

# ANNUAL REPORT

April 2019 - March 2020

An analysis and assessment of the financial and operational trends of the Rural Agricultural Development Authority activities over the past year.



RURAL AGRICULTURAL  
DEVELOPMENT AUTHORITY

Jamaica's Chief Agricultural Extension and  
Rural Development Agency



# CORPORATE PROFILE

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

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

# VISION STATEMENT

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

# MISSION STATEMENT

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



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# Strategic Direction

## Priority Areas 2018-2023

**The Strategic Direction of the Authority 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



# Strategic Direction *Cont'd*

## 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

# National Board of Directors

## SCHEDULE OF ATTENDANCE

### Schedule of Attendance at Board Meetings APRIL 2019 – MARCH 2020

	TOTAL MEETINGS HELD	MEETINGS ATTENDED	SPECIAL BOARD MEETINGS	REMARKS
Mr. Nigel Myrie Chairman	10	10	3	
Mr. Wayne Hays Deputy Chairman	10	8	3	
Mr. Novell Quest	10	7	3	
Mr. Lennox Powell	10	4	1	
Mr. Warren Newby	10	8	2	
Mr. Donald McDonald	10	2	—	Resigned March 10, 2020
Mrs. Olive Downer-Walsh	10	3	3	
Mrs. Lola Marshall- Williams	10	10	3	Resigned June 27, 2019
Miss Winsome Crossdale	10	1	—	
Mr. Toney Ward	10	5	1	
Mr. Anthony Scott	10	10	3	
Mr. Christopher Gentles	10	—	—	
Miss Annette Henry	10	5	—	Resigned November 1, 2019
Dr. Derrick Deslandes	10	2	—	Appointed December 2, 2019
Shanique Smith	10	10	2	



# National Board of Directors



**NIGEL MYRIE**  
Board Chairman



**WAYNE HAYE**  
Deputy Chairman



**ANNETTE HENRY**  
Board Member



**SHANIQUE SMITH**  
Board Member



**DERRICK DESLANDES**  
Board Member



**LENNOX POWELL**  
Board Member



**NOVELL QUEST**  
Board Member



**LOLA MARSHALL-  
WILLIAMS**  
Board Member



**CHRISTOPHER  
GENTLES**  
Board Member



**TONY WARD**  
Board Member



**OLIVE DOWNER-  
WALSH**  
Board Member



**WARREN NEWBY**  
Board Member



**ANTHONY SCOTT**  
Board Member



**WINSOME  
CROSDALE**  
Board Member



**DONALD McDONALD**  
Board Member



# Message from the Chairman



In our recent history, more specifically over the last decade, agriculture has found itself at the top of the national economic agenda, earning its place of significance in addressing the twin issues of poverty reduction and rural development.

The economy grows as agriculture grows, thereby accelerating the rate of reduction of rural and urban poverty. The agricultural sector has great potential for strong linkages with other sectors of the economy, particularly the tourism industry. It, therefore, stands to reason that if economic growth and

nation-building are to be achieved, the linkages between agriculture and its sister sectors must be targeted, fostered and strengthened. The Rural Agricultural Development Authority has a critical role as the principal agricultural extension services agency to ensure that the sector's potential is realised. It must therefore reposition itself to meet the demands of the sector and not waste any time in doing so.

The concept of expanded agriculture, which seeks to highlight agriculture's linkages with the wider economy, provides a general framework which policymakers can use to effect meaningful change in different areas of the economy with linkages to agriculture. The contribution of agriculture to the Gross Domestic Product (GDP) based on the current approach used to assess the sector's performance is minimized. The current method of assessing agriculture's performance reflects changes in the physical volume of output only but ignores the important metric of change in income. This alternative view of contribution to GDP can help policymakers identify development needs and therefore tailor assistance to agriculture, assess the effectiveness of the measures implemented, and provide a guide to investors regarding potential returns on investments.

The true contribution of agriculture to Jamaica's economic development can therefore be assessed by analysing three critical issues. The concept of expanded agriculture has already been introduced. Secondly, the impact of linkages between the agricultural sector and other important sectors of the economy cannot be ignored. The processed food, agro-industry, the hotels and gastronomic sectors are those with the strongest linkages to the primary agricultural sector and priority must be given to these areas when considering development options. Thirdly, we must drill down to identify the real impact of agriculture on the country's overall economic activity and its potential to impact cumulative economic growth.

The development of the agricultural sector must be a priority of policymakers to address the current challenges to economic growth. The country faces significant challenges to improve the competitiveness and sustainability of the agricultural sector and its propensity to reduce poverty. Productivity is still fairly low when compared to our competitors, production is rather inconsistent or ad hoc (resulting in periods of gluts and scarcity) and many farmers still have to catch up with current best practices in the sector which requires an extension service which is adequately staffed by



# Message from the Chairman Cont'd

competent agriculture specialists and delivering world-class service.

A range of factors, including timely and consistent availability of improved varieties, limited access to mechanisation and automation technologies, inadequate access to affordable credit, high incidence of praedial larceny and farm theft and inadequate levels of entrepreneurship among farmers constrains the productivity of the agricultural sector. Growth in agricultural productivity has been slow, and the agricultural sector suffers from high operational costs and a low capacity to comply with modern food safety and quality standards. Consequently, the sector has been unable to adequately or consistently respond to the rapidly growing demand for agri-food products from the tourism, processing, and retailing sectors as well as lucrative export markets with strict quality and supply standards. Instead, the growing demand by these sectors is mainly dominated by imports contributing to the country's high import bill for food. The agricultural sector is also constrained by large and increasing pressures on natural resources such as land and water, and there is high vulnerability to climate change.

The Jamaican agricultural sector will only realise its tremendous potential when the market linkages to the food processing, tourism and retail sectors are properly rationalised. If the agricultural value chain and agro-processing activities are to drive the development of Jamaica's primary agriculture, significant work must be done to raise the levels of productivity of the farmers, rationalise market access for farmers by aligning resources and thereby production to demand, significantly improve the post-harvest management capability of the sector by incentivising investments in adequate storage and agro-processing systems and to improve the entrepreneurial competencies of our farmers. This will redound to the development of a sustainable agricultural sector, ensuring confidence in the productive and market capacities.

On the eve of the thirtieth anniversary of the RADA, we must recognise the importance of our farmers and their continued contribution to national development. Our more than two hundred thousand (200,000) farmers are critical to the process of achieving food security, providing raw material to processors and GDP growth. The work of the RADA must focus on achieving economic prosperity for farmers through targeted interventions in training, technology access, and markets. After thirty years, the RADA must take stock of its performance over these past years by assessing its impact on the sector and the economy, critically reviewing its goals and objectives against its measured performance and implementing meaningful changes to its modus operandi going forward.

The National Board of the RADA continues the process of developing, implementing and directing policies geared towards enabling and enhancing agricultural production and productivity to realise 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 management of the RADA must transform those policy initiatives into tangible programmes with specific, measurable, achievable, realistic and time-bound objectives. The monitoring and evaluation functions must be integral going forward to ensure that the RADA is responsive to the changing landscape and needs of the sector.

The National Board of Directors supports the growth agenda of the Government of Jamaica and aligns its policy framework to the Government's priority areas. Key policy areas for the financial year include the Productivity Incentive Programme targeting strategic policy crops, the Farm Road Maintenance & Rehabilitation Programme, the Agricultural Linkages Platform (ALEX) and Climate Smart Agriculture training initiatives.

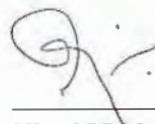
Finally, the RADA's management and staff must reinvent themselves to overcome the challenges



# Message from the Chairman Cont'd

and move agriculture and rural development forward. Much gratitude is due to our courageous farmers who continue to deliver steadfastly and refuse to give up despite the many challenges they face. The Board of Directors reaffirms its steadfastness to responsibility, transparency and accountability. The RADA must be transformational to realise its mission of promoting the development of agriculture by ensuring an adequately resourced and competent team is in

place to deliver an efficient, modern and sustainable extension service.



**Nigel Myrie**  
National Board Chairman



Production Incentive Programme  
with Sweet Yam



# Chief Executive Officer's Overview



**T**he Rural Agricultural Development Authority (RADA) through the Ministry of Agriculture and Fisheries (MOAF) has provided the requisite technical support, interventions, guidance and expertise to ensure stability within the sector and direct assistance to our farmers.

During the period of review (March 2019-April 2020), the agricultural sector was adversely affected by several weather-related events to include dry spells in the early half of the year and flooding in the later.

There was a 1.6% increase in production when compared to the previous year (based on Comparative Estimates of Domestic Crop Production). The anomaly of the onset of COVID-19, a global pandemic (which took place in the first quarter of 2021) disrupted and derailed many traditional market supply chains. Nevertheless, the farmers of Jamaica have again proven to be resilient and tenacious in consistently producing in spite of the many challenges experienced.

Among the high levels of achievements during the review period was the realignment of RADA's priority policies/programmes with the Ministry's Strategic Objectives, Priorities and Vision 2030 National Development Plan. The convergence in the development of medium-term policies sought to guide the programmes and projects being implemented by the organization towards the promotion of overall transformation within the sector.

In addition, given the Ministry of Agriculture and Fisheries (MOAF) drive to have its Divisions and Agencies ISO 9001: 2015 certified by 2021, during the period under review, the ISO Quality Systems Division, MOAF continued its efforts to facilitate RADA's preparation for certification. As it relates to outcomes of this process, the ISO Scope, Quality Policy and Quality Objectives documents have been developed respectively. The end goal is simply to improve service delivery to our key stakeholders.

The Authority recognizes the key role it needs to play in repositioning the agricultural sector towards meaningfully contributing to growth and development. To this end, farmers were engaged in several interactive sessions to include key areas such as Farming As a Business, Climate Smart Agriculture and Pest Management. To date, a total of 3,204 training sessions have been achieved benefitting 32,342 farmers islandwide.

The RADA Extension Staff were also given the environment and support needed to expand capacities through various forms of trainings and re-certifications to improve skill sets. This resulted in 5,627 hours of training exposure with the incorporation of online learning platforms which became more evident and vital during the onset of COVID-19.

The RADA Information and Communication Team also made strides to allow for adjustments in trainings and meetings during the onset of COVID-19 to include the use of video conferencing and online learning platforms, Improved Infrastructure to support working from



# Chief Executive Officer's Overview Cont'd

home and increased WhatsApp messaging to constantly keep in touch with our farmers.

It is important to note that the RADA Marketing Unit were among the selected staff that worked continuously during the COVID-19 pandemic, to assist farmers to re-channel excess produce from the traditional markets (based on closure of schools, hotels, agro-processing among other markets) for redistribution to consumers through mobile Farmers Markets. This Unit is recognized and commended to provide much-needed assistance during this critical period.

In keeping with the generalized effort to provide stability in production for our farmers despite the challenges, the Ministry of Agriculture and Fisheries Production and Productivity Incentive Programme is another notable milestone. This programme sought to provide farmers with essential inputs, training and advisory services required for increased production.

The National Flagship Farm Road Rehabilitation with its main aim to increase market access have seen 86 Farm Road being rehabilitated during the review period enabling the movement of inputs to farms and agriculture produce to the buyers, all in an effort to ensure increase in production.

As we move forward, we will continue to be cognizant of the importance of our roles in providing essential services to improve the productivity of the farmers of Jamaica. We pledge to work with our key stakeholders to achieve continued development within the sector.



**Peter Thompson**  
Chief Executive Officer  
RADA



Sweet Yam Production



# Main Highlights/New INITIATIVES

**T**he Rural Agricultural Development Authority (RADA) is instrumental in promoting local production and supporting Jamaica's agricultural sector. RADA aims to lead the way in achieving economic growth through agriculture.

The Authority has undertaken several initiatives and programmes, including enhanced extension services, knowledge transfer, increased use of technology, gender mainstreaming, and strengthened partnerships with key stakeholders.

#### Hosting of the GFRAS Conference

RADA hosted GFRAS's 10th Annual General Meeting on "Role of Rural Advisory Services (RAS) In Climate Change & Disaster Risk Management" at the Royalton Negril Hotel, Jamaica from September 30 to October 4, 2019. Over 30 countries and four continents were represented, with the Honourable Floyd Green, Minister of State in the Ministry of

Industry, Commerce, Agriculture, and Fisheries (MICA) delivering the keynote address. The meeting collaborators included the Caribbean Agricultural Extension Providers' Network (CAEPNet) and MICA. Its objectives were to identify good practices and strategies to build resilience in vulnerable communities, build capacities at different levels and by different stakeholders, and define GFRAS's role in effective risk management for climate change and disasters.

