



ANNUAL REPORT

2011 - 2012



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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BOARD OF DIRECTORS

During the period under review, the Board of RADA experienced changes in line with protocol which dictates that all Board resign when there is a change in Minister. Consequent on the appointment of Robert Montigue as Minister of Agriculture in October 2011 there was a change in the Board of Directors. Further as a result of the change in administration after the December 2011 General Elections the membership of the RADA Board again changed.

BOARD OF DIRECTORS FEBRUARY 2010—SEPTEMBER 2011, OCTOBER 2011—FEBRUARY 2012 and MARCH 2012—FEBRUARY 2014

FEBRUARY 8, 2010 — SEPTEMBER 30, 2011	OCTOBER 10, 2011 — FEBRUARY 28, 2012	MARCH 1, 2012 — FEBRUARY 28, 2014
Patrick Lawrence - Chairman	Mr. Novel Quest - Chairman	Dr. Densil Williams - Chairman
Alvin Murray - Depty Chairman	Mr. Richard Khouri - Depty Chairman	Dr. Andre Gordon – Depty Chairman
Major Johnathan Lamey	Major Johnathan Lamey	Major Johnathan Lamey
Mr. Egbert Miller	Mr. Egbert Miller	Mrs. Linette Vassell
Mr. Patrick McIntosh	Mr. Patrick McIntosh	Mr. Douglas Walker
Dr. Charles Douglas	Dr. Charles Douglas	Mr. Lenworth Fulton
Dr. Marc Panton	Dr. Marc Panton	Mr. Gary Coulton
Ms. Annette Henry	Ms. Annette Henry	Mr. David Thwaites
Mr. Novel Quest	Mr. Dennis Wright	Mr. Evon Redman
Mr. Richard Khouri	Mr. Mickey Crawford	Mr. Glendon Harris
Mr. Donovan Chen See	Dr. Devon Bennett	Mr. Don McGlashan
Mr. Oliver Nembhard	Ms. Glenette Sinclair	Ms. Andrea Anderson
Mr. Danville Walker		
Dr. David Lowe		
Mr. Ian Murray		

Board MEMBERS



BOARD MEMBERS
Mr. Novel Quest (Chairman,
National Board of Directors)
and Ms. Annette Henry
(board member).

National Board of DIRECTORS



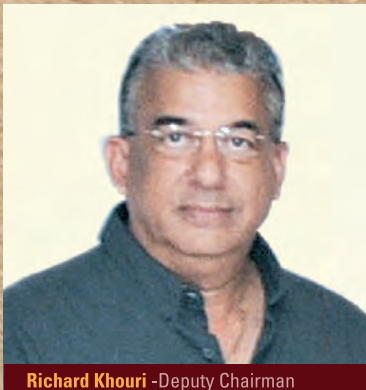
Novel Quest -Chairman



Annette Henry



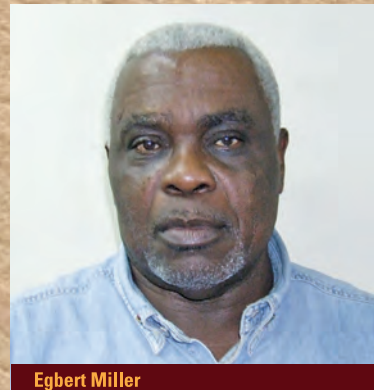
Dr. Marc Panton



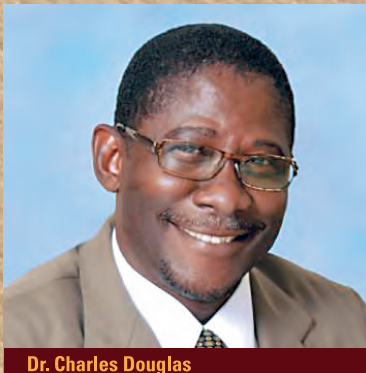
Richard Khouri -Deputy Chairman



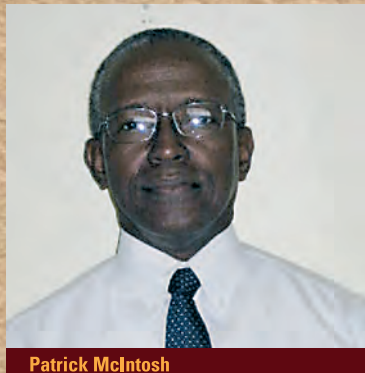
Glenette Sinclair



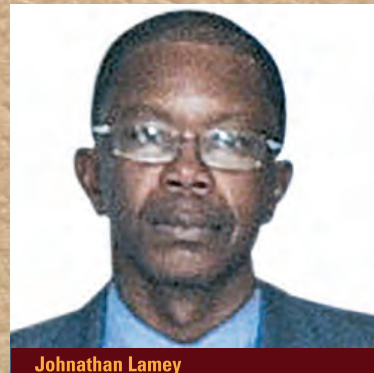
Egbert Miller



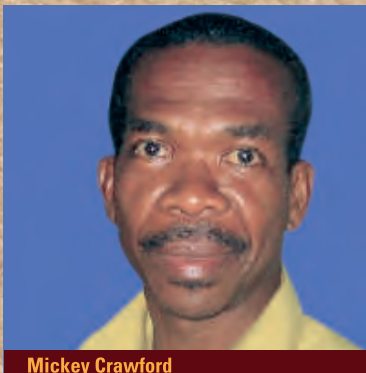
Dr. Charles Douglas



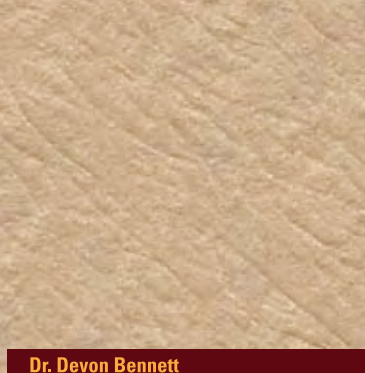
Patrick McIntosh



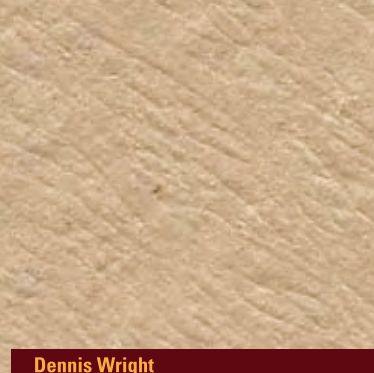
Johnathan Lamey



Mickey Crawford



Dr. Devon Bennett



Dennis Wright

Message from the BOARD



The year 2011 is outstanding in the Authority's history owing to significant achievements towards its mandate to develop the Agricultural sector, improve rural life and transform the role and contribution of the sector to national development.

These outcomes resulted through the judicious execution of RADA'S Strategic Plan some of which were:

1. An 18% increase in domestic food crop production moving from 500,304 tonnes to 592,018 tonnes in 2011.
2. Delivery of Technical Training to over 65,000 farmers through conventional and technology based training protocols
3. Development and execution of foundational initiatives to revive the livestock sector with interagency support and the implementation of

4. externally funded livestock improvement projects
4. A return to the fundamentals of the Social Services/Home Economics programme resulting in the formation of over 90 groups comprised mainly of women and youth many of whom were unemployed
5. Improvement in the technical capabilities of over 330 Producer Marketing Organization (PMO) groups and the consolidation of their role in the development process.

The period also saw successful interventions in Crop Care, Land Husbandry, Tillage Services, Market Intelligence Services and in Agriculture Disaster Risk Management. RADA's consistently high standard participation in shows and exhibitions such as Denbigh also further served to positively cement the organization's contribution to agriculture.

Against the background of serious financial and other challenges performances in areas such as the Fruit Tree Crop Project was less than expected. This reality should be used as the compass for the execution of effective strategies to correct such deficiencies in the coming years.

On behalf of the Board of Directors I wish to commend once again the dedicated and highly innovative staff of RADA. The participating agencies and other stakeholders must also be recognized as well as the hard working Parish Advisory Boards for their contribution to a very successful year. ■

A handwritten signature in black ink, appearing to read 'Novel Quest', written over a horizontal line.

Novel Quest
Chairman
RADA National Board



The year under review was noticeably different from the three previous years in terms of weather related production disruptions. Production friendly weather persisted for the most part and so farmers were able to concentrate their efforts upon expansionary activities rather than upon recovery and rehabilitation which have become a familiar pattern for the last few years

Weather stability coupled with farmer receptivity to the performance objective of the range of programmes and special projects that were implemented on their behalf were the significant contributory factors that accounted for the 18% increase in production for 2011 when compared to 2010. Output for domestic food crop in nominal terms was 592,018 tonnes compared to 500,304 tonnes for 2010.

Technology transfer was one of the main features of all extension delivery programmes and in this regard over 60,000 farmers were impacted directly through on farm interventions and by way of text messages of a technical nature. Countless others were also reached through mass media releases, the RADA website and through promotional and publicity exercises both and the parish and national levels.

Tractor services although not as buoyant as when it was first reintroduce was nonetheless eagerly sought after by farmers and did impact the productivity of over 1,200 of them cultivating just under a thousand hectares. Marketing inventions also had a telling impact upon the domestic food crop producing sector in areas of marketing intelligence, farm credit, bulk buying and storage and the forging of production marketing linkages which benefitted over 6,500 farmers who were able market their crops with a fair level of assurance as far as pricing was concerned.

In the area of livestock production there was strong emphasis upon information dissemination, herd and pasture improvement, in the care and management of animals. These interventions were made possible through substantial interagency support and the implementation of various livestock improvement projects funded by sources external to the Authority.

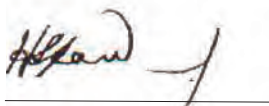
Extension deliver also encompassed the Social Services/Home Economics Programme which in essence targeted community groups for specialized training in Agricultural and farm family related disciplines. The Social Services/Home Economics Unit was instrumental in the formation of over 90 groups consisting mainly of women and youths. Emphasis was placed on their empowerment through the provision of knowledge and enabling skills that were essential to the

EXECUTIVE Summary contd.

social, economic and intellectual well-being. In furtherance of these outcomes the unit conducted over 900 practical and theoretical training sessions for the membership of these groups in areas related to diet and nutrition, family life education, resource utilization, value added production, small business operation and to the creation of employment opportunities.

We are wished to state at this point range, breadth and depth of the Authority's enabling interventions would have been considerably reduced had it not been for the level of support that was received from donor-agencies and inter-agency partners and in this regard we wish to express our appreciation to all of them for the role they have collectively played in the strengthening of our capabilities in the area of service delivery.

Although there is always room for improvement we are of the view that in an overall sense the year under review was a satisfying one for the Authority in terms of extension delivery, farmer impact and production performance. In terms of staff development much was done to improve their operational capabilities both in the technical and non-technical areas. There is however, no denying that internal resource constraints was a factor with which we had to contend but these at no time proved to be overwhelming as the Authority was able to access additional resources on a regular basis through partnership engagements with other agencies connected to rural development. ■



Harold Spaulding
Chief Executive Officer
RADA



Lenworth Taylor Marketing Specialist conducts training in selection and grading of Irish potato.



DONOR AGENCIES AND INTER-AGENCIES SUPPORT: collaborations and support from inter-agency partners and donor agencies collectively, strengthened the Authority's capacity in service delivery.



FARMER TRAINING:
Farmer Field School
training session

FARMER TRAINING

One of the prerequisites for farmer productivity and production sustainability is the timely application of best practices at all critical stages along the production value chain. The Authority recognizing the centrality of technical know-how to the attainment of these outcomes was relentless in its effort to transfer to farmers the knowledge and skills that they required to enhance their production capability and operational efficiency.

Information to farmers was disseminated both directly and indirectly. Direct interventions were primarily by way of workshops, seminars, on-farm demonstrations and field visits. Over 65,000 farmers were impacted in a technical way by these interventions. Extension coverage however went far beyond this number of farmers as countless others also benefitted indirectly from extension messages that were transmitted by way of text messages, RADA website, mass media releases and technical publications.

Achievements

Training Interventions took place in all 98 extension areas into which the island is divided. The following is a summary of the achievements:

- Group farmer training sessions conducted - 3,850
- Individual farm visits - 45,300
- No. of farmers trained - 65,000
- No. of demonstration plots - 64

48,000 farmers were exposed to technical training in at least one of the following areas:

- Protected Agriculture
- Nursery Production
- Crop Nutrition
- Orchard Crop Production
- Marketing
- Disaster Risk Management
- Integrated Pest Management
- Land Husbandry
- Livestock Production
- Record Keeping
- Apiculture
- Post-Harvest Management
- Farm Planning
- Irrigation & Water Management
- Plant Health and Food Safety ■



Farmer training activities



CROP CARE MEASURES:

L-R Mr. Neville Morgan, Parish Agricultural Manger, RADA, St. Elizabeth, Mrs. Marina Young, Senior Director, Technology, Training and Technical Information division, RADA and Mrs. Michelle Sherwood, R&D (partially hidden), Mr. Andre Gordon, Deputy Chairman, RADA national Board listen to Mr. Derrick Lee, a farmer from Comma Pen, St. Elizabeth explaining how to use pheromone traps for the monitoring of the Beet Armyworm on scallion.

The central focus of this programme is the building of awareness with respect to Plant Health and Food Safety and the promotion and encouragement of best practices for the containment/suppression of pests and diseases that adversely affected production and saleability of crops. In furtherance of these outcomes an integrated series of on and off farm activities were undertaken with the following broad objectives:

- To increase crop productivity and enhance production sustainability through improved integrated crop/pest management.
- To meet global trade requirements through improved phytosanitary and food safety standards on farms.
- To promote health and environmental well-being through improved management of the eco-system and in the use of agricultural pesticides.
- To protect local agriculture from recently introduced exotic pests through the development and implementation of national pest management and action plans.
- To foster collaboration with related agencies for the efficient and cost effective delivery of services.
- To ensure that the farming community and the general public receive information on pest outbreaks and strategies for containment/suppression. ■

Achievement highlights

Activities	Specific Objectives	Targets	Achievements
Pest Surveillance	To investigate and track plant pests of local and quarantine importance and provide technical advice for their containment/suppression.	20,000 visits	20,919
Pest Surveillance	To monitor use of pesticides on the farms and to encourage compliance with safety standards.	20,000 visits	27,500
Farm Inspections	To ensure conformity with global trade requirements to improve sanitary/phytosanitary food safety practices.	20,000 visits	26,297
Demonstration & Validation Plots	To reinforce extension messages through on-farm practices that validate the methods promoted and results anticipated.	7	21
Farmer Training Sessions	To improve the operational capabilities of farmers through the application of best practices.	600	518
Staff Training Sessions	To increase awareness and operational capabilities of extension officers in matters relating to pest and disease recognition, management, proper use of pesticides and food safety.	5	18
Publications	To provide reliable and up to date information on the best pest/pesticide management strategies.	7	18



Surveillance and monitoring of beet army worm.



