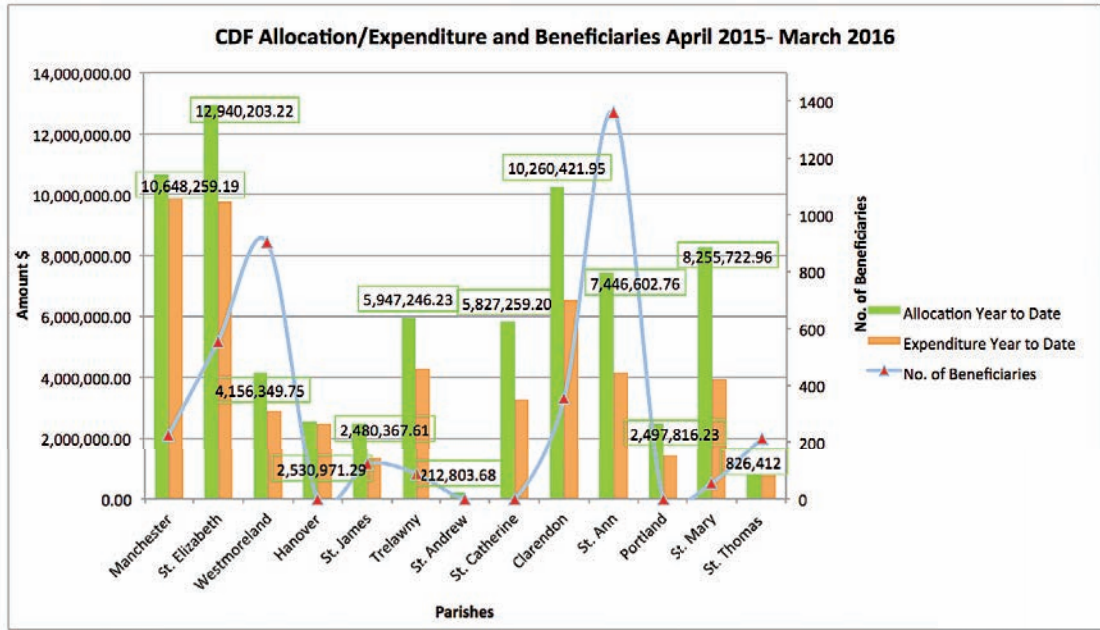


# Appendices

## Farmer Training Completed by Parishes Appendix 2



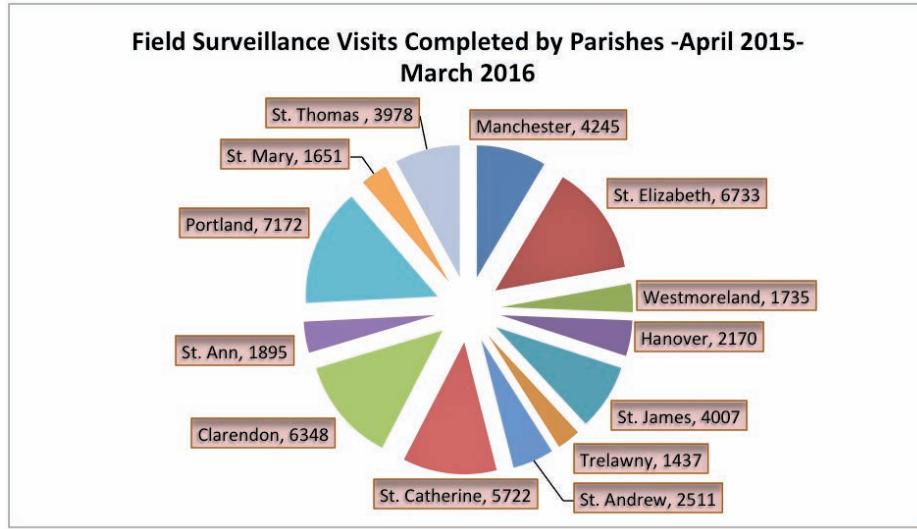
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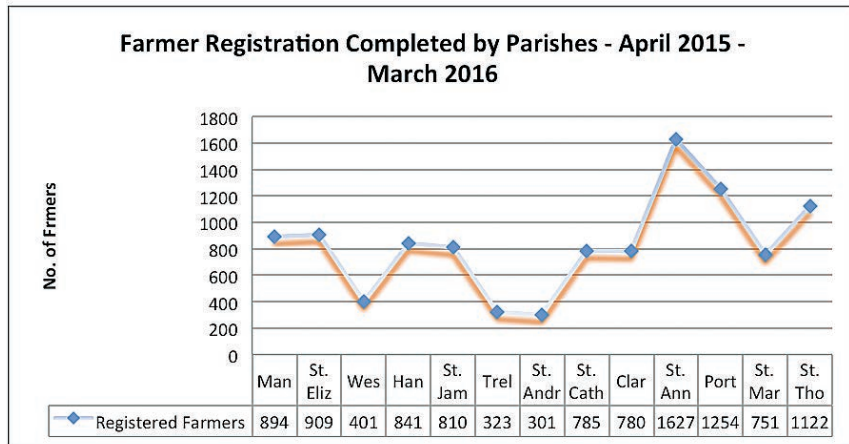
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Field Surveillance Visits completed by Parish  
Appendix 4