#### Promotion of Less Expensive Protected Agriculture Structures

To enhance Jamaica's vegetable production during drier months, efforts were made to

GFRAS Conference



# Main Highlights/New INITIATIVES cont'd

improve crop production under protective cover. Growers who couldn't afford greenhouses were introduced to less expensive structures such as tunnel houses, open tunnels, and permanent row covers. These structures provide protection from rainfall, filter sunlight for photosynthesis, support water harvesting, and allow all-year vegetable production at a fraction of the cost of greenhouses. Pest and disease management is the main difference compared to open field production. The Protected Agriculture Unit focused on promoting these cost-effective structures in 2019-2020 and will continue to do so.

## Development of ADRM Strategy and Implementation Plan

RADA played a critical role in the development and finalization of Jamaica's National Agriculture Disaster Risk Management (ADRM) Strategy and Implementation Plan with funding from the United Nation's Food and Agriculture Organization (FAO). The plan was prompted by frequent hydro-meteorological events causing significant losses to the agricultural sector. It outlines structures, relationships, and responsibilities to facilitate effective implementation of Agricultural Disaster Risk management at all stages of the DRM Cycle, as well as Standard Operating Procedures (SOPs) for emergency management. The plan's strategic goals are to strengthen the capacity of RADA and other relevant institutions, build resilience to natural hazards, and incorporate disaster risk reduction and management approaches into disaster preparedness, mitigation, response, recovery, and rehabilitation programmes for the agricultural sector.

## CTA Seed Fair

RADA played a key role in implementing the Accelerating the Uptake of Climate-Smart Agriculture in Jamaica (CTA) Project, to address the impact of climate change on agriculture. The project aimed to promote climate-smart agriculture practices among 5,000 smallholder farmers to improve resilience, productivity, food security, and

income. RADA collaborated with the Meteorological Service of Jamaica and the Climate Change Division under the Ministry of Economic Growth and Job Creation (MEGJC) to implement the project. The project utilized proven CSA approaches and innovative ICT tools to increase their adoption at the field level and encourage farmer adaptation and feedback. The CTA Project also included two "Seed Fairs" and three stakeholder meetings to promote sustainable agricultural practices and facilitate access to stress-tolerant seeds for 1,978 participants while fostering interaction among stakeholders.

## Promotion of RADA's Social Media Platforms

The Public Relations & Communications Unit established the "Social Media Ambassadors" team in 2018, consisting of staff members selected from different parishes to showcase RADA's programmes and field days on social media platforms. This initiative has significantly improved RADA's social media presence, with the support of social media campaigns, the Production Incentive Programme (PIP), and the COVID-19 Buy Back Programme. RADA's social media interfaces, including YouTube, Facebook, Twitter, and Instagram, now offer real-time public awareness and interactions.

## Ground Breaking for the Construction of RADA's New Hanover Office

On January 28, 2020, RADA held a groundbreaking event for the construction of a new Hanover Parish Office, valued at \$109M. This marked a significant milestone for the Authority and the farmers of Hanover, providing a permanent home for stakeholders, extension and administrative staff to deliver technical extension services to over 7,400 farmers. The original Parish Office was demolished in 2017, and RADA Hanover has been operating from a temporary site on the outskirts of Lucea. The new office will enable coordinated operations, storage, trainings, and demonstration sites, supporting the government's plan to improve infrastructure for the farming communities in Hanover.



# CORPORATE

## Services Division

**The Corporate Services Division has responsibilities for the corporate affairs of the Authority. This involves overseeing the development and implementation of plans and programmes to effectively support the achievement of the Authority's mission, goals and objectives in the areas of Human Resource Management and Administration, Finance & Accounts, Public Procurement, Public Relations/Communication and Information Technology. The Division oversees the management of the Authority's Budget of approximately \$1.3B.**

### HIGHLIGHTS

Some of the strategic goals and objectives that were achieved during the period under review included:

- The provision of budgetary allocation and management of funds
- Corporate Governance Strengthening by providing amendments/updates on organization Policies to include Business Continuity Plan, Conflict of Interest Protocol, HR Policy and the Occupational Safety and Health strategy
- Performance Standards were set to include staff of Field and Technical Services
- Management oversight of the RADA Pension Plan to ensure that Trust Deeds/Plan Rules were aligned to government's employment policy
- Provision of timely and professional advice to the management of the Authority on Corporate Services Issues including Memoranda of Understanding, Industrial Relations and
- Staff training and development through structured classroom offerings and staff rotations

Mexico and RADA Bilateral Cooperation Programme





# Information & Communication **TECHNOLOGY** (ICT)

The use of Information Communication and Technology (ICT) is pivotal in the strategic planning phase of any organization to improve efficiency and productivity. The Rural Agricultural Development Authority's (RADA's) ICT department was cognizant of such importance; and hence embarked on several initiatives during the reporting period to align ICT with the organization's goals in order to better serve its stakeholders.

Several initiatives that were undertaken focused on Cybersecurity to protect the organization's data asset, and improve the security awareness of employees via Security Education, Training & Awareness (SETA) programme. This programme supported the retooling of employees with computer devices and the roll-out of mobile applications to support the extension service. Additionally, the electronic mail platform was upgraded to conform with the Government of Jamaica (GoJ) Information Technology (IT) Standards and Guidelines. IT-based International funded projects were also supported by the department via training and equipment

provisioning to improve the life and livelihood of farmers using technologies in their farming practices. Although faced with a global pandemic, the department has made strides and has prepared the organization by conducting the necessary cybersecurity training, improved network infrastructure to support work from home, the development of acceptable use policies and training via video conference tools. The department continues to implement solutions that will assist the organization to achieve its mandate; and align the best fit emerging technologies to improve operations and at the same time expenditure.





# Information & Communication TECHNOLOGY (ICT) cont'd

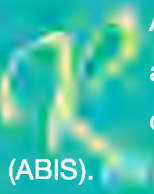
**Table 1: Main Achievements of ICT Department**

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



# AGRICULTURAL

## Business Information System (ABIS)



ADA continues to strive as a data-driven organization within the agricultural sector as it seeks to provide real-time, accurate and reliable data through the use of its Agricultural Business Information System (ABIS). RADA still remains the only entity by law where farmers are required to be registered once they are in the business of producing crops or rearing animals for commercial purposes; and as such ABIS, a critical-mission system remains the repository of this crucial National data.

Over the past year, we have sought to continue to review existing business processes, identify gaps and find ways of improving both the management and usage of ABIS and the following was accomplished.

### **Development of an Offline Mobile Application**

With support of the CTA, an Offline Mobile App was developed to augment the already mobile-friendly version of ABIS. Development of this Mobile App is expected to be completed over a phased basis. As such the farmer updating component of the Farmer Registration Module was completed within the first phase. This allowed for increase of farmer updates while officers were in the field within the need for internet access. The features include:

- Mobile offline capability
- Mobile updates of Farmer records (Personal/Property/Livestock/Crops/Group Membership)
- Digital Contact Sheet (record of field visits)
- Geo-referencing capability (latitude & longitude of farm)
- Farmer search using Farmer ID barcode.

### **Increased Trainings & Workshops/ Sensitization Sessions**

- The following user training, workshop and sensitization sessions were conducted
- Both the Management and Secretarial levels of RADA to improve the user experience of the application as well as the effective analysis of the data collected. It is to be noted that a few of these training sessions were conducted via the Zoom video-conferencing platform.
- For Interns under the HOPE Programme. These interns assisted in increasing the number of farmer updates being done in the field. Approximately 75 interns were trained.
- Sensitization sessions were conducted for members of the JCF to outline the benefits of using ABIS to aid in the fight against Praedial Larceny. Sessions were conducted in five parishes

### **ABIS Data Management**

- The ICT Unit continued to play a vital administrative role as it relates to the management of the data in ABIS to ensure proper



# AGRICULTURAL

## Business Information System (ABIS) cont'd

validation, storage, protection and processing of the data to assure the accessibility, reliability, and timeliness of the data for users to

make informed business decisions.

**Table 2: ABIS Data Mining Facts (April 2019 - March 2020)**

Total Registered	Total Verified	Total Farmer ID cards produced & Issued	Farmer Gender Distribution	Farmer Age Distribution
12,058 (5% of the Total Registered Farmers to date)	9,207 (4% of Total Verified Farmers to date)	15,481 cards	Male: 7,869 (65% of Total registered for the period) Female: 4,189 (35% of Total registered for the period)	Female 18-35: 1,425 >35: 2,764 Male 18-35: 3,747 >35: 4,122



# PUBLIC RELATIONS & Communications

In keeping with its core functions to improve the image of the Rural Agricultural Development Authority and interactions with its main target audience, the Public Relations and Communication Unit sought to ensure that the following were achieved during the period under review:

- Provided accurate, useful and relevant information to the public on the services, programmes and various achievements of RADA.
- Ensured that collaborations with key stakeholders were highlighted to improve efficiencies and generate effective synergies.
- Guaranteed that varied national functions and events were optimally organized and effectively promoted.

**Table 3: Collaborations with Media**

Media Interface	Engagements	Remarks
Media Advisories/ Article Placements	54	The placement of articles based on advisories circulated by RADA to print media to include the Jamaica Observer and Agriculturalist.
Outside Broadcasts	11	Part and full sponsorship of outside broadcasts during Parish Open Days, Denbigh Show and others.
Interviews Highlighting Initiatives	78	This entails bi-monthly Radio Features with Power 106 and other radio interviews with the media.



# PUBLIC RELATIONS & Communications

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The Unit also forged strategic relations with the media to ensure that timely, concise and effective information was provided to the public.

Facilitating collaborations with stakeholders  
The Unit ensured that collaborations with key stakeholders were adequately highlighted. These included:

## **RADA/CTA Conference**

The “Accelerating the Uptake of Climate-Smart Agriculture in Jamaica” Conference hosted by the Rural Agricultural Development Authority (RADA) in collaboration with the Technical Centre for Agricultural and Rural Co-operation (CTA) held on March 25, 2019 at the Spanish Court Hotel Kingston.

## **MOU Signing RADA & C&WJCCUL**

RADA signed a Memorandum of Understanding with the Community and Workers of Jamaica Co-operative Credit Union on Tuesday, June 18, 2019 at the Union's Board Room, in Kingston. This public/private partnership sought to open up the arena for the empowerment of local communities, specifically farmers for access to finance at reasonable rates.

## **CTA/RADA Validation Workshop**

The Technical Centre for Co-operation on Agriculture and RADA hosted a validation workshop and forum on the assessment report “Promoting Climate Finance to support Agriculture through Nationally Determined Contributions (NDCs) Processes in Jamaica” on July 29- 30, 2019 at the Spanish Court Hotel.

These and many other functions were given adequate Media Coverage, Print Publications, Radio Interviews and Television Features.

## **Organization and Promotion of National Functions and Events**

The Public Relations and Communication Unit assisted to promote and organize various national functions and events. These included:

RADA Parish Annual Open Days, and Major Farmers' Markets. The Unit also participated in international and local exhibitions such as Jamaica International Exhibition, Jamaica Product Exchange, Denbigh Agricultural, Industrial and Food Show among others.

The opportunity was also given to promote the organization's image and relations with key stakeholders through the 10th annual Global Forum for Rural Advisory Services held on September 30- October 4, 2019. International participants came to the Meeting from over thirty countries. Local participants and sponsors included Ministry of Industry, Commerce, Agriculture and Fisheries (major sponsor), Tourism Enhancement Fund, Newport Fersan, Jamaica Dairy Development Corporation, and National Environment and Planning Agency. The Public Relations and Communication Unit assisted in the organization of the Media Launch, Sponsors' Breakfast, publications for the event, preparation for the Opening Ceremony and invited media for coverage, logistics for the overall agenda and participation of local stakeholders during the Meeting.

## **Social Media Intervention**

The Unit has galvanized its efforts to create a cadre of staff that has been selected islandwide to showcase programmes and field days within the Parish via social media. This team which was created in 2018 known as the social media ambassadors has made significant strides in improving RADA's social media presence.

These efforts coupled with social media campaigns through the Production Incentive Programme Interventions and COVID-19 Buy Back Programme have assisted to exponentially increase the effectiveness of this suite of tools which has placed real-time public awareness and interactions at the fingertips of many. RADA's social media interfaces include: Facebook, Twitter and Instagram pages.

# TECHNICAL SERVICES

## Division



Technical Services continued to provide all technical support to the field programmes and operations of RADA. The quality of technical support largely determines the effectiveness of RADA in gaining the confidence of farmers and farm families and helping them to increase overall production and productivity.

Scope of technical services covers Plant Health/Food Safety and Livestock Production; Formulation and implementation of Training Programmes; Preparation and dissemination of Technical Publications; On Farm Water Management; Protected Agriculture; Rural Sociology and Engineering Services, which includes Agricultural Engineering, Tractor Services and Land Management components. Great efforts were made in improving farmers' access to markets by sustaining outputs under the National Farm Road Rehabilitation Programme.

