



**RADA**  
RURAL AGRICULTURAL  
DEVELOPMENT AUTHORITY

# Annual Report | 2018 2019

People, Land and Opportunity



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# CORPORATE Profile

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The Rural Agricultural Development Authority (RADA) is a statutory body under the Ministry of Industry, Commerce, Agriculture & Fisheries. RADA was established under the Rural Agricultural Development Authority Act of 1990, replacing the Land Authorities Act and began its operation on August 1, 1990. It is Jamaica's chief agricultural extension and rural development agency.

# MISSION Statement

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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.

# VISION Statement

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





# People > Land > Opportunity



# RADA'S STRATEGIC PRIORITY AREAS

## 2018-2023

The strategic direction in which the Authority will be moving towards over the next four (4) years are listed below:

- Enhancing agricultural service delivery through a responsive and modern Agricultural Extension Service.
- Improvement in Production and Productivity of Crops and Livestock.
- Targeting of new entrants to the Agricultural Sector.
- Strengthening of strategic alliances with local and international stakeholders.

### Strategic Objectives and sub-themes:

1. Enhancing agricultural service delivery through a responsive and modern Agricultural Extension Service.

#### Sub-Themes

- 1.1 Climate Smart Agriculture
- 1.2 Agricultural Value Chain and Agro-processing Development
- 1.3 Food Safety
- 1.4 Farmer Field School
- 1.5 Effective Public Relations and Communications Plan
- 1.6 Employee Development and Competence
- 1.7 Corporate Governance and Accountability
- 1.8 Gender Mainstreaming in Agriculture
- 1.9 Promotion of Social Entrepreneurship
- 1.10 Agricultural Disaster Risk Management
- 1.11 Facilitation of Market Linkages

2. Improvement in Production and Productivity of Crops and Livestock.

#### Sub-Themes:

- 2.1 Transfer of Good Agricultural Practices
- 2.2 Strengthening the use of ICT
- 2.3 Facilitation and Enhancement of Infrastructural Development
- 2.4 Institutional Strengthening
- 2.5 Mainstreaming of New Services.
- 2.6 Efficient Operation of RADA Services/Commercial Entities

3. Targeting of New Entrants to the Agricultural Sector.

#### Sub-Themes:

- 3.1 Creating an Enabling Environment
- 3.2 Gender Sensitive and Youth-focused Programmes
- 3.3 Development and Promotion of Investment Profiles for Crops and Livestock

4. Strengthening of strategic alliances with local and international stakeholders.

#### Sub-Themes:

- 4.1 Capacity Building
- 4.2 Donor Support Mechanisms
- 4.3 Project Formulation and Support
- 4.4 Knowledge and Technology Transfer
- 4.5 Research and Development
- 4.6 Data and Information Sharing



## SCHEDULE OF ATTENDANCE Board of Directors

Schedule of Attendance at Board Meetings  
APRIL 2018 – MARCH 2019

Board appointed on June 11, 2018

Names	Regular Meetings		Special Meetings		Remarks
	Total	Attended	Total	Attended	
Nigel Myrie	8	8	2	2	Chairman - Appointed February 2019
Wayne Haye	8	7	2	2	Vice Chairman - Appointed February 2019
Olive Downer Walsh	8	8	2	2	
Lola Marshall Williams	8	8	2	2	
Novel Quest	8	8	2	2	
Anthony Scott	8	8	2	2	
Lennox Powell	8	7	2	2	
Warren Newby	8	6	2	-	
Annette Henry	8	6	2	2	
Shanique Smith	8	6	2	2	
Donald McDonald	8	5	2	2	
Toney Ward	8	5	2	2	
Winsome Crosdale	8	4	2	1	
Christopher Gentles	8	3	2	2	

# Board of Directors



**Nigel Myrie**  
Chairman



**Wayne Haye**  
Vice-Chairman



**Olive Downer-Walsh**  
Director



**Lola Marshall-Williams**  
Director



**Novel Quest**  
Director



**Anthony Scott**  
Director



**Lennox Powell**  
Director



**Warren Newby**  
Director



**Annette Henry**  
Director



**Shanique Smith**  
Director



**Donald McDonald**  
Director



**Winsome Crosdale**  
Director



**Toney Ward**  
Director



**Christopher Gen-  
tles**





**NIGEL MYRIE,**  
Chairman, National Board

Jamaica's remarkable economic performance in recent years has been underpinned by the agricultural sector which continues to remain a major pillar of the economy from the perspective of its contribution to Gross Domestic Product (GDP), employment and economic prosperity in rural communities.

The agricultural sector continues to play a dominant role in the country with employment in agriculture (% of total employment) accounting for approximately 17% between 2017 and 2018. There is a high degree of correlation between Jamaica's GDP growth and growth in agriculture. It is no secret that when the agricultural sector growth is upwards of 15% the economy realizes robust economic growth. Agricultural growth momentum of the country cannot be sustained in the long run without a thrust on inclusiveness and sustainability. The need for inclusiveness and sustainability coupled with competitiveness arises due to the numerous challenges faced by the agriculture sector today. Access to land, appropriate technology and affordable credit to farmers are critical if inclusiveness and sustainability are to be realised. The impacts of climate change and global warming has brought into sharp focus the need for climate smart agriculture and agricultural disaster risk management practices.

The Jamaican agricultural sector has tremendous potential which will be realised when the market linkages to the food processing, tourism and retail sectors are properly streamlined. The agricultural value chain continues to be

## Chairman's **MESSAGE**

a catalyst for the development of Jamaica's agriculture and is of enormous significance to Jamaica's development owing to the vital linkages and synergies that it promotes between the two pillars of the economy, agriculture and industry.

It is always a special honour whenever the occasion arises to salute our farmers and those who support them in recognition of the pivotal role they perform towards national development. We celebrate our over two hundred thousand (200,000) farmers for their great efforts to feed our population, for providing raw material to processors and also for contributing substantial revenue, especially foreign exchange to the national coffers. Any country that is incapable of feeding itself cannot truly speak of economic development.

It is my belief that, the only way we can guarantee that the majority of Jamaicans will have improved living standards is to ensure that there is significant productivity improvement in agriculture, food security, and economic prosperity for farmers. The National Board of the Directors has been focusing on developing, implementing and directing policies geared towards enabling and enhancing agricultural production and productivity to realize import substitution, to become self-sustaining in food crop production, and to contribute more significantly to the country's GDP, thereby placing agriculture as the main driver of economic growth.

The National Board were also keen on supporting the growth agenda of the Government of Jamaica. In this regard, the Board sought to focus on key areas geared towards this objective. Among the highlights of the financial year, decisions were taken to strengthen and support activities aligned to the following policy areas:



- Development of an integrated agricultural sector that promotes and supports land use and crop diversification with linkages to agro-processing, through value added innovations, as well as marketing and distribution logistics support. Already the Agricultural Linkages Exchange Project (ALEX) is realizing great success in connecting farmers to markets in the tourist, gastronomic and export sectors;
- Development of livestock husbandry capability particularly in the area of small ruminant production (Goats and Sheep);
- Productivity Incentive Programme to support policy crops such as Irish Potato, Onion, Ginger, Turmeric, Pineapple, Strawberry, Cassava, Sweet Potato, Yam, among others. Through the PIP support, the country is almost self-sufficient in table potato production;
- Farm Roads Maintenance programme to improve access to and from farming communities. The lack of adequate road infrastructure means farmers' produce are transported expensively, leading to extreme price hikes and in some cases loss of produce;
- Facilitate the development of agricultural production systems (Agricultural Production Zones and Agro-Economic Zones) to bring Idle lands into production and to promote agro-processing. Facilitating farmers access to land is therefore an imperative of the Authority;
- The development of climate resilience by promoting climate smart agriculture strategies that are in line with the broader national climate policy priorities for the agricultural sector;
- Targeting unattached youth and fostering their participation in agriculture as Agricultural Aides supported through the HOPE programme;
- Pest and disease monitoring particularly in crops. The Beet Army Worm and Frosty Pod disease are examples which pull on the manpower and expertise of RADA to carry out surveillance and management protocols;
- The promotion of emerging industrial crops such as Bamboo, Hemp and Castor Bean.
- Training of farmers through Farmer Field Schools geared towards capacity building; We also ensure training and development programmes for our staff to ensure a world class extension service to our farmers.

It is an imperative of the RADA to get farmers to make that radical shift from seeing agriculture as a subsistence

activity to viewing it as a business. If we embrace the concept that views agriculture as a business, our farmers will have the capacity to know their cost of production; farmers will be able to determine rates of return on their investments and we can use our resources more effectively. The RADA remains steadfast in our charge to improve our farmers' understanding of agriculture as a business and consequently improving production and productivity levels and thereby guarantee sustainable rural development.

In closing, let me congratulate the management and staff of RADA for their pivotal role in moving agriculture and rural development forward. I wish to salute our gallant farmers once more and encouraged them to remain steadfast in their noble profession. The Board of Directors wishes to reaffirm our commitment to responsibility, transparency and accountability in the discharge of the roles and functions of the Authority thereby ensuring its sustainability. The RADA remains committed in its mission of promoting the development of agriculture through an efficient, modern and sustainable extension service.

**Nigel Myrie,**  
Chairman, National Board



**PETER THOMPSON,**  
Chief Executive Officer

**R**ADA the chief extension agency of the Ministry of Industry, Commerce, Agriculture and Fisheries continues to deliver the mandate of providing technical support and training of over 200,000 farmers island-wide with the ultimate goal of increasing productive efficiencies.

During the year under review, RADA continued to introduce to farmers innovative technologies and reiterate best practices to be employed to improve yield. We wish to commend our farmers for contributing over 682,399 tons of produce to the overall domestic food crop production, this is a 42% comparative increase over 2017 production.

RADA's extension unit must also be acknowledged in delivering 3,100 training sessions with 38,552 farmers. The very popular and effective hands-on Farmer Field School (FFS) approach continues to be extended to our farmers. This kind of approach saw training sessions being conducted in soil, crop, livestock and water management. The Farming as a Business component of the FFS approach had a total of 132 training delivered sessions to 915 farmers.

In terms of promoting food safety and crop care measures, the RADA extension team conducted 63,400 farm inspections and 33,440 pest surveillance tracking. We are pleased to report that the spread of the dreaded Beet

## Chief Executive Officer's **OVERVIEW**

Army Worm that has been affecting farmers in South Manchester and St. Elizabeth has been contained to a moderate level. Farmers were updated and educated frequently on control mechanisms through farmer field school trainings, text and WhatsApp messaging and through contemporary media channels.

The National Import-Substitution Programmes to include the Onion and Irish Potato programmes are currently being executed at the community level in a co-ordinated manner to increase the production of these notable crops. A production incentive programme document is now in place for other national policy crops to be include: Cassava, Ginger, Sweet & Yellow Yam, Pineapple & Strawberry among others.

A key national programme being implemented during the period of review was the National Farm Road Rehabilitation Programme. A total of 141.9km of farm roads was completed benefiting over 20,000 farmers.

It is important to note, that in terms of practically improving technologies, the Agricultural Business Information System (ABIS) has been expanded to allow Agricultural Extension Officers to update farmers' information to the system without internet connectivity. This is a true testament to the organization moving to improve efficiencies.

The Social Services and Home Economics Unit of RADA, in its efforts to empower farm families to become self-sufficient, sought to focus on improving micro-enterprises. A review of the seven Agro Processing Facilities has been undertaken with a view to accommodate effective



operations and management through structured farmers groups. RADA will provide oversight of these facilities.

The RADA Marketing Unit continues to champion the cause of facilitating market access and information sharing between farmers and suppliers. The Agri-Linkage Exchange Project, a marketing development platform sponsored through the Tourism Enhancement Fund has gained notable achievements even within its embryonic stage as over 400 farmers have been engaged to generate sales in excess of fifty million dollars.

Other key areas of achievements worth mentioning are the twenty-two local and international programmes implemented by RADA which could not have been executed without the collaborative efforts of key stakeholders within the agricultural sector. We are therefore sincerely thankful to our many stakeholders for the sponsorships, grants,

participation and support that have been given to assist in improving the lives of our farmers and their farm families.

The Parish Open Days were one of the many channels used on the local level to provide the synergies created with the stakeholders and to update the farmers and public of our activities undertaken.

Though much has been achieved there is much more to be done for the benefit of our farmers.

We thank you all for yet another bountiful year.

**Peter Thompson**  
Chief Executive Officer



## New Initiatives/Main Highlights

In seeking to drive local production and provide an enabling business environment for farmers and other stakeholders, the RADA continues to play a critical role in facilitating the expansion, productivity and development of the Agricultural Sector in Jamaica. The primary focus of RADA remains at becoming the leader in the drive towards achieving national economic growth and stability through agricultural development. As the Authority reflects on the year in review, several initiatives and programmes geared towards improved extension service delivery, knowledge transfer, the increased use of technology, gender mainstreaming and strengthened partnerships with key stakeholders were undertaken.



*Pictorial highlights from the inaugural RADA Info Tech Conference held on September 10th, 2018 in Mandeville, Manchester.*

## Plant Health Rally – Beet Armyworm Management

The first plant health rally was staged in May 2018 by a joint team of plant doctors from RADA, Plant Quarantine/Produce Inspection Branch and Research & Development Division, MICAF, at the RADA St. Elizabeth Parish Office's Open Day. The joint technical team prepared and successfully staged the public awareness campaign for effective management of the Beet Armyworm. A plant health rally is considered a new approach for Jamaica's plant health system and compliments other extension approaches used for transferring knowledge and skills to farmers and other stakeholders. This high-intensity training consisted of four individual modules, where participants were exposed to 15-20 minutes sessions on key areas for the management of the Beet Armyworm: (1) Pest Life Cycle; (2) Field Inspection for Assessing Beet Armyworm; (3) Construction and Use of Pheromone Traps and (4) Pest Forecasting. Sessions included practical demonstrations and interactive participant communication. This pilot project was implemented in collaboration with CABI Plantwise.

## Hosting of the RADA InfoTech Conference

During the period, RADA hosted for the very first time an Infotech Conference held under the theme "Improving Knowledge and Information Sharing". The event which was held on September 10, 2018 was geared towards reaching all Technical and Field Staff within the Organization to inform them on the major programmes, projects, results of local research and focus areas/new strategic interventions within the agricultural sector.

Topics such as results of Varietal Trials for onion and irish potato, National Animal Identification Traceability System (NAITS), Status of the Cocoa Frosty Pod Rot Disease, Impacts of Climate Change, Crop Modelling, Drones in RADA's Operations, status of the Cannabis Industry in Jamaica among other areas were presented. Officers were welcoming of this initiative.

## RADA Receives Gender Equality Certification Seal

RADA recognizes that gender equality is a matter of fundamental human rights, social justice and a pre-condition for sustainable development and the achievement of its mission to promote agricultural production as the main engine of growth in rural communities.

On September 12, 2018, the Authority was presented with a Gender Equality Certification Seal from the Bureau of Gender Affairs, having achieved specific standards in promoting gender equality in the workplace. This gesture also signals RADA's commitment to the guiding principles of the National Policy for Gender Equality (NPGE). RADA currently has a Gender Equality Policy Statement which outlines actions to be taken to ensure that gender equality is fully incorporated in all of RADA's activities towards a more sustainable agricultural sector.

It is important to note that since the endorsement of this Policy Statement by the National Board of Directors in 2016, RADA has embarked upon several initiatives to create awareness on gender mainstreaming for staff through gender sensitization and planning workshops. It is anticipated that this kind of approach will allow for all staff to take a gender-sensitive and gender responsive approach towards service delivery and also provide a guide for them in the planning/implementation of future projects and programmes.