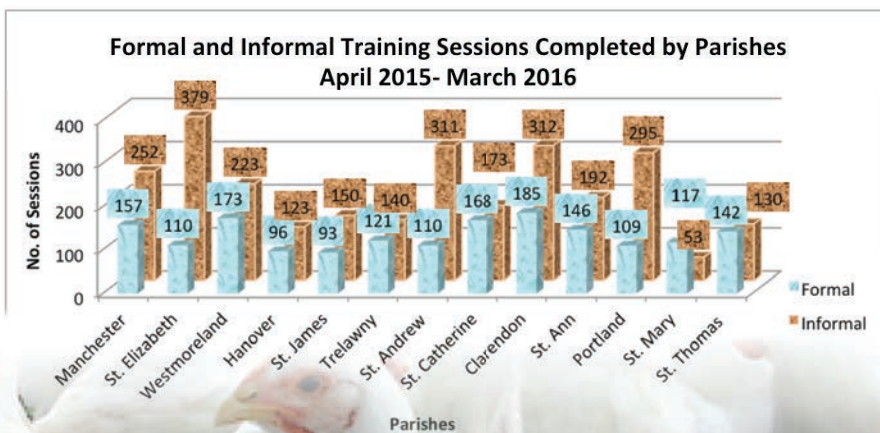
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## Farmer Registration completed by Parishes Appendix 5

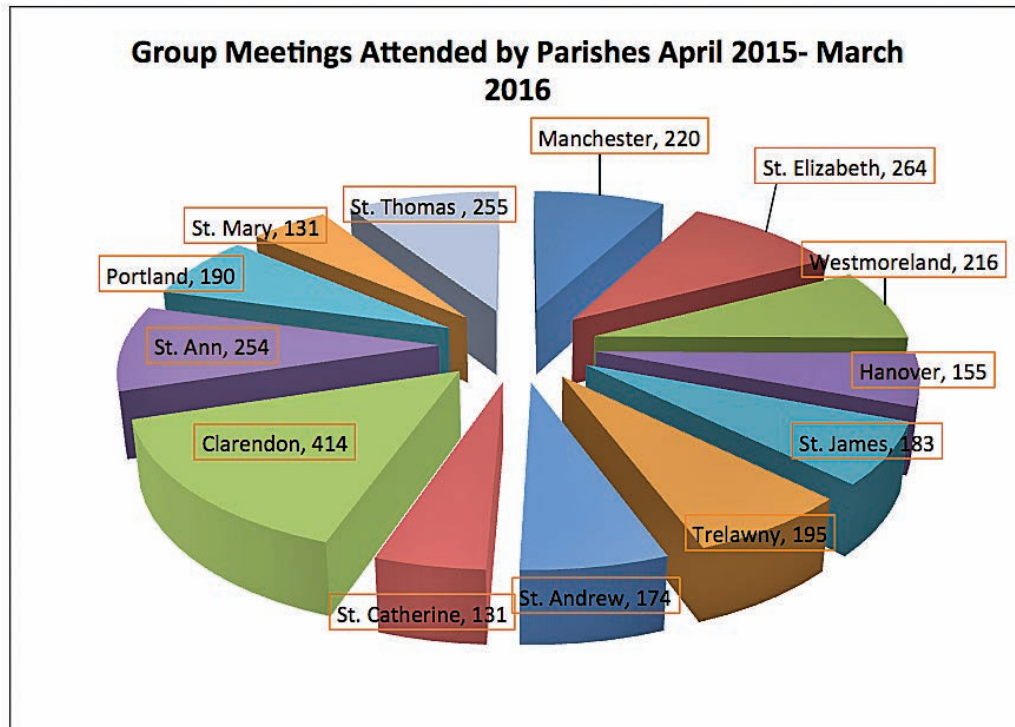


# Appendices

Livestock Farm visits and Formal and Informal Training sessions completed by Parishes  
Appendix 5



# Appendices



# Appendices

## Directors Compensation Appendix 7

Position of Director	Fees & Remuneration (\$)	Motor Vehicle Upkeep/Travelling or Value of Assignment of Motor Vehicle (\$)	Honoraria (\$)	All Other Compensation including Non-Cash Benefits as applicable (\$)	Prior Period Adjustment (\$)	Total (\$)
B/M 51	138,500.00	107,746.00	0	0		246,246.00
B/M 25	116,500.00	209,526.00	-	-		326,026.00
B/M 49	91,500.00	214,414.00	-	-		305,914.00
B/M 43	40,500.00	91,744.00	-	-		132,244.00
B/M 34	124,000.00	60,836.80	-	-		184,836.80
B/M 46	59,000.00	72,380.00	-	-		131,380.00
B/M 38	63,500.00	114,210.00	-	-		177,710.00
B/M 47	77,500.00	259,158.00	-	-		336,658.00
B/M 41	74,000.00	10,152.00	-	-		84,152.00
B/M 42	44,500.00	20,304.00	-	-		64,804.00
B/M 37	51,000.00	-	-	-	28,500.00	22,500.00
Parish Advisory Board	2,225,000.00	-	-	-	27,000.00	2,198,000.00
B/M	-	-	-	-	7,500.00	7,500.00
B/M	-	-	-	-	7,500.00	7,500.00
<b>TOTAL</b>	<b>3,105,500.00</b>	<b>1,160,470.80</b>	<b>-</b>	<b>-</b>	<b>70,500.00</b>	<b>4,195,470.80</b>