WOODEN TRASH BARRIER:
a land husbandry methodology used on slopes to prevent soil erosion.

LAND HUSBANDRY

The promotion of sustainable agricultural production is one of the central tenets of Authority's extension delivery programme. The attainment of this outcome has however been quite elusive particularly in the watershed areas owing to a combination of factors which caused farmers to be tardy in the application of best practices on their farms. In light of this reality, the Authority made a conscious effort to direct most of its land husbandry interventions at watershed areas.

This was done partly with a view to stimulate awareness with respect to the detrimental effects that inappropriate land use practices were having on productivity and livelihood preservation. Interventions in these areas were also carried out to demonstrate appropriate but inexpensive soil treatments that would preserve soil fertility and enhance production and livelihood sustainability within the targeted areas.

Soil treatments and best practices that were emphasized including the following: check dams, alley cropping, mulching, and agro-forestry planting along contours, the usage of vegetative barriers, stone barriers, minimum tillage, and individual basins. ■

Achievement Highlights

Soil Treatments	Achievements
Agronomic Methods <ul style="list-style-type: none"> • Mulching • Cover Cropping • Vegetative Barriers • Contour Cultivation • Ally Cropping 	4,150 ha. treated
Structural Methods <ul style="list-style-type: none"> • Individual Basins • Gully Plugs • Diversion Ditches • Stone Barriers 	140,000 m treated
Soil Fertility Management <ul style="list-style-type: none"> • Minimum Tillage • Crop Rotation • Organic Manuring 	4,000 ha. treated
Training Sessions No. of farmers	350 3,580



Pineapple barriers.



Stone barrier.



Minimum tillage.



FARMERS' MARKET: Fruits, vegetables and ground provisions being sold in the Farmers' held on the grounds of the Ministry of Agriculture and Fisheries playfield, Hope Gardens, St. Andrew.

The centrality of the marketing extension services in the provision of marketing intelligence to farmers and other key stakeholders in the promotion of market driven production cannot be overstated. The Unit constantly explored ways and pursued strategies that caused the major players linked to the production and marketing of selected crops to operate within a framework of information sharing and mutual trust.

This of course was a challenging undertaking given the years of mutual distrust between the players. Substantial progress was however made with respect to the production and marketing of Irish potato, ginger, turmeric and onion.

Specific Interventions of the Marketing Unit:

1. The collection, verification and publishing of information on produce availability and forecast on the Jamaica Agricultural Management Information System (JAMIS) Web based platform. The primary users of the information were farmers, processors, wholesalers, retailers, exporters and consumers.
2. Facilitated the bulk buying and storage of Irish potato during peak production periods, and by so doing protected growers against the suppression of crop prices below a certain threshold that would have caused returns to be less than the cost of production.
3. The forging of linkages between farmers and buyers that caused the movement of 2,697 metric tons of produce valued approximately \$267M. 6,655 farmers benefitted from this intervention.
4. Conducting of 233 farmer training sessions including post-harvest training that caused handling losses for many crops to be significantly reduced. Post-harvest losses for Irish potato, for example declined by as much as 50% in some areas. Over 3,800 farmers benefitted from postharvest training during the reporting period.
5. Funding for Irish potato production: through the instrumentality of the marketing unit the National PC Bank pledged block funding to support the production of the next potato crop. ■



Above:
Training session in the selection and grading of Irish potato.

Below:
Graded Irish potato stacked in crates .



LAND TILLAGE:
Land preparation under the RADA
Tractor Service Programme.

TILLAGE SERVICE

This service was reintroduced in 2009 to provide farmers with increased access to land preparation services at rates that were reasonable but sufficient to cover the cost of ongoing maintenance and replacement of the tractors over ten (10) years.

Twelve (12) rubber-wheeled tractors were originally acquired and distributed to all the parishes except in St. Andrew but owing to the increase in demand for the service an additional four (4) tractors were added to the fleet in 2011.

The service although eagerly sought after by farmers is not as robust as was expected owing to frequent breakdowns, lengthy downtime and high maintenance cost. Tillage rates offered to registered farmers are 80% of market rate, and this has adversely impacted income generation and profitability and by extension the delivery of the service.

Achievements

Land preparation	-	939.8 hectares
No. of farmers	-	1,249
Amount collected	-	\$14,390.00
Expenditure	-	\$13,372.00



LAND PREPARATION:
Registered farmers had access to tillage service at 80% market rates.



DOMESTIC FOODS:
Increased production of
a variety of locally produced
crops.

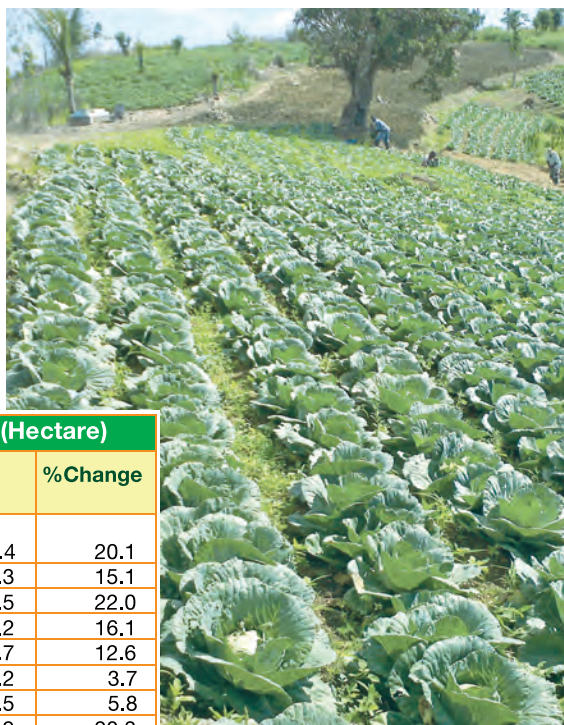
DOMESTIC FOOD CROP Production

Domestic Crop Production for 2011 continued the upward trend that has been observed over the past three (3) years. Production for the current year when compared to that of the year before showed an increase of 18.3%. In nominal terms production for 2011 was 592,108 tonnes compared to 500,304 tonnes for 2010.

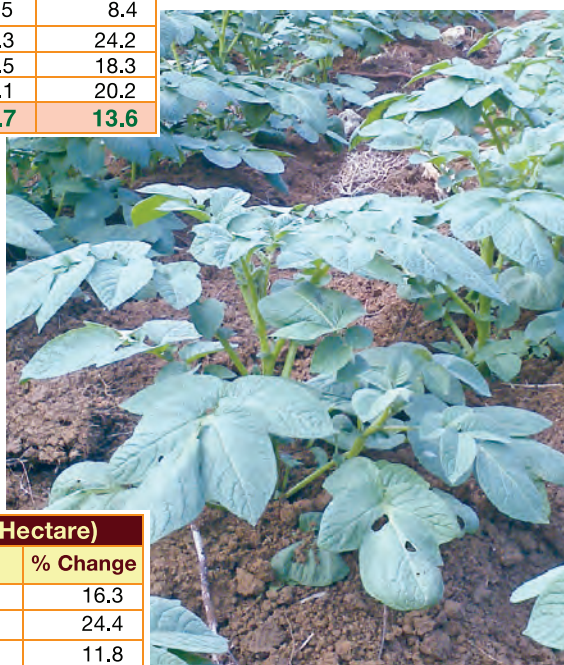
Performance by Parish

Crop production interventions took place in all 98 extension areas into which the island is divided. The following is a summary of the achievements:

Parishes	Production (Tonnage)			Area Reaped (Hectare)		
	2011	2010	% Change	2011	2010	% Change
Kingston & St. Andrew	11199.1	8607.2	30.1	837.9	697.4	20.1
St. Thomas	16882.7	13642.3	23.8	1262.1	1096.3	15.1
Portland	33414.5	28130.5	18.8	1916.7	1571.5	22.0
St. Mary	26309.5	22441.2	17.2	1427.7	1229.2	16.1
St. Ann	54796.5	44256.6	23.8	3498.0	3105.7	12.6
Trelawny	84161.4	83901.9	0.3	6026.1	5813.2	3.7
St. James	20742.3	19428.2	6.8	1371.0	1295.5	5.8
Hanover	18000.4	14857.3	21.2	1312.7	1090.9	20.3
Westmoreland	39281.0	31864.9	23.3	3071.7	2595.6	18.3
St. Elizabeth	115650.3	96419.7	19.9	10989.4	10136.5	8.4
Manchester	107468.2	84824.7	26.7	7047.6	5674.3	24.2
Clarendon	44081.5	3611.2	22.1	3018.7	2551.5	18.3
St. Catherine	20120.7	15818.7	27.2	1376.4	1145.1	20.2
Total	592108.1	500304.3	18.3	43156.0	38002.7	13.6



Cabbage production.



Irish potato production.

Performance by Crop Group

Vegetables, yams and potatoes accounted for over 70% of the overall production with vegetables being the best performing crop group, contributing approximately 38% to overall production for 2011. All crop groups recorded increases excepting yams with declined marginally by 1.6%.

The outstanding production performance for 2011 was mainly attributable to favorable weather and the impact of the Authority's enabling interventions under the range of programmes and special projects highlighted elsewhere in this report. ■

Crop Group	Production (Tonnage)			Area Reaped (Hectare)		
	2011	2010	% Change	2011	2010	% Change
Legumes	5091.4	3930.3	29.5	4187.5	3600.7	16.3
Vegetables	223545.2	165456.8	35.1	14073.5	11317.6	24.4
Condiments	44712.0	34705.7	28.8	3552.3	3176.5	11.8
Fruits	38741.9	38001.7	1.9	2268.6	2281.6	-0.6
Cereals	2968.0	2626.4	13.0	2292.2	2072.6	10.6
Plantains	35334.8	29826.4	18.5	1812.2	1583.9	14.4
Potatoes	57423.9	45734.2	25.6	3327.8	2910.3	14.3
Yams	134619.7	136785.0	-1.6	8323.0	8136.5	2.3
Other Tubers	48458.7	42180.8	14.9	2602.2	2313.1	12.5
Sorrel	1212.4	1057.1	14.7	716.7	609.9	17.5
Total	592108.1	500304.3	18.3	43156.0	38002.7	13.6



FEED TIME:
Jamaica Hope cattle being fed
at the trough by a handler.

LIVESTOCK PRODUCTION

The resurgence of interest in commercial livestock production particularly among small scale producers is functionally linked to the renewed impetus in the Authority with respect to the delivery of extension services to the livestock producing subsector. Since the reintroduction of livestock officers into the service after a break of almost 15 years, livestock farmers again begin to benefit on a regular basis from the technical interventions of officers specifically trained in livestock production and who have been able to transmit the requisite knowledge and skills for growth and development of the subsector.

Service delivery during the period was substantially enhanced through the synergies that derived from collaborative work with a number of organizations involved in rural development. Several livestock improvement projects were accordingly implemented through partnership engagements and these have helped to stimulate growth within the subsector particularly with respect to small stock production. These projects placed particular emphasis upon farmer training, herd improvement, pasture and infrastructural upgrading, as well as upon the care and management of animals. ■

Achievement Highlights

Activities	Targets	Achievements
Development of Livestock bulletins	8	4
Development of posters on good agricultural practices	4	2
Farmer Training		
Training of farmers in good agricultural practices		
No. of farmers trained	8000	8133
No. of sessions	300	288
No. of farm visits	6500	11,000
Development of proposals for community projects	7	6
Staff Training		
Technical training sessions for Livestock Extension Officers		
No. of sessions	16	10
Technical monitoring of apiculture and livestock projects in poultry, pigs, goats and cattle production.		
No. of projects	60	68
No. of farmers	1500	1647
Market interventions	50	20
Inter-agency committee meetings	13	24
Agricultural and Educational shows	8	8



Feeding poultry.



VALUE ADDED:
Preparation of foods for School Feeding
Programme under the Jamaica Emergency
Employment Programme (JEEP).

SOCIAL SERVICES /HOME ECONOMICS Programme

The Social Services/Home Economics Unit continued its efforts to help farm families and by extension farming communities to improve their quality of life. Community groups and individuals, especially women and youth benefited from the various activities and interventions in family life education, personal development, home management and employment creation through a number of individual and or group based micro-enterprises. ■

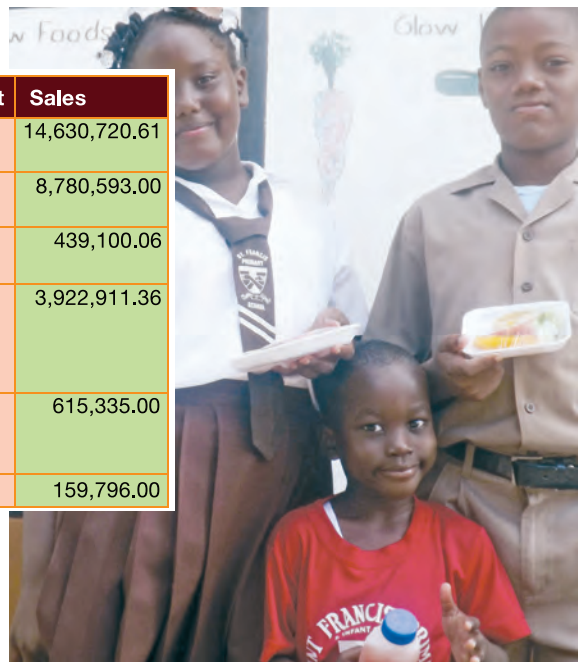
Targets and Achievements

Activities	Targets	Achievements
Groups serviced	78	91
Training sessions	1,300	902
Home visits	1,300	1,059
Home Gardens established	650	392
Food promotion sessions	26	115
Consumer education sessions	13	57



Income Generating Enterprises

Parish	Enterprise	Major Products	Employment	Sales
St. Catherine	RADA Twickenham Industry	Bammies, Pancake mix, Fruit syrups etc.	22	14,630,720.61
St. James	Flour Hill Producers Cooperative	Bammies of various sizes	13	8,780,593.00
Hanover	RADA - Hanover Chips	Chips	3	439,100.06
St. Andrew	Agr-Mart RADA CDP Outlet	Processed foods, craft, household items, plants & agriculture inputs (stocks purchased)	3	3,922,911.36
St. Mary	Haywood Hall Fort George Beekeeping	Eggs Honey, wax	15	615,335.00
Portland	Skibo Beekeeping	Honey	3	159,796.00



JEEP SCHOOL FEEDING PROGRAMME:
The Social Services/ Home Economic Unit facilitated the school feeding component under the JEEP programme where bottled juices and fruit packages were produced and distributed to specified schools.



NET WORKING:
Dissemination of information by extension staff to farmers via mobile devices.