Key efforts were aimed at providing practical interventions in building capacities of RADA's Area Specialists and Extension Officers operating in the fields, who directly interface with farmers and other stakeholders by ensuring the technical advice provided by this division is timely, current, and appropriate. This was achieved through strategic collaborations with internal and external stakeholders by synergizing the use of available resources, technical skills, expertise and technologies.

Targets were achieved, and over-achieved in all areas of technical services. Through the support of special projects, RADA continued its

efforts in mainstreaming climate services, validation of climate smart methods such as rain water harvesting system, scaling up facilitation of Farmer Fields Schools and mobile plant doctor clinics. Drought impacts also required to sustain high outputs for on farm water management and the pest monitoring and management remained as high priority in protecting farmers' investments in crop production.

The fourth quarter of the 2019/2020 financial year was challenging for extension delivery, as the COVID-19 pandemic restrictions were enforced and the situation demanded innovative ways to sustain and support staff and farmers.

Technical specialists also continued to provide support and input towards the work of inter-agency technical working groups and committees and implementation of national programmes and projects, represented the Authority at various farmer and other fora to promote an understanding of technical issues and facilitate the free flow of information regarding policies and programmes.



# TECHNICAL SERVICES

## Division cont'd



**Plantwise Plant Clinic Training  
in Spring Field, St. Thomas**

# Protected AGRICULTURE



The protected agriculture unit continued its efforts to provide technical advisory services to the vegetable producers who utilize protected structures to ensure reliable and sustainable production of crops on a year round basis. Our efforts were 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 activities of the unit continued to be 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 4: Key activities undertaken during the period**

Activities	Annual Target	Achieved to Date	% Achievement
Technical Advisory Farm Visits	1,200	1,289	107
Site Suitability Inspections	24	19	79
Water/Nutrient Samples	30	43	143
Soil Samples	4	0	0
Fertilizer Recipe Advisory	30	41	137
Farmer Training	30	24	80
Number of Farmers	360	359	100



# Protected AGRICULTURE cont'd

**i) Farm Visits:** During the quarter, one thousand two hundred and eighty nine (1,289) technical advisory visits were conducted to review farm records, check the accuracy of monitoring devices and calibrating where necessary, physical observation of crop conditions and growth, physical examination of plants for pest and diseases infestations, discussions on other crop production, food safety and other value chain issues with farmers.

**ii) Pest Management:** The major pest problems encountered within the major production areas were western flower thrip, two spotted mites, white fly, and leaf miner. Most farmers practiced appropriate measures in the management of their pest problems. Control measures had the desired impacts resulting in the pest infestation levels observed on the farms visited being largely very moderate, and posed no major threat to fruit production.

**iii) Disease Management:** The major disease problems encountered within the major production areas were downy mildew, powdery mildew, cercospora leaf spot, botrytis grey mold and early blight. Most farmers had practiced appropriate measures in the management of their disease problems. The levels of disease infestation observed on the farms visited were mostly mild and posed no major threat to fruit production.

**iv) Rainfall:** Precipitation amounts recorded for the period under review were generally favourable and conducive to the harvesting and storage of rainfall for irrigation purposes. The rainfall levels experienced in most major production areas for the period October 2019 to March 2020 exceeded their long term averages; with most water storage reservoirs averaging over 90% of storage capacities. The downside was however, the long periods of persistent cloud cover which accompanied the

protracted periods of rainfall which adversely affected crop production by: suppressing plant growth, reducing crop yields and delaying the maturity of some crops. The supply of irrigation water was generally not an issue for greenhouse vegetable producers who had their own water storage reservoirs as well as those who were connected to the National Irrigation Commission irrigation water mains.

**v) Farmer Training:** A total of three hundred and fifty nine (359) farmers benefitted from formal and informal training activities in the subject areas of: management of vegetable seedling production, crop nutrition management, crop cultural best practices, managing the greenhouse crop production environment, ferti-irrigation systems management and the safe and effective use of pesticides.

**vi) 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 27,000 Sq. Ft. (0.62 acres) of new capacity were added during the year. During the same period no idle greenhouse capacity were returned to production. The additional new capacity was again attributable to increased production of strawberry in the parishes of Manchester and St. Andrew. The strawberry expansion programme was fueled by the infusion of \$3.5M from the MICAF Production and Productivity Programme. The funding provided the 6 leading strawberry producers with planting materials on a revolving basis within which the beneficiary growers were obligated to return similar amounts of planting material to the RADA for distribution to smaller scale producers and some new entrants to the industry. The all-island greenhouse capacities at the end of the year were as follows:

# Protected AGRICULTURE cont'd

**Table 5: Greenhouse Capacity**

Active Capacity	Idle Capacity	Total Capacity
2,637,554 Sq. Ft.	354,300 Sq. Ft.	2,995,854 Sq. Ft.
60.5 Acres	8.1 Acres	68.7 Acres

**Table 6: Production of Major Greenhouse Crops**

	Tomatoes	Sweet Pepper	Romaine Lettuce	Strawberry
Sq. Ft.	1,101,569	1,023,073	437,740	63,000
Lbs.	11,235,000	6,138,000	4,622,000	64,000
%	42.1%	39.1%	16.7%	2.1%

Despite not getting many of the required infrastructural support from the relevant authorities, the agricultural producers who practiced protected agriculture proved the importance of the sub-sector as a critical plank in Jamaica's agricultural production sector. This was particularly true during the periods of crises and the protracted drought of April to August 2019. Greenhouse farmers continued to support the import substitution efforts of the Government by the reliable and sustainable production of a combined total marketable production of nearly 22 million pounds of high quality vegetables; which would otherwise

have been imported. The subsector however, experienced substantial setbacks during the February to March period in the sales and marketing of vegetables produced due to the contraction and eventual closure of the targeted tourism markets as a result of the COVID-19 pandemic. The producers of Romaine lettuce was particularly negatively impacted, but the growers exhibited their resilience and creativity by resorting to price reduction, accessing non-traditional markets and the adoption of alternative marketing and distribution strategies to dispose of their produce.



# Protected AGRICULTURE cont'd

## Inter-agency Collaboration-Protected Agriculture

The Unit coordinator continued to volunteer his services on an ongoing basis to the Jamaica Greenhouse Growers Association in the capacity of Technical Advisor to the Association. We also collaborated with 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 in the areas of 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. We have also collaborated with the Jamaica 4H Clubs in the provision of protected agriculture training to several of its Clubbites and by serving on the Bureau of Standards Technical Committee on Cannabis Standards.



Wooden Greenhouse Structure

# Land MANAGEMENT



The promotion of sustainable agricultural production is one of the core of the Authority's extension delivery programme. Continuous efforts are made by extensionists for promoting good land husbandry practices to farmers and farming communities with special focus on watershed areas. This was done partly with a view to stimulate awareness with respect to the detrimental effects that inappropriate land use practices were having on productivity and livelihood preservation.

Interventions in these areas were also carried out to demonstrate appropriate soil treatments that would preserve soil fertility, enhance production and mitigate impacts of climate change on livelihood. The Authority continued to place emphasis on strengthening synergies with key stakeholders in accessing funding and providing support for community based interventions through Farmer Field School's participatory learning, and establishment of demonstration plots.

One thousand and ninety-five farmers benefited from 208 formal and 676 informal training

sessions. A total of 583 farmers from parishes of Portland, St. Thomas, St. Mary, St. Andrew and Trelawny participated in Farmer Field Schools, 49.4% of participants were females.

Interventions with agronomic, structural, soil fertility and integration with farming systems methods resulted in construction of 18,772 ha and/or 143,329 metres of land husbandry treatments (Table 8).

Achievements are presented in the Table below:

**Table 7: Achievements of Land Husbandry Programme 2019/2020**

Activities	Units/ Descriptions	Annual Target	Achievement	% Target Achievement
	Farmer training with focus on farmer groups	1,000	1,095	109.5
Farmer Training	Formal training sessions	200	208	104.0
	Informal	—	676	—
	Demonstration plots	47	48	102.0
Farmer Field School (FFS)	Total number of farmers exposed	550	583	106.0
Farm Monitoring Visits	Advisory and site monitoring/ evaluation	5,300	6,143	116.0



# Land MANAGEMENT

**Table 8: Summary of Major Achievements of Land Husbandry Interventions**

Soil Conservation Practices by Categories	Units	Type of Treatments	Targets	2019-2020	Achievements
<b>Agronomic Methods</b>	m	Pineapple barriers, Sugar cane barriers and Vetiver grass barriers	30,000	95,050.0	117.0
	ha	Contour cultivation, cover cropping, inter-cropping, grass mulch, plastic mulch, partial wedding	10,500	11,262.2	112.6
<b>Structural Methods</b>	m	Ballasted water ways, Bamboo pole barrier, Continuous mounds, Contour ditches, Diversion ditches, Hillside drainage trench, Reshaped & vegetative gullies, Stone barriers, Trash barriers, Tree trunk barriers and grassed water ways	35,000	108,279.0	114.0
	Units	Individual basins	1,400	1,420.0	101.4
		Small water harvesting systems	80	84.0	105.0
		Check dams	180	189.0	105.0
<b>Soil Fertility Management Methods</b>	ha	Composting-animal manure, crop rotation, green manure, application of inorganic fertilizer, minimum tillage	7,400	7,335.0	33.1
<b>Integration With Farming Systems</b>	ha	Agro-forestry, Conservation farming systems; Pasture management	160	175.0	109.4
		<b>Agronomic, Structural, Soil Fertility and Integration with Farming Systems Methods</b>		<b>143,329.0 m 18,771.8 ha 1,703.0 units</b>	



# Land MANAGEMENT



Head Drain  
under construction



Balasted Waterway  
under construction



# CAPACITY BUILDING

## of Staff



ADA's Training Unit is committed to ensure competence of extension staff for delivery of technically sound programmes and to administer farmer training through use of various methodologies thereby rendering farmers more knowledgeable and capable in applying new and improved technologies.

The department is geared towards the following:

- Use of conventional and participatory methodologies (FFS) for training delivery
- Mainstreaming on-line learning for staff and farmers
- Design and delivery of training programmes and Farmer Field School Curriculums
- Preparation of training proposals for funding support
- Conducting knowledge based assessment
- Obtaining participants feedback
- Training monitoring and evaluation
- Awarding participants with certificates of completion
- Organize conferences to promote knowledge sharing
- Prepare training information for publication in the print media and other media spaces.
- Implement and execute project activities with training components for staff and farmers

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 gears its focus towards continuous capacity building of extension staff in order to strengthen technical knowledge and skills for

better service delivery to farmers and wider stakeholders.

The division continued to access funding and support from various local and international entities and organizations for delivery of training programmes in a wide range of topics so that extension staff were kept abreast with changes and new technological developments.

Extension services were provided to farmers by well trained staff with expertise in 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.

The division continued to expand staff training with use of on-line platforms; and scaled up use of participatory approach for farmer training, also known as Farmer Field School (FFS).

For the first time RADA used on-line platform; where farmers were exposed to distance learning.

During the period under review all categories of extension staff benefited from forty three (43) formal training sessions, resulting in 5,627 hours of training with exposure in the following areas:

# CAPACITY BUILDING

## of Staff cont'd

**Table 9 Training Categories/Topics (April 2019-March 2020)**

Training Categories	Training Topics
Crops	Crop Care in Onion Production; Ginger-Techniques and standards for Seed Rhizomes Production and GAP for Commercial Production of Ginger in Jamaica; Cassava Production, Harvesting and Post-Harvest Management; Management of Frosty Pod Rot disease of Cocoa, organic production, Good Agricultural Practices, Crop Yield Estimation
Pest/Pesticide management	IPM, Food safety, Plant Doctor, PestSmart on-line course
Livestock	Animal Nutrition; Livestock production with On farm Water Management and Waste Water Management
Business	Financial Literacy, Farming as a Business
Water management	Construction of Rain Harvesting Structure; Installation of irrigation systems; system design, Use of soil moisture probes; Use of the Aqua Crop Model software
Disaster Management & Climate Smart	ADRM, Land Husbandry
Extension delivery	Extensionist- (GFRAS)
ICT	Electronic Agricultural Support Management System (EASMS), Cyber Security

### Staff Training Achievements/ Technical Training

**Table 10 Total Achievements for staff training (April 2019-March 2020)**

Activities	Objectives	Target	Achievement	
			Units	Percentage (%)
Staff Training	To strengthened and improve staff competencies in various technical areas with focus on re-certification hours	20	43	215



# CAPACITY BUILDING

## of Staff cont'd

**Table 11: Training Hours Exposure for Different Categories of Extension Staff (April 2019-March 2020)**

Categories of Extension Staff	Agricultural Extension Officers	Agricultural Assistants	Marketing Extension Officers	Home Economics Social Services	Livestock Extension Officers	Land Management Officers	Technical Specialists	Total Training Hours
Agricultural								
Training Exposure Hours	3,462	843	111	293	388	91	439	5,627

### Highlights of Farmer Training

During reporting period a total of 2,364 training sessions were delivered islandwide resulting in 32,021 farmer training exposure (Table 8). RADA continued to provide support to special projects in facilitating farmer Field School in land husbandry/climate smart and other focused areas such as farming as a business.