# Appendices

## Senior Executives Compensation Appendix 8a

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	2015-2016	5,896,951		609,828.00	-	25,000.00	-	6,531,779.00
Principal Director, Field Services & Operations	2015-2016	4,298,159.00		1,219,656.00	483,543.00	25,000.00	-	6,026,358.00
Principal Director, Corporate Services	2015-2016	4,298,159.00	-	1,219,656.00	-	25,000.00	-	5,542,815.00
Principal Director, Technical Services	2015-2016	4,094,879.00	-	1,219,656.00	477,993.00	25,000.00	-	5,817,529.00
Senior Director, Finance & Accounts	2015-2016	2,977,386.00	-	1,219,656.00	-	25,000.00	-	4,222,042.00
Snr Director, Social Services/Home Economics	2015-2016	2,996,392.00		1,219,656.00	-	25,000.00	-	4,241,048.00
Senior Director Production, Marketing & Special Projects	2015-2016	2,698,107.00	-	1,185,199	264,365.00	25,000.00	-	4,172,671.00
Senior Director of Training, Technology and Technical Information	2015-2016	2,996,392.00	-	1,219,656.00	252,477.00	25,000.00	-	4,493,525.00
Senior Director HRM and Administration	2015-2016	2,725,523.00	-	1,219,656.00	280,535.00	25,000.00	-	4,250,713.00
Information and Communication Technology	2015-2016	2,548,964.00	-	643,128.00	380,452.00	25,000.00	-	3,597,544.00
Chief Internal Auditor	2015-2016	1,899,317.00	-	643,128.00	-	25,000.00	-	2,567,445.00
Director, Planning & Evaluation	2015-2016	2,349,235.00	-	706,647.00	222,413.00	25,000.00	-	3,303,295.00

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## Senior Executives Compensation cont'd Appendix 8<sup>b</sup>

Manager, Water Management Unit	2015-2016	2,545,397.00	-	643,128.00	286,357.00	25,000.00	-	3,499,882.00
Zonal Director – West	2015-2016	3,249,590.00	-	1,158,672.00	298,260.00	25,000.00	-	4,731,521.00
Zonal Director – East	2015-2016	3,065,643.00	-	1,548,286.00	-	25,000.00	-	4,638,929.00
Parish Agricultural Manager 1	2015-2016	2,398,813.00	-	643,128.00	-	25,000.00	-	3,066,941.00
Parish Agricultural Managers – 2	2015-2016	2,264,193.00	-	643,128.00	243,400.00	25,000.00	-	3,175,720.00
Parish Agricultural Managers – 3	2015-2016	2,215,098.00	-	643,128.00	253,170.00	25,000.00	-	3,136,396.00
Parish Agricultural Managers – 4	2015-2016	3,095,811.00	-	643,128.00	-	25,000.00	-	3,763,939.00
Parish Agricultural Managers – 5	2015-2016	2,143,679.00	-	643,128.00	212,057.00	25,000.00	-	3,023,864.00
Parish Agricultural Managers – 6	2015-2016	2,340,532.00	-	643,128.00	-	25,000.00	-	3,008,660.00
Parish Agricultural Managers – 7	2015-2016	2,239,539.00	-	643,128.00	224,946.00	25,000.00	-	3,132,613.00
Parish Agricultural Managers – 8	2015-2016	2,152,411.00	-	643,128.00	-	25,000.00	-	2,820,539.00
Parish Agricultural Managers – 9	2015-2016	2,453,735.00	-	643,128.00	-	25,000.00	-	3,121,863.00
Parish Agricultural Managers – 10	2015-2016	2,345,224.00	-	643,128.00	-	25,000.00	-	3,013,352.00
Parish Agricultural Managers – 11	2015-2016	2,339,095.00	-	643,128.00	264,365.00	25,000.00	-	3,271,589.00
Parish Agricultural Managers – 12	2015-2016	2,423,443.00	-	643,128.00	-	25,000.00	-	3,091,571.00
Parish Agricultural Managers – 13	2015-2016	2,494,379.00	-	643,128.00	280,618.00	25,000.00	-	3,443,124.00
<b>Total</b>		<b>79,546,045.00</b>	<b>-</b>	<b>24,036,271.00</b>	<b>4,424,952.00</b>	<b>700,000.00</b>	<b>-</b>	<b>108,707,268.00</b>





# Financial Statement

## 2015-2016

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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 33 which comprise the statement of financial position as at 31 March 2016 and the statement of comprehensive income, changes in reserves 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 requirements of the Rural Agricultural Development Authority Act 1990, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatements, whether due to fraud or error.

#### *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 2016, and of its financial performance, changes in equity and its cash flows for the year then ended in accordance with International Financial Reporting Standards and comply with the requirements of the Rural Agricultural Development Authority.

Chartered Accountants  
8 September 2016

## Statement of Comprehensive Income Year Ended 31 MARCH 2016

*Page 3*

	<b>Note</b>	<b><u>2016</u></b> <b><u>\$'000</u></b>	<b><u>2015</u></b> <b><u>\$'000</u></b>
<b>INCOME:</b>			
Government of Jamaica Subvention		1,275,921	1,010,895
Other income	6	<u>21,245</u>	<u>11,615</u>
		<u>1,297,166</u>	<u>1,022,510</u>
<b>EXPENDITURE:</b>			
Salaries, wages and related charges	18	761,963	639,146
Public utilities		40,220	43,661
Motor vehicle maintenance		12,735	11,527
General office expenses		42,434	23,593
Seminars and meetings		8,749	3,081
Repairs and maintenance		13,057	9,242
Consultancy		3,670	713
Bank charges and interest		1,786	1,243
Upkeep/travelling and subsistence		245,281	186,495
Directors' and committee meetings		4,564	5,007
Rental of buildings		1,774	1,803
Security		3,875	3,871
Printing and stationery		9,239	6,466
Audit fee		2,258	2,226
Insurance		2,146	2,418
Legal and professional fees		262	427
Irrecoverable withholding taxes		-	15,071
Loss on disposal		<u>-</u>	<u>43</u>
		<u>1,154,013</u>	<u>956,033</u>
<b>SURPLUS</b>		143,153	66,477
Depreciation		<u>( 20,656)</u>	<u>( 19,241)</u>
<b>SURPLUS FOR THE YEAR FROM OPERATIONS</b>		122,497	47,236
Transfer from capital reserve an amount equivalent to depreciation charged on donated assets		<u>11,565</u>	<u>11,555</u>
<b>NET SURPLUS</b>		<u>134,062</u>	<u>58,791</u>
<b>OTHER COMPREHENSIVE INCOME:</b>			
Item that will not be reclassified to profit or loss:			
Remeasurement of post-employment benefit obligations		<u>( 1,896)</u>	<u>15,042</u>
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>		<u><u>132,166</u></u>	<u><u>73,833</u></u>