## Steps taken towards ISO 9001: 2015 Certification

The Ministry of Industry, Commerce, Agriculture & Fisheries (MICAF) Quality Systems Division has engaged members of the RADA Senior Management Team in a series of Sensitization Sessions geared towards ISO 9001:2015 Certification since October 2018. The Division was set up to implement the ISO 9001:2015 Quality Management System (QMS) across the Ministry and its portfolio entities. The Division will provide support in the activities necessary to bring the Ministry and its participating entities to the point of ISO 9001:2015 Certification. To date, four (4) sessions have been conducted with RADA's Senior Management Staff and Technical Specialists in the areas of: Awareness on ISO 9001:2015 Quality Management Systems, Documentation of Standard Operating Procedures using ISO 9001:2015 guidelines and Allocation of Control Features to Forms used within RADA. Two (2) officers were also officially trained in June 2018 as certified ISO 9001 Lead Auditors. It is anticipated that implementing an effective and robust ISO 9001 Quality Management System (QMS) in RADA will assist the Authority in focusing on improving efficiency within key areas of its operations.



## Customer Service Assessment

An assessment of the status of Customer Service in the Public Sector (RADA as one of the organizations of focus) was undertaken by the Cabinet Office, through its Public Sector Transformation and Modernisation Division (PSTMD) with the support of the Statistical Institute of Jamaica (STATIN) in December 2018.

The goal of the Government of Jamaica (GoJ) is to have a Public Sector that provides no less than eighty per cent (80%) customer satisfaction. This assessment provides baseline empirical data for the improvement of customer satisfaction, Service Excellence and the effective implementation of your Ministry's Customer Service Improvement Plan. It should also be noted that the completion of this assessment is also identified as a trigger to access funding under an International Development Bank (IDB) Policy-Based Loan. For the Government to access the loan funds these commitments must be fulfilled by February 28, 2019.

Overall, 90.2% of RADA customers were very satisfied (40.9%) or satisfied (49.3%) with their quality of service/product delivery while 6.4% are either dissatisfied (5.7%) or very dissatisfied (0.7%) and 3.4 % are neither satisfied or dissatisfied (neutral). A total of 87.9% of RADA customers highlighted that their expectations were met (excellent-39.3%, very good-24.3% or good-24.3%) after receiving the desired service/product from RADA.

It was also noted that 6.7% of customers specified that against their expectations the service/product received was fair, 2.7% did not respond and 2.6% of respondents' expectations were not met (2.3% indicated poor and 0.3% very poor). Overall these results showed that, 94.6% of RADA customers' expectations were met when they received desired service/product; while only 2.6% of customers did not have their expectations met. Additionally, the results of the 2018 Assessment showed that Manchester had a satisfaction rate of 87.5% and St Elizabeth 87.8%. This indicated that there was a significant increase of 47.8% in the customer satisfaction level for St. Elizabeth and a minimal decrease of 12.5% for Manchester.

## Cross Learning Tour — Technical Team from Antigua & Barbuda visits Jamaica

RADA in partnership with the Commonwealth of Learning (COL) hosted a cross-learning tour during the period of February 5-8 2019 to facilitate a team of eleven (11) agricultural extension officers and farmers from Antigua & Barbuda. Our Caribbean neighbours gained insights into several farm operations and best practices through field tours, interactions with local farmers and in-house presentations on RADA's extension service and delivery of the Lifelong Learning for Farmers Initiative (L3F) Model in Jamaica. The team also gained useful knowledge and appreciation of Jamaica's official registration system for farmers, the RADA's Agri-Business Information System (ABIS).



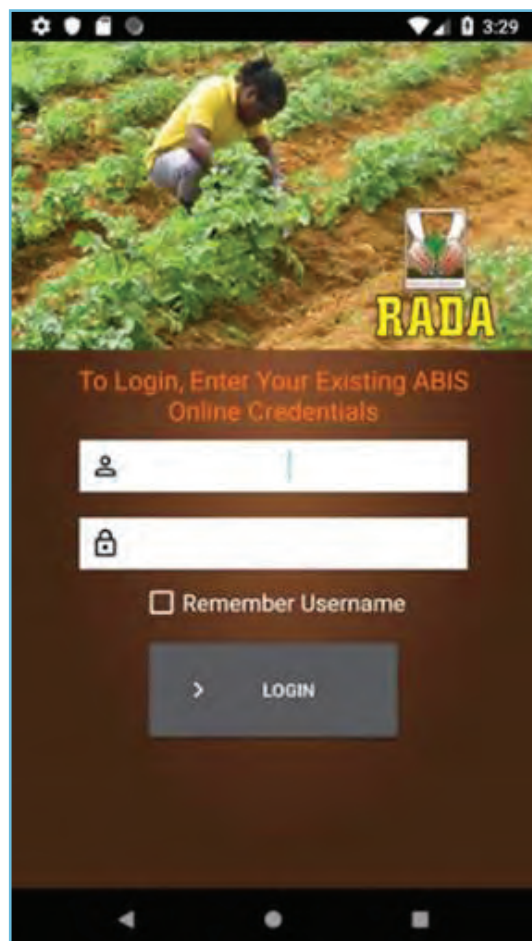
*Onion field visit held in Yallahs St. Thomas, for participants during Cross-Learning Tour.*

The Commonwealth of Learning must be recognized and congratulated for the invaluable support given in making this cross-learning tour a reality. RADA and COL share similar objectives, as this international body is keen on empowering people through learning that leads to economic growth, social inclusion and environmental conservation. COL now views RADA as a resource agency for new COL partners within the Region, such as the team that visited from Antigua & Barbuda.

## Development of the Agricultural Business Information System (ABIS) Offline Application

In March 2019, the Information, Communication and Technology (ICT) Department undertook an initiative under the CTA Climate Smart Project to develop a mobile application to support the Extension Service Delivery. The application created will be used by the Agricultural Extension Officers (AEO) to update registered farmer information in ABIS without the need for Internet connection. The records will be manually synchronized to the ABIS platform once internet connection is available. Some of the features of the application include:

- Digital Contact Sheet
- Mobile Offline Capability
- Mobile Updates of Farmer Records (Demographic, Crop, Livestock and Land Parcel)
- Geo-reference Capability (collection of Longitude and Latitude of farm)
- Farmer Identification Search
- Farmer Group Membership





## CORPORATE SERVICES

The Corporate Services Division of the RADA remained vigilant in the maintenance of the Financial Administration, the Human Resource Management and the Information Communication Technology portfolios for the period under review. Like many other public sector entities, the Corporate Services function for the most part is to engage in the strategic formulation of Organization's Goals.

### Some strategic undertakings that were carried out included:

- The development of a human resource capability that aligns with the Organization's Mission.
- The establishment of a clear career development path for staff which led to improved competencies.
- The maintenance of a sound Finance and Accounts System that supported the Authority.
- The management of an effective Procurement System that conforms with Government of Jamaica Public Procurement Policy.
- The Organizational review of the Projects Unit which was approved by the Ministry of Finance and the Public Service.
- The Revision of Procedural Manuals to ensure that the relevant operating procedures were up to date and in conformity with Industry Standards.
- The revision of two critical activities; Disaster Risk Management and Occupational Health and Safety to sensitize staff regarding compliance.
- Training and Development was a major investment that was carried out. Two groups of second and third tier Managers were trained in Leadership Management.
- The execution of a Monitoring and Evaluation System was done through an Internal and External Customer Survey.

## Administrative Training

Table showing training initiatives carried out during the year 2018-2019

TRAINING AREAS	CATEGORY OF STAFF	NUMBERS TRAINED	LOCATION
Administrative/Secretarial Minute Taking	Secretarial/Administrative Assistants	26	Local
Leadership Management	Technical, Administrative, Deputy Parish Agricultural Managers	50	University of Technology
Supervisory Management	Human Resource	2	Local
Fundamentals of Project Management	Technical	1	MIND
Principles and Practices of Project Management	Corporate Services	2	UWI
Agriculture Post Disaster Needs Assessment	Technical	1	Dominica
ISO 9001:2015 Lead Auditor Training	Audit/Corporate Planning	2	Local
Government Accounting	Accounts	4	MIND
Administrative Management	Secretarial	2	MIND
International Agriculture Extension	Extension Information Communication Technology (ICT)	1	Mexico

## Leadership Training for Managers

Pursuant to the Memorandum of Understanding between the University of Technology (UTech), Jamaica and the Rural Agricultural Development Authority (RADA) dated July 11, 2017, the UTech, developed, organized and delivered a five-day intensive programme on Leadership and Management to a total of fifty-one (51) managers and potential managers (as outlined in RADA's succession plan). This training programme was executed in two cohorts.

- The fundamental objective of the training was to build the capacity of current and future managers among RADA personnel as part of the organization's strategy for succession planning; and to develop the leadership skills of the existing managers. The training was undertaken using a modular approach. Each module was developed, owned and administered by UTech, Jamaica, and was designed to address the training needs of RADA personnel.

### The training was intended to assist participants to:

- Relate the principles of leadership and management and to carrying out their duties
- Uncover their own leadership styles
- Apply strategies and techniques for motivating their staff or team members
- Devise strategies for problem solving and conflict resolution
- Develop an awareness of the important role they play in the organization and the need to foster and maintain healthy professional relationships with and among their staff and with external stakeholders
- Demonstrate an understanding of the fundamentals as it relates to workplace communication in their capacity as managers.



## Information and Communication Technology (ICT)

In order for RADA to achieve its objectives, the Information Communication & Technology (ICT) department embarked on several initiatives during the review period, primarily focusing on extension service delivery.

These initiatives included the development of the Agricultural Business Information System (ABIS) offline application to support farmer in-field data collection via mobile devices; organisation of several training sessions to improve the utilization and maximization of ICT based tools provided to staff; the review and updating of ICT policies to protect the Authority's information assets and improve the security posture of employees.

The department continued to support the organization's activities by rendering technical assistance, management and monitoring of the Information Technology and Information Systems. Hence, the strengthening of the ICT members' capacity has improved customer satisfaction through efficient and professional handling of all service requests.

**TABLE 1:  
Main Achievements ICT Department**

ACTIVITIES	TARGETS	ACHIEVEMENTS
<b>Data Collection</b>	To acquire mobile based application to collect in-field data	One (1) off-line application to support ABIS developed.
<b>Training</b>	To organize internal customer engagement expos, seminars and workshops	Forty (40) software training sessions conducted.
<b>Agri-Business Information System</b>	To review ABIS modules and improve functionality and user experience.	Four (4) ABIS related applications reviewed.
<b>ICT Policies</b>	To update and implement policy document focusing on ICT Governance	Improved organization acceptable behaviour practices. Minimized organization at risk.
<b>Online Resource Platform</b>	To develop asynchronous training materials via multimedia technology, eg. videos	Developed four (4) in-house ICT based training videos.
<b>IT Governance</b>	To identify and implement Governance Framework	Improved IT Support and Delivery using industry standard best practices.

## Public Relations And Communication

The Public Relations and Communication Unit continued to disseminate useful, relevant and accurate information on the services provided by RADA. The Unit also seeks to ensure that the functions and events undertaken by the organisation were effectively promoted.

The following are simple tools employed by the Unit during the period under review to provide updates and awareness of RADA's services and programmes.

- Media Coverage
- Logistical Support
- Organizational Interventions

## Media Coverage

This entails the dissemination of information using electronic and print media. The table below outlines the achievements of consistent collaboration with the media.

**TABLE 2:  
Media Coverage provided by Public Relations and Communication Unit**

MEDIA INTERFACE	ENGAGEMENTS	REMARKS
Media Advisory/ Article Placement	50	The placement of articles based on advisories circulated by RADA to print media.
Print Collateral Material	32	This is a bi-monthly placement of articles in the Agriculturalist and Jamaica Observer.
Outside Broadcast	14	Part and full sponsorship of outside broadcasts
Interviews Highlighting Initiatives	58	This entails bi-monthly Radio Features with Power 106 and other radio interviews with the media.

## Logistical Support

The Unit provided assistance in the promotion of all of RADA's Parish Annual Open Days, Major Farmers' Markets, and participation in National and Regional exhibitions to include: Caribbean Week of Agriculture, Jamaica Product Exchange, Denbigh Agricultural, Industrial and Food Show among others. As it relates to the promotion of the technical services provided directly to our farmers, to ensure a responsive and modern agricultural extension service, the Unit sought to place focus on highlighting the following during the period under review:

- National Irish Potato Conference/ Sensitization Seminar
- Plant –Wise Plant Doctor Training Programmes
- Beet Army Worm Control Trainings
- Farming as a Business Farmer Field School Graduations
- Agri-Linkage Exchange Platform



*Highlights Manchester Open Day*

## Organizational Interventions

- Promotion of RADA's Social Media Platforms

RADA has sought to maximize the use of social media platforms to disseminate timely agricultural information to farmers and prospective farmers alike; while augmenting the extension service with the latest technologies to support knowledge management.

Since the implementation of RADA's Social Media Ambassadors in March 2018, there has been a significant increase in the followers. Updates on RADA's activities island-wide have also been provided on a consistent basis on our social media platforms such as Instagram and Twitter. Some of the contributing factors included the island-wide agricultural media coverage per parish; and active posting of technical information in the form of photos and videos that cater to youth in agriculture. Additionally, the ambassadors were trained and a social media policy was developed to manage the use of the platforms.

The RADA Public Relations and Communication and Information and Communication Technology Units continued to work closely over the period to enhance and expand postings, likes and views on these social media interfaces. Information was uploaded on a real-time basis and re-broadcasted to ensure added public awareness of RADA's role, activities and programmes.

## Capacity Building of Staff

As a part of the Division of Technology, Training and Technical Information, the Training Unit seeks to improve the Agricultural sector through an efficient extension service delivery. The unit is geared towards continuous capacity building of extension staff in order to strengthen technical knowledge and skills for better service delivery to farmers and other stakeholders. The division continued to access funding and support from various local and international entities and facilitated the delivery of training programmes in a wide range of topics taking into consideration new technological developments.

RADA's Training Unit is committed to ensuring that the competence of extension staff in delivering technically sound programmes is at the highest standard and administration of farmer trainings are conducted through the use of various methodologies. This has resulted in farmers becoming more knowledgeable and capable in applying new and improved technologies. Much focus was also placed on the continuous training of staff using the Moodle on-line platform through the Commonwealth of Learning (COL), Lifelong Learning for Farmers (L3F) Initiative. Some of the areas of focus during the period were:

- Design and delivery of training programmes
- Preparation of training proposals for funding support
- Use of conventional and participatory methodologies (FFS) for training delivery
- Knowledge based assessment and farmer feedback
- Training monitoring and evaluation



Participants from the COL funded Agri-Business Management online course in September 2018.

## Staff Training Achievements/ Technical Training

**TABLE 3:**  
**Training Hours Exposure for Different Categories of Extension Staff**  
**(April, 2018- March, 2019)**

Categories of Extension Staff	Agricultural Extension Officers	Agricultural Assistants	Marketing Extension Officers	Home Economics Social Service	Livestock Extension Officers	Land Management Officers	Technical Specialists	Total Training Hours
Training Exposure Hours	251	224	83	34	31	93	123	588

## Farmer Training

For the 2018/2019 period, a total of 2,353 training sessions were delivered island wide resulting in 38,552 farmer training exposure (Table 5). RADA continued to provide support to special projects in facilitating Farmer Field Schools (FFSs) in land husbandry/ climate smart and in focus areas such as- Farming As A Business (FAAB). A total of 132 FFFs were facilitated benefiting 915 farmers . Extension services were provided to farmers by well-trained staff with expertise in a crop production (open field, protected agriculture, permaculture, aquaponics), pest and pesticide management, food safety and GAPs, crop nutrition, water management, livestock production, land management and climate smart, post-harvest technology etc.