A total of 55 FFSs were facilitated benefiting 553 farmers (Table 13).

A total of 104 farmers engaged in Agriculture Disaster Risk Management (ADRM) online training 43 males and 61 females. The ADRM training was conducted in 13 parishes funded by the Common Wealth of Learning (COL).

**Table 12: Summary of Farmer Training Sessions delivered by RADA (April 2019-March 2020)**

Activities	Target	Achievements	
		Units	Percentage (%)
Farmers Trained	39,000	32,021	82.0
Sessions Delivered	2,353	2,364	100.5

# CAPACITY BUILDING

## of Staff cont'd

**Table 13: Summary of FFS Facilitated by RADA**

Training Title	Funding Entity	Parishes	Total Number of Farmers Trained		
			Total	Males	Females
<b>Farming as a Business</b>	Technical Centre for Agricultural and Rural Co-operation (CTA)	Portland, St. Mary & St. Thomas	111	62	49
<b>Land Husbandry/ Climate Smart</b>	Integrated Management of the Yallahs River & Hope River Watershed Project, NEPA/IDB	St. Thomas and St. Andrew	402	200	202
<b>Land Husbandry/ Climate Smart</b>	Inter-American Institute for Cooperation on Agriculture (IICA)	St. James and St. Thomas	25	8	17
			15	13	2
<b>Total</b>			<b>553</b>	<b>283</b>	<b>270</b>

Trainings were also conducted to strengthen the capacity of selected small farmers to implement Good Agriculture Practices which will contribute to the sustainability of their businesses. This was accomplished through the provision of practical and theoretical training in selected modules. These trainings were conducted under the Basic Needs Trust Fund (BNTF\_9) Project. The BNTF\_9 project was sponsored by the CDB, implemented by

the RADA, and the JSIF who were responsible for general oversight, and commenced in April 2019).

### Targeted Farmer Groups

- Four (4) farmer groups within St. Elizabeth, St. Ann and Manchester were selected to benefit from capacity building programme (Table 10):



# CAPACITY BUILDING

## of Staff cont'd

Table 14

Farmer Group	Bull Savannah, St. Elizabeth	Southfield, St. Elizabeth	Noranda, St. Ann	Windalco, Kirkvine
Total Number of farmers to be trained	150	150	60	40
Targeted Crops	Sweet Pepper, Tomato, Cucurbits, Cabbage, Thyme, Escallion	Sweet Pepper, Tomato, Cucurbits, Cabbage, Thyme, Escallion	Greenhouse crops	

Table 15: Summary of farmers trained by parish under the BNTF\_9 Project

Training Title	Funding Agent	Parishes	Total Number of farmers trained		
			Total	Males	Females
Good Agricultural Practice for open field and greenhouse crops	Basic Needs Trust Fund (BNTF_9), CDB	St. Elizabeth	300	173	120
		Manchester	40	15	9
		St. Ann	60	18	21
Total			400	206	150

- Each group of farmers participated in nine training sessions in areas of Food safety/ GAPs, Agribusiness Management, Crop Nutrition, Sprayer Calibration, Pest Identification and IPM, Post-Harvest, Water Management and Maintenance of Cool Storage.
- A total of 101 training sessions were delivered and assessed by RADA. During April I – November, 2019 period

### Highlights on Mobile Text Messages

RADA further expanded delivery of technical information to farmers using text messages. A total of 170,101 text transmissions were sent to 5,140 farmers.

# CAPACITY BUILDING

## of Staff cont'd

**Table 16: Summary of Mobile Text Messages**

Technical Information	Targeted Group	Format	No. of Targeted Mobile Users	No. of Messages	Total Transmissions
ADRM-Climate Smart	Farmers Group	SMS (Text)	757	51	38,607
Farming as a Business (FAAB)	Farmers Group	SMS (Text)	314	69	21,666
General Advisory-Best Practices	Onion Farmers	SMS (Text)	301	76	22,876
General Advisory-Best Practices	Potato Farmers	SMS (Text)	1,733	49	84,917
ADRM-Climate Smart	Potato Farmers	SMS (Text)	2,035	1	2,035
<b>Total</b>			<b>5,140</b>	<b>246</b>	<b>170,101</b>



# LIVESTOCK

## Production



During the period Livestock farmers continued to benefit from a number of services. These included capacity building activities (theory and practical), geared towards the implementation of Good Agricultural Practices, farm visits, assistance with markets, as well as provide oversight to a number of on-going projects/programmes.

However, during the final quarter of the year, the COVID-19 pandemic resulted in actions by the country impacting a number of these, as well as additional activities.

Training topics were especially focused on husbandry practices, record keeping, and farm hygiene and management. The issues related to the protection of animals due to the impact of climate change were also highlighted. As seen in Table 1, the target for training was not achieved. This was hindered by limited funds as well as the impact of the cessation of gatherings in response to the COVID-19 pandemic in the third quarter of the year.

Farms visited by Livestock Officers allowed the farmers to participate in the demonstration of husbandry practices as well as gain guidelines on proper housing construction. Farmers were also provided with information on the management of their individual farms with the requisite recommendations. Fodder establishment and conservation strategies were also demonstrated to encourage its uptake by farmers upon seeing the benefits. Where necessary, animals were assessed and suggestions provided which may include the need for the farmers to engage a Veterinarian or Public Health Officer. A total of 160% of the targeted activity was achieved as new and existing farmers required a more hands on approach. (Table 17)

In the first three quarters, the marketing of products affected only a small proportion of farmers. The farmers affected were pig farmers, broiler farmers and few goat farmers

who were assisted with the sale of their animals. The documented value of the market for direct assistance by officers was approximately J\$4.3 M. However, in the final quarter, the COVID-19 pandemic resulted in approximately 300 broiler farmers islandwide requiring assistance with the sale of chicken and a few layer farmers requiring assistance with the sale of eggs. This was a result of the closure of schools, restaurants and other outlets for the products. Farmers are always encouraged to identify markets before beginning production. However, in cases where loss of market was unforeseen, officers assisted farmers to identify new buyers.

Programmes/projects developed to provide assistance to farmers were supervised by the officers. Goat and apiculture revolving programmes benefitted women and youth with the aim of encouraging sustainability and providing a source of income.

The strengthening of stakeholder linkages continued during the period. Through collaborations, funding was provided for the training of farmers as well as the provision of necessary inputs. A number of international organizations also collaborated with the unit during the year. The Mexican Embassy as well as the United States Agency for International Development (USAID) formed partnerships that were not only beneficial to the farmers but also officers. Training sessions by international trainers provided an additional view of techniques that can be used for livestock production. Collaborations also saw the development of manuals to guide the industry

# LIVESTOCK

## Production cont'd

as well as the continued tagging of animals under the National Animal Identification and Traceability System programme coordinated by the Veterinary Services Division.

Through stakeholder collaborations officers participated in capacity building activities. Officers were exposed to best practices in dairy goat production and by-products development, as well as fodder production and waste management. Trainers were mainly from the United States of America as well as Mexico. Targets with respect to the number of sessions conducted (Table 13) for officers were not fully realized due to limitations of available funds.

Officers participated in a number of 'Field Days' as well as National Shows highlighting varying aspects of livestock activities within respective parishes.

### Population Count

The population of livestock saw a decrease in the number of animals (beef cattle, goat, sheep and pig and broiler) by the end of the year (Fig 1 and 2). This was due to the high consumption usually experienced in the Christmas season, in conjunction with the closure of facilities (hotels, schools, etc) in response to the pandemic, thereby limiting market outlets.

**Table 17. Field activities and achievements**

Components	Annual Target (Total)	Annual Achievement (Total)	Annual Achievement (%)
Farmer training	8,000	2,966	37
Farm Visits	10,000	16,045	160
*Markets	200	104	52
Proposals	13	6	46
Brochures/posters/videos	8	4	50
Monitoring of projects	13	18	138
Cattle tagging	144	46	32
Training of Officers (sessions)	11	6	55

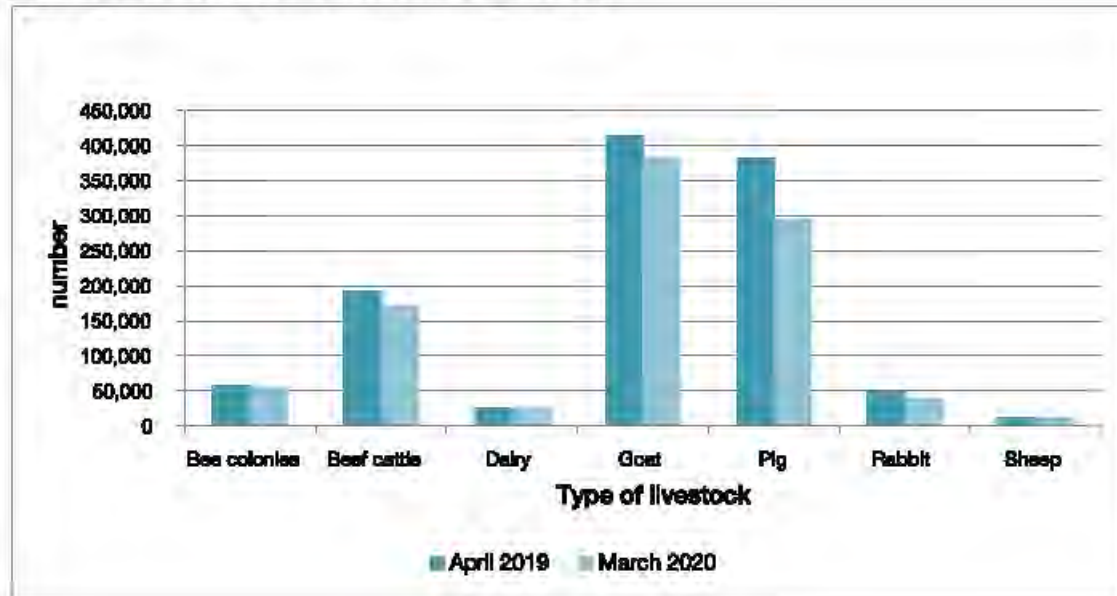
\*Value of market approximately J\$4.3M



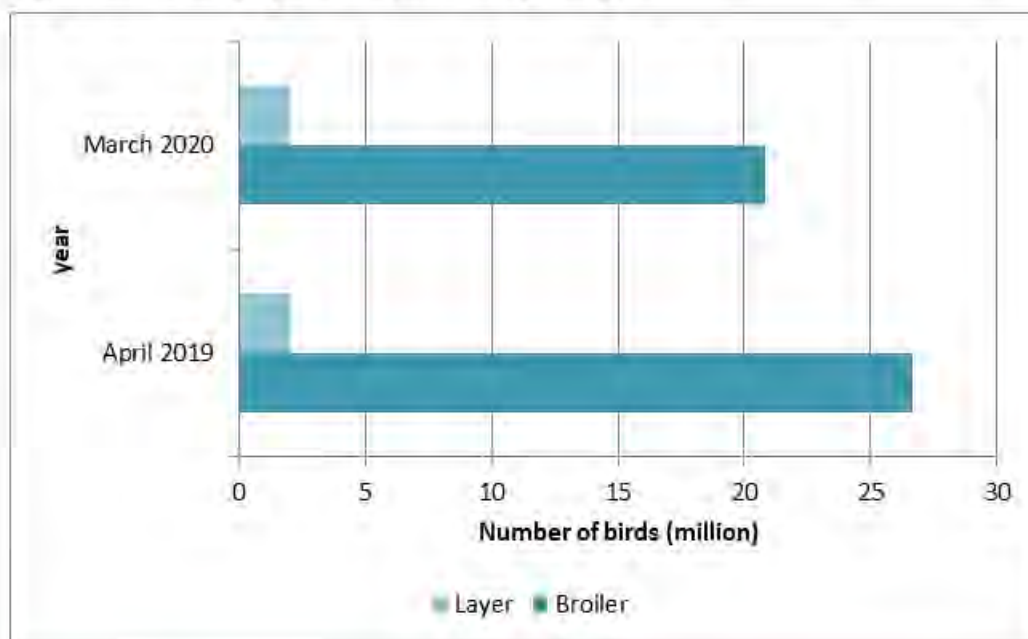
# LIVESTOCK

## Production cont'd

**Fig 1. Estimated Population Count for Livestock**



**Fig 2. Estimated population count for poultry**





# LIVESTOCK

Production cont'd

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# On-farm Irrigation and WATER MANAGEMENT UNIT



ver the period the On-farm Water Management Unit continued to serve our stakeholders in areas related to efficient management of water resources using climate smart practices especially in these times of climate related challenges. The Farmer Field School (FFS) extension training methodology was one of the major tools that were used to get this important message to our farmers in targeted areas in St. Thomas, Clarendon, Manchester, St. Mary and St. Ann.