## Statement of Financial Position Year Ended 31 MARCH 2016

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	<u>Note</u>	<u>2016</u> <u>\$'000</u>	<u>2015</u> <u>\$'000</u>
<b>ASSETS</b>			
<b>NON-CURRENT ASSETS:</b>			
Property, plant and equipment	7	167,672	164,260
Post-employment benefit assets	8	<u>171,239</u>	<u>138,628</u>
		<u>338,911</u>	<u>302,888</u>
 <b>CURRENT ASSETS:</b>			
Inventories	9	6,461	4,955
Receivables	10	36,335	39,978
Taxation recoverable	11	1,570	1,422
Cash and cash equivalents	12	<u>750,719</u>	<u>283,594</u>
		<u>795,085</u>	<u>329,949</u>
		<u>1,133,996</u>	<u>632,837</u>
 <b>RESERVES AND LIABILITIES:</b>			
<b>RESERVES:</b>			
Capital reserve	13	31,521	41,662
Capital fund	14	178,134	179,977
Accumulated surplus		<u>201,843</u>	<u>69,677</u>
		<u>411,498</u>	<u>291,316</u>
 <b>CURRENT LIABILITIES:</b>			
Project advances	15	561,708	204,807
Payables	16	<u>160,790</u>	<u>136,714</u>
		<u>722,498</u>	<u>341,521</u>
		<u>1,133,996</u>	<u>632,837</u>

Approved for issue by the Board of Directors on 8 September 2016 and signed on its behalf by:

  
Genille Attalia - Chairman

  
Peter Thompson - Chief Executive Officer

## Statement of Changes in Reserves Year Ended 31 MARCH 2016

*Page 5*

	<u>Capital Reserve \$'000</u>	<u>Capital Fund \$'000</u>	<u>Accumulated Surplus \$'000</u>	<u>Total \$'000</u>
<b>BALANCE AT 1 APRIL 2014</b>	<u>22,324</u>	<u>188,129</u>	<u>( 4,156)</u>	<u>206,297</u>
<b>TOTAL COMPREHENSIVE INCOME:</b>				
Net surplus	-	-	58,791	58,791
Other comprehensive income	<u>-</u>	<u>-</u>	<u>15,042</u>	<u>15,042</u>
	<u>-</u>	<u>-</u>	<u>73,833</u>	<u>73,833</u>
<b>MOVEMENT IN RESERVES:</b>				
Decrease in capital fund	-	( 8,152)	-	( 8,152)
Increase in reserves	30,893	-	-	30,893
Transfer of depreciation on donated assets	<u>(11,555)</u>	<u>-</u>	<u>-</u>	<u>( 11,555)</u>
	<u>19,338</u>	<u>( 8,152)</u>	<u>-</u>	<u>11,186</u>
<b>BALANCE AT 31 MARCH 2015</b>	<u>41,662</u>	<u>179,977</u>	<u>69,677</u>	<u>291,316</u>
<b>TOTAL COMPREHENSIVE INCOME:</b>				
Net surplus	-	-	134,062	134,062
Other comprehensive income	<u>-</u>	<u>-</u>	<u>( 1,896)</u>	<u>( 1,896)</u>
	<u>-</u>	<u>-</u>	<u>132,166</u>	<u>132,166</u>
<b>MOVEMENTS IN RESERVES:</b>				
Decrease in capital fund	-	( 1,843)	-	( 1,843)
Increase in reserves	1,424	-	-	1,424
Transfer of depreciation on donated assets	<u>( 11,565)</u>	<u>-</u>	<u>-</u>	<u>( 11,565)</u>
	<u>( 10,141)</u>	<u>( 1,843)</u>	<u>-</u>	<u>( 11,984)</u>
<b>BALANCE AT 31 MARCH 2016</b>	<u>31,521</u>	<u>178,134</u>	<u>201,843</u>	<u>411,498</u>

## Statement of Cash Flows Year Ended 31 MARCH 2016

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	<u>2016</u> <u>\$'000</u>	<u>2015</u> <u>\$'000</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
Net surplus	134,062	58,791
Items not affecting cash resources:		
Depreciation	20,656	19,241
Release from capital reserve	( 11,565)	( 11,555)
(Gain)/loss on disposal	(     73)	43
	143,080	66,520
Changes in operating assets and liabilities -		
Inventories	( 1,506)	( 1,145)
Receivables	3,643	( 4,895)
Taxation recoverable	( 148)	14,965
Project advances	356,901	( 24,007)
Payables	24,076	( 20,836)
Post-employment benefit asset	( 34,507)	( 24,785)
Cash provided by operating activities	<u>491,539</u>	<u>5,817</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>		
Addition to property, plant and equipment	( 22,745)	( 67,403)
Proceeds from sale of property, plant and equipment	174	-
Cash used in investing activities	<u>( 22,571)</u>	<u>( 67,403)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>		
Net reduction in capital fund	( 1,843)	( 8,152)
Cash used in financing activity	<u>( 1,843)</u>	<u>( 8,152)</u>
<b>NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS</b>	467,125	( 69,738)
Cash and cash equivalents at beginning of year	<u>283,594</u>	<u>353,332</u>
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR (Note 12)</b>	<u>750,719</u>	<u>283,594</u>