Farmers participating in Farming As a Business training session-Sandy River, Clarendon

**TABLE 4:**  
**Summary of Farmer Training Sessions delivered by RADA (April 2018 – March 2019)**

ACTIVITIES	TARGET	ACHIEVEMENTS	
		Units	Percentage (%)
Farmers Trained	39,000	38,552	98.0
Sessions Delivered	2,353	3,108	132.0

## Domestic Food Crop Production

The overall domestic food crop production for 2018 stood at 682,398.5 tons. This represented a 42% increase over the 2017 production where approximately 634,069.4 tons were reaped. For the most part, favorable weather conditions experienced, attributed to the increase in production for the 2018 period when compared to the 2017 crop production period which saw drought-like conditions throughout several months. It is also important to note that there were seed distributions to farmers in the earlier parts of 2018 which has also attributed to the increase in production for 2018.

**TABLE 5:**  
**Comparative Estimate Domestic Food Crop Production by Crop Category 2018/2019**

APRIL 2018-MARCH 2019						
CROP CATEGORY	PRODUCTION (TONNES)			HECTARES REAPED		
	2018	2017	%CHANGE	2018	2017	%CHANGE
Legumes	4685	5,103.1	-8.2	4,227.1	4,448.6	-4.98
Vegetables	246,224.1	232,506.4	5.9	14,847.5	14,111.1	5.22
Condiments	53,256.1	45,592.9	16.8	3,913.4	3,500.1	11.81
Fruits	62,534.2	53,015.3	18.0	3,115.4	2,711.6	14.89
Cereals	2,169	2,411.4	-10.1	1,887.4	2,076.7	-9.12
Plantain	48,974.3	47,503.9	3.1	2,505.2	2,446.6	2.40
Potatoes	62,736	58,883.5	6.5	3,660.9	3,462.7	5.72
Yam	150,308.9	143,253	4.9	8,870.8	8,689.7	2.08
Other Tubers	50,340.2	46,878.9	7.4	2,662.7	2,530.4	5.23
Sorrel	1,170.7	1,197.3	-2.2	663.3	717.8	-7.59
<b>TOTAL</b>	<b>682,398.5</b>	<b>636,345.7</b>	<b>42.14</b>	<b>46,353.7</b>	<b>44,695.3</b>	<b>25.66</b>

**TABLE 6:  
Crop Production for each Quarter 2018/2019**

TOTAL CROP PRODUCTION (TONNES) FOR EACH QUARTER			
Year	2018	2017	Variance
1st Quarter	188,148.50	160,022.6	17.5762
2nd Quarter	155,501.10	152,157.8	2.197258
3rd Quarter	162,432.50	151,801.1	7.003507
4th Quarter	176,316.40	172,363.9	2.293114

## Marketing

The goal of the marketing unit is to increase the efficiency, productivity and competitiveness of local farmers. This is achieved predominantly through the establishment of linkages between farmers and buyers and improving the competitiveness of fresh produce within the market system.

The unit's major strategies to achieve the objectives of the organization includes; conducting and facilitating workshops, events and seminars for knowledge transfer in marketing competition and produce demand; contract negotiations and sales; providing weekly price reports and monthly produce forecast and facilitating trade linkages to meet market demand.



*The Agri. Linkages Exchange Project site located at 197 Old Hope Road.*

Improving the competitiveness of fresh produce in the market system is achieved through conducting training sessions on post-harvest management, cost of production and produce pricing, farming as a business and carrying out regular farm visits as follow ups to trainings.

The unit has also worked closely with rural farm families to improve their production and productivity by aligning the farmers with market outlets and equipping them with negotiating skills in order to be more competitive in the market space. Other interventions through this Unit includes working in co-ordination with the projects and programmes implemented by RADA to secure marketing contracts for women and youth under these programmes in an effort to encourage new and existing farmers to the sector.

### Main Achievements:

1. The marketing team was able to conduct thirteen (13) farmer field schools across the island in FARMING AS A BUSINESS, impacting four hundred and twenty (420) farmers.
2. Six (6) officers went on the Cochran Fellowship at the Louisiana State University where they were trained in Agricultural and Marketing Extension.
3. Eighteen (8) Farmers Markets were held over the reporting period impacting approximately four hundred (400) farmers.



**TABLE 7:  
Summary of Achievements- Marketing Unit**

MONTHS	VOLUME OF LINKAGE FEATURE:	VALUE OF LINKAGE J\$	FARMERS BENEFITED	TRAINING	NO. OF FARMERS	PMO STRENGTHENING	FARM VISIT
April	94,028.90	29,663,969	748	26	548	21	583
May	354,606.7	42,306,115.1	454	32	977	19	385
June	353,231	42,849,310	394	19	554	24	460
July	280,561.20	44,125,929	284	23	537	18	385
August	277,956	35,145,896	314	20	376	20	334
September	158,780.66	17,295,870	203	21	625	30	401
October	119,259	14,269,024	129	17	631	42	311
November	789,922	26,184,568	245	28	797	57	375
December	165,719	28,312,152	245	14	311	25	311
January	219,721.82	31,439,186.20	253	19	456	33	365
February	204,589.70	44,161,278.80	220	25	424	35	420
March	239,559	62,935,811	319	20	353	45	514
<b>Total</b>	<b>3,257,934.98</b>	<b>418,689,109</b>	<b>3808</b>	<b>264</b>	<b>6589</b>	<b>369</b>	<b>4844</b>

### RADA at Jamaica Product Exchange (JAPEX)

RADA participated at the Jamaica Product Exchange (JAPEX) Forum which took place between September 23, and September 25, 2018 at the Montego Bay Convention Centre, Rose Hall, St. James. The trade show sought to showcase the benefits and opportunities gained through linkages between the agriculture and tourism sectors. RADA participated in its capacity as Jamaica's Chief Agricultural Extension Service provider through discussions on increased markets and contractual arrangements with tourism stakeholders. Under the theme "AGRI-INDUSTRIAL PLATFORM for the FUTURE" RADA featured its new online marketing platform, the Agri-linkage Exchange (ALEX) Project which is sponsored through the Tourism Enhancement Fund, Drone Technology in Agriculture, and the value – added products of the RADA's Agri-Mart. Additionally, RADA extended its hospitality to five (5) farmers in an effort to facilitate business linkage opportunities and pre-scheduled appointments with the wholesalers, and hoteliers at the event.

### Social Services/Home Economics

The Social Services/Home Economics Unit has upheld its support to rural farm families and by extension urban families to improve their quality of life. For the year in review, emphasis was placed on micro enterprises to increase family income, collaborated with other agencies to improve nutrition and promoted increased use of locally produced foods. Women and youth continued to constitute most of the beneficiaries. The Unit's objectives could not have been achieved without much collaboration with other agencies and ministries during the year.

### Product Development and Business Enterprises

The Unit continued to work with micro, small and medium agro processors to develop their products and to provide guidance in their business development activities. Support was provided through international entities such as CUSO International based in Canada. Over 358 micro, small and medium-sized enterprises received technical support through the unit's interventions, as we see more interest being generated. Noticeable improvements in the Good Management Practices, production and the quality of their value added products continued to be encouraging as several rural groups benefited from training activities provided by the SS/HE Unit.

**TABLE 8:  
Main Achievements Social Services/Home Economics Unit**

*The Unit has touched many lives during the year through its various achievements.  
The following table outlines some of these achievements:*

ACTIVITIES	ANNUAL TARGETS	ACHIEVED	% ACHIEVED
Groups Serviced	150	498	332
Home Gardens Established	650	116	17.8
Consumer Forums	13	29	223
Farmer Training Sessions	1,300	818	62.9
Food Promotions	64	108	168.8
Exhibitions	64	149	232.8
Staff Training Sessions	50	42	84
Inter-Agency Collaborations	150	343	228.7
Income Generating Projects Supported	150	358	238.7
Home Visits	1,300	671	51.6
Telephone Visits	7,800	6,199	79.5
Recipes Distributed	5,000	10,272	205.4
Media (Print and Mass)	-	10	

There were approximately 22,400 persons who benefited overall from the programme activities during the year.

### Agro Processing Facilities

All seven (7) facilities within the parishes of St. Elizabeth, Westmorland, Hanover, St. James, Trelawny, St. Mary and St. Catherine are ready for start-up activities with the necessary certification and registrations in place.

### School Feeding Programme

The Unit has also continued to make its contribution by supplying fresh fruit plates and bagged fruit juices to twenty two (22) schools in St. Thomas. The parishes of St. Elizabeth and Manchester are yet to start up operations.



*Fruits plates packaged at the RADA St. Thomas Office to supply schools across the parish.*

## Plant Health/Food Safety

The Plant Health/Food Safety Unit (PHFSU) intensified its effort in prioritizing the importance of healthy crops as a key contributor to Jamaica's food security. This was realized through increased production and productivity from reduced losses due to pests (including diseases) and increased food safety awareness of producers. The PHFSU continued to provide support to other programmes and initiatives to improve plant health and food safety across the island, by building staff and farmer capacity through enhanced partnerships with key stakeholders.

### Major Achievements

In keeping with the Crop Care Programme's objectives for the reporting period, all major activities exceeded the projected targets (Table 10 and Figure 1) due to unplanned, increased collaborations with local and international partners.

**TABLE 9:**

### Summary of Activities and Objectives of the Plant Health / Food Safety Unit for the period April 2018 – March 2019.

ACTIVITIES	SPECIFIC OBJECTIVES	TARGETS	ACHIEVEMENTS	
			Actual	%
<b>Farm Inspections</b>	To ensure conformity with global trade requirements to improve sanitary/phytosanitary food safety practices.	20,000 visits	63,400	317
<b>Pest Surveillance</b>	To investigate and track plant pests of local and quarantine importance and provide technical advice for their containment/suppression.	16,000 visits	33,440	209
<b>Pesticide Surveillance</b>	To monitor use of pesticides on the farms and to encourage compliance with safety standards.	34,000 visits	103,700	305
<b>Farmer Training</b>	To improve the operational capabilities of farmers through the application of best practices.	392 sessions	917	234
<b>Staff Training</b>	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.	4 sessions	22	550
<b>Demonstration (D) &amp; Validation (V) Plots</b>	To reinforce extension messages through on-farm practices that validate the methods promoted and results anticipated.	8 (D) & 1 (V)	12 (D) & 1 (V)	150 (D) & 100 (V)
<b>Media Releases</b>	To provide the farming community and general public with timely information on the status of pests and major developments in areas of food safety and pest management.	8	8	100

### Plantwise Plant Doctor Programme

Plantwise is a global programme led by the Centre for Agriculture and Bioscience International (CABI), (based in the United Kingdom), working to help farmers lose less of what they grow to plant health problems. The implementation of the Plantwise Programme aims at enhancing extension delivery and plant health in Jamaica, through training of plant doctors, establishing plant doctor clinics (fixed and E-clinics), building knowledge bank and public awareness, including plant health rallies. Plantwise establishes and supports sustainable networks of plant clinics, working closely with the Ministry of Industry, ICommerce, Agriculture and Fisheries (MICAF) and RADA.

These plant clinics mirror public health clinics (which cater to human health issues) and provide farmers with practical plant health advice/solutions. Farmers visit the clinics (termed fixed plant clinics) with samples of their crops, or are visited (mobile plant clinic), and plant doctors diagnose the problem and make science-based recommendations on ways to manage it. Farmers leave plant clinics with documented recommendations for management in the form of a prescription form. Plant clinics are run by trained plant doctors.

## Plant Doctor Training and Assessment of Plant Doctor Programme in Jamaica

RADA increased its complement of trained Plantwise Plant Doctors (PDs) from 57 to 94 in a collaborative training effort between RADA and MICAFA in October 2018. Increased efficiency of PDs in completing and submitting prescription forms was realized with the implementation of the Plantwise electronic clinic (e-clinic) platform which will subsequently replace the paper-based prescription form.

The Plantwise programme in Jamaica has sought to enhance the existing service delivery of agricultural extensionists to farmers. An impact assessment of the Plantwise programme since its introduction in 2015 was conducted as part of a postgraduate research programme. This study assessed a total of 80 Plantwise plant doctors and other Extensionists for integrated pest management knowledge gaps resulting from the receipt (or lack of) Plantwise plant doctors training.

Ninety (90) farmers were also assessed to determine their impression of the change in the extension service since the implementation of plant clinics in Jamaica. The assessment was conducted via survey instruments for both extensionists and farmers and the results analysed.

## New Tool in Beet Armyworm Management

The efficiency of the Beet Armyworm (BAW) area-wide management programme was enhanced with the newly developed BAW risk assessment tool. Escallion and onion farmers in southern St. Elizabeth and Manchester can thereby reduce BAW damage by making timely decisions guided by data of current Beet Armyworm pest population, market intelligence and key environmental factors. The BAW Risk Assessment Tool relies on information gathered throughout the year from on farm monitoring by RADA and MICAFA Research and Development Division (R&DD), historical environmental data (temperature & rainfall) from the Jamaica Meteorological Service and the output from the Pest Forecasting Tool by R&DD.

The current RADA monitoring programme was revised resulting in more comprehensive data collection and provided information to the BAW technical working group to determine the risk level for Beet Armyworm flare ups or outbreaks, whether Low, Medium, High or Very High risk. A series of actions for BAW management are then recommended based on the risk level determined.



Farmers scouting escallion fields in St. Elizabeth for Beet Army Worms.

**TABLE 10:**  
Beet Armyworm risk parameters and associated risk levels

BAW RISK PARAMETERS	Table 2. KEY TO EACH RISK LEVEL FOR ASSESSMENT OF FIELD DATA			
Rating Scores per Risk Level	1 – LOW RISK	2 – MEDIUM RISK	3- HIGH RISK	4 – V. HIGH RISK
	1-2	3 – 5	6 – 8	9 – 10
<b>FARM DATA</b>				
1. Egg sacs per 25 plants	0-1	2- 3	4- 7	> 8
2. < or > # larvae per 25 plants	<5	> 5- 25	25- 50	>50
3. Mean Damage (%)	< 10	11-25	26- 50	>50
4. Host Status				
Scallion	Young < 2 wks	Near Mature/ 3-5 wks	Mature 6–8 wks	Unharvested >8 wks
Onion	0-5 wks	6 – 7 wks	8-10 wks	>10
Guinea grass	Dry leaves	Mostly dry	Green flush	Green flush
Callaloo	Young	Near Mature	Mature	Unharvested Unmanaged
5. Farmer’s compliance (see six criteria in table 2)	Compliant with at least 4	Complaint with at least 3	Compliant with at least 2	Compliant with at least 1
<b>EXTENSION AREA DATA</b>				
6. Mean Temperature	<15 °C or >32 °C	15- 23 °C	24- 32 °C	24- 32 °C
7. Total Rainfall:	Drizzle: 0-1mm	Moderate to Heavy Rain: 1-8 mm	Very Heavy- Moderate shower: 8 – 50 mm	Heavy to Violent shower: >50 mm
8. Mean Moth Catch	0- 25	25-50	50- 200	>200
9. Price of Scallion/lb	>\$80	\$60-\$80	\$30- \$50	<\$30

## Protected Agriculture

The Protected Agriculture Unit continued its efforts in providing technical advisory services to the vegetable producers who utilize protected structures to ensure reliable and sustainable production of crops on a year round basis. Information was conveyed through a combination of individual farm visits, formal training seminars, workshops, demonstrations and informal training opportunities for group farmers as well as through strategic collaboration with other Government and Non-Government agencies that were supportive of the protected agriculture crop production sub-sector. The primary objective of the Unit’s activities were to facilitate the adoption and application of best agronomic practices in the management of the crop growing environment and the implementation of prudent farm business management practices for the optimization of crop yields and the maximization of farm profits. The ultimate outcomes continued to be an improvement of farm incomes and the enhancement of the quality of life of the vegetable producers, their families and communities.