The use of small scale gravity drip irrigation systems to assist farmers, along with the appropriate land management techniques and a number of inter-agency collaborations took place to ensure that the mandate of the unit was carried out.

Activities relating to excavation, lining of ponds, upscaling small scale gravity drip

systems, water source investigation, designing and installation of irrigation system were achieved during the period.

Collaboration with our funding partners continued to be embraced and when visits were made beneficiaries gave their testimonies on how the interventions have improved their lives and livelihood.

**Table 18: Target and Achievements of Major Activities 2019/2020**

Core Activities	Annual Target	Total Achievement to date	% Achieved to date
Farm visits	200	592	296
Irrigation system designs/BOQ/Engineer Estimates	80	25	31
Installations of Irrigation systems	20	41	205
Water source Reconnaissance	60	48	80
Exhibition/Forum/Seminar/Field Day	4	19	475
Technical Publications	0	0	50

# On-farm Irrigation and WATER MANAGEMENT UNIT cont'd

## Special Projects/Programmes

### On-farm Water Management

The On-farm Water Management Unit continued to extend its services to programmes and projects within and external to the organization. Those, among other

strategies (to include disaster risk management) aimed to fulfil the unit's mandate by increasing climate change resilience among small scale farmers. The projects/programmes were as follows:

**Table 19: Special Projects/Programmes for 2019/2020**

No.	Project/ Programme	Budget/Allocation	Areas of Impact	Funder	Duration
1	Government of Jamaica Adaptation Fund Programme (GOJ AFP-A)	Total Budget: USD 9.95 M Agricultural component's budget: USD 2.9 M	Seven parishes (St. Thomas, St. Mary, St. Catherine, Clarendon, St. Ann, Trelawny, Manchester)	Adaptation Fund	2012- March 2019
2	FAO/RADA Technical Corporation Programme	USD 62,753.38	Yardley Chase, St. Elizabeth	FAO	Approx. 1 year
3	UN/GOJ Human Security Joint Programme	Grant valued at 1,686,489.99 USD  Cofounding and parallel investment: 4,768,742.33 USD  Total Budget: 6,455,232.32 USD	Northern Clarendon (Mt. Airey in Mocho) & West Kingston	LOA between RADA/FAO	3 years
4	EFJ Rain water harvesting-Grant Funded Project	JMD 5,000,000.00	Thatchwalk, St. Ann	Environmental	≤ 1 year



# On-farm Irrigation and **WATER MANAGEMENT** UNIT cont'd

Small scale drip Irrigation  
system





# PLANT HEALTH

## Food Safety Unit



The Plant Health/Food Safety Unit (PHFSU) utilizes integrated crop and pest management approaches in combating plant health challenges with a keen interest in sustainable management strategies. The adoption and institutionalization of the Plantwise Plant Clinic approach led by the Centre of Biosciences International, enables Agricultural Extensionists, trained as Plantwise Plant Doctors to operate plant clinics aimed at reducing farm losses due to pests.

Farmers leave plant clinics with documented recommendations (Plantwise prescriptions) for management of plant health challenges. Capacity building of both staff and farmers is the main platform of IPM technology transfer supported by activities such as special monitoring visits for reinforcement and monitoring.

### Food Safety System Enhancement

#### Global GAP Farm Assurer Training

Six RADA Officers (including 3 PHFS Officers) received internationally recognized certification from the Global GAP Academy; having successfully completed Global GAP Farm Assurer Training on Fruits and Vegetables and the Global GAP Quality Management System. Global GAP is a farm assurer programme which links consumer requirements with good agricultural practices. Good agricultural practices on the farm are environmentally sound, economic and mutually beneficial processes which lead to harvesting of safe, quality produce. This achievement is geared towards enabling Jamaica to increase its capacity in developing farmer competence in food safety towards Global GAP certification, an economic move which will also save Jamaica towards building local capacity. This specific initiative of the Essex Valley Agriculture Development Project (EVADP) is geared towards sustainable improvement in farmer production and productivity placing deliberate

emphasis on climate smart practices which improve farmer livelihood. Some 700 farmers are to benefit under this EVADP.

### Major Achievements

- **Capacity Building**

RADA, through continued partnership with CABI Plantwise, piloted the *Pest Smart Diagnostic* online training course in Jamaica initially targeting 20 participants (14 RADA officers, 3 Officers of the Plant Quarantine/Produce Inspection (PQ/PI) Branch –MICAF and 3 Officers from MICAF's Research and Development Division (R&DD)). The 'Pest Smart Diagnostic' course consisted of 5 modules, over a 16-hour delivery programme, and was geared at improving capacity in symptom identification, insect and mite behaviour and damage, causes, nutrient deficiencies and improved diagnostic skills. The course ran from April to September 2019 and yielded 12 successful participants.

RADA increased its complement of trained Plantwise Plant Doctors (PDs) from 94 to 114 in a collaborative training effort of RADA and MICAF (utilizing Trainer of Trainers Plantwise Plant Doctors from R&DD and PQ/PI) in October 2019. Increased efficiency of PDs in completing and submitting prescription forms was realized



# PLANT HEALTH

## Food Safety Unit cont'd

with increased utilization of the Plantwise electronic clinic (e-clinic) platform which will subsequently replace the paper-based prescription form. A total of 2,491 prescriptions were completed with 1,867 male farmer engagements and 525 female farmer engagements.

- **International Year of Plant Health (IYPH) 2020 Launch**

Jamaica's observation of the IYPH 2020 was marked with an official launch in Jan. 2020 at the Hope Gardens, spearheaded by Jamaica's National Plant Protection Organization –NPPO (PQ/PI, R&DD and RADA). RADA used this opportunity to recognize the top performing Plantwise plant doctors and the top performing parish. Thirteen plant doctors (PD) were awarded with PD Joel Bent of St. Catherine emerging on top with 154 prescriptions completed. RADA Clarendon was presented with the top performing parish award with the most PD completing prescriptions in 2019. The yearlong celebration was marked by several

activities involving the relevant stakeholders and the public at large.

- **Global Forum for Rural Advisory Services Conference –**

The PHFSU was engaged to feature the successful management of a classic climate change induced pest – beet armyworm in New Forest, Manchester as part of the field tour activities of the GFRAS Conference held in the Jamaica. This effort showcased the successful collaboration of the MICA Research and Development Division, The Meteorological Service of Jamaica, scallion farmers and RADA in short presentations, farmer-interaction and field tours. The Global Forum for Rural Advisory Services (GFRAS) convened its 10th Annual Conference in Jamaica under the topic *"Role of RAS in Climate Change & Disaster Risk Management"* from 30 September and 4 October 2019. The Annual Meeting was co-organized by the Caribbean Agricultural Extension Providers' Network (CAEPNet); Jamaica's



International Year of Plant Health (IYPH) 2020  
Official Launch Hope Gardens, Kingston



# PLANT HEALTH

## Food Safety Unit cont'd

Ministry of Industry, Commerce, Agriculture, and Fisheries (MICAF), and the Rural Agricultural Development Authority (RADA).

- **Pest Management**

- **Cocoa Frosty Pod Rot Management (FPR) – Study Tour Findings**

In response to the introduction of FPR, MICAF implemented management strategies to curtail the disease within the affected parishes of St. Catherine, Clarendon, St. Mary and St. Andrew to manage the disease. FPR was a new introduction to the country and is recorded as a notifiable and regulated pest that must be reported to the International Plant Protection Convention (IPPC) to which Jamaica is in adherence since 1943. The Plant Quarantine/ Produce

Inspection Branch (PQ/PI), designated the country's National Plant Protection Organization (NPPO) by the IPPC, has responsibility to lead and employ mechanisms to control spread and prevent establishment in country (if possible). The PQ/PI Branch established a technical committee comprising of key stakeholders in the country's cocoa industry and pest control portfolio in the ministry to develop and implement various strategies needed for FPR disease management.

Decisions, from the committee led to the establishment of a FPR Management Project Team with responsibility to implement pruning, striping and chemical control in the



Cocoa Frosty Pod Rot Management  
Study Tour - Colombia



# PLANT HEALTH

## Food Safety Unit cont'd

affected areas beginning with St. Mary. However, among some stakeholders in the industry, around the 90% pruning mechanism employed by the project team began to create friction and unease in the sector. A clear path was required to settle doubt and create a single direction management system for the management of FPR, hence the need to visit different cocoa jurisdictions in the region, namely Colombia and Peru to learn about mechanisms for managing FPR cocoa disease while growing the cocoa sector was deemed first priority for the Ministry. IICA, through a proposal to MICA, suggested a study tour of Colombia and Peru, countries successful in the management of FPR for many years and with well-established cocoa

industries from which Jamaica could benefit.

The PHFSU represented RADA on the study tour team – which concluded that the successful resuscitation of the Jamaican cocoa sector would depend on investment in: value-added products, improved cocoa varieties aligned to market desire to drive the sector. The facilitation of a leading private sector role in rehabilitation is critical based on examples observed in the region. Also critical to sector development is the provision of an enabling environment providing: funding for sector growth, low interest loans, other farmer incentives, rebranding and promotion of a new cocoa sector. This sector vision was noted to be





# PLANT HEALTH

## Food Safety Unit cont'd

essential to the success of the FPR Management Programme as the local recommendations were successful in both countries studied. Sustainability and farmer continuity of recommended practices would be facilitated by a strong supportive cocoa sector.

practices & major hazards in agronomy, pest management, livestock, worker health and safety, record keeping, harvesting, post-harvest handling, marketing as also in value added production were well received by the viewing public.

- PHFSU plays leading role in Denbigh Agricultural & Industrial Show Presentation

### — Food Safety in Primary Production

The RADA Corporate Office guided by the PHFSU showcased a central Food Safety theme across all specialist areas for the Denbigh Agricultural and Industrial Show 2019. Food safety

- Summary of PHFSU Core Activities

In keeping with the PHFSU Programme's Corporate Plan for the reporting period, all major activities exceeded the projected targets (Table 20) due to unplanned, increased collaborations with local and international partners.



Plant Health Food Safety Unit Display Denbigh 2019



# PLANT HEALTH

## Food Safety Unit cont'd

Table 20. Summary of Activities and Objectives of the Plant Health/ Food Safety Unit for the period April 2019–March 2020.

Activities	Specific Objectives	Targets	Achievements	
			Actual	%
Farm Inspections	To ensure conformity with global trade requirements to improve sanitary/ phytosanitary food safety practices.	20,000 visits	43,604	218
Pest Surveillance	To investigate and track plant pests of local and quarantine importance and provide technical advice for their containment/suppression.	16,000 visits	27,938	175
Pesticide Surveillance	To monitor use of pesticides on the farms and to encourage compliance with safety standards.	34,000 visits	86,337	254
Farmer Training	To improve the operational capabilities of farmers through the application of best practices.	392 sessions	3,517	897
Staff Training	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	8	200
Demonstration (D) & Validation (V) Plots	To reinforce extension messages through on-farm practices that validate the methods promoted and results anticipated.	8 (D) & 1 (V)	D (14) & V (2)	D (175) V (200)
Publications	To provide reliable and up to date information on the best pest/pesticide management strategies and food safety issues.	7	16	229

# Tractor SERVICES

The Rural Agricultural Development Authority (RADA) continues to provide Land Preparation support with its Tractor Services and technical oversighting through the various extension services including the support of Agricultural Engineer Department and Land Management Officers. Services were provided in the areas of soil tillage and land preparation, with the focus on Production and Productivity Programme.

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. Although there is the challenge of operating an aged pool of tractors and implements that are approaching the end of their useful life cycle, the authority continued to provide tractor service to registered farmers at a discounted price to that of market rate.

There are plans and policies being reviewed and developed to improve the operational aspects of tractor services, with a more sustainable approach in mind. This included standardizing operations across parishes in order to provide the Jamaican farmers with quality of service that is efficient and effective

with a view to improve crop production. On the administrative side of things, the reporting of services have been streamlined by utilizing Land Husbandry Officers (Land Management Officers) and Senior Extension Officers for inputting accurate data in the EASMS database. Under the MICAF's ISO Quality Management System standards programme, the Standard Operating Procedure document and Process Flow Chart were prepared for accessing tractor services from RADA.

The performance of the Authority's tractors services are listed in tables below by virtue of parishes, the amount of lands underwent tillage and the number of farmers that had benefitted from the services during the period April 2019 to the period March 2020.