INFORMATION & COMMUNICATION TECHNOLOGY

The following were the main ICT initiatives for the reporting period:

- The development and implementation of a standardized reporting system for projects and programmes.
- The development of a framework for Lifelong Learning for farmers L3F.
- The development of a platform for distance learning.

Substantial effort and resources were dedicated to the development and implementation of a standardized reporting system to streamline extension activity reporting. This web based facility, a component of Agro Business Information System (ABIS) will provide the organization with the capability to produce progress report and programmes and projects whenever the need arises.

Mobile learning which was one components of L3F, and was well supported by the Commonwealth of Learning Programme in terms of funding and technical assistance. This initiative was welcomed by farmers as it provided them with voice and text technical advice and alerts directly to their mobile phones which in essence kept them in contact with extension advice even without the physical presence of extension officers. The mobile alerts were most helpful to them in the application of mitigation measures particularly during periods of pests' outbreaks and adverse weather.

In an effort to further enhance the use of ICT in the extension services, the ICT Unit played an integral role in the operationalization of a distance learning project for extension officers. The aim of the project was to incorporate the use of technology in the delivery of the Extension Officers' Recertification Programme. The initial stage of the intervention focused on the production of course content on multi-media through which the officers could become engaged in self-directed learning. ■



COLLABORATION:
Mr. Phillip Chung, Senior Director — Technology, Training & Technical Information Division (second top L-R) and Mr. Brad Clarke, Manager — Information & Communication Technology (fifth top L-R) participating in a female goat herders meeting in India.



DATA COLLECTION:
ABIS is the repository of information on farmers
and their agricultural enterprises.

AGRICULTURAL BUSINESS INFORMATION SYSTEM (ABIS)

The Agricultural Business Information System is a web based system developed by the Authority as a repository of information on farmers and their agricultural enterprises. It consists of the following module /sub-systems.

Registration Module – to retain / maintain personal information on farmers as well as to provide information on crops, livestock and agricultural production, markets and stakeholders to support the business of agriculture.

Estimated Crop Production Sub-system – ABIS was upgraded to accommodate the entry of crop production data from Extension Officers. This sub-system of ABIS is now fully developed and has provided authorized users within the Authority and elsewhere with internet access through ABIS to the monthly provisional estimate of domestic crop production posted into the system by Extension Officers island-wide.

Receipt Book Management Sub-system – This facility supports the Praedial Larceny Prevention Programme (PLPP) which is jointly administered by the Jamaica Agricultural Society (JAS) and the Jamaica Constabulary Force (JCF).

The Praedial Larceny Prevention Programme was re-launched by the Minister of Agriculture & Fisheries during the reporting period. Members of the JCF have since been sensitized in the use of the Receipt Book Management System which is linked to ABIS. JCF members have been given access to the ABIS system through their control centres and are now able to use the farmer registration records in the system to cross reference purchase receipts supposedly issued by farmers to produce traders. This cross referencing ability of the police will put them in a better position to assist in the fight against praedial larceny.

Extension Activity Services Management System (EASMS) – This Sub-system allows for the recording of detailed information on each project/programme under implementation and facilitates performance tracking and the preparation of progress reports at whatever frequency is desired.

Farmer Registration and Verification – This is an ongoing exercise which is routinely carried out by Extension Officers. Farmers are encouraged to register with the ABIS to guarantee their access to the extension delivery services and also to benefit from reduced rates in instances where there is a charge for services.

Farmers registered to date - 152,916
Farmers verified to date - 139,607

Farmers ID produced to date - 75,181

The Authority collaborated with the Electoral Office of Jamaica for the production of farmer ID cards for onward distribution to farmers by Extension Officers. The cards were produced at no cost to the farmers but at a cost to the Authority. ■



Extension staff collecting on-farm data via mobile devices for ABIS database.



STAFF TRAINING:
A typical scene from one of the various ongoing, on the job training sessions for technical and non-technical officers.

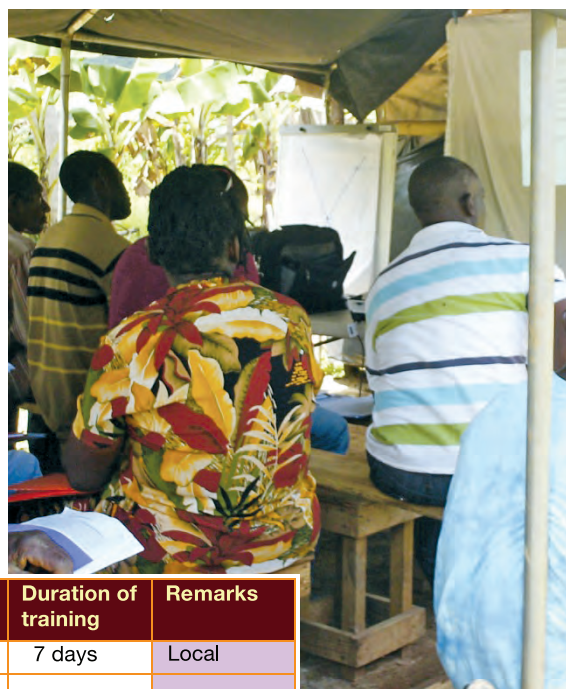
HUMAN RESOURCE MANAGEMENT & Administration

The Authority has long recognized that staff development is a necessary precursor for operational efficiency and customer satisfaction in service delivery. The attainment of these two (2) outcomes were among the compelling reasons for the range of interventions that were undertaken with a view to institutional strengthening and job enrichment.

Included among the initiatives were: job rotation, ongoing appraisal, succession planning and on the job training for both technical and non-technical officers. The overriding purpose behind all interventions was to ensure best practices at all operational levels and also to ensure that officers, particularly those poised for career advancement were constantly kept in a state of preparedness to assume greater responsibility whenever the opportunity arises.

The following categories of officer were trained in areas identified during the reporting period:

Staff Category	No. of Officers	Type of Training	Duration of training	Remarks
Finance & Accounts	15	Government Accounting	7 days	Local
Human Resource Management & Administration	2	B.Sc. Human Resource Management & Finance	3 years	Local
Planning	1	Green Economic Policy	10 days	China
Social Services/Home Economics	2	Agricultural Production Food Systems Management	2 years	Local
Secretarial	4	Administrative Management	3 months	Local
Extension Officer	1	Supervisory Management	12 weeks	local
Extension Officer		Rice Production	3 months	China
Technical Specialists	2	PhD. Organizational Behaviour PhD. in Botany	5 years	Local
Technical Specialists	1	Plant Health & Food Safety	2 days	Barbados
Technical Specialists	1	Value Chain Analysis	5 days	Ethiopia
Technical Specialists	1	USAID Environmental Management	5 days	Local
Agricultural Assistants	6	A.Sc. Degree General Agriculture	2 years	Local



TURMERIC PRODUCTION
Extension staff being trained in turmeric production.





PORTLAND OPEN DAY 2011
A sectional view of the patrons attending the expo.

AGRICULTURAL SHOWS & Exhibition

Promotion and publicity were an integral component of extension activities during the period under review. Agricultural shows and exhibitions and office open days were but two of the promotional methods relied upon in furtherance of coverage expansion, image building and visibility enhancement. The use of parish level office open days and national level exhibitions to promote the Authority's range of services to mass audiences were quite successful in terms of public participation, level of interest, queries, and feedback.

These occasions were also used to highlight trends and opportunities in agriculture, best practices, and inter-agency collaboration and to stimulate public interest in agriculture and in the contribution of the sector to national growth and development.

The shows of greatest significance in terms of coverage, mass appeal, attendance and feedback were staged in Clarendon, Trelawny, St. James, St. Andrew and St. Thomas. Displays mounted and information presented highlighted the following:

- Tree Crop Production
- Nursery Production
- Greenhouse Production
- High quality fresh agricultural produce
- Soil Conservation treatments and watershed preservation
- Packaging of fresh produce for export and local
- Value added production
- Livestock Production and Management
- Organic farming
- Safety measures for pesticide use
- Apiculture
- Agri-business Information System
- Agricultural Disaster Risk Management
- Farm Management
- Careers in Agriculture ■



Brenda Green, Social Services/ Home Economics officer in dialogue with students at a health fair in Emancipation Park.



A scene from Denbigh 2012 Agricultural & Industrial Show.



GUAVA
A closeup view of a guava tree.

FRUIT TREE CROP Project

This project places strong emphasis upon commercial production of fruits in orchard. The ultimate goal being to increase the supply of fruits to levels that will satisfy the demand from processors and the fresh markets.

The establishment of new orchards is one of the components of the project but budgetary constraints during the past three years have adversely impacted the delivery of inputs and consequently only a few new orchards were established during the reporting period. Project emphasis were therefore on farmer training in the care, management and rehabilitation of existing orchards with a view to increasing crop productivity.

The production incentives delivered under the project and the crops targeted were as follows:

Production Incentives: plants, tools and equipment and technical advice.

Tree Crops Targeted: ackee, avocado, breadfruit, cashew, guava, jackfruit, june plum, mango, naseberry, soursop. ■

Achievement Highlights

Activities	Target	Achievements
Seedling distribution	36,000	9,500
Hectares established	150 ha	40 ha
Number of farmers	350	321
Number of trees resuscitated	500	344
Number of training sessions	13	20
Number of farmers trained	400	386



Ackee tree.



Soursop fruits.



Naseberry fruits.

Improving Jamaica's Agricultural Productivity Project (IJAPP)

This project commenced in October 2008 and ended March 2012 and was funded by the Canadian International Development Agency (CIDA) and the Government of Jamaica. The project had two main components namely, greenhouse production and modern marine fisheries and technology and was implemented to improve the productivity of Jamaican farmers and fisher folks through the application of greenhouse technology and sound environmental management practices in small scale marine fisheries.

Greenhouse Component

The Authority was designated by the Ministry of Agriculture & Fisheries as the implementing agency for this component which was funded as follows:

CIDA's contribution	-	CAN\$2M (J\$142,326,494)
GOJ's contribution	-	\$47,982,554
Total		\$190,309,048

Project Deliverables:

- Construction of commercial greenhouses
- Construction of post-harvest and packaging facilities
- Technology Transfer
- Crop Research for greenhouse production. ■

Achievement Highlights

Targets	Achievements
Greenhouse construction – 40	Forty (40) 3000 sq.ft greenhouses constructed in two (2) clusters - one (1) in St. Elizabeth and the other in Manchester and adjoining districts in St. Ann, Trelawny and Clarendon. Greenhouse production was increased by 68% between 2008 and 2010. This growth can be attributed to the promotion of the technology by the IJAP project as well as increases in productivity which resulted from the training of over 90% of all greenhouse growers and extension officers.
Construction of research greenhouses - 4	Four (4) mini greenhouses established on research stations at Bodles (2), Montpelier (1) and Orange River (1). Crop research was conducted on ginger, cantaloupe, tomatoes, bell peppers and lettuce and Tech packs developed.
Two (2) Post-harvest refrigerated packing facilities.	Two (2) refrigerated post-harvest and packing facilities completed in Hounslow, St. Elizabeth and Coleyville, Manchester. Over 30 farmers contracted to supply these facilities with selected crops at guaranteed prices.
Technical Training <ul style="list-style-type: none"> • Farmers • Research Officers • Extension Officers • Publications 	Farmers trained - 120 Research Officers - 14 Extension Officers - 105 Jamaican greenhouse design manual. Training video on disaster mitigation. Technical leaflets on crop nutrition and nursery management.

EUROPEAN UNION FOOD FACILITY Project (EUFF)

This project was completed at a cost of approximately 5.8M Euro and was implemented over two (2) years. The main goal was the reduction of poverty and the enhancement of food security for vulnerable groups in both rural and urban areas.

The project had the following fourteen components:

1. Root and Tuber Production
2. Greenhouse Nursery Production
3. Farm Machinery
4. Backyard Gardening
5. Fertilizer Scheme
6. Strengthening Data Collection Systems
7. Rice Production
8. Small Scale Irrigation
9. Organic Farming
10. Small Livestock Production – New Entrants
11. Small Livestock Production – Existing Farmers
12. Tissue Culture Production
13. Food Promotion – Local Produce Consumption
14. Packaging & Postharvest Facilities

Expected Outcomes: Improvements in agricultural productivity, increase in the production and use of locally grown food crops, increase market driven small livestock production, and the strengthening of the policy framework and strategies to build productive capacity within the agriculture sector.

The Authority was given responsibility for implementation of the first six (6) components.

Achievement Highlights

Components	Targets	Achievements to Date
Fertilizer Programme	Fertilizer - 14,700 bags (45kg) Soil Analysis - 281 samples	14,406 bags distributed 281 sample analyzed
Strengthening Data Collection	Notebook computers - 65 Weather stations - 16	65 computer distributed Weather stations erected
Backyard Gardening	Garden Kits - 2,500 Training sessions - 36 Demonstration sites - 18	2,000 kits distributed 36 sessions conducted 18 sites established
Farm Machinery Pools	Farm Machinery Pools - 6 Training sessions - 7	Farm Machinery pools established 7 Training sessions conducted
Greenhouse Nursery (Seedling)	New greenhouses - 4 Nursery upgrading - 8 Seedling production training: 13 Extension Officers 16 Nursery Operators	4 green houses constructed 8 upgraded 46 Extension Officers trained 25 Nursery Operators trained
Roots & Tubers	Crop establishment - 70 ha Demonstration plots - 36 Farmer training sessions - 26	75 hectares established 36 demonstration plots 26 farmer training sessions



Some beneficiaries of the backyard garden project funded by the European Union Food Facility project.

EUROPEAN UNION BANANA SUPPORT Programme (EUBSP)

Overall Objective: The promotion of sustainable development in the traditional banana parishes.

Project Purpose: Maintenance and improvement of the living standards of those adversely affected by the fall out in the banana production.

Target Groups: Banana farmers, displaced banana farmers, farm and port workers, and others who were connected to the production and trade of bananas.

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

Programme Components: The programme has two (2) parallel components namely: the banana Improvement Programme (BIP) and the Rural Diversification Programme (RDP).

- **Banana Improvement Programme (BIP)**
This component provided technical and financial support to existing banana and plantain farmers to improve their production capability and to encourage value added production.
- **Rural Diversification Programme (RDP)**
The RDP provides support to those displaced as a result of the decline in banana production including farmers, farm workers, port workers and their communities. It identifies, builds and supports demand-driven and market-led sub-projects for farmers and other target groups. Support is given to start, strengthen or expand alternate agricultural and non-agricultural enterprises and projects supported are expected to be sustainable in order to ensure livelihood preservation.