**TABLE 11:**  
Main Achievements Protected Agriculture Unit

ACTIVITIES	ANNUAL TARGET	ACHIEVED TO DATE	% ACHIEVEMENT
Technical Advisory Farm Visits	1,200	1,323	110
Site Suitability Inspections	24	20	83
Water / Nutrient Samples	30	46	153
Soil Samples	5	4	80
Fertilizer Recipe Advisory	30	51	170
Farmer Training	30	32	107
Number of Farmers	360	450	125

## Greenhouse Capacity

An island-wide survey of greenhouse capacities was conducted on a parish by parish basis; with the active assistance of the extension teams working in the respective parishes. The outcomes revealed that a total of 86,000 Sq. Ft. (1.97 acres) of new capacity were added during the year. During the same period no idle greenhouse capacity were returned to production. The new capacity was attributable to increased strawberry production. The all island greenhouse capacities at the end of the year were as follows:

**TABLE 12:  
Greenhouse Capacity**

ACTIVE CAPACITY	IDLE CAPACITY	TOTAL CAPACITY
2,610,554 Sq. Ft.	354,300 Sq. Ft.	2,964,854 Sq. Ft.
59.931 Acres	8.134 Acres	68.064 Acres

## Interagency Collaboration

The Unit continued to volunteer its services on an on-going basis to the Jamaica Greenhouse Growers Association, likewise the Jamaica Social Investment Fund (JSIF) and Jamaica Bauxite Institute by providing follow-up technical support services to guide the production practices of the one hundred and sixty (160) participating greenhouse vegetable producers under the JSIF/JBI wooden greenhouses programme which are sited on mined out bauxite lands. The areas under this programme are Rose Hill, Blue Mountain and Content in Manchester, Myers Ville in St. Elizabeth, Schwallenburgh in St. Catherine and Nine Miles, Tobolski and Watt Town in St. Ann. Collaboration with the Jamaica 4-H Clubs in the provision of protected agriculture training to several of its clubbites was also provided over the period.

## Promotion of Less Expensive Protected Agriculture Structures

Substantial efforts geared towards improving areas of crop production under protective cover were made during the year, to enhance the sustainability of Jamaica's vegetable production in the drier months. Many growers who were unable to afford greenhouses were exposed to other less expensive structures such as tunnel houses, open tunnels and permanent row covers. Those structures, while costing only a fraction of the price for a greenhouse, provide the benefits of protecting the crop from the direct impact of the rainfall, filters the spectrum of sunlight to allow only photosynthetically active radiation to come through, supports water harvesting and enables all year vegetable production. The major difference is the treatment of pest and disease management on the same basis as open field production. The promotion of the use of less expensive structures is planned to be a major part of the protected agriculture unit's plan for the 2019-2020 year.

## Introduction of High Yielding Florida Strawberry Varieties

RADA participated in the 9<sup>th</sup> North American Strawberry Symposium (NASS), during the period February 3-6, 2019 in Orlando, Florida, USA. This symposium which is an annual conference of the North American Strawberry Growers Association (NASGA) brought together strawberry growers, researchers, and other industry members from around the globe was also held in conjunction with the annual NASGA conference.

The highlight of the symposium was a tour of the field station the University of Florida to observe the outcomes of research work being done on strawberry research by the University. Three of the University of Florida's strawberry varieties were identified, on the basis of fruit size, shape, colour and yield, as potential varieties to be introduced for performance evaluation under Jamaican conditions. Negotiations to obtain the required planting materials were proceeding actively at the end of the year under review.



**Goats housed at the Caribbean Agricultural Research and Development Institute's (CARDI) Sam Motto Goat and Sheep Demonstration and Training Centre in the parish of Manchester.**

## Livestock Production

For the period under review, special focus was placed on record keeping and nutrition. This was of paramount importance to facilitate effective farm management strategies and to ensure proper care and maintenance of productive animals. The Drought Mitigation Programme, a continuation of the previous year, facilitated these activities. Additional record keeping tools were distributed to small ruminant farmers including feed and mineral blocks to support the nutrition of their herd.

Parishes were engaged in a number of projects and programmes funded by varying institutions to encourage and expand livestock enterprises. Revolving programmes targeted the apiculture industry with herd upgrading programmes supporting small ruminant development.

Projects provided assistance to poultry, pig farmers and rabbit farmers. Women and youth were especially targeted to ensure continuity of production and gender equity. There has been an overall increase in the population of all animals except for sheep and dairy cattle at the end of the 2018/19 financial year. This was observed from the estimation of the livestock population which is compiled by the parishes monthly. Although there was not an increase in the number of dairy animals, this did not impact milk yield as the dairy industry saw an increase of approximately 7.7% over the previous year (Source: Jamaica Dairy Development Board).

Farmers and potential investors benefited from training sessions where information regarding best practices was highlighted. Participants were also made aware of the negative impact of climate change and the varying mitigating strategies which can be implemented. This was especially pertinent for ruminant farmers who depend heavily on locally produced forages. The routine farms visits were conducted to ensure that best practices were being implemented on farms as well as to assess farm statuses. A number of farmers were also assisted with the sale of their animals and products with a market value of approximately J\$2m. The identification of innovations by farmers also continued throughout the year with the aim of evaluating economic potential of selected innovations.

Livestock Officers participated in a number of shows and exhibitions across the Island. Their participation allowed for the transfer of information on production practices and to educate participants on the varying services provided by RADA. A number of short videos were also developed and posted on the Authority's Facebook page as well as other social media platforms to further highlight the role of the Livestock Officers.

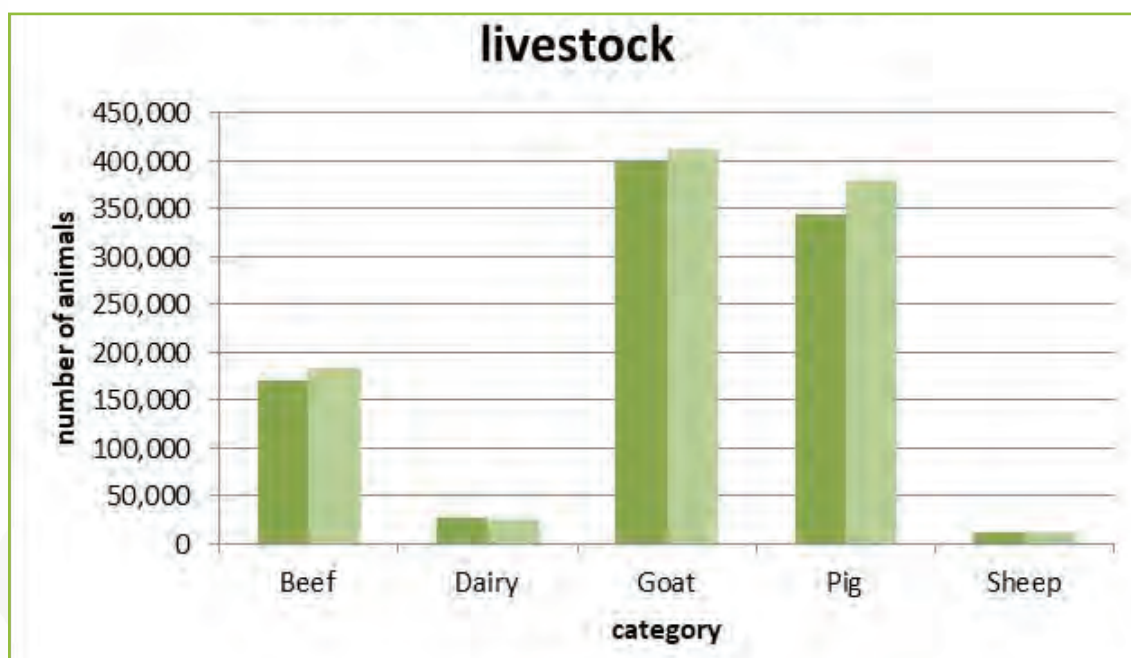
Capacity building of Officers continued to ensure that they were equipped to handle issues face by farmers. This was accomplished through to linkages with a number of stakeholders. Stakeholder collaboration continued to be a successful model ensuring that the livestock sector continues to develop and expand profitably.

**TABLE 13:  
Livestock targeted activities and achievements**

COMPONENTS	ANNUAL TARGET TOTAL	ACHIEVEMENT TO DATE TOTAL	ACHIEVEMENT TO DATE %
Farmer Training	8000	3913	48.9
Farm Visits	10,000	15,899	160
*Markets	70	115	164.3
Proposals	13	10	76.9
Brochures/ posters/ videos	14	11	78.6
Monitoring of Projects	13	50	385
Farmer Innovations	26	24	92.3
Cattle Tagging	144	26	18
Training of Officers (sessions)	8	16	200

\*Value of market approximately J\$2M

**Figure 2. Estimated Livestock Population 2018/2019 count**





## On-Farm Water Management

The On-Farm Water Management Unit through multiple interagency collaborations, was able to demonstrate climate resilience through an integrated and multidimensional approach to the farmers of this nation. The approach highlighted fairly new practices as well as upscaling existing ones through consultation with farmers and their communities.

Chief among the practices were improvements to water conservation, irrigation solutions and techniques, small and medium scale rain water harvesting systems and capacity building of beneficiaries and stakeholders. Evidence of an improved standard of living, due to the various interventions, has been echoed by numerous beneficiaries which is synonymous with the objective of our funding partners.



*Officers from the On- Farm Water Management Unit installing a rain water harvesting system in Southfield, St. Elizabeth.*

### 2018/2019 TARGET & ACHIEVEMENTS OF MAJOR ACTIVITIES

CORE ACTIVITIES	ANNUAL TARGET	TOTAL ACHIEVEMENT TO DATE	% ACHIEVED TO DATE
Farm visits	200	841	420.5
Irrigation system designs/BOQ/ Engineer Estimates	89	63	71
Installations of Irrigation systems	20	43	215
Water source Reconnaissance	60	46	76.6
Exhibition/Forum/Seminar/Field day	4	10	250
Technical Publications	0	2	50

## Special Projects/Programs

The On-Farm Water Management Unit extended its services to programmes and projects within and external to the Organization. This is aimed at fulfilling the Unit's mandate by increasing climate change resilience among small scale farmers and through the implementation of disaster risk management strategies. The projects/programmes are as follows:

No.	PROJECT/ PROGRAM	BUDGET/ALLOCATION	AREAS OF IMPACT	FUNDER	DURATION
1	Government of Ja. Adaptation Fund Programme <b>(GOJ AFP-A)</b>	Total Budget: <b>USD \$9.95 Mil</b>  Agricultural component's budget: <b>USD \$2.9 Mil</b>	Seven parishes (St. Thomas, St. Mary, St. Catherine, Clarendon, St. Ann, Trelawny, Manchester)	Adaptation Fund	2012-March 2019
2	FAO/RADA Technical Corporation Programme	<b>USD \$62,753.38</b>	Yardley Chase, St. Elizabeth	FAO	Approx. 1 year
3	UN/GOJ Human Security Joint Programme	Grant valued at <b>USD \$1,686,489.99</b>  Cofunding and parallel investment: <b>USD \$4,768,742.33</b> Total Budget: <b>USD \$6,455,232.32</b>	Northern Clarendon (Mt. Airey in Mocho) & West Kingston	LOA between RADA/FAO	3 years
4	FAO/RADA Technical Corporation Programme	<b>USD \$62,753.38</b>	Yardley Chase, St. Elizabeth	FAO	Approx. 1 year
5	EFJ Rain water harvesting- Grant Funded Project	<b>JMD \$5,000,000.00</b>	Thatchwalk, St. Ann	Environmental Foundation of Jamaica	1 year

## Tractor Service

RADA continues to provide Land Preparation support with its Tractor Services and technical support through the various extension services including the Agricultural Engineer department. Services were provided in the area of soil tillage and land preparation, supporting individual farmers and the various Production and Productivity Programmes and Projects from time to time.

The Authority has maintained its commitment to the application of best practices in land preparation, introducing more appropriate technologies which will contribute to production and productivity within the Agriculture Sector. Notwithstanding the challenges with aged pool of tractors and implements, the Authority continues to provide tractor service to registered farmers at a discounted price to that of market rate. There are plans afoot to improve the tractors services concentrating on the quality of service and efficiency of the service. The reporting of services are being streamlined by utilizing Land Management Officers islandwide and Senior Extension Officers for inputting accurate data in the Extension Activity Service



Management System (EASMS). These will be achieved by the standardization of services across parishes by incorporating ISO 9001:2015 Quality Management System standards.

The performance of the Authority's tractor services are listed below by virtue of parishes, the amount of lands that underwent tillage and the number of farmers that benefitted from the services during the period April 2018 to March 2019. Please see table below.

<b>TABLE 14: Summary of Land Preparation by Parish (2018-2019)</b>		
<b>PARISHES</b>	<b>LANDS TILLED (HECTARES)</b>	<b>NUMBER OF BENEFICIARIES</b>
Hanover	8.4	1
Westmoreland	20.6	42
St. Elizabeth	65.3	48
Manchester	-	-
St. James	-	-
Trelawny	-	-
St. Thomas	83.8	68
Clarendon	252.75	212
St. Mary	61.92	81
Portland	49.22	40
St. Ann	-	-
St. Catherine	25.8	29
<b>Total</b>	<b>567.79</b>	<b>521</b>

<b>Table 15: Summary of Land Preparation by Zones (2018-2019)</b>		
	<b>LAND PREPARATION (HA)</b>	<b>TOTAL NUMBER OF BENEFICIARIES</b>
	<b>1st April 2018-31st March 2019</b>	<b>1st April, 2018-31st March 2019</b>
Eastern Zone	473.49	430
Western Zone	94.3	91
Total Island	567.79	521

## Rural Sociology

The main objective of the Rural Sociology Unit is to provide sociological and organizational support to rural extension groups such as Production and Marketing Organizations (PMO's), Home Economics Groups, and other categories of farmer groups.

Rural Sociology focuses on providing training and technical assistance in the areas of leadership and inter-personal relationships, Group Formation and Dynamics, Conflict Resolution and Organizational Strengthening, to RADA staff as well as the rural agricultural extension groups. Activities are designed and implemented with the strategic objective of encouraging farming communities, through group activities, to reinforce social cohesion.

### Major Activities

1. Monitoring of Production and Marketing Organizations (PMOs)/ Farmer Groups
2. Farmer group engagements – Provide ongoing advice and hand holding support is provided for these new and established rural groups during group meeting
3. Farmers Group Needs Assessments: Conduct research/assessments to identify the needs of rural communities including irrigation infrastructure and training needs, and from findings give recommendations for appropriate trainings, and other interventions
4. Formal Farmer Training-Group Dynamics, Group Development, Leadership, Norm Development and Group Communication
5. Collaboration with Special Projects: RADA/Commonwealth of Learning, MICAFA Cocoa Frosty Pod Rot, Essex Valley Agricultural Development Project
6. Farmers' Group Farmer-Targeting and Group Promotion
7. Telephone Visits
8. Workshops/ Seminars

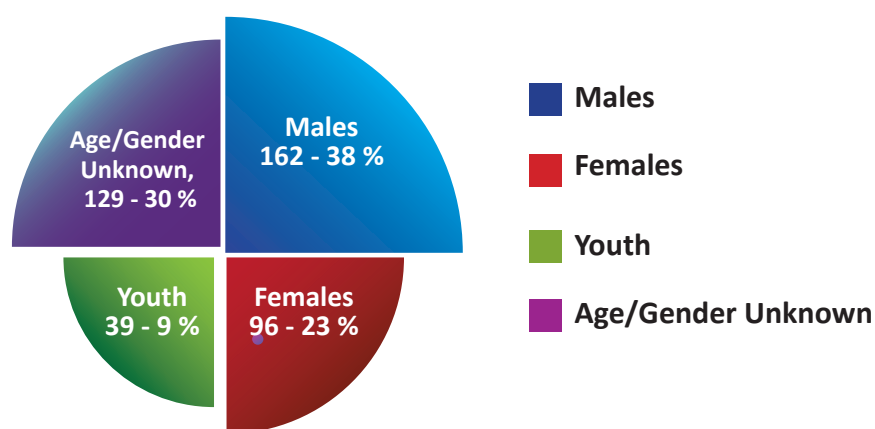
### Impacts

- Increase in membership within farmers groups
- Group members of established groups more cohesive in their interpersonal communications
- Increased capacity of farmers in areas of group dynamics
- Groups assisted from findings from needs assessment- RADA training sessions conducted to meet identified training needs
- Groups linked to markets and developmental agencies for increased development

**TABLE 16:  
Targets and achievements- Rural Sociology Unit**

MAJOR ACTIVITIES	TARGET	ACHIEVEMENT	% ACHIEVED TO DATE
Farmers Group meetings	36	26	72.2%
Farmers Group Needs Assessments	12	7	58%
Formal Farmer Training	16	13	81.3%
Surveys	4	1	25%
Workshops/ Seminars	4	6	150%
Collaboration with Special Projects	4	3	75%
Publications	4	2	50%

**Figure 3: A pie chart showing the age and sex distribution of farmers engaged over the period**



**TABLE 17:  
Age and sex distribution of farmers engaged over the period**

MALES	FEMALES	YOUTH	AGE/GENDER UNKNOWN	TOTAL NUMBER OF FARMERS
162	96	39	129	389

# National Flagship Programmes

## Farm Road Rehabilitation Programme

The Farm Road Rehabilitation Programme continues to reap rewards towards the growth and improvement of the agricultural sector, in specially targeted high production areas.