1. **STATUS AND PRINCIPAL ACTIVITY:**

The Authority is incorporated in Jamaica under the Rural Agricultural Development Authority Act 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 Industry, Commerce, Agriculture & Fishers. 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. 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) -

##### **New and revised standards, interpretations and amendments to published standards effective in the current year**

Certain new, amended standards and interpretations which became effective during the reporting period had no significant impact on the financial statements.

##### **New standards, amendments and interpretations issued but not yet effective**

**IFRS 9, Financial Instruments, (effective for annual periods beginning on or after 1 January 2018)**, replaces the existing guidance in IAS 39, Financial Instruments: Recognition and Measurement. IFRS 9 includes revised guidance on the classification and measurement of financial assets and liabilities, including a new expected credit loss model for calculating impairment of financial assets and the new general hedge accounting requirements. It also carries forward the guidance on recognition and derecognition of financial instruments from IAS 39. Although the permissible measurement bases for financial assets – amortised cost, fair value through other comprehensive income (FVOCI) and fair value through profit or loss (FVTPL) - are similar to IAS 39, the criteria for classification into the appropriate measurement category are significantly different. IFRS 9 replaces the 'incurred loss' model in IAS 39 with an 'expected credit loss' model, which means that a loss event will no longer need to occur before an impairment allowance is recognized. The Authority is yet to assess IFRS 9's full impact.

**IFRS 15, 'Revenue from Contracts with Customers', (effective for annual periods beginning on or after 1 January 2018)**. It replaces IAS 11 Construction Contracts, IAS 18 Revenue, IFRIC 13 Customer Loyalty Programmes, IFRIC 15 Agreements for the Construction of Real Estate, IFRIC 18 Transfer of Assets from Customers and SIC – 31 Revenue – Barter Transactions involving Advertising Services. The new standard applies to customers. However, it does not apply to insurance contracts, financial instruments or lease contracts, which fall in the scope of other IFRSs. It also does not apply if two companies in the same line of business exchange non-monetary assets to facilitate sales to other parties. Furthermore, if a contract with a customer is partly in the scope of another IFRS, then the guidance on separation and measurement contained in the other IFRS takes precedence. The Authority is assessing the impact of IFRS 15.

**IFRS 16, 'Leases', (effective for annual periods beginning on or after 1 January 2019)**. It replaces IAS 17 Leases, IFRIC 4 Determining whether an arrangement contains a lease, SIC 15 Operating Leases-Incentives and SIC 27 Evaluating the Substance of Transactions involving the Legal Form of a Lease. The new standard eliminates the classification by a lessee of leases as either operating or finance. Instead all leases are treated in a similar way to finance leases in accordance with IAS 17.



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

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

**New standards, amendments and interpretations issued but not yet effective (cont'd).**

**IFRS 16, 'Leases', (effective for annual periods beginning on or after 1 January 2019) (cont'd).** Leases are now recorded in the statement of financial position by recognizing a liability for the present value of its obligation to make future lease payments with an asset (comprised of the amount of the lease liability plus certain other amounts) either being disclosed separately in the statement of financial position (within right-of-use assets) or together with property, plant and equipment. The most significant effect of the new requirements will be an increase in recognized lease assets and financial liabilities. The Authority is assessing the impact of IFRS 16.

There are no other IFRS or IFRIC interpretations that are not effective that would be expected to have a material impact on the Authority's financial statements.

(b) **Donated assets -**

Where an asset is funded by an external donor, the fair value of the assets received is credited to capital reserve; an amount equivalent to the annual depreciation charge on the relevant property, plant and equipment is transferred from capital reserve to the accumulated surplus.

(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 that is 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 annual rates estimated to write off the carrying value of the assets over the period of their expected useful lives. Annual 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 -**

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 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 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 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 surplus or deficit. 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 recognized in surplus or deficit.

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 payables was classified as financial liabilities.

(i) **Inventories -**

Inventories are stated at the lower of cost and net realizable value, cost being determined on the first-in, first-out basis. Net realizable value is the estimate of the 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 and short term deposits with original maturities of 90 days or less, net of bank overdraft.

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

The Authority operates a defined benefit plan, the assets of which are held in a separate trustee-administered fund. The plan is 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
- Unrecognized past service cost; 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 surplus or deficit, and is calculated by applying the discount rate used to measure the defined benefit obligation (asset) at 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 pension scheme benefits or pension curtailment are recognised immediately in surplus or deficit.

Settlements of the defined benefit plan 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 entitlement that are expected to be utilized wholly within 12 months after the end of the reporting period are presented as current liabilities.

(l) **Revenue recognition -**

Revenue comprises the fair value of the consideration received or receivable for the goods or services in the ordinary course of the Authority's activities.

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

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

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.

(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.

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.