Achievement Highlights

- Production of alternate crops and creation of alternate employment.
Approximately 250 hectares of alternate crops were established and two (2) greenhouses constructed. 500 farmers benefitted.
- Cocoa rehabilitation - 785 hectares rehabilitated, 526 farmers benefitted.
- Apiculture - management of American Foulbrood

disease. 35,500 hives inspected; 333 hives quarantined and destroyed; bee keeping pest management handbook produced; 139 farmers trained in business management.

- Infrastructural work - construction of retaining walls and culverts and restoration of minor water supplies in selected banana producing communities in three (3) parishes.
- Institutional strengthening - GPS equipment, computers and software were procured on behalf of the Ministry of Agriculture and Fisheries. (MoA&F)
- Supply of lab equipment - provision of new equipment and related goods to all MoA&F labs.
- Contracts with the Banana Board and All Island Banana Growers Association for the provision of technical services to the banana producing sub-sector. ■



Retaining walls under construction.

ALBA-ALIMENTOS INITIATIVE - Farmer Input Supply Project

This project is now in its second year of implementation and is funded by the Venezuelan Government through a grant of US\$2M under the Petro Caribe Agreement.

The project was developed in response to increasing costs for agricultural inputs and global trends in rising food prices and has the following main objectives:

- Expansion of production of selected crops.
- Increased access of small farmers to farm machinery and equipment.
- Increased availability of planting materials and other inputs to farmers.

Approximately **Fifty One Million Dollars (\$50.6M)** were expended during the reporting period to support the productive effort of the membership of over 520 Producer Marketing Organizations distributed island-wide.

Types of Assistance: planting materials, agricultural chemicals, fertilizers, tools and farm machinery, land preparation, and inputs for livestock production.

The following allocations were made for the procurement of production inputs.

Inputs	Allocation
Planting materials, tools, small stock, animal feed.	\$13.1M
Fertilizer	\$16.3M
Tractors	\$18.1M
Other inputs	\$ 3.1M
Total	\$50.6M ■



ALBA handover ceremony.

PARTNERSHIP ENGAGEMENTS

The range of interventions highlighted in this report and the achievements recorded would not have been realized had it not been for the contribution received as a result of partnership engagements. The Authority, operating within the context of budgetary constraints would have been forced to either cut back, scale-down or suspend some of its on-going programmes, had it not been for the support derived through collaborative work with donor agencies and various organizations concerned with rural development.

Interagency engagements gave the Authority access to additional resources – human, financial, technical and physical – which substantially compensated for the resource deficit within the Authority. Several ongoing programmes including, Social Services / Home Economics, Farmer Training, Crop Care, Livestock Development, Marketing, Agriculture Disaster Risk Management and the Agribusiness Information system were positively impacted as a result of the synergies derived from these engagements.

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

European Union Banana Support Programme (EUBSP), Food and Agricultural Organization (FAO), Commonwealth of Learning (CoL), Caribbean Agricultural Research Development Institute (CARDI), Inter American Institute for Cooperation on Agriculture (IICA), United States Department of Agriculture/APHIS, Plant Quarantine and Research and Development Division (MOAF, United States Agency for International Development (USIAD), Electoral Office of Jamaica (EOJ), National Environment and Planning Agency (NEPA) Christiana Potato Growers Cooperative Association Ltd., Pesticide Control Authority (PCA), Agro-Grace Limited, St. Jago Farm Supplies, Jamaica 4-H Clubs, National Irrigation Commission (NIC), Jamaica Agricultural Society, (JAS) Jamaica Social

Investment Fund (JSIF), Scientific Research Council (SRC), Food for the Poor, Social Development Commission (SDC), Caribbean Food and Nutrition Institute (CFNI), Jamaica Exporters Association (JEA), Jamaica Citrus Protection Agency (JCPA), Canadian International Development Agency (CIDA), Ministry of Health, (MOH), Bureau of Women's Affairs, Ministry of Education, Jamaica Sheep Farmers Association, Jamaica Pig Farmers Association, Jamaica Egg Farmers Association, Eastern Livestock Development Association, Beef and Dairy Development Board. ■



IICA/ RADA collaboration.

AGRICULTURE DISASTER RISK MANAGEMENT (ADRM)

The 2011 Atlantic Hurricane season, although highly active (20 tropical cyclones) had minimal impact on the island. Most systems failed to intensify to any significant degree and consequently it was not necessary to activate the ADRM response mechanism either at the national or parish level with respect to Tropical Storms. It was however necessary to activate the response mechanism particularly in St. Elizabeth to deal with the effects from an outbreak of the Beet Army Worm.

Notwithstanding the level of reduced activity, ADRM Committees were in a state of constant preparedness to deal with the targeted natural hazards, through regular meetings and networking with external stakeholders. These interactions enabled the Authority to make significant contributions to the development of a number of ADRM connected projects. These included the Climate Change Adaptation and Resilience Project as well as a Watershed Management Project. Both projects are scheduled for early implementation across several parishes.

The Authority also provided information, technical guidance and counterpart leadership support to a FAO Initiated Community Based ADRM Project with special emphasis on livelihood assessment and the training of community groups in disaster preparedness planning. ■



Data Collection Component - Training in the use of weather stations.



Weather station.



Health & Wellness Day 2012





Appendices

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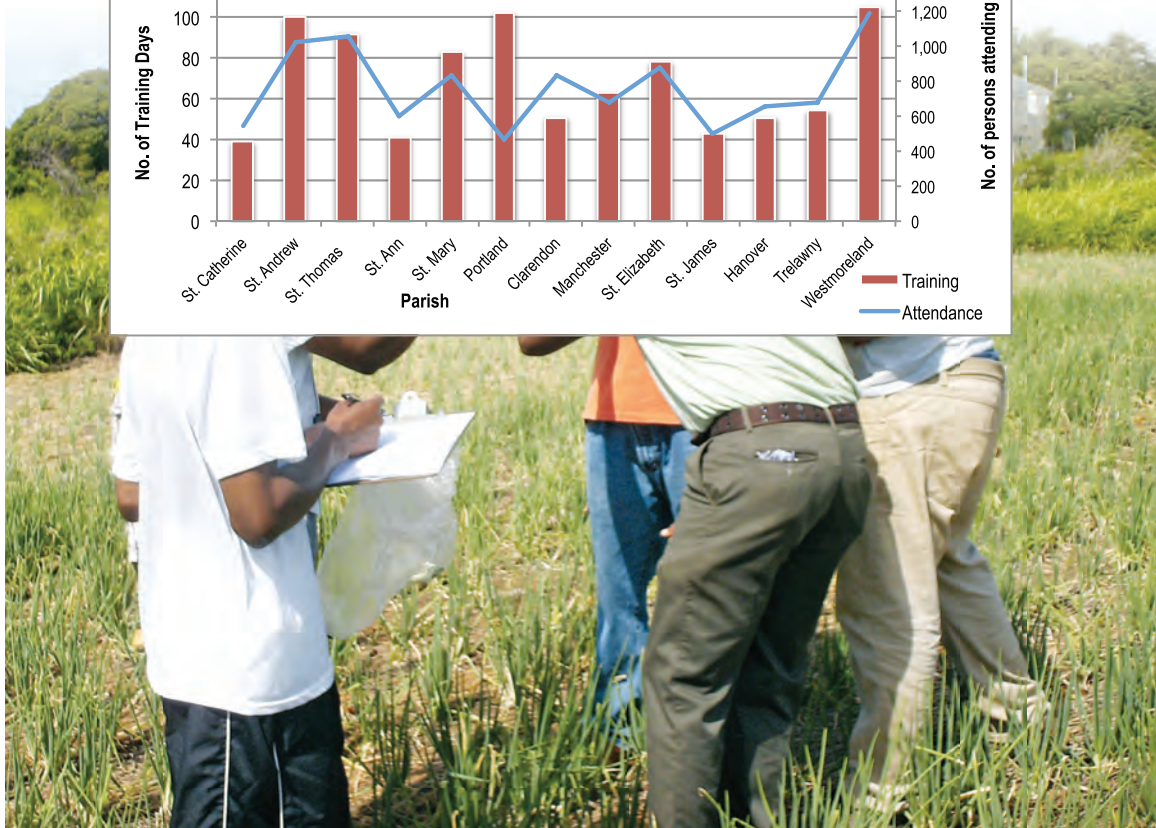
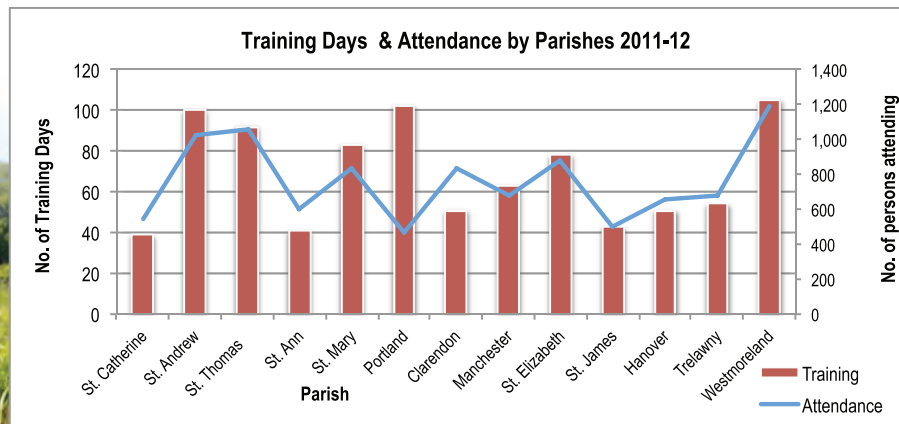
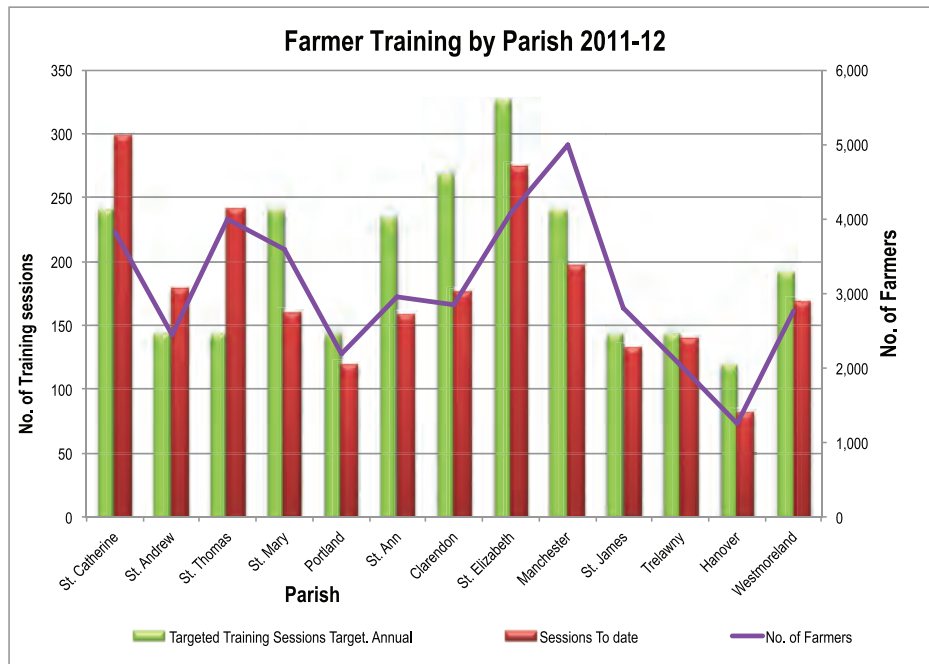
People Land & Opportunity