A total of 95 roads were targeted for rehabilitation under the programme with a total of J\$800M being budgeted for its implementation. The programme was expected to benefit an estimated 20,000 farmers directly islandwide, in addition to the incalculable increase in agricultural production both for local consumption and export. To date, a total of J\$800M was approved for the rehabilitation of 95 roads under this programme, totalling 141.9 km and a total expenditure of J\$741.2M.

## National Irish Potato Programme

Jamaicans consume some 15 million kg of table Irish Potato on an annual basis. This specific crop development programme which has evolved from the Financial Access for Responsible Members (FARM) Programme in 2008 aims to develop the Irish potato value chain to the benefit of all stakeholders.

During the 2018-2019 planting season, Fall to Spring, some 915 hectares (ha) of Irish Potato were established by 3,703 farmers, yielding some 10,000 marketable tonnes to date from all the major growing areas of Jamaica. A special component of the above programme targeted youths up to 35 years old and women that showed major interest, which resulted in 3,703 participants receiving assistance to plant some 915 ha.



*The proper use of crates to transport irish potatoes from the fields to reduce post-harvest losses.*

Capacity building of the farmers was a priority and some 5,230 participants were trained in various aspects of Irish potato production such as crop care, post-harvest management and group dynamics.

## Programme Objective/Activities – 2018-2019:

1. To consistently supply 100% of national demand (17 million kgs) for Irish potatoes in keeping with the Ministry's strategic goals for specific crop development and vision.
2. Increase productivity 20 tons per hectare by 2018.
3. To provide crop care and productivity support in the form of agro-chemicals for 50% of the target hectares requirement to a maximum of two hectares (2 ha.) per farmer; (Pesticides, Fertilizer; Soil Amendments)
4. To establish nine (9) validation plots on which participatory training will be kept.
5. To organize farm tours for farmers not directly benefitting from training within validation plots.
6. To strengthen Marketing agreement/contract between farmers and buyers, by achieving 70% of participating with a formal contract.

## Expected Output for Crop Season – 2018 - 2019:

- One thousand two hundred (1,200) hectares of Irish potato to be planted during the crop year to obliterate importation.
- Production of 17 million kg of Irish potato.
- Continuous training of 2,000 farmers in Irish potato best practices and group dynamics.
- Increased public/private sector/Non-Government Organizations (NGOs)/partnership.
- Continued work on varieties to be used as fries.

**TABLE 18:  
Targets and Achievements – Irish Potato Programme**

ACTIVITY	ANNUAL TARGET	ACHIEVEMENT	PERCENTAGE (%)
Number of farmers planted	3,000	3,703	123
Hectare planted	1,200	915	76
Hectares Reaped	1,200	670	56 Reaping continues until September 2019.
Tons reaped	17,000	10,000	58
Budget	\$1,398,570,310.00	Including farmers contribution	
MICAF	\$280,647,600.00	\$122,000,000.00	44
RADA	\$108,051,310.00	Extension support	
Sensitization meeting	16	32	200
No. of farmers attending sensitization meeting	2,000	5230	261
Seeds	60,000 x 22.7 kg bags (24,000 MICAF)	18,000 x 22.7 kg bags (\$94,599,628.00)	75
Pesticides	\$63,447,60000	\$5,500,000.00	9

## Onion Development Programme

Onion is of economic importance in Jamaica. This condiment is required in the fresh produce market as well as for agro- industry. Approximately 10 million kg of onions are consumed in Jamaica annually. The Onion Development Programme is geared towards facilitating the sustainable development of the onion sub-sector, thereby reducing permanent dependency on imports, and achieving self-sufficiency in onion production.

### Programme provided the following support:

- Technical and extension support from MICAF and RADA
- Seeds for up to 2 acres
- Soil analysis by the Agricultural Land Management Division (ALMD)
- Access to specialized implements (Rotovator/Bed Shaper, Seed Planter)
- Herbicide for up to 2 acres

**TABLE 19:  
Targets and Achievements - Onion Development Programme**

ACTIVITY	ANNUAL TARGET	ACHIEVEMENT	PERCENTAGE (%)
Number of farmers planted	150	360	240
Hectare planted	270	143.22	53
Hectares Reaped	270	70	(Reaping continues) 25
Tons reaped	4860	700	14
Budget / MICAF	-	32,000,000.00	-
Seeds	2700 one pound tins	1838 one pound tins	68
Herbicides	-	\$ 5,800,000.00	-
Additional expenditure	-	\$15,000,000.00	Research and Development; Technical Training; Grant for Soil, Plant and Water Nutrient Analysis Equipment; Farm Equipment

*Onion fields in Yallahs, St. Thomas with Drip Irrigation.*





Summary: Special Projects and  
**PROGRAMMES**



# RADA's Special Projects and Development Programmes/Initiatives

## Listing 2018/2019

### Category I - Locally Funded – Projects/Programmes Owned by RADA.

Project programme name	Location of Action	Objectives	Funding Amount \$	Funding Agency
1. TEF- Agro-Tourism Farmers Market	Negri; Montego Bay; Discovery Bay	To strengthen the trade link between farmers, farmer' groups and the tourism sector	J\$11 million	Tourism Enhancement Fund
2. TEF- Agri-Linkages Exchange Platform (ALEX)	All parishes	To strengthen the trade link between farmers, farmer' groups and the tourism sector	J\$5.4 Million	Tourism Enhancement Fund
3. Production Incentive Programme (PIP)	All parishes	Productivity support	J\$1.5 Billion	Ministry of Industry, Commerce, Agriculture & Fisheries
3.1. Disaster (Drought, Flood ,Extreme weather events) mitigation programmes	"	Extreme weather event alleviation; increase farming system resilience to climate change	J\$500 million	Ministry of Industry, Commerce, Agriculture & Fisheries
3.2 Farm roads	"	Trade access, increase production and productivity, rural economic sustainability , resilience to climate change	J\$1 Billion	Ministry of Industry, Commerce, Agriculture & Fisheries
3.3.6 Strawberry Initiative (2017)	Top Mountain Research Station, St. Andrew; Albert Town, Trelawny	Establishing of small plots for multiplication of slips and demonstration of good practices	J\$3.67 Million	Ministry of Industry, Commerce, Agriculture & Fisheries
4. Constituency Development Fund (CDF)	All parishes	Rural economic sustainability Productivity support		GOJ/OPM

## Category II - Internationally Funded- Projects Owned by RADA 2018/2019

Project programme name	Location of Action	Objectives	Funding Amount	Funding Agency
<b>Upscaling Lifelong Learning for Farmers Initiative in Jamaica</b>	Irish potato & onion farmers within specific crop zones	Knowledge transfer, use of ICT for on-line learning (RADA staff); Linkages with micro-credit institutions, gender in agriculture.	CAD 27,000	Common Wealth of Learning (COL)
<b>FAO/RADA LOA: "Improving Technical and Institutional Capacities for Disaster and Climate Resilience Management and Sustainable Agriculture in Jamaica, Guyana and Suriname"</b>	Yardley Chase, St. Elizabeth	Validation of climate smart practice (rain water harvesting/ black tank/ drip irrigation)	USD 42,000.00	FAO

## Category III - Locally Funded – Projects/Initiatives and Programmes Not Owned but implemented by RADA 2018/2019

Project programme name	Location of Action	Objectives	Funding Amount	Funding Agency
Rotary Global Grant*	Portland	To facilitate the Agro-processing Incubator	USD 90,000	Rotary Portland
National Animal Identification and Traceability System (NAITS)/ Livestock	All parishes	To facilitate traceability of animals from farm to slaughter in keeping with international food safety requirements	JMD 35,000,000	Ministry of Industry, Commerce, Agriculture & Fisheries
Agro Park (Sweet River Abattoir)/ Livestock	Westmoreland	To develop ability to slaughter small ruminants	JMD 28,000,000.00	Ministry of Industry, Commerce, Agriculture & Fisheries
National Poultry Project/ Livestock	All parishes	To provide support for small poultry farmers, increase capacity of farmers in proper management practices, to develop capacity of farmers in proper record keeping	JMD 42,500,000.00	Ministry of Industry, Commerce, Agriculture & Fisheries
Agrosilvo pastoral project	Jamaica (8 sites inclusive of CASE and RADA ,St. Mary)	To facilitate the development of farms to provide additional nutrients for animals • To provide alternative source of funding for farmers	JMD 2,000,000.00	IICA in collaboration with Dairy Board
Fodder bank programme	Jamaica (St. Thomas, St. Catherine, Clarendon, St. Elizabeth)	To provide source of nutrients for animals especially in times of drought. To minimize lower milk production during drought conditions	JMD 2,300,000.00	Dairy Board

## Category IV - Internationally Funded- Projects/Initiatives Not owned but RADA being a primary implementing partner 2018/2019

Project programme name	Location of Action	Objectives	Funding Amount	Funding Agency
GOJ/Adaptation Fund Programme-Agriculture (GOJ/AFP-A) Enhancing the Climate Resilience of the Agriculture Sector by Improving Water and Land Management:	7 parishes: Clarendon, St. Mary, St. Ann, St. Thomas, St. Catherine, Manchester and Trelawny	Water management Farmer training	USD 2,000,000	Global Environment Fund (GEF)
NEPA/ Integrated Management of the Yallahs River & Hope River Watershed project (2015-2019)	Water Shed areas of St. Andrew & St. Thomas	Agroforestry Implementation of FFSS in Land Husbandry/ Climate Smart Water Management	US\$12,781,798.00. The mobilization allowance for RADA US\$22,688.70	IDB/GEF
MICAF/ CABI Agreement: CABI PLANTWISE Programme for Jamaica 2014-2010	13 parishes, Agro parks	To provide plant doctor services to farmers and strengthening plant health system	2018 - £ 5,000.00	Commonwealth Agricultural Bureaux International (CABI), UK
ACD/VOCA-JaREEACH Climate Services (MOU with Jamaica Meteorological Services)	11 parishes	To operate digital weather stations in major crop production areas	Grant and co-funding by RADA (in form of technical support)	JaREEACH /USA
Pilot Project for Climate Resilience-Adaptation & Financing Mechanism (PPCR-AFM)	Clarendon	Climate Adaptation within the watershed	USD 2 million	GEF/World Bank
Accelerating the Uptake of Climate-smart Agriculture in Jamaica (2018-2020)	Portland, St. Thomas, St. Mary	Application of ICT in agriculture, capacity building, climate services	€ 20,000.00	Technical Centre for Agricultural and Rural Co-operation (CTA)

## National Board of Directors COMPENSATIONS 2018-2019

Position of Director	Names	Fees & Remuneration	Motor Vehicle Upkeep/ Travelling or Value of Assignment of Motor Vehicle	Honoraria	All other Compensations Including Non-Cash Benefits as applicable	Total
		\$	\$	\$	\$	\$
<b>National Board Member</b>	Nigel Myrie	178,600.00	304,008.74	-	-	482,608.74
<b>National Board Member</b>	Annette Henry	97,750.00	-	-	-	97,750.00
<b>National Board Member</b>	Michael Stern	55,500.00	53,183.00	-	-	108,683.00
<b>National Board Member</b>	Winsome Crosdale	61,550.00	56,540.40	-	-	118,090.40
<b>National Board Member</b>	Mickey Crawford	22,000.00	9,190.20	-	-	31,190.20
<b>National Board Member</b>	Fabian Lewis	22,000.00	17,298.00	-	-	39,298.00
<b>National Board Member</b>	Warren Newby	88,450.00	93,438.40	-	-	181,888.40
<b>National Board Member</b>	Shanique Smith	119,700.00	162,985.60	-	-	282,685.60
<b>National Board Member</b>	Wayne Hays	147,500.00	67,734.00	-	-	215,234.00
<b>National Board Member</b>	Novell Quest	194,050.00	-	-	-	194,050.00
<b>National Board Member</b>	Anthony Scott	182,250.00	165,464.44	-	-	347,714.44
<b>National Board Member</b>	Olive Downer Walsh	101,050.00	40,300.40	-	-	141,350.40
<b>National Board Member</b>	Lola Marshall Williams	187,050.00	222,118.00	-	-	409,168.00
<b>National Board Member</b>	Lennox Powell	130,700.00	84,670.40	-	-	215,370.40
<b>National Board Member</b>	Toney Ward	83,500.00	109,710.00	-	-	193,210.00
<b>National Board Member</b>	Lowell Dilworth	22,000.00	-	-	-	22,000.00
<b>National Board Member</b>	Egbert Miller	22,000.00	-	-	-	22,000.00

\*CONTINUED ON THE FOLLOWING PAGE

# National Board of Directors COMPENSATIONS 2018-2019

Cont'd

Position of Director	Names	Fees & Remuneration	Motor Vehicle Upkeep/ Travelling or Value of Assignment of Motor Vehicle	Honoraria	All other Compensations Including Non-Cash Benefits as applicable	Total
		\$	\$	\$	\$	\$
<b>National Board Member</b>	Christopher Gentles	85,000.00	-	-	-	85,000.00
<b>National Board Member</b>	Sheila Pryce-Brooks	11,000.00	-	-	-	11,000.00
<b>National Board Member</b>	Donald McDonald	83,550.00	-	-	-	83,550.00
<b>National Board Member</b>	Dave Brown	11,000.00	-	-	-	11,000.00
<b>Parish Advisory Board Members</b>		5,189,775.52	450,205.00	-	-	5,639,980.52
<b>Total</b>		<b>7,095,975.52</b>	<b>1,836,846.58</b>	-	-	<b>8,932,822.10</b>



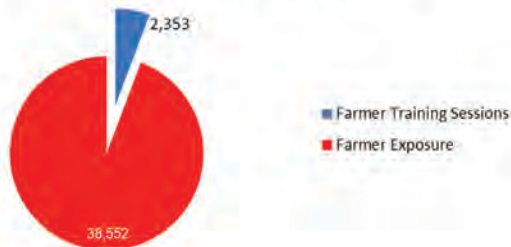
## SENIOR EXECUTIVES COMPENSATIONS 2018-2019