(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:

4. **CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (CONT'D):**

(b) **Key sources of estimation uncertainty (cont'd)**

(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 surplus or deficit 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**

	<b>Loans and receivables</b>	
	<b><u>2016</u></b>	<b><u>2015</u></b>
	<b><u>\$'000</u></b>	<b><u>\$'000</u></b>
Cash and cash equivalents	<u>750,719</u>	<u>283,594</u>

**Financial liability**

	<b>Financial liability at at amortised cost</b>	
	<b><u>2016</u></b>	<b><u>2015</u></b>
	<b><u>\$'000</u></b>	<b><u>\$'000</u></b>
Payables	<u>10,705</u>	<u>10,558</u>



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

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

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

Due to their short-term nature, the carrying value of cash and cash equivalents 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 towards 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 cash and cash equivalents in the statement of financial position.

(ii) **Market risk -**

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 rate and will affect the Authority's income or the value of its holdings of financial instruments. 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.

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

## (iv) Financial risk factors (cont'd) -

## (ii) Market risk (cont'd)-

**Concentration of currency risk**

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

	<u>2016</u>		<u>2015</u>	
	<u>J\$'000</u>	<u>'000</u>	<u>J\$'000</u>	<u>'000</u>
Cash and cash equivalents –				
USD	<u>27,789</u>	<u>229</u>	<u>25,946</u>	<u>227</u>
EURO	<u>59,162</u>	<u>427</u>	<u>15,400</u>	<u>118</u>

**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 8% (2015 -10%) depreciation and 1% (2015-1%) appreciation of the Jamaican dollar against the US dollar. The changes below would have no impact on other components of equity.

	<u>% Change in</u>	<u>Effect on</u>	<u>% Change in</u>	<u>Effect on</u>
	<u>2016</u>	<u>2016</u>	<u>2015</u>	<u>2015</u>
		<u>\$'000</u>		<u>\$'000</u>
Currency:				
USD	+8	2,223	+10	2,594
Euro	+8	4,733	+10	1,540
USD	-1	( 278)	-1	( 259)
Euro	<u>-1</u>	<u>( 592)</u>	<u>-1</u>	<u>( 154)</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.

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

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

(ii) **Market risk (cont'd)-**

**Cash flow and fair value interest rate risk (cont'd)**

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

The authority manages its interest rate risk by maintaining an appropriate mix of interest bearing financial assets. The policy also requires it to manage the maturities of interest bearing financial assets.

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.

**Interest rate sensitivity**

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

(iii) **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.

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

The Authority's financial liabilities that would create an exposure to liquidity risk comprise accounts payables which are payable within three months.

(v) **Capital Management -**

The board's policy is to maintain adequate capital to be able to continue to carry out the objectives the authority was formed to achieve. The authority relies on government subventions for resources to support the various programmes undertaken. It also seeks to manage its budget so as to retain adequate surplus.

There were no changes in the authority's approach to capital management during the year.

3. **OTHER INCOME:**

	<u>2016</u> <u>\$'000</u>	<u>2015</u> <u>\$'000</u>
Interest	1,865	2,438
Foreign exchange gain	1,745	175
Gain on disposal	73	-
Surplus from cook book project	465	393
Surplus from community development project (AGI Mart)	311	809
Deficit from Twickham Bammy Project	(3,945)	(1,423)
Administration fees –Farm Road Programme	9,335	-
Appropriation in aid:-		
Duty concession	630	555
Property admin	6,839	5,882
Farmers identification	3,020	2,016
Beach cottage	368	442
Others (referral letters, business plan)	<u>539</u>	<u>328</u>
	<u>21,245</u>	<u>11,615</u>

## 7. PROPERTY, PLANT AND EQUIPMENT:

Computers Building \$'000	Construction In-Progress \$'000	Furniture, and Equipment \$'000	Office		Total \$'000
			cycles,tractors and Vehicles \$'000		
At cost/valuation -					
1 April 2014	24,929	24,192	97,471	89,005	235,597
Additions -	57,225	4,678	5,500	67,403	
Donated assets	92	-	79	30,722	30,893
Transfer 81,417	(81,417)	-	-	-	
Disposal -	-	(30,491)	(15,681)	(46,172)	
At 31 March 2015	106,438	-	71,737	109,546	287,721
Additions -	-	10,396	12,349	22,745	
Donated assets	-	-	24	1,400	1,424
Disposal -	-	(451)	-	(451)	
At 31 March 2016	106,438	-	81,706	123,295	311,439
Depreciation -					
1 April 2014 7,745	-	73,415	69,189	150,349	
Charge for the year	623	-	7,383	11,235	19,241
Eliminated on disposal	-	-	(30,448)	(15,681)	(46,129)
At 31 March 2015	8,368	-	50,350	64,743	123,461
Charge for the year	2,643	-	6,777	11,236	20,656
Eliminated on disposal	-	-	(350)	-	(350)
At 31 March 2016	11,011	-	56,777	75,979	143,767
Net Book Value -					
31 March 2016	95,427	-	24,929	47,316	167,672
31 March 2015	98,070	-	21,387	44,803	164,260

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 1 July 2016 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 members of the plan 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>2016</u> <u>\$'000</u>	<u>2015</u> <u>\$'000</u>
Fair value of plan assets	998,322	772,679
Present value of obligations	(827,083)	(634,051)
Asset in the statement of financial position	<u>171,239</u>	<u>138,628</u>

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

The movement in the defined benefit obligation over the year is as follows:

	<u>2016</u> <u>\$'000</u>	<u>2015</u> <u>\$'000</u>
Beginning of year, as restated	634,051	590,391
Current service cost	22,304	22,060
Interest cost	58,844	56,916
Employee's contribution	31,006	25,436
Benefits paid	( 29,763)	( 27,721)
Experience (gains)/losses	82,522	( 33,031)
Loss from changes in financial assumptions	<u>28,119</u>	<u>-</u>
Balance at end of year	<u>827,083</u>	<u>634,051</u>

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

	<u>2016</u> <u>\$'000</u>	<u>2015</u> <u>\$'000</u>
Balance at beginning of year as restated	772,679	689,192
Employees' contributions	31,006	25,436
Employers' contributions	49,923	41,145
Interest on plan assets	73,632	67,814
Benefits paid	( 29,763)	( 27,721)
Administrative fees	( 7,901)	( 5,197)
Remeasurements of the plan assets	<u>108,746</u>	<u>( 17,990)</u>
Balance at end of year	<u>998,322</u>	<u>772,679</u>

The amounts recognized in the statement of comprehensive income were as follows:

	<u>2016</u> <u>\$'000</u>	<u>2015</u> <u>\$'000</u>
Current service cost	22,304	22,060
Interest cost (net)	(14,788)	(10,897)
Administrative fees	<u>7,901</u>	<u>5,197</u>
Total included in staff costs (Note 18)	<u>15,417</u>	<u>16,360</u>



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

The amount recognized in other comprehensive income were as follows:

	<u>2016</u> <u>\$'000</u>	<u>2015</u> <u>\$'000</u>
Re-measurement of the defined benefit obligation	110,642 (33,032)	
Re-Measurement of plan assets	(108,746)	17,990
Components of defined benefit cost recognized in other comprehensive income	<u>1,896</u>	<u>(15,042)</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>2016</u> <u>\$'000</u>	<u>2015</u> <u>\$'000</u>
Pooled investment fund	296,642	245,526
Pooled equity fund	213,390	107,935
Pooled money market fund	99,870	83,915
Pooled fixed income fund	318,750	273,190
Pooled foreign currency fund	<u>69,670</u>	<u>62,113</u>
	<u>998,322</u>	<u>772,679</u>

The investment managers Guardian Life Limited has reported that the above pooled funds are allocated as follows for 2016.

<u>Assets</u>	<u>Allocation</u>
	%
Real Estate	0.86
Local equities	13.64
Foreign equity	0.53
Bonds	60.79
Cash and short term investment	<u>24.18</u>
	<u>100</u>

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

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% cash and short term investments and 5% real estate.
- Management of interest rate risk through use of government and high-quality corporate Bonds.
- Management of currency risk

The policies are consistent with those in the prior period.

The actual return on plan assets was \$187,294,338 (2015 - \$61,693,935).

Expected employer's contributions for the year ending 31 March 2017 amount to \$49,640,000.

The principal actuarial assumptions used were as follows:

	<b><u>2016</u></b>	<b><u>2015</u></b>
Discount rate	9.0%	9.5%
Future salary increases	6.0%	6.5%
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 - 18.5 years
- Female - 18.5 years

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

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

**Impact on post-employment obligations**

	<b><u>Changes in Assumptions</u></b>	<b><u>Increase in Assumption</u></b>		<b><u>Decrease in Assumption</u></b>	
		<b><u>2016</u></b>	<b><u>2015</u></b>	<b><u>2016</u></b>	<b><u>2015</u></b>
		<b><u>\$'000</u></b>	<b><u>\$'000</u></b>	<b><u>\$'000</u></b>	<b><u>\$'000</u></b>
Discount rate	1%	(126,629)	(93,834)	163,399	120,392
Salary escalation rate	<u>1%</u>	<u>92,271</u>	<u>67,919</u>	<u>(78,432)</u>	<u>(57,826)</u>

The effect on the present value of obligation for an increase of one year in the life expectancy is an increase of approximately \$10.9 million.

9. **INVENTORIES:**

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

10. **RECEIVABLES:**

	<b><u>2016</u></b>	<b><u>2015</u></b>
	<b><u>\$'000</u></b>	<b><u>\$'000</u></b>
Motor vehicle revolving loan scheme	17,766	20,572
Staff revolving loan	14,826	12,230
Other receivables	<u>3,743</u>	<u>7,176</u>
	<b><u>36,335</u></b>	<b><u>39,978</u></b>

11. **TAXATION RECOVERABLE:**

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

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

	<u>2016</u> <u>\$'000</u>	<u>2015</u> <u>\$'000</u>
Parishes:		
Imprest account	338	8
Capital accounts	165,512	78,380
Head office:		
Capital account	15,900	24,059
Current account	509,539	119,912
EU banana account	5,090	15,482
Savings	30,688	23,208
Deposits	<u>23,652</u>	<u>22,545</u>
	<u>750,719</u>	<u>283,594</u>

Included in the above amounts is \$32,243,149 (2015 - \$50,975,787) 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 \$39,947 (2015 - \$93,970). These deposits have an average maturity of 31 days (2015 - 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>2016</u>	<u>2015</u>
Cash at bank – (JA\$ account)	0.85%	2.40%
- (US\$ account)	0.25%	1.00%
- (EURO\$ account)	0.05%	0.35%
Deposits and short term instruments	<u>4.25%</u>	<u>4.05%</u>

12. **CASH AND CASH EQUIVALENT:**

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

	<u>2016</u> <u>\$'000</u>	<u>2015</u> <u>\$'000</u>
Parishes:		
Imprest account	338	8
Capital accounts	165,512	78,380
Head office:		
Capital account	15,900	24,059
Current account	509,539	119,912
EU banana account	5,090	15,482
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Cash at bank – (JA\$ account)	0.85%	2.40%
- (US\$ account)	0.25%	1.00%
- (EURO\$ account)	0.05%	0.35%
Deposits and short term instruments	<u>4.25%</u>	<u>4.05%</u>