RADA
RURAL AGRICULTURAL
DEVELOPMENT AUTHORITY

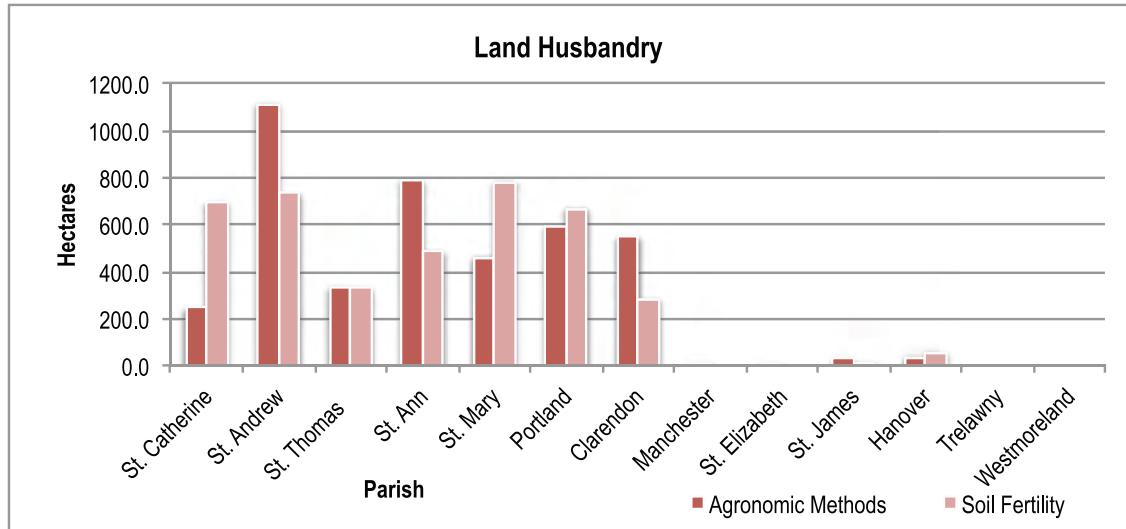
Appendices

Farmer Training Appendix 1



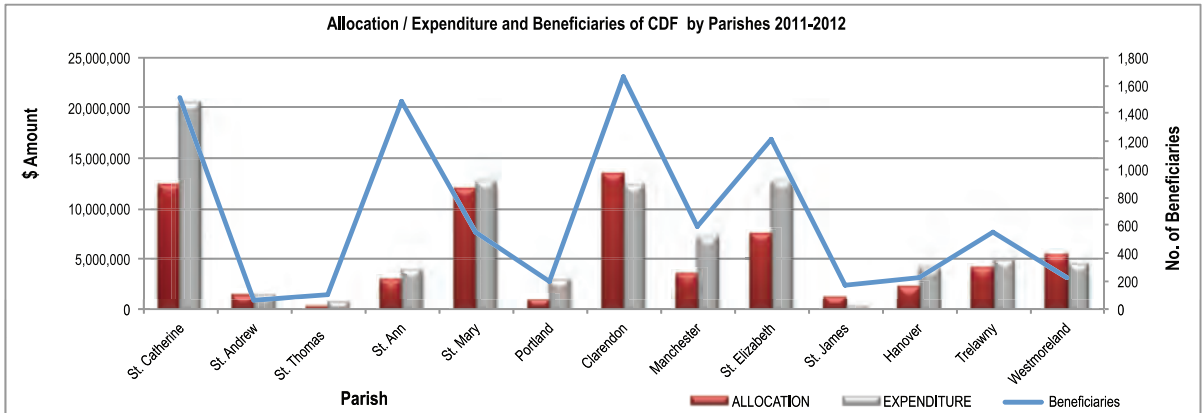
Appendices

Land Husbandry
Appendix 2



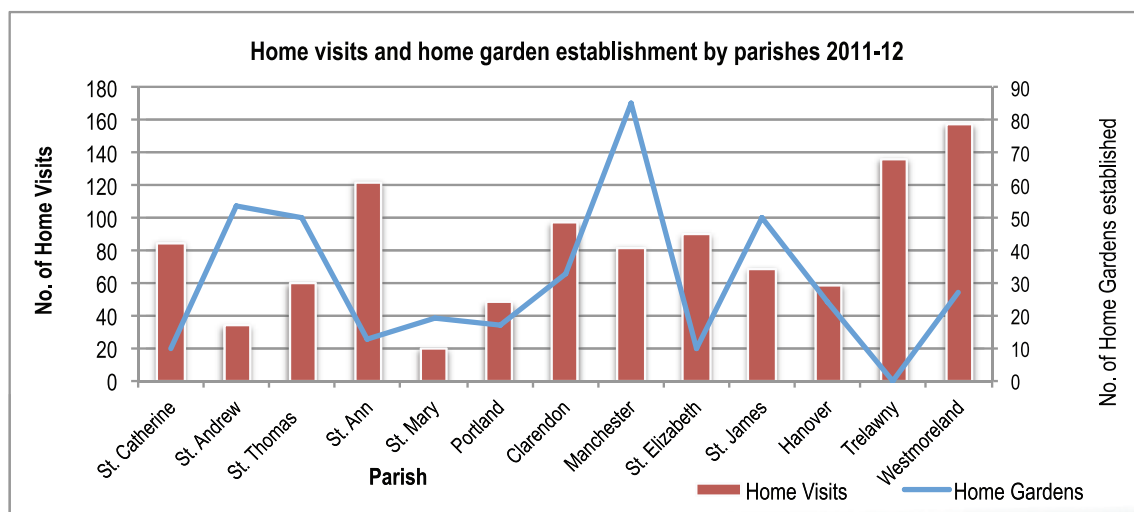
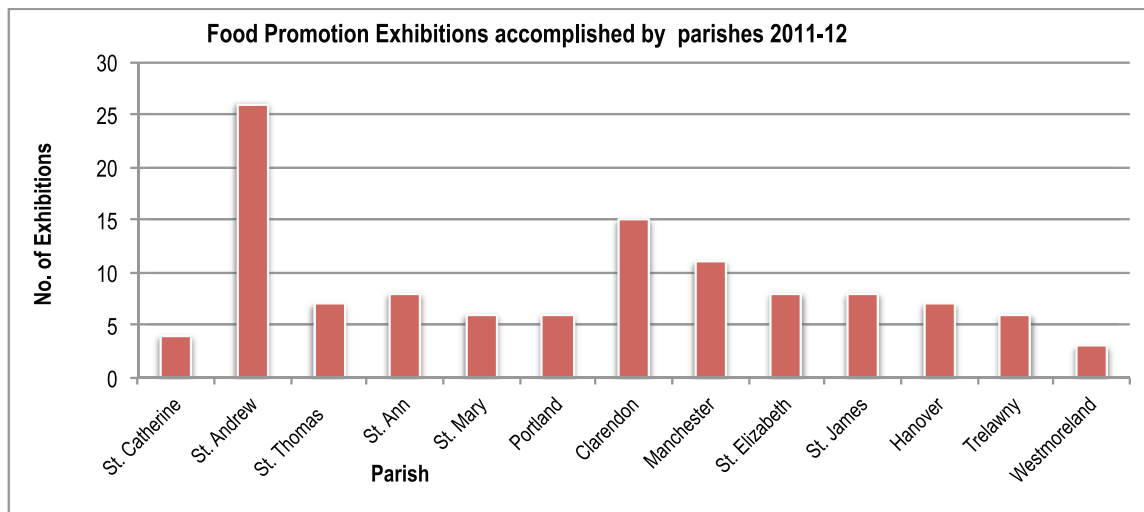
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Appendix 3



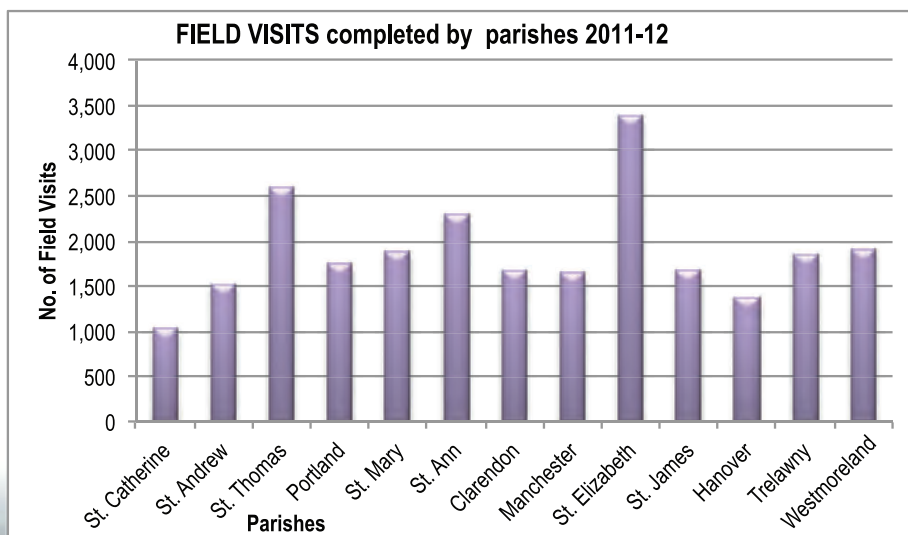
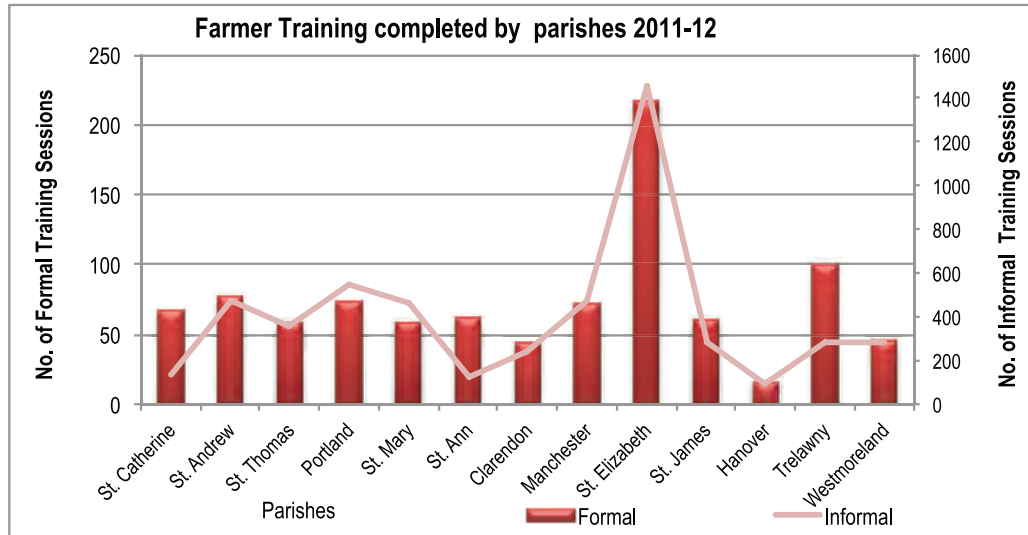
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Social Services/ Home Economics
Appendix 4



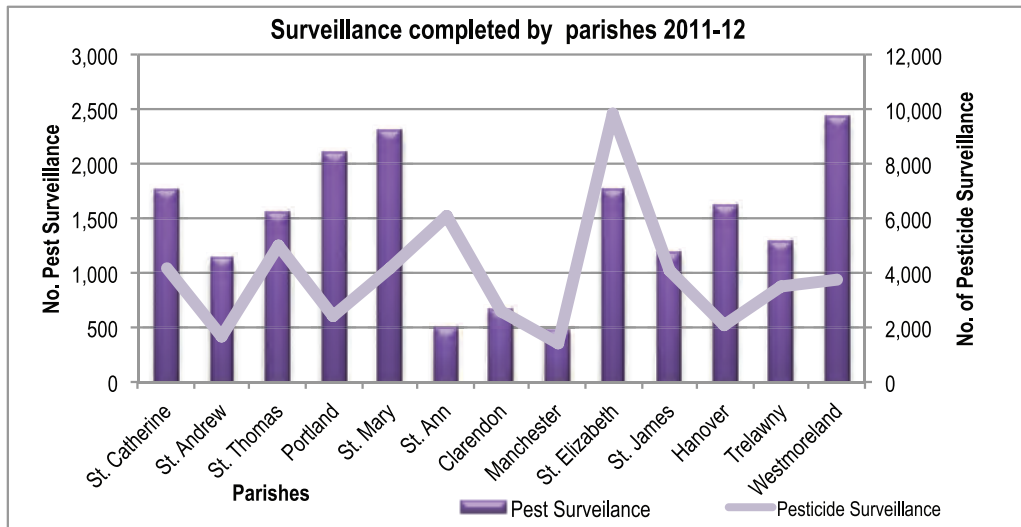
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Crop Care
Appendix 5a



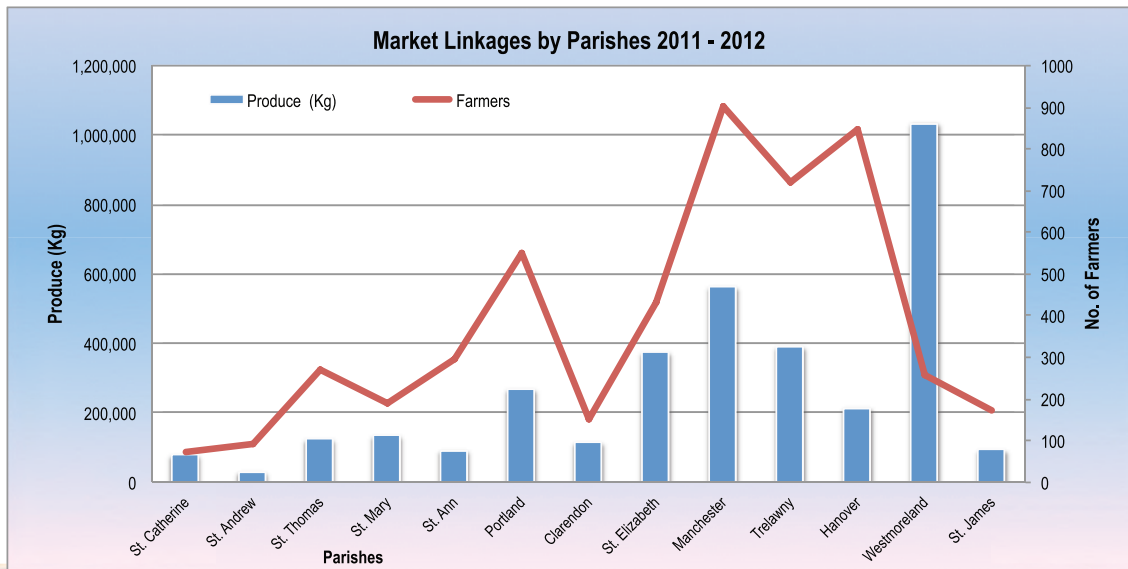
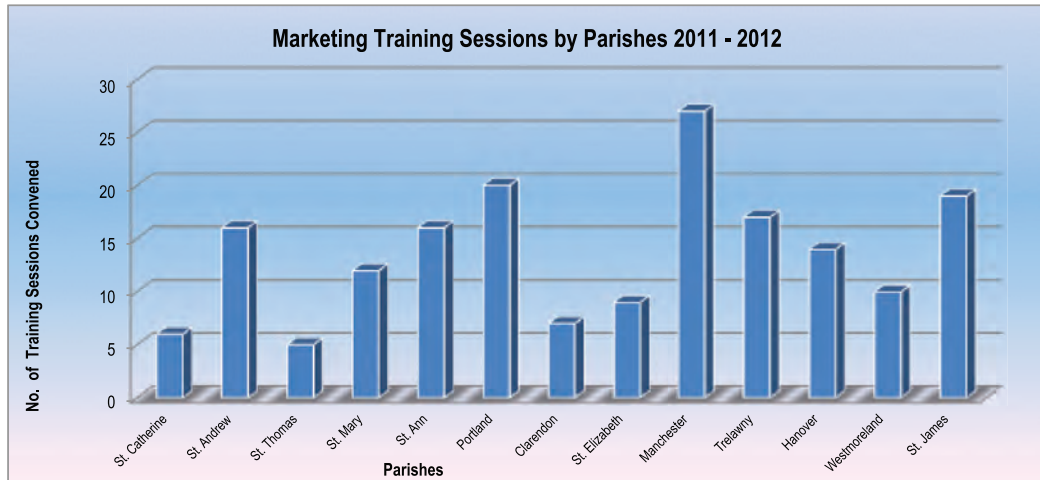
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Crop Care
Appendix 5b



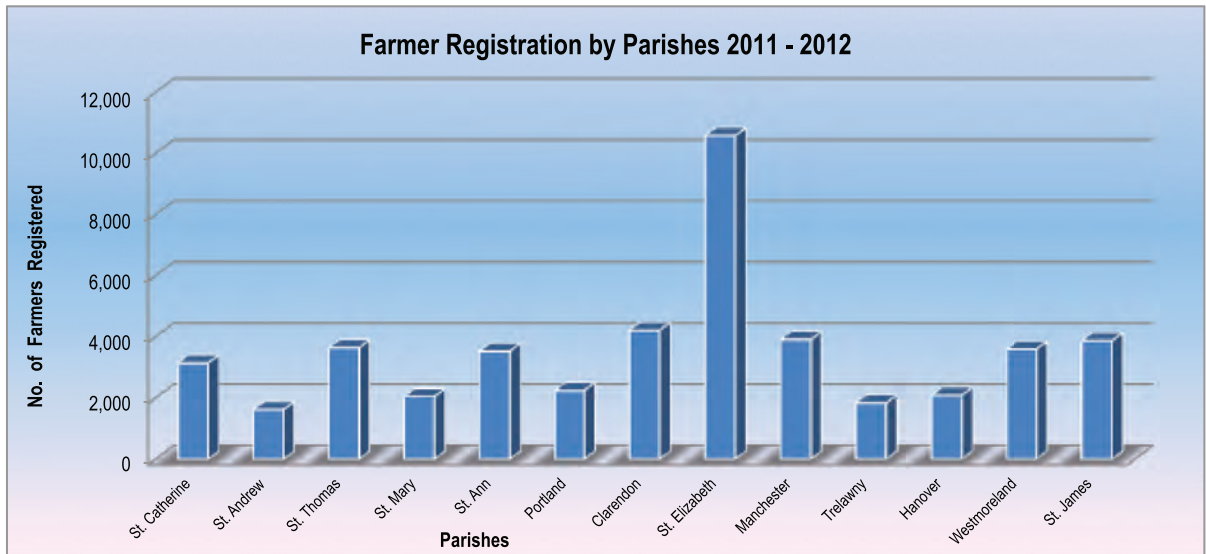
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Marketing Appendix 6