Land Preparation



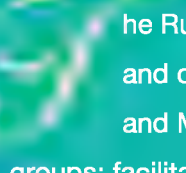
**Table 20<sup>a</sup>: Summary of Land Preparation by Zone (2019-2020)**

Location	1 <sup>st</sup> April 2019-31 March 2020	
	Ha	Number of farmers
Eastern Zone	289.2	320
Western Zone	41.6	74
Total National	330.8	394

**Table 20<sup>b</sup>: Summary of Land Preparation by Parish (2019-2020)**

Parishes	Lands tilled (Hectares)	Number of beneficiaries
Hanover	-	-
Westmoreland	13.8	19
St. Elizabeth	27.8	55
Manchester	-	-
St. James	-	-
Trelawny	-	-
St. Thomas	97.6	51
Clarendon	137.9	213
St. Mary	33.2	44
Portland	19.4	10
St. Ann	-	-
St. Catherine	1.1	2
Total	330.8	394

# Rural SOCIOLOGY



The Rural Sociology Unit, over the reporting period, provided sociological and organizational support to rural extension groups such as Production and Marketing Organizations (PMOs) and other categories of farmer groups; facilitating group development meetings; providing trainings in the areas of group dynamics, conducting needs and other assessments, and making recommendations towards the groups' sustainability. The Unit supported special projects, participated in workshops and inter-agency collaborations; all geared towards enhancing the livelihoods of Jamaican farm families.

Farmer Group Development meetings involved travelling to rural areas of eight parishes to participate in farmers' group meetings where twenty-three groups were engaged at different stages of development and provided ongoing advice that helped these groups to be sustainable. Some were assisted with their formation processes, and already established groups were assessed to determine their stage of group development which aided them to visualize and work towards their ultimate goals.

To achieve more effective group operations, these groups were guided in developing and maintaining constructive role identities among members. Norms and other written guidelines to maintain the governance structures (code of conduct/constitution/standard operating procedures) were developed. Engagements also explored interactions between the personality types within groups and communication improved to remove discriminations. Guided discussions kept groups focused on matters that directly related to their development, which improved planning and increased their levels of productivity.

This activity was not without its challenges as some groups required a number of attempts to be established or re-activated. Some farmers had little faith in the group concept due to prior adverse experiences, which affected initial

meeting attendance. Another challenge was the culture of reluctance towards economic self-reliance and its related activities among farmers. Some farmers also questioned the need to be affiliated with groups when they observe benefits being allocated to non-members. These challenges were overcome in most cases using a number of different approaches, including incentivizing participation.

Assessments were conducted to identify the issues affecting rural extension areas. Some of the needs identified included access to water and irrigation infrastructure, technical training in crop and livestock production and processing, training in agri-business management and interventions towards improved interpersonal relationships within groups. Training related issues were addressed at the parish/extension levels while others were referred to and managed via relevant specialist areas.

Upon request of parish staff, from findings of needs assessments, or otherwise requested, training sessions geared at improving the relationships of agricultural producers for the benefits of farmer group sustainability, were conducted. Topics explored included group development stages, leadership, group norm development, group communication, building



group cohesion, conducting effective group meetings and the roles and responsibilities of executive committees.

Over the period, sociological support was provided to a number of Special Projects in which RADA played significant roles in implementing. Some projects included the Essex Valley Agricultural Development Project (EVADP) - planning meetings were attended, Validation Study conducted in Manchester and St. Elizabeth, and budget developed for effective farmer clustering activities; the Alternative Livelihood for Displaced Monymusk Sugar Workers Project where recommendations for the training needs assessment tool were provided to MICAF project team; and the Golden Grove Alternative Livelihood Project where a stakeholder meeting was attended and a cluster development proposal produced.

## Inter-agency Collaborations

This activity involved participating in meetings, planning sessions, stakeholder workshops and training sessions geared towards improving farmers' groups overall operations. Partners included Hi-Pro, whose collaboration facilitated technical and material support to groups that the unit advocated for; Agro Investment Corporation (AIC) where strategies on improving group dynamics in Agro Park Groups were provided to Agro Park management representative; and the Ministry of Industry, Commerce, Agriculture and Fisheries (MICAF) where tools and strategies to conduct sociological research, as well as continuous recommendations for addressing identified sociological needs, were provided to the Ministry's Rural Sociologist. There were also requested visits with target groups under GOJ/AFP; among others.

**Table 21: Summary of Major Activities (2019-2020)**

Activities	Target	Achievement	% Achieved to date
Formal Farmers group meetings	24	20	83%
Farmers Group Needs Assessments	12	8	67%
Formal Farmer Training	12	8	67%
Interagency Collaborations	4	5	100%
Support to Special Projects	4	3	75%

## Programme 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.



# Rural SOCIOLOGY<sub>cont'd</sub>



Rural Sociology  
farmer group field session



# FIELD SERVICES and Operations

*T*he intertwining ethos of the Field Service and Operation Division, oversees the operations of the Western and Eastern Zones parish activities, Production, Marketing and Special Projects (PMSP) Unit, and the Social Services/Home Economics Unit (SS/HE). The zones are centered on providing technical support to farmers across Jamaica. The PMSP unit supports the rural development initiative of the authority by facilitating capacity building of rural farm families through projects and creating trade and business development for sustainable livelihoods, through its Marketing unit. The SS/HE unit focuses on the well-being of the farm family by engaging primarily women in educational, skills training and income generating activities.

The Field Services unit continued to facilitate the farming community with technical support and guidance to boost production and productivity levels and the overall agricultural sector. This was achieved through strategic collaborations with internal and external stakeholders by synergizing use of available resources, technical skills, expertise and technologies and through continued 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.

The final, fourth quarter of the 2019/2020 financial year was challenging for extension delivery, as COVID19-pandemic restrictions were enforced. Extension staff executed their duties amid the COVID-19 pandemic, implementing innovative ways in sustaining support to farmers while giving adherence to the protocols outlined by the Ministry of Health and Wellness and the Government of Jamaica.



# DOMESTIC FOOD CROP

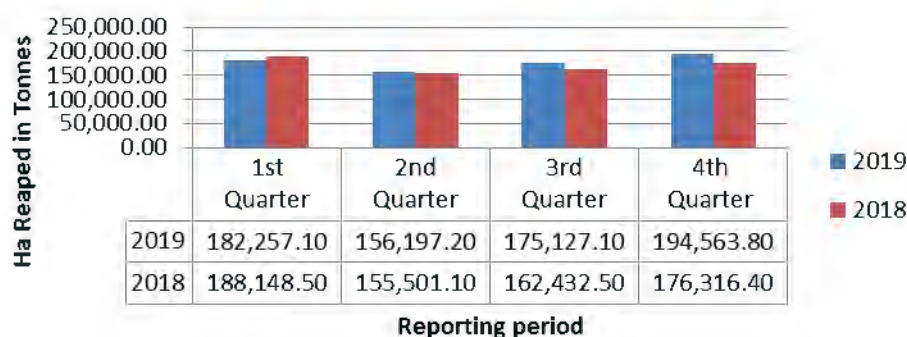
## Production

**Table 22: Domestic Food Crop Production Comparative Estimate by Crop Group for April 2019-March 2020**

CROP CATEGORY	PRODUCTION (TONNES)			HECTARES REAPED		
	2019	2018	%CHANGE	2019	2018	%CHANGE
Legumes	4,469.2	4,685.0	-4.6	3,058.2	4,227.1	-27.7
Vegetables	247,485.5	248,224.1	0.5	14,899.7	14,847.5	0.4
Condiments	53,643.3	53,256.1	0.7	3,926.5	3,913.4	0.3
Fruits	68,956.0	62,534.2	7.1	3,283.1	3,115.4	5.4
Cereals	2,060.0	2,169.0	-5.0	1,845.3	1,887.4	-2.2
Plantain	45,636.1	48,974.3	-6.8	2,362.6	2,505.2	-5.7
Potatoes	61,540.4	62,736.0	-1.9	3,604.7	3,660.9	-1.5
Yam	169,927.9	150,308.9	13.1	9,609.0	8,870.8	8.3
Other Tubers	55,134.5	50,340.2	9.5	2,838.4	2,662.7	6.6
Sorrel	1,292.6	11,70.7	10.4	709.5	663.3	7.0
<b>TOTAL</b>	<b>708,145.5</b>	<b>682,396.5</b>	<b>23.0</b>	<b>46,137.0</b>	<b>46,353.7</b>	<b>-9.1</b>

**Fig 1. Domestic Crop Production for April 2019-March 2020**

### Total Domestic Crop Production for reporting period April 2019-March 2020





# MARKETING

## Extension Services

The RADA Marketing Unit continued to play a critical role in providing marketing information and linkages in the agricultural sector. The Unit was called upon in the height of the COVID-19 pandemic, and rest assured the unit delivered in moving over 1 million pounds of produce from farmers whose supply chain would have been severely affected due to the closure of hotels.

This enabled farmers to earn an income in this critical time, while ensuring Jamaica's food security for at least the subsequent quarter. This also strengthened rural livelihoods in rural communities as farmers were able to continue their farming operations while employing workers from the rural communities. The unit

was also critical in the strengthening of PMO's across the island. The Agri-Linkages Exchange (ALEX) continued to forge linkages between the agricultural sector with the tourism and gastronomy sector, which was critical to nation building.



RADA's Marketing Unit forged critical linkages among, farmers, stakeholders and consumers during the COVID-19 pandemic





# MARKETING

## Extension Services cont'd

**Table 23: Summary of Achievements—Marketing Unit (2019-2020)**

Months	Volume of Linkages (kg)	Value of Linkages (\$)	Farmers Benefitted	Training	Number of Farmers	PMO Strengthening	Farm Visits
April	189,180.41	25,523,461.60	192	24	390	48	445
May	169,395.25	21,481,784.56	190	16	259	22	378
June	273,505.40	25,590,358.40	155	15	252	34	419
July	1,546,678.70	17,482,447.80	142	9	109	16	250
August	441,691.45	22,866,698.50	17	18	208	30	220
September	432,543.00	20,983,968.00	181	24	329	35	308
October	545,071.28	18,830,820.33	157	27	544	18	333
November	197,890.88	19,283,103.50	211	38	741	20	381
December	329,859.89	38,276,052.00	267	22	334	26	319
January	255,847.90	29,882,911.80	274	19	302	29	468
February	788,407.72	78,218,705.00	216	24	411	40	433
March	137,597.33	20,953,774.10	209	4	88	21	251
<b>Total</b>	<b>5,307,669.21</b>	<b>339,374,085.60</b>	<b>2,211</b>	<b>240</b>	<b>3,967</b>	<b>339</b>	<b>4,205</b>





# SOCIAL SERVICES/ Home Economics

*T*he Social Services/Home Economics Unit 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. The unit also collaborated with other agencies to improve nutrition and promote 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. During the

year support was provided through the Canadian University Services Overseas (CUSO) as we continued to partner with them. Over 358 micro, small and medium sized enterprises received technical support as we saw more interest being generated. Noticeable improvements in the Good Manufacturing Practices (GMP), production and the quality of their value added products continued to be encouraging as they benefit from training activities provided by the SS/HE Unit.



Product Development

# SOCIAL SERVICES/ Home Economics

## Achievements

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

**Table 24: Summary of Achievements—Social Services/Home Economics Unit (2019-2020)**

Activities	Annual Targets	Achieved	% Achieved
Groups Serviced	150	498	332
Home Gardens Established	650	116	18
Consumer Forums	13	29	223
Farmer Training Sessions	1.300	818	63
Food Promotions	64	108	169
Exhibitions	64	149	233
Staff Training Sessions	50	42	84
Inter-Agency Collaborations	150	343	229
Income Generating Projects Supported	150	358	239
Home visits	1.300	671	52
Telephone Visits	7.800	6.199	80
Recipes Distributed	5.000	10,272	205
Media (Print and Mass)	-	10	-

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

### Agro Processing Facilities

All seven (7) facilities are ready for start-up activities with all the necessary certification and registrations in place.

### School Feeding Programme

The unit also continued to make its contribution by supplying fresh fruit plates and bag fruit juices to twenty two (22) schools in St. Thomas. St. Elizabeth and Manchester are still to start up operations.



# FRUIT TREE CROP Project



The Fruit Tree Crop project aims to encourage the commercial production of fruits in orchards to promote the acquisition of income for beneficiaries and also contribute to environmental sustainability. The project aimed to satisfy local demand, enhance import substitution, improve export potential and employment possibilities.

The expected results from this intervention are as follows:

1. To promote the consumption of locally grown fruits.
2. Re-establishing fruit tree crop planting as a symbolic gesture for celebratory events such as Birthdays, Graduations, Weddings and World Tree Planting day, etc.