15. **PROJECT ADVANCES:**

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

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

	<u>2016</u> <u>\$'000</u>	<u>2015</u> <u>\$'000</u>
Social and Economic Support Programme	777	578
Domestic Agricultural Project	237	237
Production incentive	182,945	72,137
Flood relief	9	9
Drought relief	8,962	26,703
Local Development Programme	2,950	2,913
Constituency development fund	32,243	50,976
Production and productivity	61	78
Farm Road Programme	<u>224,330</u>	<u>-</u>
	<u>452,514</u>	<u>153,631</u>

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

Bauxite Community Redevelopment Project	371	407
International Aided projects	4,839	4,490
Tree Crop Project	100	100
E.U. Banana Project	59,162	15,482
School Garden Programme	177	303
Locally Aid Projects	15,224	18,680
ALBA	92	677
FAO-Projects	<u>849</u>	<u>( 123)</u>
	<u>80,814</u>	<u>40,016</u>

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

Projects	<u>28,380</u>	<u>11,160</u>
	<u>561,708</u>	<u>204,807</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>2016</u> <u>\$'000</u>	<u>2015</u> <u>\$'000</u>
Payables	10,706	10,558
Accrued vacation leave	112,189	99,334
Accrued audit fees	2,253	2,119
Other payables	<u>35,642</u>	<u>24,703</u>
	<u>160,790</u>	<u>136,714</u>

17. **EMOLUMENTS FOR MANAGEMENT STAFF:**

During the year under review the number of management staff amounted to twenty eight (28) (2015 – 26) and the cost associated with total emoluments was \$108.7 million (2015 - \$96.5 million).

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

	<u>2016</u> <u>\$'000</u>	<u>2015</u> <u>\$'000</u>
Wages and salaries – current year	675,273	571,182
- prior year adjustment	-	( 5,425)
Statutory contribution	33,031	28,899
Pension (Note 8)	15,417	16,360
Other staff cost	2,166	2,180
Health insurance	29,233	20,237
Disability insurance	1,382	3,229
Overtime and super allowance	409	345
Gratuity	<u>5,052</u>	<u>2,139</u>
	<u>761,963</u>	<u>639,146</u>

The number of persons employed by the Authority at the end of the year was 609 (2015 - 609).

19. **RELATED PARTY TRANSACTIONS:**

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

	<u>2016</u> <u>\$'000</u>	<u>2015</u> <u>\$'000</u>
Subvention – Government of Jamaica	1,275,921	1,010,895
Key management personnel:		
Short-term employee benefits	108,707	96,533
Directors fee and travelling benefits	<u>5,355</u>	<u>4,720</u>

20. **LITIGATIONS AND CONTINGENT LIABILITIES:**

A suit was filed against the Authority by a former employee for approximately \$36.7 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. **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>
<b><u>DEVELOPMENT EXPENDITURE:</u></b>			
Grants for production incentive for small farmers-			
Area development project	-	1,049	( 1,049)
Training	-	719	( 719)
Agricultural Business Information System (ABIS)	-	51	( 51)
Farm Irrigation/mechanization	-	1	( 1)
Social service/home economics	-	13	( 13)
Forestry -			
Soil survey and conservation	<u>-</u>	<u>10</u>	<u>( 10)</u>
	<u>-</u>	<u>1,843</u>	<u>( 1,843)</u>



## Comparison of Recurrent Income to Budget Year Ended 31 MARCH 2016

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### 22. COMPARISON OF RECURRENT INCOME AND EXPENDITURE BUDGET:

	<b>Revised Estimate of Budget</b>	<b>Actual</b>	<b>Variances</b>
	<u><b>\$'000</b></u>	<u><b>\$'000</b></u>	<u><b>\$'000</b></u>
<b>INCOME:</b>			
Government of Jamaica Subvention	1,269,696	1,275,921	( 6,225)
Other income	<u>9,000</u>	<u>11,636</u>	<u>( 2,636)</u>
	<u><b>1,278,696</b></u>	<u><b>1,287,557</b></u>	<u><b>( 8,861)</b></u>
<b>EXPENSES:</b>			
Salaries, wages and related charges	876,444	761,963	114,481
Public utilities	59,531	40,220	19,311
Motor vehicle maintenance	13,548	12,735	813
General office	12,227	42,434	( 30,207)
Seminars and meetings	28,099	8,749	19,350
Repairs and maintenance	5,500	13,057	( 7,557)
Consultancy	4,000	3,670	330
Bank charges and interest	1,300	1,786	( 486)
Upkeep/travelling and subsistence	250,237	245,281	4,956
Directors' and committee meetings	5,700	4,564	1,136
Rental of building	3,336	1,774	1,562
Security	3,800	3,875	( 75)
Printing and stationery	5,816	9,239	( 3,423)
Audit fee	2,300	2,258	42
Insurance	2,802	2,146	656
Legal and professional fee	1,000	262	738
Advertising and promotions	<u>3,056</u>	<u>-</u>	<u>3,056</u>
	<u><b>1,278,696</b></u>	<u><b>1,154,013</b></u>	<u><b>124,683</b></u>



**Oh... that Finish Line...at last!**  
The race is not for the swift it's for those who can endure it to the end

# DIRECTORY

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### St. James Parish Office

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### Trelawny Parish Office

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