Appendices

Farmer Registration
Appendix 7



Appendices

Directors Compensation Appendix 8

Position of Director	Fee \$	Motor Vehicle Upkeep/ Travelling or Value of Assignment of Motor Vehicle \$	Honoraria \$	All Other Compensations Including Non- cash Benefits as applicable \$	Total \$
B/M 1	11,000.00	-	-	-	11,000.00
B/M 2	74,500.00	-	-	-	74,500.00
B/M 3	15,000.00	-	-	-	15,000.00
B/M 4	63,000.00	-	-	-	63,000.00
B/M 5	55,500.00	16,240.00	-	-	71,740.00
B/M 6	52,000.00	40,320.00	-	-	92,320.00
B/M 7	112,000.00	114,450.00	-	-	226,450.00
B/M 8	45,500.00	98,049.00	-	-	143,549.00
B/M 9	77,500.00	-	-	-	77,500.00
B/M 10	53,500.00	70,700.00	-	-	124,200.00
B/M 11	33,500.00	-	-	-	33,500.00
B/M 12	15,000.00	-	-	-	15,000.00
B/M 13	-	-	-	-	-
B/M 14	51,500.00	-	-	-	51,500.00
B/M 15	33,500.00	-	-	-	33,500.00
B/M 16	26,000.00	6,720.00	-	-	32,720.00
B/M 17	33,500.00	36,260.00	-	-	69,760.00
B/M 18	22,000.00	29,400.00	-	-	51,400.00
B/M 19	7,500.00	12,635.00	-	-	20,135.00
Parish Advisory Board Members fees	3,161,019.00	-	-	-	3,161,019.00
Total	3,943,019.00	424,774.00	-	-	4,367,793.00

Notes

Where a non-cash benefit is received (e.g. government housing), the value of that benefit shall be qualified and in the appropriate column above.

Appendices

Senior Executive Compensation Appendix 9

Position of Senior Executives	Salary (\$)	Seniority Allowance (\$)**	Travelling Allowance or Value of Assignment of Motor Vehicle (\$)	Pension or Other Retirement Benefits (\$)	Health – Ins Contribution (\$)	Statutory Contribution (\$)	Total (\$)
Chief Executive Officer	6,552,966.43	-	796,500.00	-	48,232.80	196,588.99	7,594,288.22
Deputy Executive Director	4,067,018.82	-	796,500.00	-	17,575.20	122,010.58	5,003,104.60
Senior Director Finance and Accounts *	4,077,247.63	-	796,500.00	460,377.86	-	122,317.43	5,456,442.92
Manager, Social Services/Home Economics	4,954,129.49	3,093,364.65	796,500.00	-	48,232.80	95,478.38	8,987,705.32
Zonal Director - West	2,764,099.25	-	796,500.00	-	34,329.60	82,922.99	3,677,851.84
Zonal Director – East	2,735,720.50	-	796,500.00	286,000.00	48,232.80	82,071.62	3,948,524.92
Senior Director Training Technology and Technical Information	3,058,207.06	-	796,500.00	-	48,232.80	91,746.22	3,994,686.08
Senior Director Human Resource Management & Administration	3,182,612.67	-	796,500.00	-	34,329.60	95,478.38	926,307.98
Senior Director Production, Marketing & Special Projects	3,594,851.78	-	796,500.00	-	34,329.60	107,845.55	4,533,526.93
Manager, Information Communication & Technology	2,157,650.85	135,839.47	420,000.00	227,453.77	34,329.60	64,729.54	3,040,003.23
Director, Board Secretariat	1,800,058.68	-	420,000.00	-	48,232.80	54,001.19	2,322,292.67
Parish Agricultural Managers - 13	32,251,533.84	409,426.09	5,810,000.00	422,497.43	603,168.00	967,546.05	40,464,171.41
Grand Total	68,013,484.33	3,638,630.21	13,818,500.00	1,396,329.06	999,225.60	2,082,736.92	89,948,906.12

- Three persons acted in this position: One Officer acted from April to June 2011.
One Officer acted from July to September 2011.
One Officer acted from October 2011 to March 2012.

** One officer in that position was given termination pay.
The \$3M is a Contractual amount paid in this period. The remaining amounts are Seniority Allowances.



Financial Statement

2011-2012



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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 34 which comprise the Statement of Financial Position as at 31 March 2012 and the recurrent income and expenditure account, capital grants and expenditure account, changes in equity and cash flows for the year then ended and a summary of significant accounting policies and other explanatory notes.

Management's Responsibility for the Financial Statements

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

Auditors' Responsibility

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

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

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

Opinion

In our opinion, the financial statements give a true and fair view of the Authority's financial position as at 31 March 2012, 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 provisions of the Jamaican Rural Agricultural Development Authority Act 1990.

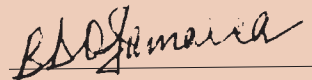
INDEPENDENT AUDITORS' REPORT (Cont'd)

To the Board of
The Rural Agricultural Development Authority

Report on additional requirements of the Jamaican Rural Agricultural Development Authority Act 1990

We have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of our audit.

In our opinion, proper accounting records have been kept and the financial statements are in agreement therewith, and give the information required by the Act, in the manner so required.



Chartered Accountants


27 September 2013

Statement of Financial Position Year Ended March 31, 2012

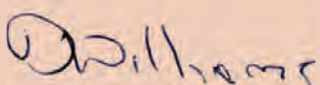
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	Note	<u>2012</u> <u>\$'000</u>	(Restated) <u>2011</u> <u>\$'000</u>
ASSETS			
NON CURRENT ASSETS:			
Property, plant and equipment	6	73,581	82,942
Employee benefit assets	7	<u>219,493</u>	<u>188,005</u>
		<u>293,074</u>	<u>270,947</u>
CURRENT ASSETS:			
Consumable inventories	8	2,899	2,783
Receivables	9	35,431	30,460
Taxation recoverable	10	15,984	15,910
Cash and cash equivalents	11	<u>340,150</u>	<u>380,399</u>
		<u>394,464</u>	<u>429,552</u>
		<u>687,538</u>	<u>700,499</u>
<u>RESERVES AND LIABILITIES</u>			
RESERVES:			
Capital reserve	12	31,971	37,719
Capital fund	13	236,174	208,027
Recurrent account		<u>133,367</u>	<u>102,749</u>
		<u>401,512</u>	<u>348,495</u>
CURRENT LIABILITIES:			
Project advances	15	159,380	230,083
Payables	14	<u>126,646</u>	<u>121,921</u>
		<u>286,026</u>	<u>352,004</u>
		<u>687,538</u>	<u>700,499</u>

Approved for issue by the Board of Directors on 27 September 2013 and signed on its behalf by:



 Lenworth Fulton - Chief Executive Officer



 Densil Williams - Chairman

Recurrent Income and Expenditure Account Year Ended March 31, 2012

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	<u>2012</u> <u>\$'000</u>	(Restated) <u>2011</u> <u>\$'000</u>
INCOME:		
Government of Jamaica Subvention	852,750	782,519
Net (deficit)/surplus from income generating account (page 34)	(2,154)	2,966
Miscellaneous income	10,919	11,962
Interest earned	<u>11,446</u>	<u>12,582</u>
	<u>872,961</u>	<u>810,029</u>
EXPENDITURE:		
Salaries, wages and related charges	604,427	543,821
Public utilities	34,095	33,662
Motor vehicle maintenance	5,232	6,251
General office expenses	9,958	22,686
Seminars and meetings	1,543	1,645
Repairs and maintenance	4,852	3,374
Consultancy	3,973	4,064
Bank charges and interest	1,015	1,377
Upkeep/travelling and subsistence	149,770	154,462
Directors' and committee meetings	4,369	5,891
Rental of buildings	1,705	1,455
Security	3,440	3,015
Printing and stationery	4,084	6,853
Audit fee	3,681	1,981
Insurance	<u>2,313</u>	<u>-</u>
	<u>834,457</u>	<u>790,537</u>
Surplus	38,504	19,492
Depreciation	(14,529)	(18,117)
Foreign exchange loss	(95)	(5,312)
Gain on disposal of property, plant and equipment	<u>124</u>	<u>-</u>
SURPLUS/(DEFICIT) FOR THE YEAR FROM OPERATIONS	24,004	(3,937)
Transfer from capital reserves an amount equivalent to depreciation charged on donated assets	<u>6,614</u>	<u>4,698</u>
NET SURPLUS FOR THE YEAR	<u>30,618</u>	<u>761</u>

Capital Grants and Expenditure Account Year Ended March 31, 2012

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	<u>2012</u> <u>\$'000</u>	<u>2011</u> <u>\$'000</u>
INCOME:		
Government of Jamaica Grants	39,466	60,719
DEVELOPMENT EXPENDITURES:		
Grant for crop production and extension - Crop care	31	1,046
Grants for production incentive for Small farmers -		
Area Development project	858	3,277
Training	4,513	3,080
Social service/home economics	802	1,154
Marketing extension	50	13
Tree Crop Project	102	1,063
Domestic Food Crops	601	680
Farm Irrigation/mechanization	48	12
Agricultural Business Information System (ABIS)	554	1,090
Planting Material	-	55
Disaster management	2,678	1,051
Information technology	24	-
Forestry -		
Soil survey and conservation	47	231
Rural Development -		
Building and road repairs	1,011	1,403
	<u>11,319</u>	<u>14,155</u>
SURPLUS FOR THE YEAR	<u>28,147</u>	<u>46,564</u>

Statement of Changes in Equity Year Ended March 31, 2012

Page 6

	<u>Capital Reserve</u> <u>\$'000</u>	<u>Capital Fund</u> <u>\$'000</u>	<u>Recurrent Account</u> <u>\$'000</u>	<u>Total</u> <u>\$'000</u>
Balance at 1 April 2010 as previously reported	61,994	161,463	72,147	295,604
Transfer of depreciation on donated assets (Note 3b)	<u>(29,841)</u>	<u>-</u>	<u>29,841</u>	<u>-</u>
Balance at 30 March 2011 as previously restated	32,153	161,463	101,988	295,604
Increase in capital fund	-	46,564	-	46,564
Increase in reserves	10,264	-	-	10,264
Decrease in recurrent account	-	-	(3,937)	(3,937)
Transfer of depreciation on donated assets	<u>(4,698)</u>	<u>-</u>	<u>4,698</u>	<u>-</u>
Balance at 31 March 2011 as restated	37,719	208,027	102,749	348,495
Increase in capital fund	-	28,147	-	28,147
Increase in reserves	866	-	-	866
Transfer of depreciation on donated assets	<u>(6,614)</u>	<u>-</u>	<u>6,614</u>	<u>-</u>
Increase in recurrent account	<u>-</u>	<u>-</u>	<u>24,004</u>	<u>24,004</u>
Balance at 31 March 2012	<u>31,971</u>	<u>236,174</u>	<u>133,367</u>	<u>401,512</u>

Statement of Cash Flows Year Ended March 31, 2012

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	<u>2012</u>	(Restated
	<u>\$'000</u>	2011
		<u>\$'000</u>
CASH FLOWS FROM OPERATING ACTIVITIES:		
Surplus on recurrent income and expenditure account	30,618	761
Surplus on capital grant and expenditure account	<u>28,147</u>	<u>46,564</u>
	58,765	47,325
Adjustments for:		
Depreciation	14,529	18,117
Gain on disposal of property, plant and equipment	(124)	-
Adjustment to property, plant and equipment	337	-
Release from capital reserve	<u>(6,614)</u>	<u>(4,698)</u>
Operating cash flows before movements in working capital	66,893	60,744
Change in operating assets and liabilities -		
Receivables	(4,971)	2,512
Taxation recoverable	(74)	(164)
Project advances	(70,703)	28,619
Payables	4,725	7,339
Consumable inventories	(116)	(642)
Employee benefit asset	<u>(31,488)</u>	<u>(34,941)</u>
Net cash (used in)/provided by operating activities	(35,734)	<u>63,467</u>
CASH FLOWS FROM INVESTING ACTIVITIES:		
Proceed from disposal of property, plant and equipment	244	-
Addition to property, plant and equipment	<u>(4,759)</u>	<u>(6,545)</u>
Net cash used in investing activities	(4,515)	(6,545)
NET (DECREASE) / INCREASE CASH AND CASH EQUIVALENTS	(40,249)	56,922
Cash and cash equivalents at beginning of year	<u>380,399</u>	<u>323,477</u>
CASH AND CASH EQUIVALENTS AT END OF YEAR (Note 11)	<u>340,150</u>	<u>380,399</u>

1. STATUS AND PRINCIPAL ACTIVITY:

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

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

2. FUNCTIONAL AND PRESENTATION CURRENCY:

These financial statements are presented using the Jamaican dollars which is considered the currency of the primary economic environment in which the Authority operates (“the functional currency”).

3. SIGNIFICANT ACCOUNTING POLICIES:

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

(a) Basis of preparation -

The financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) and their interpretations adopted by the International Accounting Standards Board, and have been prepared under the historical cost convention. They are also prepared in accordance with provisions of the Jamaican Rural Agricultural Development Authority 1990.

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. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the financial statements are described in note 4.

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

(b) Changes in accounting policies and disclosures:

In previous years, the value of property, plant and equipment received as gifts, (donated assets) were credited to capital reserve and on disposal this amount was transferred to recurrent income and expenditure account. This treatment did not conform to best practice and a decision was taken by management to transfer to the recurrent account an amount equivalent to the depreciation charged on the donated assets for the reporting period.