Position of Senior Executive	Year	Salary	Gratuity or Performance Incentive	Travelling Allowance or Value of Assignment of Motor Vehicle	Pension or Other Retirement Benefits	Total
		\$	\$	\$	\$	\$
<b>Chief Executive Officer</b>	2018-2019	6,532,639		771,432	849,243	8,153,315
<b>Principal Director, Field Services/Operations</b>	2018-2019	4,972,719		1,542,864	722,768	7,238,351
<b>Principal Director, Corporate Services</b>	2018-2019	4,988,447		1,542,864		6,531,311
<b>Principal Director, Technical Services</b>	2018-2019	4,340,245		1,542,864	564,232	6,447,341
<b>Senior Director, Finance and Accounts</b>	2018-2019	4,332,935		1,542,864		5,875,799
<b>Senior Director, Production, Marketing &amp; Special Projects</b>	2018-2019	4,579,479		2,007,935	581,248	7,168,662
<b>Director, Strategic Planning, Monitoring and Evaluation</b>	2018-2019	3,184,670		1,410,347	414,007	5,009,024
<b>Manager, Irrigation Unit</b>	2018-2019	2,701,219		751,663	351,158	3,804,040
<b>Senior Director, Social Services/Home Economics</b>	2018-2019	3,559,565		1,542,864		5,102,429
<b>Zonal Directors - West</b>	2018-2019	4,009,683		1,542,864	521,259	6,073,806
<b>Zonal Directors - East</b>	2018-2019	3,860,757		1,542,864	494,655	5,898,276
<b>Senior Director Training, Technology and Technical Information</b>	2018-2019	4,156,029		1,542,864	540,284	6,239,177
<b>Senior Director HRM and Administration</b>	2018-2019	3,461,049		1,542,864	424,553	5,428,465
<b>Information Communication and Technology Manager</b>	2018-2019	2,638,270		751,663		3,389,933
<b>Chief Internal Auditor</b>	2018-2019	3,372,630		1,542,864		4,915,494
<b>Parish Agricultural Managers 1-13</b>	2018-2019	42,284,214		20,057,232	5,016,557	67,358,003
<b>Total</b>		<b>102,974,551</b>	-	<b>41,178,912</b>	<b>10,479,963</b>	<b>54,633,426</b>

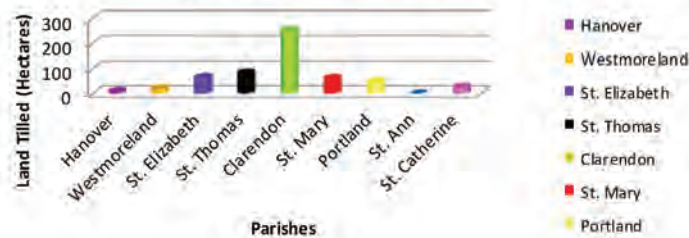


# Appendix I

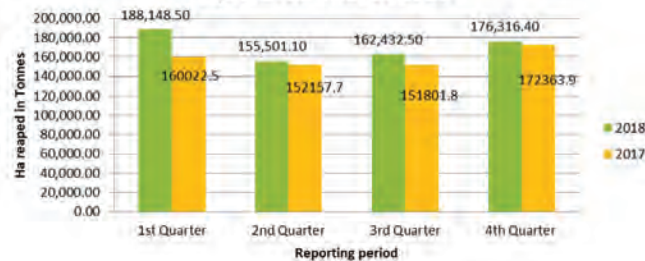
**Farmer Training Achievements:  
April 2018 to March 2019**



**Tractor Service Land Preparation by  
Parish  
April 2018-March 2019**

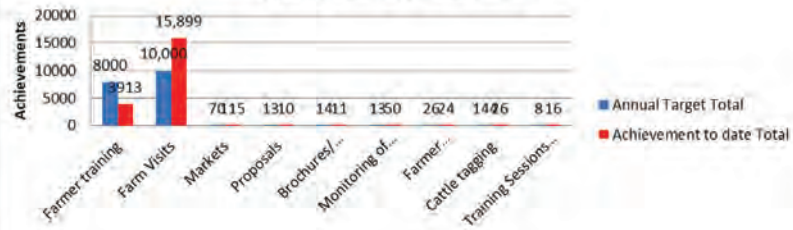


**Comparison of Overall Domestic Crop  
Production for reporting period  
April 2018-March 2019**

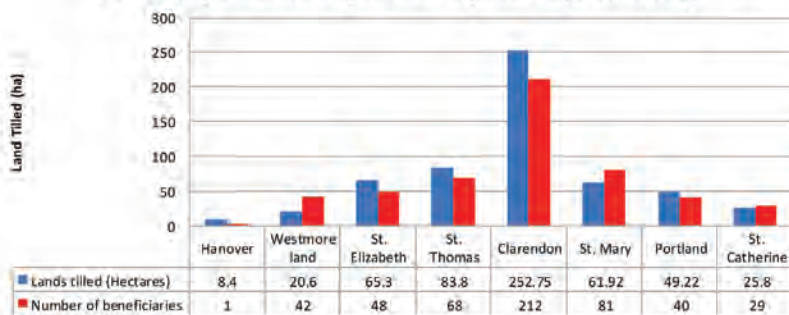


# Appendix 2

**Livestock targeted livestock activities and achievements  
April 2018-March 2019**



**Summary of Land Preparation by Parish (2018-2019)**



# Appendix 3

## Annual Publication Production Summary: April 2018-March 2019

### Expos

Description	# Major	# Secondary	Total # Major & Secondary
Expositions	9	30	39

### Design & Print Production (April 2018-March 2019)

Description of Material	# Repro.	# Design Production (new)	# Print via Service Provider	# Prints via In-house Production	# Reproductions via Photocopying	Total # Print & Copies
Brochures (60)	34,270	1	—	4,120	60,860	64,980
Flyers (44)	15,115	5	—	8,010	11,700	19,710
Banners (38)	—	38	45	—	—	—
Standard posters (26)	—	26	32	—	—	—
Tabloid poster (4)	12	2	—	12	—	12
Cuboids (7)	—	7	7	—	—	—
Manuals/Bulletins/Factsheets/Newsletters (11)	1,407	—	—	10,522	2,840	13,362
Programmes/Agendas & Invitations (16)	1,896	13	—	1,758	—	1,758
File Jacket/Folio Covers/Book Covers (1)	120	1	—	120	—	120
Certificates (16)	505	16	—	505	—	505
Signage (6)	1	7	2	—	—	—
Labels (13)	308	—	—	38	—	38
Greeting Cards (2)	130	2	—	80	—	80
Business Cards (17)	1,180	5	—	118	—	118
Handouts (71)	4,149	—	—	—	27,850	27,850
T. Ra	59,093	123	86	25,283	103,250	128,533
<b>Grand Year to Date Total</b>	<b>59,093</b>	<b>123</b>	<b>86</b>	<b>25,283</b>	<b>103,250</b>	<b>128,533</b>

# Appendix 4

## Summary of Land Husbandry Treatment

ACTIVITIES	UNITS/ DESCRIPTIONS	ANNUAL TARGET	TOTAL	% TARGET ACHIEVEMENT
<b>FARMER TRAINING</b>	Farmer training with focus on farmer groups	3,000	<b>0</b>	
	Formal training sessions	130	<b>199</b>	
	Informal	400	<b>832</b>	
	Farmers/ Stakeholders Reached with text messages		<b>1,340</b>	
<b>FARMER FIELD SCHOOL (FFS)</b>	Total number of farmers exposed		<b>495</b>	
<b>FARM MONITORING VISITS</b>	Advisory and site monitoring / evaluation		<b>1,330</b>	
<b>MOBILE TEXT MESSAGES</b>	Transmit messages for good land management practices	1,500	<b>74,774</b>	
<b>LAND HUSBANDRY TREATMENTS</b>	<b>AGRONOMIC METHODS</b>			
	Pineapple barriers (m)	8,000 m	<b>26,300.0</b>	
	Sugar cane barriers (m)	1,200 m	<b>3,403.7</b>	
	Vetiver barriers (m)	500 m	<b>22.0</b>	
	Contour cultivation (ha)	1,500 ha	<b>537.9</b>	
	Cover cropping (ha)	1,500 ha	<b>32,128.0</b>	
	Intercropping (ha)	1,000 ha	<b>1,935.5</b>	
	Mulch/ grass (ha)	2,000 ha	<b>3,689.0</b>	
	Mulch/ plastic (ha)	20 ha	<b>111.8</b>	
	Partial wedding (ha)		<b>701.8</b>	
	<b>Total:</b>	<b>6,420 ha 9,700 m</b>	<b>29,726 m 39,104 ha</b>	

# Appendix 4 cont'd

## Summary of Land Husbandry Treatment

ACTIVITIES	UNITS/DESCRIPTIONS	ANNUAL TARGET	TOTAL	% TARGET ACHIEVEMENT
<b>STRUCTURAL METHODS</b>				
	Ballasted water ways (m)	3,000	<b>280.0</b>	
	Bamboo pole barrier (m)	5,000	<b>14,630.0</b>	
	Continuous mounds (m)	4,000	<b>11,111.5</b>	
	Contour ditches (m)	5,000 m	<b>13,000.0</b>	
	Diversion ditches (m)	5,000 m	<b>24,280.0</b>	
	Hillside drainage trench (m)	4,000 m	<b>38,850.0</b>	
	Reshaped & vegetative gullies (m)	2,000 m	<b>8,580.0</b>	
	Check dams (each)	200	<b>17.0</b>	
	Individual basins (each)	4000	<b>4,175.0</b>	
	Stone barriers (m)	2,000 m	<b>4930</b>	
	Trash barriers (m)	5,000 m	<b>28140</b>	
	Tree trunk barriers (m)	2,000 m	<b>11710</b>	
	Small water harvesting (each)	35	<b>35</b>	100%
	<b>TOTAL:</b>	<b>37,200 m</b>	<b>110,731.5</b>	
<b>SOIL FERTILITY MANAGEMENT METHODS</b>				
	Composting- animal manure (ha)			
	500 ha	591.6		
	Crop rotation (ha)	460 ha	<b>1,110.6</b>	
	Green manure (ha)	40 ha	<b>32.4</b>	
	<b>UNITS/DESCRIPTIONS</b>	<b>ANNUAL TARGET</b>	<b>TOTAL</b>	<b>% TARGET ACHIEVEMENT</b>
	Correct method of application of inorganic fertilizer (ha)	2,000 ha	<b>2,176.0</b>	
	Minimum tillage	800 ha	<b>1,009.5</b>	
	<b>TOTAL:</b>	<b>3,800 ha</b>	<b>4,920.1ha</b>	
<b>INTEGRATION WITH FARMING SYSTEMS:</b>				
	Agro-forestry (ha)	1,500 ha	<b>64.5</b>	
	Conservation farming systems (ha)	1,500 ha	<b>64.2</b>	
	Pasture management (ha)	6,000 ha	<b>132.1</b>	
	<b>TOTAL:</b>	<b>9,000 ha</b>	<b>260.8</b>	

# Financials

## 2018-2019



**RURAL AGRICULTURAL DEVELOPMENT AUTHORITY**

**FINANCIAL STATEMENTS**

**31 MARCH 2019**



# RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

## FINANCIAL STATEMENTS

31 MARCH 2019

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Kingston 5, Jamaica

Page 1

## **INDEPENDENT AUDITORS' REPORT**

To the Board of  
Rural Agricultural Development Authority

### **Report on the Audit of the Financial Statements**

#### **Opinion**

We have audited the financial statements of Rural Agricultural Development Authority set out on pages 4 to 34, which comprise the statement of financial position as at 31 March 2019, and the statements of comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Authority as at 31 March 2019, and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS).

#### **Basis for Opinion**

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Authority in accordance with the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants (IESBA Code) and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code.

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

#### **Responsibilities of Management and Board of Directors for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRS and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Authority's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Authority or to cease operations, or has no realistic alternative but to do so.

The Board of Directors is responsible for overseeing the Authority's financial reporting process.

Partners: R.L. McFarlane, K.A. Wilson, S.M. McFarlane, J. Green-Hibbert, D. Hobson  
Offices in Montego Bay, Mandeville and Ocho Rios  
BDO is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.



**INDEPENDENT AUDITORS' REPORT (CONT'D)**

To the Board of  
Rural Agricultural Development Authority

**Auditors' Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Authority's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Authority's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Authority to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.



**INDEPENDENT AUDITORS' REPORT (CONT'D)**

To the Board of  
Rural Agricultural Development Authority

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Accountants

5 March 2020



## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

## STATEMENT OF COMPREHENSIVE INCOME

YEAR ENDED 31 MARCH 2019

	<u>Note</u>	<u>2019</u> <u>\$'000</u>	<u>2018</u> <u>\$'000</u>
<b>INCOME:</b>			
Government of Jamaica Subvention		1,463,459	1,299,037
Other income	6	<u>64,364</u>	<u>9,624</u>
		<u>1,527,823</u>	<u>1,308,661</u>
<b>EXPENDITURE:</b>			
Salaries, wages and related charges	18	823,928	814,375
Public utilities		63,985	45,192
Motor vehicle maintenance		13,454	18,570
General office expenses		76,713	61,669
Seminars and meetings		4,857	2,716
Repairs and maintenance		14,003	23,034
Consultancy		1,113	1,032
Bank charges and interest		3,238	3,115
Upkeep/travelling and subsistence		353,774	298,083
Directors' and committee meetings		10,273	10,130
Rental of buildings		6,087	4,542
Security		5,355	4,748
Printing and stationery		13,895	15,492
Audit fee		2,909	2,487
Insurance		4,033	2,513
Legal and professional fees		1,271	690
Claims awarded		<u>18,000</u>	<u>-</u>
		<u>1,416,888</u>	<u>1,308,388</u>
<b>SURPLUS</b>		110,935	273
Depreciation		<u>( 21,733)</u>	<u>( 18,891)</u>
<b>SURPLUS/(DEFICT) FOR THE YEAR FROM OPERATIONS</b>		89,202	<u>( 18,618)</u>
Transfer from capital reserve an amount equivalent to depreciation charged on donated assets		<u>6,648</u>	<u>6,150</u>
<b>NET SURPLUS/(DEFICT)</b>		<u>95,850</u>	<u>( 12,468)</u>
<b>OTHER COMPREHENSIVE INCOME:</b>			
Item that will not be reclassified to profit or loss:			
Remeasurement of post-employment benefit obligations		<u>33,579</u>	<u>( 258,304)</u>
<b>TOTAL COMPREHENSIVE INCOME/(DEFICIT) FOR THE YEAR</b>		<u>129,429</u>	<u>( 270,772)</u>

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

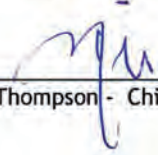
## STATEMENT OF FINANCIAL POSITION

31 MARCH 2019

	<u>Note</u>	<u>2019</u> <u>\$'000</u>	<u>2018</u> <u>\$'000</u>
<b>ASSETS</b>			
<b>NON-CURRENT ASSETS:</b>			
Property, plant and equipment	7	176,653	164,745
Post-employment benefit assets	8	<u>233,788</u>	<u>95,835</u>
		<u>410,441</u>	<u>260,580</u>
<b>CURRENT ASSETS:</b>			
Inventories	9	7,418	7,031
Receivables	10	98,971	67,530
Taxation recoverable	11	1,977	1,824
Cash and cash equivalents	12	<u>414,023</u>	<u>509,913</u>
		<u>522,389</u>	<u>586,298</u>
		<u>932,830</u>	<u>846,878</u>
<b>RESERVES AND LIABILITIES:</b>			
<b>RESERVES:</b>			
Capital reserve	13	24,582	26,310
Capital fund	14	163,840	177,978
Accumulated surplus		<u>260,965</u>	<u>131,536</u>
		<u>449,387</u>	<u>335,824</u>
<b>CURRENT LIABILITIES:</b>			
Project advances	15	327,964	337,594
Payables	16	<u>155,479</u>	<u>173,460</u>
		<u>483,443</u>	<u>511,054</u>
		<u>932,830</u>	<u>846,878</u>

Approved for issue by the Board of Directors on 5 March 2020 and signed on its behalf by:

  
Nigel Myrie - Chairman

  
Peter Thompson - Chief Executive Officer

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

## STATEMENT OF CHANGES IN RESERVES

YEAR ENDED 31 MARCH 2019

	<u>Capital Reserve</u> \$'000	<u>Capital Fund</u> \$'000	<u>Accumulated Surplus</u> \$'000	<u>Total</u> \$'000
<b>BALANCE AT 31 MARCH 2017</b>	<u>29,125</u>	<u>177,978</u>	<u>402,308</u>	<u>609,411</u>
<b>TOTAL COMPREHENSIVE INCOME:</b>				
Net deficit	-	-	( 12,468)	( 12,468)
Other comprehensive income	-	-	(258,304)	(258,304)
	-	-	<u>(270,772)</u>	<u>(270,772)</u>
<b>MOVEMENT IN RESERVES:</b>				
Increase in reserve	3,335	-	-	3,335
Transfer of depreciation on donated assets	( 6,150)	-	-	( 6,150)
	<u>( 2,815)</u>	-	-	<u>( 2,815)</u>
<b>BALANCE AT 31 MARCH 2018</b>	<u>26,310</u>	<u>177,978</u>	<u>131,536</u>	<u>335,824</u>
<b>TOTAL COMPREHENSIVE INCOME:</b>				
Net deficit	-	-	95,850	95,850
Other comprehensive income	-	-	<u>33,579</u>	<u>33,579</u>
	-	-	<u>129,429</u>	<u>129,429</u>
<b>MOVEMENTS IN RESERVES:</b>				
Decrease in capital fund	-	( 14,138)	-	( 14,138)
Increase in reserve	4,920	-	-	4,920
Transfer of depreciation on donated assets	( 6,648)	-	-	( 6,648)
	<u>( 1,728)</u>	<u>(14,138)</u>	-	<u>( 15,866)</u>
<b>BALANCE AT 31 MARCH 2019</b>	<u>24,582</u>	<u>163,840</u>	<u>260,965</u>	<u>449,387</u>

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

## STATEMENT OF CASH FLOWS

YEAR ENDED 31 MARCH 2019

	<u>2019</u> <u>\$'000</u>	<u>2018</u> <u>\$'000</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
Net surplus/(deficit)	95,850	( 12,468)
Items not affecting cash resources:		
Depreciation	21,733	18,891
Release from capital reserve	( 6,648)	( 6,150)
Gain on disposal of property, plant and equipment	-	-
Exchange gain on foreign balances	<u>574</u>	<u>( 337)</u>
	111,509	( 64)
Changes in operating assets and liabilities -		
Inventories	( 387)	5,790
Receivables	( 31,441)	( 21,603)
Taxation recoverable	( 153)	( 131)
Project advances	( 9,630)	( 38,248)
Payables	( 17,981)	3,661
Post-employment benefit asset	<u>(104,374)</u>	<u>( 59,876)</u>
Cash used in operating activities	<u>( 52,457)</u>	<u>(110,471)</u>
<b>CASH FLOWS FROM INVESTING ACTIVITY:</b>		
Addition to property, plant and equipment	<u>( 28,721)</u>	<u>( 14,033)</u>
Cash used in investing activity	<u>( 28,721)</u>	<u>14,033</u>
<b>CASH FLOWS FROM FINANCING ACTIVITY</b>		
Net reduction in capital fund	<u>( 14,138)</u>	<u>-</u>
Cash used in financing activity	<u>( 14,138)</u>	<u>-</u>
<b>NET DECREASE IN CASH AND CASH EQUIVALENTS</b>	<u>( 95,316)</u>	<u>(124,504)</u>
Exchange gain on foreign cash balances	( 574)	337
Cash and cash equivalents at beginning of year	<u>509,913</u>	<u>634,080</u>
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR (Note 12)</b>	<u>414,023</u>	<u>509,913</u>

**RURAL AGRICULTURAL DEVELOPMENT AUTHORITY****NOTES TO THE FINANCIAL STATEMENTS****31 MARCH 2019****1. IDENTIFICATION AND PRINCIPAL ACTIVITY:**

The Authority is incorporated in Jamaica under the Rural Agricultural Development Authority Act of 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 Industry, Commerce, Agriculture & Fisheries. The registered office of the Authority is Hope Gardens, Kingston 6.

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

**2. REPORTING CURRENCY:**

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

**3. SIGNIFICANT ACCOUNTING POLICIES:**

The principal accounting policies applied in the preparation of these financial statements are set out below. The policies have been consistently applied to all the years presented. Amounts are rounded to the nearest thousand unless otherwise stated.

**(a) Basis of preparation**

These financial statements have been prepared in accordance with International Financial Reporting Standards and International Accounting Standards as issued by the International Accounting Standards Board (IASB) and Interpretations (collectively IFRSs). The financial statements have been prepared under the historical cost convention.

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



## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

### NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

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

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

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

Certain new standards, amendments and clarifications to existing standards have been published that became effective during the current financial year. The Authority has assessed the relevance of all such new standards, amendments and clarifications and has put into effect the following, which are immediately relevant to its operations.

**IFRS 9, 'Financial Instruments' (effective for accounting periods beginning on or after 1 January 2018).** The standard addresses the classification, measurement and recognition of financial assets and financial liabilities. It replaces the existing guidance in IAS 39 Financial Instruments: Recognition and Measurement. IFRS 9 includes revised guidance on the classification and measurement of financial assets and liabilities, including a new expected credit loss model for calculating impairment of financial assets and the new general hedge accounting requirements. It also carries forward the guidance on recognition and derecognition of financial instruments from IAS 39. Although the permissible measurement bases for financial assets - amortised cost, fair value through other comprehensive income (FVOCI) and fair value through profit or loss (FVTPL) - are similar to IAS 39, the criteria for classification into the appropriate measurement category are significantly different. IFRS 9 replaces the 'incurred loss' model in IAS 39 with an 'expected credit loss' model, which means that a loss event will no longer need to occur before an impairment allowance is recognized. The adoption of IFRS 9 resulted in changes in the accounting policies and disclosures arising from the adoption of consequential amendments to IFRS 7 Financial Instruments: Disclosures. Management has utilized the modified retrospective transition approach and has elected not to restate comparative information in accordance with the transitional provision. As a result, the comparative information provided continues to be accounted for in accordance with the Authority's previous accounting policy. No allowance for impairment over financial assets was recognized in opening accumulated surplus at 1 April 2018 on transition to IFRS 9, because the Authority has determined that the resulting change in impairment was not material. Additional disclosures in accordance with the standard have been included in note 3 (h).

**IFRS 15, 'Revenue from contracts with Customers', (effective for annual periods beginning on or after 1 January 2018).** IFRS 15 establishes principles for reporting useful information to users of financial statements about the nature, amount, timing and uncertainty of revenue and cash flows arising from an entity's contracts with customers. Revenue is recognized when a customer obtains control of a good or service and thus has the ability to direct the use and obtain the benefits from the goods or service; so the notion of control replaces the existing notion of risks and rewards. Any bundled goods or services that are distinct must be separately recognised, and discounts or rebates on the contract price must generally be allocated to the separate elements. When the consideration varies for any reason, minimum amounts must be recognized if they are not at significant risk of reversal. Cost incurred to secure contracts with customers have to be capitalized and amortised over the period when the benefits of the contracts are consumed. The adoption of IFRS 15 did not have any impact on the financial statements.

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

### NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

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

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

##### New standards, amendments and interpretation not yet effective (cont'd)

The following new standards, which is not yet effective and have not been adopted early in these financial statements, will or may have an effect on the authority's future financial statements:

**IFRS 16, 'Leases', (effective for accounting periods beginning on or after 1 January 2019).** The standard primarily addresses the accounting for leases by lessees. The complete version of IFRS 16 was issued in January 2018. The standard will result in almost all leases being recognised on the statement of financial position, as it removes the current distinction between operating and finance leases and requires recognition of an asset (the right to use the leased item) and a financial liability to pay rentals for virtually all lease contracts. An optional exemption exists for short term and low-value leases. The accounting by lessors will not significantly change. IFRS 16 also requires lessees and lessors to make more extensive disclosures than under IAS 17. Early application is permitted, but not before an entity applies IFRS 15. A lessee can choose to apply the standard using either a full retrospective or a modified retrospective approach. The standard's transition provisions permit certain reliefs. Management has not yet completed the assessment of the impact of the application of the standard on the Corporation's financial statements when adopted.

**Amendment to IAS 1 Presentation of Financial Statements and IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors, (effective for annual periods beginning on or after January 1, 2020).** These standards are conceptual amendments to other IFRSs and provides the following definition of 'material' to guide preparers of financial statements in making judgements about information to be included in financial statements: "Information is material if omitting, misstating or obscuring it could reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity." The Authority does not expect the amendment to have a significant impact on its 2021 financial statements

There are no other standards, amendments to existing standards or interpretations that are not yet effective that would be expected to have a significant impact on the operations of the Authority.

##### (b) Donated assets

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

##### (c) Capital funds

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

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

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

## (d) Project advances

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

Income generating projects are reported on a cash basis.

## (e) Property, plant and equipment

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

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Authority and the cost of the item can be measured reliably. The carrying amount of any replaced part is derecognised. All other repairs and maintenance are charged to profit or loss during the financial period in which they are incurred.

Depreciation is calculated on the straight-line basis at annual rates estimated to write off the carrying value of the assets over the period of their expected useful lives. Annual are as follows:

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

Gain and losses on disposals of property, plant and equipment are determined by reference to their carrying amounts and are taken into account in determining surplus or deficit.

The assets' residual values and useful lives are reviewed and adjusted if appropriate, at each reporting date.

## (f) Foreign currency translation

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

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

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

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

## (f) Foreign currency translation (cont'd)

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

## (g) Impairment of non-current assets

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

## (h) Financial assets

Policy applicable from 1 April 2018

**Classification**

The Authority classifies its financial assets at amortised cost based on the business model used for managing the financial assets and the assets contractual terms.

**Recognition**

At initial recognition, the Authority measures its financial assets at fair value plus transaction cost directly attributable to the acquisition of the financial asset.

**Measurement**

The accounting policy for amortised cost is as follows:

These assets arise principally from the provision of goods and services to customers (eg. trade receivables), but also incorporate other types of financial assets where the objective is to hold these assets in order to collect contractual cash flows and the contractual cash flows are solely payments of principal and interest. 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 financial assets measured at amortised cost comprise cash and cash equivalents in the statement of financial position.

Cash and cash equivalents includes cash at bank and in hand and for the purpose of the statement of cash flows, short term deposits with original maturities of 90 days or less.

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

### NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

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

##### (h) Financial assets (cont'd)

###### Policy applicable from 1 April 2018 (cont'd)

###### Derecognition

A financial asset is primarily derecognized when the contractual rights to receive cash flows from the asset have expired, or the Authority has transferred its rights to receive contractual cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Authority has transferred substantially all the risks and rewards of ownership of the asset, or (b) the Authority has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

On derecognition of a financial asset, the difference between the asset's carrying amount and the consideration received is recognised in profit or loss. Impairment losses are presented as a line item in the income statement.

###### Policy applicable until 31 March 2018

##### (i) Classification

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

###### Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets. The Authority's loans and receivables comprise cash and cash equivalents.

Cash and cash equivalents are carried in the statement of financial position at cost. For the purposes of the cash flow statement, cash and cash equivalents comprise cash at bank and in hand and short term deposits with original maturities of 90 days or less.

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

### NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

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

##### (h) Financial assets (cont'd)

Policy applicable until 31 March 2018 (cont'd)

##### (ii) Recognition and Measurement

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

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

##### (i) Financial liabilities

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

##### (j) Inventories

Inventories are stated at the lower of cost and net realizable value, cost being determined on the first-in, first-out basis. Net realizable value is the estimate of the selling price in the ordinary course of business, less selling expenses.

##### (k) Employee benefits

###### Defined Benefit Plans

The Authority operates a Defined Benefit Plan, the assets of which are held in a separate trustee-administered fund. The plan is funded through payments to a trustee administered fund, determined by periodic actuarial calculations.

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

### NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

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

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

##### Defined Benefit Plans (cont'd)

The defined benefit plan surplus and deficit is measured at:

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

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

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

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

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

##### Termination benefits

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

##### Leave accrual

All outstanding leave entitlement that are expected to be utilized wholly within 12 months after the end of the reporting period are presented as current liabilities.

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

### NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

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

##### (l) Government subvention

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

##### (m) Other income

###### Interest income

Interest income are recognized in surplus or deficit for all interest bearing instruments on an accrual basis, taking into account the effective yield on the asset unless collectability is doubtful.

###### Income Generating Projects

The Authority recognizes revenue from three income generating projects - Cook Book, community development (AGRI MART) and Twickham Bammy.

Revenue from income generating projects is recognized when control and the benefits of ownership have been transferred to the buyer and the Authority is reasonably certain that economic benefit will be received.

###### Fees

Administration fees are recognized on the accrual basis when the related services have been provided.

#### 4. CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES:

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

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

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



## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

### NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

#### 4. CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES (CONT'D):

##### (b) Key sources of estimation uncertainty

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

##### (i) Defined benefit assumptions

The cost of these benefits and the present value of the future obligations depend on a number of factors that are determined by actuaries using a number of assumptions. The assumptions used in determining the net periodic cost or income for retirement benefits include the expected long-term rate of return on the relevant plan assets and the discount rate. Any changes in these assumptions will impact the net periodic cost or income recorded for retirement benefits and may affect planned funding of the pension plan. The expected return on plan assets assumption is determined on a uniform basis, considering long-term historical returns, asset allocation and future estimates of long-term investment returns.

The Authority determines the appropriate discount rate at the end of each year, which represents the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the retirement benefit obligations.

In determining the appropriate discount rate, the Authority considered interest rate of high-quality Government of Jamaica bonds that are denominated in the currency in which the benefits will be paid, and have terms to maturity approximating the terms of the related obligations. Other key assumptions for the retirement benefits are based on current market conditions.

##### (ii) Depreciable assets

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

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

### NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

#### 5. FINANCIAL RISK MANAGEMENT:

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

- Credit risk
- Liquidity risk
- Market risk

In common with all other businesses, the Authority is exposed to risks that arise from its use of financial instruments. This note describes the Authority's objectives, policies and processes for managing those risks and the methods used to measure them. Further quantitative information in respect of these risks is presented throughout the 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.

#### (a) Principal financial instruments

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

- Cash and cash equivalents
- Accounts payable

#### (b) Financial instruments by category

##### Financial assets

	Amortised Cost <u>2019</u> \$'000	Loans and Receivables <u>2018</u> \$'000
Cash and cash equivalents	<u>414,023</u>	<u>509,913</u>

##### Financial liability

	Financial liability at at amortised cost	
	<u>2019</u> \$'000	<u>2018</u> \$'000
Accounts payable	<u>16,032</u>	<u>18,764</u>

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

### NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

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

##### (c) Financial instruments not measured at fair value

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

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

##### (d) Financial risk factors

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

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

##### **Finance, Audit and Administration Committees**

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

##### **Production and Infrastructure Committee**

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

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

##### (i) Credit risk

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

##### **Cash and bank balances**

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

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

### NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

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

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

##### Research, Training and Marketing Committee (cont'd)

##### (i) Credit risk (cont'd)

##### Maximum exposure to credit risk

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

##### (ii) Market risk

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

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

##### Currency risk

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

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

**RURAL AGRICULTURAL DEVELOPMENT AUTHORITY**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**31 MARCH 2019**

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

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

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

**Concentration of currency risk**

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

	<u>2019</u>		<u>2018</u>	
	<u>J\$'000</u>	<u>'000</u>	<u>J\$'000</u>	<u>'000</u>
Cash and cash equivalents -				
USD	<u>29,193</u>	<u>236</u>	<u>31,335</u>	<u>251</u>
EURO	<u>9,063</u>	<u>61</u>	<u>9,331</u>	<u>61</u>

**Foreign currency sensitivity**

The following tables indicates the currencies to which the Authority had significant exposure on its monetary assets and its forecast cash flows. The change in currency rates below represents management assessment of the possible change in foreign exchange rates. The sensitivity analysis represents outstanding foreign currency denominated cash and deposit balances and adjust their translation at the year end for a 4% (2018 - 4%) depreciation and 2% (2018 -2%) appreciation of the Jamaican dollar against the US dollar. The changes below would have no impact on other components of equity.