3. Increase in acreage of fruit tree crops by 17,643 hectares over a thirteen (13) year period.

**Table 25: Summary of Programme Achievement (2019-2020)**

Activities	Targets	Achievement	
		Achievement	Percentage
Number of Farmers Planted	200	35	18
Hectares Planted	200	20	10
Sensitization Workshops/ Training Sessions	10	9	90
Number of Farmers Benefited from Workshops	400	308	77
Number of Seedlings Distributed	36,000	1,830	5
Number of Residential Beneficiaries	200	0	0
Resuscitation (number of trees)	500	75	15
<b>Budget</b>	<b>\$ 30,000,000.00</b>	<b>\$0</b>	<b>0</b>

# FRUIT TREE CROP

## Project

### Constraints

1. No funds were allocated for this project
2. Long period of drought and poor distribution of rain fall
3. Only one type of plant (breadfruit) was available

- The Fruit Tree Crop Unit played an integral role in the Yallahs/ Hope River Watershed Management Areas Agro-Forestry Project (Table 26).

### Collaborations

- Trees that Feed Foundation filled the funding gap providing all the planting materials under the programme year.

**Table 26: Yallahs/Hope River Watershed Management Areas Agro-Forestry Project Achievement**

Activity	Achievement
Number of Fruit Trees Distributed	76,833
Number of Hectares Planted	274
Number of Farmers Benefitted	486
Number of Nursery Operators Trained	15



Breadfruit Tree



# NATIONAL FLAGSHIP Programmes

## FARM ROAD REHABILITATION PROGRAMME

**F**or the financial year of 2019/20, Seven Hundred & Fifty-Two Million Dollars (\$752,000,000.00) was allocated for the rehabilitation of 86 farm roads in various parishes. These roads were proposed to be repaired to create smooth traverse for farmers from their fields to the market place, encourage more production and facilitate food security.

Roads were put out to tender in packages consisting of 1-5 roads using the National Competitive Bidding process and the Restricted Bidding Process. The process was guided by the National Procurement guidelines. The rehabilitation was done to pre-existing farm roads with high levels of disrepair. Rehabilitation included the restoration of the base of the roads by scarifying, reshaping, applying the necessary base materials such as marl, then applying pavement. The three pavement types used were double surface dressing, asphaltic concrete overlay and reinforced concrete. The rehabilitation of these roads were accompanied with the necessary drainage such as kerb and channels, v-drains, cross drains, etc. to ensure durability.

A Quality Assurance programme was put in place at the initial phase, and had been assessed to identify shortfalls and to ensure quality of work. This involved creating quality documents/forms and doing quality tests for some of the roads. Steps are being made for continued improvement to be reflected in the Farm Road Rehabilitation programme 2020/21.

To date, 77 roads were completely rehabilitated, three (3) were at various stages of completion whilst five (5) have not started.

Expenditure for the 2019-2020 Farm Road Rehabilitation Programme was Five Hundred & Sixty Million, Six Hundred & Twenty-Five Thousand, One Hundred & Seventy Dollars (\$560,625,170.00).



Farm Road Rehabilitation



# NATIONAL FLAGSHIP

## Programmes cont'd

### PRODUCTION INCENTIVE PROGRAMME (PIP)

Throughout the fiscal year 2019-2020 the Ministry of Industry Commerce Agriculture and Fisheries (MICAF) and the Rural Agricultural Development Authority (RADA) implemented Production Incentive Programme (PIP) for the nine (9) priority crops. The GOJ through MICAF must be commended for the provision of funds for this national effort. The programme made a significant impact on the expansion of domestic agriculture, contributing 7.1% to the country's GDP. Throughout the targeted parishes there was an increase in the number of new entrant farmers and the existing farmers increased their acreages under production. There was renewed energy among farmers, agro-dealers and buyers.

The programme influenced greater working relationship with key stakeholders within the agricultural landscape which was very important for driving sustainable production.

Discussions with buyers revealed that they were able to source steady supplies of the targeted crops within the major producing parishes. It was also noted that consumers were very pleased with size and quality of the commodity.

**Table 27: Summary of Funds under the PIP (2019-2020)**

Allocation in Estimates of Expenditure	\$280,000,000.00
Funds Received to date	\$334,904,092.00
Expenditure	\$334,904,092.00

#### Sweet Yam

During the financial year a total of 55 hectares were treated under the management programme which influenced a reduction in the spread of the anthracnose disease by at least 15%, thus enabling farmers to increase supplies to market outlets, and to provide planting material for the incremental increase in production.

Other updates on the programme are as follows:

- \$20.8M spent to date
- Over 450 farmers have benefited to date
- A total of thirty (30) farmer training sessions have been held to date
- A strong working relationship established between farmers and buyers



# NATIONAL FLAGSHIP

## Programmes cont'd

- Over 55 hectares reaped to date, realizing a 12% increase when compared to the corresponding period of 2018-2019
- A total of 45,600 kg of sweet yam heads procured to start the 2020-2021 production year
- SRC has been engaged to supply 10,000 tissue culture plantlets for the non-traditional growing areas
- Initial work on the technical manual has started

### Yellow Yam

The programme sought to establish the crop within the non-traditional growing parishes. The parishes targeted were: St. Mary, Portland and St. Thomas. Updates on the programme are as follows:

- 10,000 lbs. of round leaf yam head were purchased and distributed.
- 1.40 hectare established.
- A total of 25 farmers benefitted under the programme.
- The crops were excellent and reaping commenced during April 2020.

### Cassava

During the fiscal year 2019-2020, the programme provided support to farmers in the form of planting material, agro-chemicals, training sessions and soil testing. The programme was implemented within the major

growing parishes of Manchester, Clarendon, St. Catherine, St. Elizabeth, St. Thomas and St. Ann.

The programme supplied raw material on a consistent basis to Twickenham Bammy Producers LTD and other producers throughout Jamaica.

Additional updates on the programme are as follows:

- A total of \$3.748 Million were expended
- A total of 51.3 hectares were established involving 54 farmers
- Three (3) demonstration plots were established in order to provide training to farmers on good agricultural practices for improving crop yield
- Eight (8) training sessions were conducted, which dealt with new and improved technology in cassava production
- Reaping commenced during the month of August 2020
- Samples were collected and sent to Central Food Processors for trial
- A cassava working group with key stakeholders was established in order to monitor and provide real time information for the development of the industry
- The cassava technical manual was updated

**Table 28: Cassava Production by Parishes under PIP (2019-2020)**

Parishes	Total Hectares	No of Farmers Benefitted
St Elizabeth	10.2	12
Manchester	8.6	9
St. Ann	2.0	4
Clarendon	7.5	11
St Catherine	10.0	5
St Thomas	13.0	11
<b>Total</b>	<b>51.3</b>	<b>52</b>

# NATIONAL FLAGSHIP

## Programmes cont'd

### Dasheen

During the period, the programme placed special emphasis on the reduction of the taro leaf hopper infestation and the expansion of the acreages under production. The implementation was done within the major producing parishes of St. James, Clarendon, St. Elizabeth, Trelawny, Portland, Hanover and Westmoreland. Throughout the targeted parishes farmers reported that they saw significant reduction in taro leaf hopper infestation; which positively influenced the yield and provided greater supplies to the main buyers.

- A total of \$10M spent.
- A total of 382,965 suckers purchased and were distributed.
- A total of 21.1 hectares established.
- Over 230 farmers benefited (planting material, agro-chemicals & technical support).
- Twenty (20) farmer training sessions were held.
- The programme contributed over \$37 Million.



Dasheen



# NATIONAL FLAGSHIP

## Programmes cont'd

### MD2 Pineapple

This programme placed special emphasis on the expansion of the acreages under production using the MD2 variety in order to satisfy consumer demands.

- A total of 7 hectares were established.
- A total of 25.6M spent.
- Fifteen (15) training sessions were conducted, in order to impart best practices to farmers on the management of *Phytophthora* disease.

**Table 29 : Pineapple Sucker Distribution by Parish and Shipment (2019-2020)**

First Shipment (70,000)	Second Shipment (280,000)
Distributed (to date) as follows:	Four (4) containers imported with a total of 280,000 suckers and distributed as follows:
St. Elizabeth—25,000	St. Elizabeth—87,500
Westmoreland—10,000	St. Ann—25,000
St. Ann—15,000	Westmoreland—35,000
Hanover—7,500	Hanover—7,500
St. James—7,500	St. James—14,000
Trelawny—5,000	Trelawny—17,000
	Manchester—8,000
	Clarendon—20,000
	St. Catherine—20,000
	St. Andrew—12,000
	St. Thomas—13,000
	Portland—8,000
	St. Mary—13,000





# NATIONAL FLAGSHIP

## Programmes cont'd

### Hot Pepper

During the period the programme provided farmers with support in the form of seedlings, agro-chemicals, land preparation, irrigation, plastic mulch and trainings. Emphasis was placed on both Scotch Bonnet and the West Indian Red peppers. The programme was implemented within all thirteen (13) parishes. Farmers and buyers have expressed their satisfaction with the initiative regarding excellent fruit size, quality and the yields.

Agro-processors purchased adequate supplies, which prevented them from seeking permit for importing hot pepper mash.

- Over 42.5M was spent (planting material, agro-chemicals, land preparation, irrigation and technical support).
- A total 987,500 seedlings were distributed within all the parishes.
- Over 161 hectares were established.
- Over 400 farmers benefitted.
- Grace Food Processors, exporters and

other buyers within the industry continued to move available supplies.

### Strawberry

The programme was designed to produce clean planting material under greenhouse conditions for distribution to small farmers within the targeted parishes of Manchester and St. Andrew.

- A total of J\$3.5 M was disbursed and spent within the targeted parishes;
  - (i) Manchester \$2.5 M
  - (ii) St. Andrew \$1 M
- Six (6) greenhouse producers were engaged and produced planting material for establishment of 2 hectares of the Albion variety in open field condition.
- A total of 23,333 seedlings were established within 12,000 sq. ft. of greenhouse as nursery.
- Five (5) farmer training sessions were completed.



Hot Pepper Production



Strawberry Production



# NATIONAL FLAGSHIP

## Programmes cont'd

### Ginger

During the period farmers were supported with agro-chemicals, planting material, as well as trainings, in order to minimize the spread of the ginger rhizome rot disease and to expand the acreages under production.

### Irish Potato

The programme sought to establish 1,200 hectares in order to support GOJ import substitution programme.

Activities were as follows:

- Seed purchased and distributed - 22,582 x 22.7 kg bags
- Hectares planted to date - 1,064
- No. of Farmers Planted - 4,986
- Ha. reaped to date - 714
- Tonnes reaped to date - 9,847.5
- Reaping has started and the commodity is

in excellent condition. Farmers are fetching \$70-80.00/k at the farmgate.

### Onion

The programme sought to establish 300 hectares in order to support GOJ import substitution programme.

Activities were as follows:

- Hectares planted - 170
- Number of farmers planted - 480
- Ha. reaped - 130
- Tonnes reaped - 1,860
- Money expended - \$ 30 Million
- Seed purchased and distributed - 2,000 -1lb packs
- Herbicides purchased-1,200 litres Dacthal