The adoption of the amended policy had the following effect on balances reported in previous years:

Effect on the statement of financial position -

	<u>As previously Reported</u>	<u>Restatement 2010</u>	<u>As Restated</u>
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Reserves:			
Capital Reserves	61,994	(29,841)	32,153
Recurrent income and expenditure account	<u>72,147</u>	<u>29,841</u>	<u>101,988</u>

	<u>As previously Reported</u>	<u>Restatement 2011</u>	<u>As Restated</u>
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Reserves:			
Capital Reserves	61,994	(34,539)	37,719
Recurrent income and expenditure account	<u>72,147</u>	<u>34,539</u>	<u>102,749</u>

Effect on statement of comprehensive income -

	<u>As previously Reported</u>	<u>Restatement 2011</u>	<u>As Restated</u>
	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Transfer of depreciation on donated assets	<u>-</u>	<u>4,698</u>	<u>4,698</u>

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

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

Standards, interpretations and amendments to published standards effective in the reporting period

During the reporting period, the following standards, amendments and interpretations became effective. Those considered relevant to the Authority are as follows:

- IFRS 7 (Revised) Financial Instruments: Disclosures (effective for annual periods beginning on or after 1 January 2011). The standard was amended to add an explicit statement that the interaction between qualitative and quantitative disclosures better enables users to evaluate an entity's exposure to risks arising from financial statements.
- IFRIC 14 (Amendments), Prepayments of minimum funding requirements (effective for annual periods beginning on 1 January 2011). The amendments correct an unintended consequence of IFRIC 14, IAS 19 – The limit on a defined benefit asset, minimum funding requirements and their interactions. Without the amendments, entities are not permitted to recognize as an asset some voluntary prepayments for minimum funding contributions. This was not intended when IFRIC 14 was issued, and the amendments correct this.
- IAS1(Amendment) Presentation of Financial Statements, (effective for accounting periods beginning on or after 1 January 2011). The standard was amended to state that for each component of equity reconciliation from opening to closing balances is required to be presented in the statement of changes in equity, showing separately changes arising from items recognised in profit or loss, in other comprehensive income and from transactions with owners acting in their capacity as owners.
- IAS 24 (Revised), Related Party Disclosures – Revised definition of related parties (effective for annual periods beginning on or after 1 January 2011). Earlier application, in whole or in part, is permitted. It clarifies and simplifies the definition of a related party and removes the requirement for government-related entities to disclose details of all transactions with the government and other government-related entities.

The adoption of these standards and interpretations did not have a material impact on the financial statements.

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

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

Standards, interpretations and amendments to published standards that are not yet effective (cont'd)

At the date of authorization of these financial statements, there were certain new standards, amendments and interpretations to existing standards which were in issue but which were not yet effective. Those which are considered relevant to the Authority are as follows:

- IAS 1 (Revised), Presentation of Financial Statements- (effective for annual periods beginning on or after 1 July 2012). Amendments to revise the way other comprehensive income is presented.
- IAS 19 (Amendment), Employee Benefits- Amended standard resulting from the Post- Employment Benefits and Termination Benefits projects (effective for annual periods beginning on or after 1 January 2013). These amendments will make it easier for users of financial statements to understand how defined benefit plans affect an entity's financial position, financial performance and cash flows.
- IFRS 9 Financial instruments- Classification and Measurement of financial assets (effective for annual periods beginning on or after 1 January 2015). This was issued in November 2009 as the first part of IASB's project to replace IAS 39 in its entirety. The objective is to establish principles for the financial reporting of financial assets and financial liabilities that will present relevant and useful information to users of financial statements for their assessment of the amounts, timing and uncertainty of an entity's future cash flows.
- IFRS 13, Fair Value Measurement, (effective for annual periods beginning on or After 1 January 2013). It replaces the fair value measurement guidance contained in individual IFRSs with a single source of fair value measurement guidance. It defines fair value, establishes a frame work of measuring fair value and sets out disclosure requirements for fair value measurements.

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

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

Standards, interpretations and amendments to published standards that are not yet effective (cont'd) -

The National Board of directors anticipate that the adoption of the standards amendments and interpretations, which are relevant in future periods is unlikely to have a material impact on the financial statements.

(c) Donated assets -

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

(d) Capital grant -

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

(e) 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 or recurrent income and expenditure account when it is certain that no further expenditure will be incurred.

Income generating projects are reported on a cash basis.

(f) Property, plant and equipment -

Property, plant and equipment are initially recorded at cost. Motor cycles and vehicles are subsequently shown at their revalued amounts less subsequent depreciation and impairment losses. All other property, plant and equipment are stated at historical cost less accumulated depreciation and impairment losses.

Depreciation is calculated on the straight-line method to write off the cost of each asset or the revalued amount, to their residual values over their estimated useful lives. Annual rates are as follows:-

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

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

(f) Property, plant and equipment (cont'd)-

Property, plant and equipment are reviewed periodically for impairment. Where the carrying amount of an asset is greater than its estimated recoverable amount, it is written down immediately to its recoverable amount.

(g) Financial assets -

The Authority classifies its financial assets as loans and receivables. The classification depends on the purpose for which the financial asset were acquired. Management determines the classification of its financial instruments 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 arise principally from contractual monetary assets. They are initially recognised at fair value plus transaction costs that are directly attributable to their acquisition or issue, and are subsequently carried at amortised cost using the effective interest rate method, less provision for impairment.

The Authority's loans and receivables comprise cash and cash equivalents in the statement of financial position.

(h) Impairment -

The carrying amounts of the Authority's assets are reviewed at each Statement of Financial Position date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated. An impairment loss is recognised whenever the carrying amount of an asset or the cash-generating unit to which it belongs exceeds its recoverable amount. Impairment losses are recognised in the statement of recurrent income and expenditure.

(i) Foreign currency translation -

Transactions in foreign currencies are converted at the exchange rates prevailing at the dates of the transactions. At the statement of financial position date, monetary assets and liabilities denominated in foreign currency are translated using the exchange rate ruling at statement of financial position date. 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 the recurrent income and expenditure account.

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

(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, in hand, deposits and short term highly liquid investments with original maturities of three months or less, net of bank overdraft.

(k) Borrowings and borrowing costs -

Borrowings are recognised initially at the proceeds received, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost and any difference between proceeds and the redemption value is recognised in the recurrent income and expenditure account over the period of the borrowings. Borrowing costs are recognized as expense in the period in which they are incurred.

(l) Inventories -

Inventories are initially recognized at cost, and subsequently at the lower of cost and net realisable value.

(m) Employee benefits -

Pension obligations

Pension plan -

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

The asset or liability in respect of defined benefit pension plan is the difference between the present value of the defined benefit obligation at the statement of financial position date and the fair value of plan assets, together with adjustments for actuarial gains/losses and past service costs. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by the estimated future cash outflows using the interest rate of government securities which have terms to maturity approximating the terms of the related liability.

Actuarial gains and losses arising from experience adjustments, changes in actuarial assumptions and amendments to pension plan are charged or credited to recurrent income and expenditure account over the average remaining service lives of the related employees.

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):

(m) Employee benefits (cont'd) -

Termination benefits -

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

Leave accrual -

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

(n) Revenue recognition -

Subvention and other income is recognized on a cash basis.

Interest income is recognised in the recurrent income and expenditure statement for all interest bearing instruments on an accrual basis unless collectibility is doubtful.

4. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS IN APPLYING ACCOUNTING POLICIES:

Estimates and judgements 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. In the process of applying the Authority's accounting policies, management has made the following critical accounting estimates or judgements which it believes has a significant risk of causing a material misstatement in these financial statements.

Key Sources of Estimation Uncertainty

(i) Pension assumptions

The costs, assets and liabilities of the defined benefit scheme are determined using methods relying on actuarial estimates and assumptions. Details of the key assumptions are set out in note 7. The Authority takes advice from independent actuaries relating to the appropriateness of the assumptions. Changes in the assumptions used may have a significant effect on the recurrent income and expenditure account and the statement of financial position.

4. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS IN APPLYING ACCOUNTING POLICIES (CONT'D):

- (ii) Expected useful life and residual value of property, plant and equipment.

The expected useful life and residual value of an asset are reviewed at least at each financial year end. Useful life of an asset is defined in terms of the asset's expected utility to the Authority.

5. FINANCIAL AND CAPITAL RISK MANAGEMENT:

- (a) Financial risk factors –

The Authority has exposure to the following risks from its use of financial instruments and its operations: credit risk, liquidity risk, and market risk. This note presents information about the authority's exposure to each of the above risk, the authority's objectives, policies and processes for measuring and managing risk. Further quantitative disclosures are included throughout financial statements.

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.

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

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

Finance, Audit and Administration Committee

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

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

(a) Financial risk factors (cont'd) -

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 -

The Authority takes on exposure to credit risk, which is the risk that a counterparty will cause a financial loss by being unable to pay amounts in full when due. Additionally, the Authority is exposed to credit risk in its treasury activities, arising from financial assets and the Authority uses for investing its liquidity and managing currency risks, as well as other market risks.

(ii) Liquidity risk -

Liquidity risk is the risk that the Authority is unable to meet its payment obligations associated with its financial liabilities when they fall due and to replace funds when they are withdrawn.

The Authority's approach to managing liquidity is to ensure as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damages to the Authority's reputation.

(iii) 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 rates. Market risk is monitored by the 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.

Currency risk -

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

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

(a) Financial risk factors (cont'd) -

(iii) Market risk (cont'd)-

Currency risk (cont'd) -

The Authority's exposure to foreign currency risk at statement of financial position date was as follows:

	<u>2012</u> <u>\$'000</u>	<u>2011</u> <u>\$'000</u>
USD	<u>400</u>	<u>549</u>
Euro	<u>54</u>	<u>227</u>

Foreign currency sensitivity

The following tables indicate 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.

	Change in Currency Rate	Effect on Net Surplus	% Change in Currency Rate	Effect on Net Surplus
	<u>2012</u> %	<u>2012</u> \$'000	<u>2011</u> %	<u>2011</u> \$'000
Currency:				
USD	+5	1,746	+3	2,344
Euro	<u>+5</u>	<u>297</u>	+3	<u>1,368</u>
USD	-5	(1,746)	-1	(2,344)
Euro	<u>-5</u>	<u>(297)</u>	<u>-1</u>	<u>(1,368)</u>

Interest rate risk -

Interest rate risk is the risk that the value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates, and arises mainly from cash and cash equivalents balances.

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

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

(iii) Market risk (cont'd)-

Interest rate risk (cont'd) -

The Authority's interest rate risk policy requires it to manage interest rate risk by maintaining an appropriate mix of fixed and variable rate instruments as determined by the Finance Committee. The policy also requires it to manage the maturities of interest bearing financial assets.

Interest rate sensitivity

The following table indicates the sensitivity to a reasonable possible change in interest rates, with all other variables held constant, on the Authority's recurrent income and expenditure account.

The sensitivity of the net surplus is the effect of the assumed changes in interest rates on net income based on the floating rate financial assets. The correlation of variables will have a significant effect in determining the ultimate impact on market risk, but to demonstrate the impact due to changes in variable, variables had to be on an individual basis. It should be noted that movements in these variables are non-linear.

	Effect on Net Surplus 2012 \$'000	Effect on Equity 2012 \$'000	Effect on Net Surplus 2011 \$'000	Effect on Equity 2011 \$'000
Change in basis points:				
200	6,803	6,803	7,608	7,608
-200/-100	<u>(6,803)</u>	<u>(6,803)</u>	<u>(3,804)</u>	<u>(3,804)</u>

(iv) Operational risk -

Operational risk is the risk of direct or indirect loss arising from a wide variety of causes associated with the Authority's processes, personnel, technology and infrastructure, and from external factors other than credit, market and liquidity risks such as those arising from legal and regulatory requirements and generally accepted standards of corporate behaviour. Operational risks arise from all of the Authority's operations.

The Authority's objective is to manage operational risks so as to balance the avoidance of financial losses and damage to the Authority's reputation with overall cost effectiveness and to avoid control procedures that restrict initiative and creativity.

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

(a) Financial risk factors (cont'd) -

(iv) Operational risk (cont'd)-

The primary responsibility for the development and implementation of controls to address operational risk is assigned to senior management within each department. This responsibility is supported by the development of overall standards for the management of operational risk in the following areas:

- requirement for appropriate segregation of duties, including the independent authorisation of transactions;
- requirements for reconciliation and monitoring of transactions;
- compliance with regulatory requirements;
- documentation of control and procedures;
- requirement for the periodic assessment of operational risks faced, and the adequacy of controls and procedures to address the risks identified;
- requirements for the reporting of operational losses and proposed remedial action;
- development of a contingency plan;
- risk mitigation, including insurance where this is effective.

Compliance with the Authority's standards is supported by a programme of periodic reviews undertaken by Internal Audit. The results of internal audit reviews are discussed with the department heads, with summaries submitted to senior management.

(b) Financial instrument measured at fair value -

The fair value is the amount for which an asset could be exchanged, or liability settled, between knowledgeable, willing parties in an arm's length transactions.

The fair value of cash and cash equivalents, receivables and payables balances approximates to their relatively short-term nature.

6. PROPERTY, PLANT AND EQUIPMENT:

	Land and Building \$'000	Construction In-Progress \$'000	Office Furniture, Computers and Equipment \$'000	Motor cycles, tractors and Vehicles \$'000	Total \$'000
At cost -					
1 April 2011	21,495	3,630	84,385	19,798	129,308
Adjustments	2,526	(2,436)	(457)	30	(337)
Disposal	-	-	(233)	-	(233)
Additions	282	-	4,477	-	4,759
Donated assets	-	-	866	-	866
	<u>24,303</u>	<u>1,194</u>	<u>89,038</u>	<u>19,828</u>	<u>134,363</u>
At valuation -					
1 April 2011	-	-	-	61,334	61,334
Total cost and valuation	<u>24,303</u>	<u>1,194</u>	<u>89,038</u>	<u>81,162</u>	<u>195,697</u>
Depreciation -					
1 April 2011	5,916	-	49,182	52,602	107,700
Charge for the year	608	-	8,344	5,577	14,529
Disposal	-	-	(113)	-	(113)
	<u>6,524</u>	<u>-</u>	<u>57,413</u>	<u>58,179</u>	<u>122,116</u>
Net Book Value -					
31 March 2012	<u>17,779</u>	<u>1,194</u>	<u>31,625</u>	<u>22,983</u>	<u>73,581</u>
31 March 2011	<u>15,579</u>	<u>3,630</u>	<u>35,203</u>	<u>28,530</u>	<u>82,942</u>

7. EMPLOYEE BENEFIT ASSETS:

The Authority operates a defined benefit pension plan which is open to all permanent employees employed directly by the Rural Agricultural Development Authority which is administered 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 plan is valued by independent actuaries using the projected unit credit method. The last actuarial valuation was carried out as at 7 December 2012.