	<u>% Change in</u>	<u>Effect on</u>	<u>% Change in</u>	<u>Effect on</u>
	<u>2019</u>	<u>2019</u>	<u>2018</u>	<u>2018</u>
		<u>\$'000</u>		<u>\$'000</u>
Currency:				
USD	+4	(1,168)	+4	1,253
Euro	<u>+4</u>	<u>( 362)</u>	<u>+4</u>	<u>373</u>
USD	-2	584	-2	( 627)
Euro	<u>-2</u>	<u>181</u>	<u>-2</u>	<u>( 187)</u>

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

### NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

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

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

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

###### Cash flow and fair value interest rate

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

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

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

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

###### Interest rate sensitivity

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

##### (iii) Liquidity risk

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

###### Liquidity risk management process

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

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

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

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

### NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

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

##### (e) Capital Management

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

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

#### 6. OTHER INCOME:

	<u>2019</u> <u>\$'000</u>	<u>2018</u> <u>\$'000</u>
Interest	2,573	2,077
Foreign exchange (loss)/gain	( 574)	337
Surplus from cook book project	1	6
Deficit from community development project (AGRI Mart)	11	( 881)
Deficit from Twickham Bammy Project	( 3,711)	( 957)
Administration fees - Farm Road Programme	50,127	114
Appropriation in aid:		
Duty concession	675	1,080
Property administration	6,929	4,631
Farmers identification	7,171	2,135
Beach cottage	334	335
Others (referral letters, business plan)	828	747
	<u>64,364</u>	<u>9,624</u>

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS

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## 7. PROPERTY, PLANT AND EQUIPMENT:

	<u>Building</u> \$'000	<u>Office Furniture, Computers and Equipment</u> \$'000	<u>Motor cycles, tractors and Vehicles</u> \$'000	<u>Construction in progress</u> \$'000	<u>Total</u> \$'000
At cost -					
At 1 April 2017	106,438	94,826	130,395	-	331,659
Additions	337	11,571	-	2,125	14,033
Donated assets	-	3,335	-	-	3,335
At 31 March 2018	106,775	109,732	130,395	2,125	349,027
Adjustment	( 337)	337	-	-	-
Additions	13,458	15,226	-	37	28,721
Donated assets	-	4,920	-	-	4,920
At 31 March 2019	<u>119,896</u>	<u>130,215</u>	<u>130,395</u>	<u>2,162</u>	<u>382,668</u>
Depreciation -					
At 1 April 2017	13,668	61,758	89,965	-	165,391
Charge for the year	<u>2,657</u>	<u>6,334</u>	<u>9,900</u>	-	<u>18,891</u>
At 31 March 2018	16,325	68,092	99,865	-	184,282
Charge for the year	<u>2,992</u>	<u>8,841</u>	<u>9,900</u>	-	<u>21,733</u>
At 31 March 2019	<u>19,317</u>	<u>76,933</u>	<u>109,765</u>	-	<u>206,015</u>
Net Book Value -					
31 March 2019	<u>100,579</u>	<u>53,282</u>	<u>20,630</u>	<u>2,162</u>	<u>176,653</u>
31 March 2018	<u>90,450</u>	<u>41,640</u>	<u>30,530</u>	<u>2,125</u>	<u>164,745</u>

## 8. POST-EMPLOYMENT BENEFIT ASSETS:

The Authority operates a Defined Benefit Pension Plan which is open to all permanent employees and administered for Rural Agricultural Development Authority by Guardian Life Limited. The plan, which commenced on 1 January 1993 is funded by employee contribution of 5% and employer contributions at 13%, as recommended by independent actuaries. Pension at normal retirement age is based on 2% of final pensionable salary for each year of pensionable service.

The last actuarial valuation which was carried out as at 29 October 2016 indicated that the plan was adequately funded.



## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

### NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

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

The Pension Plan is legally separate from the Authority and is administered by Guardian Life Limited. The Board of Trustees is made up of eight (8) Members, four (4) appointed by the sponsors of the plan, three (3) by members of the plan and one (1) by pensioners. The Chairman is selected from these representatives.

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

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

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

	<u>2019</u> <u>\$'000</u>	<u>2018</u> <u>\$'000</u>
Fair value of plan assets	1,758,148	1,435,096
Present value of obligations	<u>(1,524,360)</u>	<u>(1,339,261)</u>
Asset in the statement of financial position	<u>233,788</u>	<u>95,835</u>

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

	<u>2019</u> <u>\$'000</u>	<u>2018</u> <u>\$'000</u>
Balance at beginning of year	1,339,261	906,518
Current service cost	56,226	31,085
Interest cost	97,848	86,402
Employee's contribution	41,960	39,197
Benefits paid	( 61,367)	( 24,183)
Pass service credit	( 84,791)	-
Experience losses	509	7,749
Loss from changes in financial assumptions	<u>134,714</u>	<u>292,493</u>
Balance at end of year	<u>1,524,360</u>	<u>1,339,261</u>

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS

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

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

	<u>2019</u> <u>\$'000</u>	<u>2018</u> <u>\$'000</u>
Balance at beginning of year	1,435,096	1,200,781
Employees' contributions	41,960	39,197
Employers' contributions	76,648	71,323
Interest on plan assets	107,261	116,727
Benefits paid	( 61,367)	( 24,183)
Administrative fees	( 10,252)	( 10,686)
Remeasurements of the plan assets	<u>168,802</u>	<u>41,937</u>
Balance at end of year	<u>1,758,148</u>	<u>1,435,096</u>

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

	<u>2019</u> <u>\$'000</u>	<u>2018</u> <u>\$'000</u>
Current service cost	56,226	31,085
Pass service credit	(84,791)	-
Interest cost (net)	( 9,413)	(30,325)
Administrative fees	<u>10,252</u>	<u>10,686</u>
Total included in staff costs (Note 18)	<u>(27,726)</u>	<u>11,446</u>

The amount recognized in other comprehensive income were as follows:

	<u>2019</u> <u>\$'000</u>	<u>2018</u> <u>\$'000</u>
Re-measurement of the defined benefit obligation	135,225	300,241
Re-Measurement of plan assets	<u>(168,802)</u>	<u>( 41,937)</u>
Components of defined benefit cost recognized in other comprehensive income	<u>( 33,579)</u>	<u>258,304</u>

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

### NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

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

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

	<u>2019</u> <u>\$'000</u>	<u>2018</u> <u>\$'000</u>
Pooled investment fund	502,480	374,657
Pooled equity fund	569,072	396,990
Pooled money market fund	189,998	151,678
Pooled fixed income fund	343,755	431,182
Pooled foreign currency fund	82,955	80,589
Pooled real estate fund	<u>69,888</u>	<u>-</u>
	<u>1,758,148</u>	<u>1,435,096</u>

The investment managers Guardian Life Limited has reported that the above Pooled Funds are allocated as follows for 2019.

<u>Assets</u>	<u>Allocation</u> %
Real estate	2.77
Local equities	40.34
Foreign equity	9.30
Bonds	32.28
Cash and short term investment	<u>15.31</u>
	<u>100.00</u>

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

- Strategic asset mix consisting of no more than 35% equity securities, 55% bonds, 5% cash and short term investments and 5% real estate.
- Management of interest rate risk through use of government and high-quality corporate Bonds.
- Management of currency risk

The policies are consistent with those in the prior period.

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

### NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

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

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

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	<u>100.00</u>

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

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- Management of interest rate risk through use of government and high-quality corporate Bonds.
- Management of currency risk

The policies are consistent with those in the prior period.

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

### NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

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

The actual return on plan assets was \$295,029,660 (2018 - \$172,817,223).

Expected employer's contributions for the year ending 31 March 2020 amount to \$75,200,000.

The principal actuarial assumptions used were as follows:

	<u>2019</u>	<u>2018</u>
Discount rate	7.0%	7.5%
Future salary increases	5.5%	5.5%
Price inflation (CPI)	<u>3.0%</u>	<u>4.5%</u>

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

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

Male - 19.5 years

Female - 19.5 years

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

#### Impact on post-employment obligations

	<u>Changes in Assumptions</u>	<u>Increase in Assumption</u>		<u>Decrease in Assumption</u>	
		<u>2019</u>	<u>2018</u>	<u>2019</u>	<u>2018</u>
		<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>	<u>\$'000</u>
Discount rate	1%	(252,480)	(217,601)	330,464	284,119
Salary escalation rate	<u>1%</u>	<u>172,528</u>	<u>154,000</u>	<u>(147,175)</u>	<u>(131,042)</u>

The effect on the present value of obligation for an increase of one year in the life expectancy is an increase of approximately \$26 million.

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

### NOTES TO THE FINANCIAL STATEMENTS

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9. **INVENTORIES:**

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

10. **RECEIVABLES:**

	<u>2019</u>	<u>2018</u>
	<u>\$'000</u>	<u>\$'000</u>
Motor vehicle revolving loan scheme	46,724	36,350
Staff revolving loan	13,475	13,364
Other receivables	10,214	9,258
Deposit on land	<u>28,558</u>	<u>8,558</u>
	<u>98,971</u>	<u>67,530</u>

11. **TAXATION RECOVERABLE:**

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

12. **CASH AND CASH EQUIVALENT:**

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

	<u>2019</u>	<u>2018</u>
	<u>\$'000</u>	<u>\$'000</u>
Parishes:		
Imprest account	620	1,866
Capital accounts	93,133	109,052
Head office:		
Cash on hand	26	-
Capital account	39,612	175,943
Current account	219,644	156,005
EU banana account	4,934	5,002
Savings	30,047	36,579
Deposits	<u>26,007</u>	<u>25,466</u>
	<u>414,023</u>	<u>509,913</u>

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

### NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

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

Included in the above amounts is \$41,111,903 (2018 - \$31,312,773) which represents funds received on behalf of Members of Parliament to be spent in their constituencies under the different programmes as indicated in note 15(a).

- (a) Included in deposits and short term instruments is interest receivable of \$32,949 (2018 - \$38,110). These deposits have an average maturity of 31 days (2018 - 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>2019</u>	<u>2018</u>
Cash at bank - (JA\$ account)	0.85%	0.85%
- (US\$ account)	0.20%	0.20%
- (EURO\$ account)	0.05%	0.05%
Deposits and short term instruments	<u>3.60%</u>	<u>3.60%</u>

#### 13. CAPITAL RESERVE:

	<u>2019</u>	<u>2018</u>
	<u>\$'000</u>	<u>\$'000</u>
Computer Equipment and accessories	412	437
Motor vehicle and tractor	20,013	20,519
Furniture and equipment	<u>4,157</u>	<u>5,354</u>
	<u>24,582</u>	<u>26,310</u>

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

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

## 14. CAPITAL FUND:

This represents -

	<u>2019</u> <u>\$'000</u>	<u>2018</u> <u>\$'000</u>
Balance at beginning of year	177,978	177,978
Less: Development expenditure		
Grant for crop production and extension -		
Crop care	1,536	-
Grants for production incentive for small farmers -		
Training	1,566	-
Social service/home economics	1,176	-
Information technology	883	-
Farm Irrigation/mechanization	87	-
Rural Development -		
Building construction	<u>8,890</u>	<u>-</u>
	<u>14,138</u>	<u>-</u>
Balance at 31 March	<u>163,840</u>	<u>177,978</u>



## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

### NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

15. PROJECT ADVANCES:

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

(a) PROGRAMMES IMPLEMENTED FOR MEMBERS OF PARLIAMENT-

	<u>2019</u> <u>\$'000</u>	<u>2018</u> <u>\$'000</u>
Social and Economic Support Programme	3	3
Production incentive	35,883	153,796
Flood relief	681	735
Drought relief	4,254	3,975
Local Development Programme	2,963	2,950
Constituency development fund	39,161	33,240
Production and productivity	22	57
Farm Road Programme	<u>75,632</u>	<u>42,239</u>
	<u>158,599</u>	<u>236,995</u>

(b) SPECIAL GOVERNMENT OF JAMAICA PROGRAMMES -

Bauxite Community Redevelopment Project	48	129
International Aided projects	6,679	6,681
Tree Crop Project	8	8
E.U. Banana Project	9,105	9,105
School Garden Programme	-	79
Locally Aid Projects	16,196	17,312
ALBA	3	93
FAO-Projects	<u>3,387</u>	<u>2,728</u>
	<u>35,426</u>	<u>36,135</u>

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

Projects	<u>133,939</u>	<u>64,464</u>
Total	<u>327,964</u>	<u>337,594</u>

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

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

## 16. PAYABLES:

	<u>2019</u> <u>\$'000</u>	<u>2018</u> <u>\$'000</u>
Accounts payable	13,252	16,284
Accrued vacation leave	118,263	126,787
Accrued audit fees	2,780	2,480
Other payables	<u>21,184</u>	<u>27,909</u>
	<u>155,479</u>	<u>173,460</u>

## 17. EMOLUMENTS FOR MANAGEMENT STAFF:

During the year under review the number of management staff amounted to twenty eight (28) (2018 - 28) and the cost associated with total emoluments was \$136.9 million (2018 - \$117.9 million).

## 18. SALARIES, WAGES AND RELATED CHARGES:

	<u>2019</u> <u>\$'000</u>	<u>2018</u> <u>\$'000</u>
Wages and salaries	770,052	721,438
Statutory contribution	37,427	35,242
Pension (Note 8)	( 27,726)	11,447
Other staff cost	2,297	2,199
Health insurance	38,842	40,098
Disability insurance	2,127	2,427
Overtime and supper allowance	214	296
Gratuity	<u>695</u>	<u>1,228</u>
	<u>823,928</u>	<u>814,375</u>

The number of persons employed by the Authority at the end of the year was 513 (2018 - 513).

## 19. RELATED PARTY TRANSACTIONS:

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

	<u>2019</u> <u>\$'000</u>	<u>2018</u> <u>\$'000</u>
Key management personnel:		
Short-term employee benefits	154,633	136,927
Directors fee and travelling benefits	<u>10,273</u>	<u>10,130</u>

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

### NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2019

20. **COMMITMENTS:**

Significant capital expenditure contracted for during the reporting period but not recognized as liabilities are:

- (a) The balance on the purchase of property of \$58,424,150, this amount is past due and may attract interest of eight percent (8%) per annum.
- (b) Cost associated with the construction of a building of \$12,117,126.

21. **COMPARISON OF RECURRENT INCOME AND EXPENDITURE BUDGET:**

	<u>Revised Estimate of Budget \$'000</u>	<u>Actual \$'000</u>	<u>Variances \$'000</u>
<b>INCOME:</b>			
Government Subvention	1,465,360	1,463,459	1,901
Other Income	<u>9,000</u>	<u>64,364</u>	<u>( 55,364)</u>
	<u>1,474,360</u>	<u>1,527,823</u>	<u>( 53,463)</u>
<b>EXPENDITURE:</b>			
Salaries, wages and related expenses	966,302	823,928	142,374
Public utilities	50,574	63,985	( 13,411)
Motor vehicle maintenance	16,793	13,454	3,339
General office	16,221	76,713	( 60,492)
Seminars and meetings	6,628	4,857	1,771
Repairs and maintenance	11,671	14,003	( 2,332)
Consultancy	2,611	1,113	1,498
Bank charges and interest	2,771	3,238	( 467)
Upkeep/travelling and subsistence	344,636	353,774	( 9,138)
Directors' and committee meetings	13,120	10,273	2,847
Rental of building	5,232	6,087	( 855)
Security	9,452	5,355	4,097
Printing and stationery	10,595	13,895	( 3,300)
Audit fee	5,254	2,909	2,345
Insurance	6,804	4,033	2,771
Legal and professional fee	2,611	1,271	1,340
Advertising and promotions	3,085	-	3,085
Claims awarded	<u>-</u>	<u>18,000</u>	<u>( 18,000)</u>
	<u>1,474,360</u>	<u>1,416,888</u>	<u>57,472</u>



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