The amount recognized in the statement of financial position are determined as follows:

	<u>2012</u> <u>\$'000</u>	<u>2011</u> <u>\$'000</u>
Present value of funded obligation	(431,314)	(324,991)
Fair value of plan assets	<u>535,983</u>	<u>466,936</u>
	104,669	141,945
Unrecognised actuarial gain	<u>114,824</u>	<u>46,060</u>
Net asset in the statement of financial position	<u>219,493</u>	<u>188,005</u>

The movement in the net retirement benefit asset in the year is as follows:

	<u>2012</u> <u>\$'000</u>	<u>2011</u> <u>\$'000</u>
At 1 April	188,005	153,064
Pension (expenses)/income	(2,575)	3,130
Contributions paid	<u>34,063</u>	<u>31,811</u>
At 31 March	<u>219,493</u>	<u>188,005</u>

7. EMPLOYEE BENEFIT ASSETS (CONT'D):

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

	<u>2012</u> <u>\$'000</u>	<u>2011</u> <u>\$'000</u>
At 1 April	324,991	230,144
Current service cost	14,971	27,706
Interest cost	35,862	28,758
Benefits paid and administrative expenses	(22,834)	(15,566)
Actuarial loss on obligation	<u>78,324</u>	<u>53,949</u>
At 31 March	<u>431,314</u>	<u>324,991</u>

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

	<u>2012</u> <u>\$'000</u>	<u>2011</u> <u>\$'000</u>
At 1 April	466,936	395,112
Contributions	54,120	50,164
Expected return on plan assets	48,258	41,241
Benefits paid and administrative expenses	(22,834)	(15,566)
Actuarial loss on plan assets	<u>(10,497)</u>	<u>(4,015)</u>
At 31 March	<u>535,983</u>	<u>466,936</u>

Amounts recognised in the recurrent income and expenditure statement:

	<u>2012</u> <u>\$,000</u>	<u>2011</u> <u>\$,000</u>
Current service cost	14,971	9,353
Interest cost	35,864	28,758
Past service cost – non-vested benefits	-	-
Expected return on plan assets	(48,260)	(41,241)
Pension income		
Total, included in staff costs (Note 17)	<u>2,575</u>	<u>(3,130)</u>

7. EMPLOYEE BENEFIT ASSETS (CONT'D):

The actual return on plan assets was \$69,047,033 (2011 - \$37,226,000).

Expected contributions to the plan for the year ending 31 March 2012, amounted to \$34,062,559 (2011 - \$32,714,438).

The distribution of plan assets are comprised of:

	<u>2012</u> <u>\$'000</u>	%	<u>2011</u> <u>\$'000</u>	%
Quoted equities	66,846	13	48,880	11
Bonds	243,563	45	222,800	48
Government of Jamaica Securities	183,880	34	155,660	33
Other	41,694	8	39,596	8
	<u>535,983</u>		<u>466,936</u>	

The expected return on plan assets was determined by considering the expected returns available on the assets underlying the current investment policy. Expected yields on fixed interest investments are based on gross redemption yields as at the statement of financial position date. Expected returns on equity and property investments reflect long-term real rates on return experienced in the respective markets.

The five-year trend for the fair value of plan assets, the defined benefit obligation, the surplus in the plan, and experience adjustments for plan assets and liabilities are as follows:

	<u>2012</u> <u>\$'000</u>	<u>2011</u> <u>\$'000</u>	<u>2010</u> <u>\$'000</u>	<u>2009</u> <u>\$'000</u>	<u>2008</u> <u>\$'000</u>
Fair value of plan assets	535,983	466,936	395,112	300,757	257,650
Defined benefit obligation	(431,314)	(324,991)	(230,144)	(133,290)	(144,857)
Surplus	<u>104,669</u>	<u>141,945</u>	<u>164,968</u>	<u>167,467</u>	<u>112,793</u>
Experience adjustments - Fair value of plan assets	(10,497)	(4,105)	30,861	(19,238)	11,247
Defined benefit obligations	<u>11,305</u>	<u>(18,689)</u>	<u>1,029</u>	<u>13,483</u>	<u>(11,724)</u>

7. EMPLOYEE BENEFIT ASSETS (CONT'D):

The principal actuarial assumptions used were as follows:

	<u>2012</u>	<u>2011</u>
Discount rate	10.0%	10.50%
Expected return on plan assets	10.0%	10.0%
Future salary increases	7.0%	7%
Future pension increase	0.0%	0.0%
Inflation	<u>6.0%</u>	<u>6.5%</u>

The average expected remaining service life of the employees is 15.6 years (2011 - 19.4 years).

Post-employment mortality for active members and mortality for pensioners is based on the 1994 Group Annuity Mortality Tables.

The in-service specimen rates (number of occurrences per 1,000 members) are as follows:

Age	Males			Females		
	Withdrawals From service	Ill-health retirements	Deaths in service	Withdrawals from service	Ill-health retirements	Death in service
20	-	-	0.359	-	-	0.212
25	-	-	0.552	-	-	0.226
30	-	-	0.732	-	-	0.293
35	-	-	0.778	-	-	0.392
40	-	-	0.928	-	-	0.540
45	-	-	1.247	-	-	0.728
50	-	-	1.860	-	-	1.049
55	-	-	3.133	-	-	1.985
60	<u>-</u>	<u>-</u>	<u>5.966</u>	<u>-</u>	<u>-</u>	<u>4.056</u>

8. **CONSUMABLE INVENTORIES:**

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

9. **RECEIVABLES:**

	<u>2012</u> <u>\$'000</u>	<u>2011</u> <u>\$'000</u>
Motor vehicle revolving loan scheme	25,199	18,885
Staff revolving loan	9,254	9,811
Other receivables	<u>888</u>	<u>1,764</u>
	<u>35,431</u>	<u>30,460</u>

10. **TAXATION RECOVERABLE:**

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

11. **CASH AND CASH EQUIVALENT:**

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

	<u>2012</u> <u>\$'000</u>	<u>2011</u> <u>\$'000</u>
Imprest account -		
Portland	-	1
St. Ann	-	261
St. Elizabeth	<u>-</u>	<u>16</u>
Balance carried forward to page 27	<u>-</u>	<u>278</u>

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

	<u>2012</u> <u>\$'000</u>	<u>2011</u> <u>\$'000</u>
Balance brought forward from page 26	-	278
Capital accounts -		
Head Office	30,693	(849)
St. Andrew	5,691	6,218
St. Thomas	1,576	1,554
St. Catherine	9,874	18,193
Portland	2,423	4,408
St. Mary	8,107	8,697
St. Ann	7,234	10,920
Trelawny	3,458	6,453
St. James	2,209	2,220
Hanover	5,804	7,849
Westmoreland	8,370	8,695
St. Elizabeth	4,174	10,637
Manchester	9,280	12,691
Clarendon	<u>18,439</u>	<u>16,790</u>
	<u>117,332</u>	<u>114,476</u>
Others -		
Head office bank account	11,386	6,172
Motor vehicle revolving loan savings account	5,604	953
E.U. Banana account	6,174	26,999
Foreign currency accounts	17,436	21,192
Deposits and short term instruments	169,135	200,775
Salaries account	7,832	3,635
Staff loan account	3,139	1,676
Income generating account	632	667
EUSB local account	<u>1,480</u>	<u>3,576</u>
	<u>222,818</u>	<u>265,645</u>
	<u>340,150</u>	<u>380,399</u>

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

Included in the above amount is \$58,036,510 (2011-\$68,833,075) 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(b).

- (a) Included in deposits and short term instruments is interest receivable of Nil (2011 - \$1,280,786). These deposits have an average maturity of days 31 days (2011-31 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>2012</u>	<u>2011</u>
Cash at bank - (JA\$ account)	2.40%	7.4%
- (US\$ account)	1.20%	5.5%
- (EURO\$ account)	0.35%	1.75%
Deposits and short term instruments	<u>4.96%</u>	<u>11.50%</u>

12. CAPITAL RESERVE:

	<u>2012</u>	<u>(Restated)</u>
	<u>\$'000</u>	<u>2011</u>
		<u>\$'000</u>
This represents grants received from:		
Agricultural Support Services		
Project (ASSP) - Tractor	45,971	45,971
Morant Yallahs Project - Motor vehicles	6,509	6,509
- Motor cycles	195	195
Jamaica Bauxite Institute - Motor vehicles	350	350
EJASP - Motor vehicles	8,134	8,134
- Motor cycles	<u>835</u>	<u>835</u>
	61,994	61,994
European Union -		
Laptop computers	9,634	9,634
Lexmark printer	69	69
Other instruments	561	561
	<u>72,258</u>	<u>72,258</u>
FAO - Laptops	866	-
	<u>73,124</u>	<u>72,258</u>
Transfer of depreciation on donated assets	<u>(41,153)</u>	<u>(34,539)</u>
	<u>31,971</u>	<u>37,719</u>

13.	CAPITAL FUND:		
		<u>2012</u>	<u>2011</u>
		<u>\$'000</u>	<u>\$'000</u>
	Capital Fund brought forward	208,027	161,463
	Government of Jamaica Grants	<u>39,466</u>	<u>60,719</u>
		247,493	222,182
	Less: Development expenditure for the year	(11,319)	(14,155)
		<u>236,174</u>	<u>208,027</u>
14.	PAYABLES:		
		<u>2012</u>	<u>2011</u>
		<u>\$'000</u>	<u>\$'000</u>
	Accrued vacation leave	102,993	101,251
	Accrued audit fees	1,786	3,063
	Other payables	<u>21,867</u>	<u>17,607</u>
		<u>126,646</u>	<u>121,921</u>

15. **PROJECT ADVANCES:**

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

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

	<u>2012</u> <u>\$'000</u>	<u>2011</u> <u>\$'000</u>
Social and Economic Support Programme	595	694
Domestic Agricultural Project	221	1,885
Production incentive	14,407	16,316
Flood relief	84	309
Drought relief	308	14,081
Local Development Programme	2,913	11,197
Constituency development fund	58,037	68,833
Production and productivity	<u>109</u>	<u>-</u>
	<u>76,674</u>	<u>113,315</u>

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

Pasture Improvement Programme	5	17
Bauxite Community Redevelopment Project	1,071	3,138
A. B. I. S.	29	147
International Aided projects	8,678	64,124
Tree Crop Project	27	-
E.U. Banana project	12,099	35,272
MYADP Yallahs/Morant Bay	2,737	2,737
School Garden Programme	254	330
Locally Aid Projects	8,589	-
ALBA	<u>40,813</u>	<u>-</u>
	<u>74,302</u>	<u>105,765</u>

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

Projects	<u>8,404</u>	<u>11,003</u>
	<u>159,380</u>	<u>230,083</u>

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

16. EMOLUMENTS FOR MANAGEMENT STAFF:

During the year under review the number of management staff amounted to thirty one (31) (2011 – 24) and the cost associated with total emoluments was \$90 million (2011 - \$78 million).

17. STAFF COSTS:

	<u>2012</u> <u>\$'000</u>	<u>2011</u> <u>\$'000</u>
Wages and salaries	543,670	492,816
Statutory contribution	28,516	23,149
Pension (Note 7)	2,575	(3,130)
Other staff cost	1,539	324
Health insurance	13,836	20,495
Disability insurance	7,449	6,680
Overtime and super allowance	625	666
Gratuity	<u>6,217</u>	<u>2,821</u>
	<u>604,427</u>	<u>543,821</u>

The number of persons employed by the Authority at the end of the year was 586 (2011 578).

18. RELATED PARTY BALANCES AND TRANSACTIONS:

The recurrent income and expenditure account includes the following income earned and expenses incurred in transactions with related parties, in the ordinary course of business.

	<u>2012</u> <u>\$'000</u>	<u>2011</u> <u>\$'000</u>
Subvention–Government of Jamaica	852,750	782,519
Key management personnel:		
Short-term employee benefits	<u>89,949</u>	<u>78,000</u>

Comparison of Capital Income and Expenditure to Budget Year Ended March 31, 2012

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	<u>Budget</u> <u>\$'000</u>	<u>Actual</u> <u>\$'000</u>	<u>Variances</u> <u>\$'000</u>
INCOME:			
Government of Jamaica Grant	<u>125,000</u>	<u>39,466</u>	<u>85,534</u>
<u>DEVELOPMENT EXPENDITURE:</u>			
Grants for crop production and extension - Crop care	-	31	(31)
Grants for production incentive for small farmers-			
Area development project	-	858	(858)
Training	-	4,513	(4,513)
Marketing extension	-	50	(50)
Agricultural Business Information System (ABIS)	-	554	(554)
Farm Irrigation/mechanization	-	48	(48)
Social service/home economics	-	802	(802)
Information technology	-	24	(24)
Forestry -			
Soil survey and conservation	-	47	(47)
Disaster management	-	2,678	(2,678)
Rural Development -			
Road repairs	125,000	1,011	123,989
Fruit tree crop programme	-	102	(102)
Domestic food crop programme	<u>-</u>	<u>601</u>	<u>(601)</u>
	<u>125,000</u>	<u>11,319</u>	<u>113,681</u>

Comparison of Recurrent Income and Expenditure to Budget Year Ended March 31, 2012

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	Revised Estimate of Budget \$'000	Actual \$'000	Variances \$'000
INCOME:			
Government of Jamaica Subvention	854,073	852,750	1,323
Net income from income generating account (page 34)	-	(2,154)	2,154
Miscellaneous income	-	10,919	(10,919)
Interest earned (net)	-	11,446	(11,446)
	854,073	872,961	(18,888)
EXPENSES:			
Salaries, wages and related charges	664,053	604,427	59,626
Public utilities	15,995	34,095	(18,100)
Motor vehicle maintenance	3,852	5,232	(1,380)
General office	6,326	9,958	(3,632)
Seminars and meetings	1,074	1,543	(469)
Repairs and maintenance	4,874	4,852	22
Consultancy	815	3,973	(3,158)
Bank charges and interest	727	1,015	(288)
Upkeep/travelling and subsistence	138,648	149,770	(11,122)
Directors' and committee meetings	7,704	4,369	3,335
Rental of building	1,675	1,705	(30)
Security	2,700	3,440	(740)
Printing and stationery	2,414	4,084	(1,670)
Audit fee	875	3,681	(2,806)
Insurance	2,341	2,313	28
	854,073	834,457	19,616
Property, plant and equipment depreciation	-	14,529	(14,529)
	854,073	848,986	5,087

Income Generating Account Year Ended March 31, 2012

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	<u>2012</u> <u>\$'000</u>	<u>2011</u> <u>\$'000</u>
INCOME:		
Twickenham Bammy project	<u>14,630</u>	<u>12,636</u>
EXPENSES:		
Purchases	5,676	4,496
Direct salaries and commission	5,266	3,998
Motor vehicle expenses	572	-
Travelling and subsistence	52	317
Public utilities	1,268	958
Liquid gas	500	343
Repairs and maintenance	1,604	1,600
Packaging	666	-
General expenses	<u>1,242</u>	<u>-</u>
	<u>16,846</u>	<u>11,712</u>
(Deficit)/surplus for the year from Twickenham Bammy Project	(2,216)	924
(Deficit)/surplus from the Community Development project	(109)	759
Molly's cake project	-	(12)
Dasheen chips	115	1,290
Cook Books Project	<u>56</u>	<u>5</u>
NET (DEFICIT)/SURPLUS FOR THE YEAR	<u>(2,154)</u>	<u>2,966</u>







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