Ginger Production



# NATIONAL FLAGSHIP

## Programmes cont'd

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Onion Production



# NATIONAL FLAGSHIP

## Programmes cont'd





# COVID-19 RESPONSE

## Distribution of Care Packages





# COVID-19 RESPONSE

## Distribution of Care Packages







# COVID-19 RESPONSE

## Distribution of Care Packages





# Appendices

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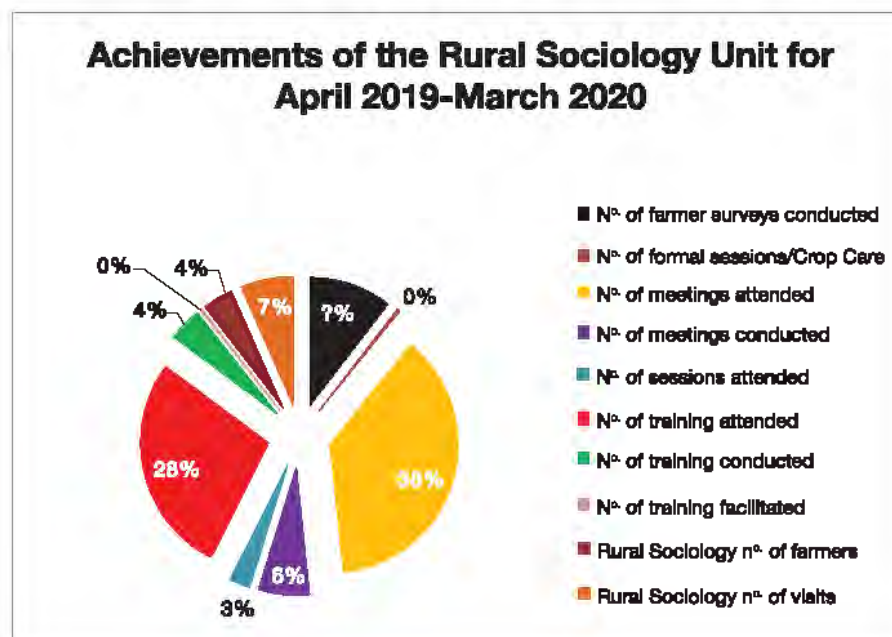
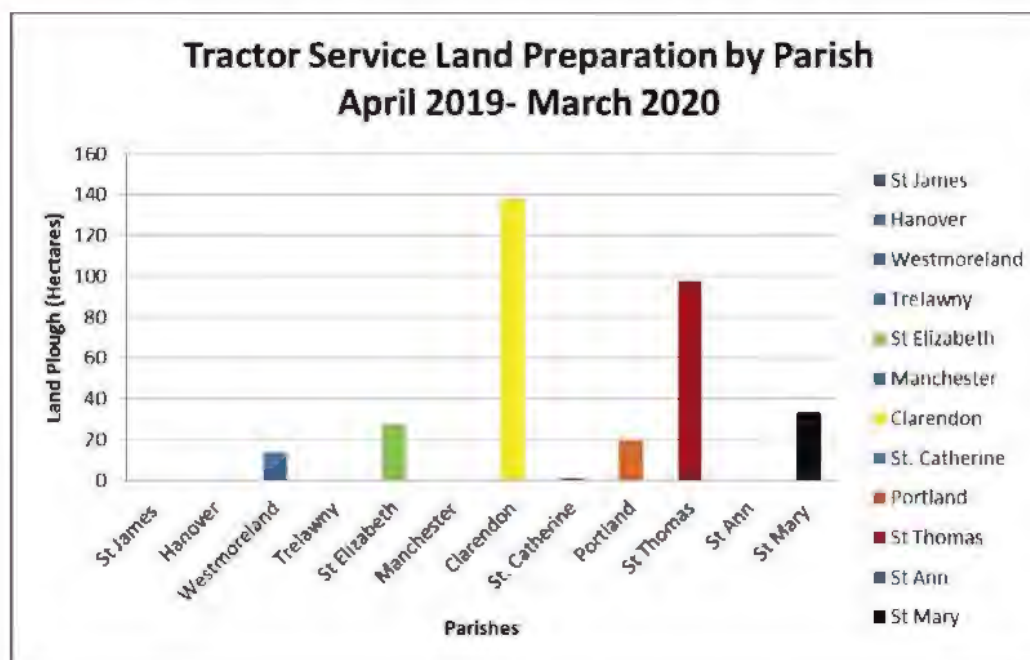
## Farmer Training Achievements April 2019-March 2020 Plant Health/Food Safety Activities April 2019-March 2020 Appendix I





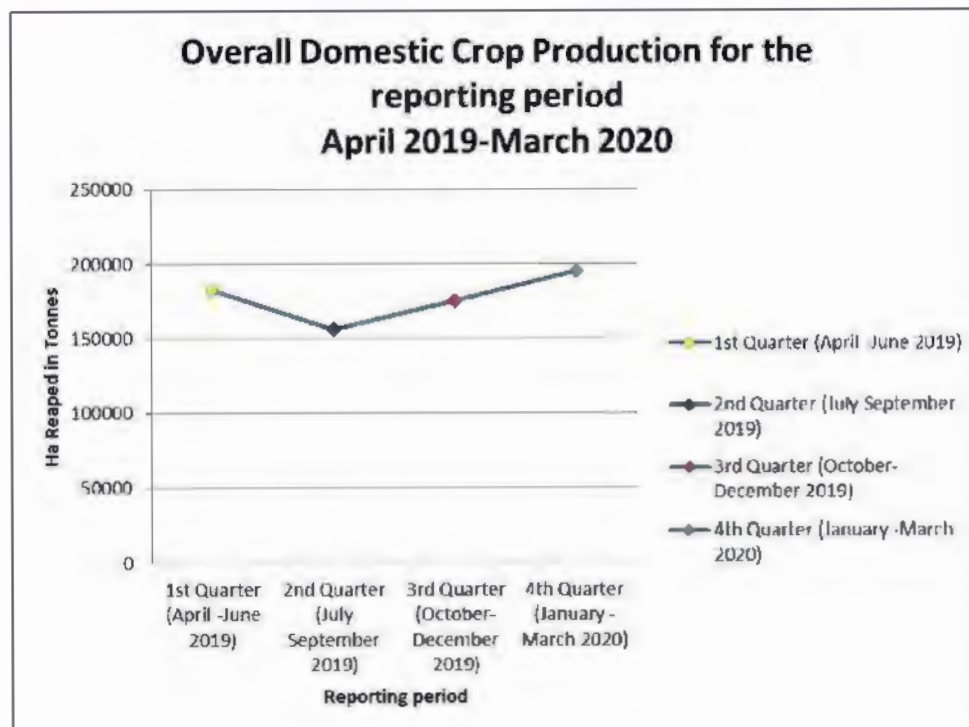
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## Tractor Service Land Preparation by Parish April 2019-March 2020 Achievements of the Rural Sociology Unit for April 2019-March 2020 Appendix I cont'd



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## Overall Domestic Crop Production for the reporting period April 2019-March 2020 Appendix I cont'd





# Appendices

Summary of Tractor Service Performance, Financial Year ending March 2020  
Appendix 2: Land Preparation Summary

## Financial Year 2019-2020

Location	Land Preparation (Ha)		Total Number of beneficiaries	
	1st April 2019	31st March 2020	1st April 2019	31st March 2020
Eastern Zone	24.52	286.42	35	320
Western Zone	5.58	105.6	8	74
<b>Total Island</b>	<b>30.1 Ha</b>	<b>392.02</b>	<b>43</b>	<b>394</b>

# Appendices

## RADA Special Projects and Development Programmes/Initiatives Listing SPPPM Annual 2019/2020 Appendix 3:

### RADA Special Projects and Development Programmes/Initiatives Listing SPPPM Annual Report 2019/2020

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

Project Programme Name	Location of Action	Objectives	Funding Amount \$	Funding Agency
1.0 Farm Road Rehabilitation Programme (FRRP)	All Parishes	Market access, increase production and productivity, rural economic sustainability, resilience to climate change	752 Million	GOJ/MICAF
2.0 Production Incentive Programme (PIP)	All Parishes	Productivity support 100% of National demand - Irish Potato 20% of National demand – Onion 5% Increase in production of Pineapples, Hot Pepper, Ginger, Yellow and Sweet Yam, Dasheen, Strawberry, Cassava	300 Million	GOJ/MICAF
3.0 Drought Mitigation Programme (Drought, Flood, Extreme weather events)		Extreme Weather event Alleviation, Increase farming system Resilience to climate change	315 Million	GOJ/MICAF
4.0 Crop Expansion/Specific Crop Development Programme	Negril; Montego Bay; Discovery Bay	To strengthen the trade link between farmers, farmer' groups and the tourism sector	11 Million	Tourism Enhancement Fund
5.0 TEF- Agri-Linkage Exchange Platform (ALEX)	All Island	To strengthen the trade link between farmers, farmer' groups and the tourism sector	5.4 Million	Tourism Enhancement Fund
6.0 Community Development Fund (CDF)	All parishes	Rural economic sustainability Productivity support	40.8 Million	GOJ/OPM
7.0 Water River Watershed Management Unit	St. Andrew and St. Mary	<ul style="list-style-type: none"> <li>To increase awareness of seventy-five (75) farmers within target communities in the Wag Water River Watershed Management Unit (WMU) about climate smart land husbandry.</li> <li>To improve source water protection by establishing 2 hectares (ha) of agro-forestry on lands above the Hermitage Dam</li> </ul>	2.9 Million	The Nature Conservancy International
8.0 Bauxite Community Development Programme - Lime Tree Garden Peanut Project	Lime Tree Garden- St. Ann	<ul style="list-style-type: none"> <li>To establish 6 hectares of Peanut</li> <li>Capacity building for thirty (30) farmers and five (5) farmer groups in the production of peanut.</li> </ul>	2.4 Million	Bauxite Community Development Programme/Jamaica Bauxite Institute



# Appendices

## Category II- Internationally Funded- Projects Owned RADA 2019/2020

Project Programme Name	Location of Action	Objectives	Funding Amount	Funding Agency
Up-scaling Lifelong Learning for Farmers Initiative in Jamaica (April-Oct 2019)	All island Irish potato & onion farmers within crop specific zones	Knowledge transfer, use of ICT for E- learning (RADA Extension Staff and farmers); Linkages with micro-credit institutions, gender in agriculture	CAD\$ 26,500	Common Wealth of Learning (COL)
FAO/RADA LOA: "Improving Technical and Institutional Capacities for Disaster and Climate Resilience Management and Sustainable Agriculture in Jamaica, Guyana and Suriname"	Yardley Chase, St. Elizabeth	Validation of climate smart practice (rain water harvesting/ black tank/ drip irrigation)	USD 42,000.00	FAO
NEPA/ Integrated Management of the Yallahs River & Hope River Watershed project Agro-forestry Consultancy contracted by	Water Shed areas of St. Andrew & St. Thomas	Agro-forestry Implementation of FFSS in Land Husbandry/ Climate Smart Agriculture	US\$ 467,677.00 Inkind- US\$25,000.00	IDB/GEF
CABI/RADA Agreement PestSmart Programme	13 Parishes	Capacity building for Extension Staff using digital platform	£1,500.00	Commonwealth Agricultural Bureaux International (CABI), UK
Accelerating the Uptake of Climate-smart Agriculture in Jamaica (2018-2020)	Portland, St. Thomas, St. Mary	Application of ICT in agriculture. Improve agricultural productivity and adaptive capacity to climate uncertainties for smallholder farmers in Jamaica	EUR 222,400.00	Technical Centre for Agricultural and Rural Co-operation (CTA)
	Mt. Airy, Clarendon	To establish 21 innovative rainwater harvesting systems and other technologies; farmers capacity	JM\$5,305,733	UNDP

## Category III – Locally Funded–Projects/Initiatives and Programmes not Owned but implemented by RADA 2019/2020

Project Programme Name	Location of Action	Objectives	Funding Amount	Funding Agency
Essex Valley Agricultural Development Project & Southern Agricultural Development Project (EVADP)	Clarendon, St. Catherine, Manchester and St. Elizabeth	Enhanced production and productivity of farmers in a socially inclusive, gender equitable and climate sensitive manner, through Improved irrigation systems, agricultural production and marketing and energy efficiency	£35,515,000 (EVADP)	GOJ through the Caribbean Development Bank (CDB) – United Kingdom Caribbean Infrastructure Partnership Fund (UKCIF)
National Animal Identification and Traceability System (NAITS) /Livestock	All Island	To facilitate traceability of animals from farm to slaughter in keeping with international food safety requirements	JMD 35,000,000	MICAF
Food For The Poor: Small Tool Mechanisation for Micro & Small Farmers and Vulnerable Groups	All Island	• Provide Small Tool for Micro & Small Farmers and Vulnerable Groups	Small Tools 'No funding arrangement'	Food For The Poor

# Appendices

## RADA Special Projects and Development Programmes/Initiatives Listing SPPPM Annual 2019/2020 Appendix 3:

### Category IV - Internationally Funded- Projects/Initiatives Not owned but RADA is a primary implementing partner 2019/2020

Project Programme Name	Location of Action	Objectives	Funding Amount	Funding Agency
MICAF/RADA Plantwise Plant Doctor Programme	13 parishes	Capacity building for extension staff for improving technical advice to farmers in pest/ pesticide management; use of data for decision making	£3,543.55	Commonwealth Agricultural Bureaux International (CABI), UK
NEPA/ Integrated Management of the Yallahs River & Hope River Watershed project (2015-2019)	Water shed areas of St. Andrew & St. Thomas	Agro-forestry 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
Pilot Project for Climate Resilience-Adaptation & Financing Mechanism (PPCR-AFM)	Clarendon	Climate Adaptation within the watershed	USD\$ 2 million	GEF/World Bank
Basic Needs Trust Fund Programme Ninth Cycle (BNTF 9)	St. Elizabeth, St. Ann	To strengthen the capacity of the selected small farmers and farmer groups to implement Good Agriculture Practices	CDB- USD\$ 7,521,000 GOJ co-funding USD\$ 1,083,813	Caribbean Development Bank (CDB)
Update on Optimizing the Application of Climate Services through Partnerships and Collaborations	All parishes	Through the National Climate Services Working Group (RADA & Jamaica Met Services) to install 36 Automatic Weather Stations (AWS) in major production areas.	JMD\$ 5,700,000.00	Jamaica Rural Economy and Ecosystems Adapting to Climate Change/ US AID
Improving technical and institutional capacities for disaster and climate risk management and sustainable agriculture in Jamaica, Guyana and Suriname- TCP/SLC/3603	ADRM/ Climate Smart	Development of a new ADRM /Climate Smart framework and strategy plan for Agricultural Sector (Jamaica); Development of climate smart FFS curriculum manual for small ruminants		FAO
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	Enhanced production and productivity of farmers in a socially inclusive, gender equitable and climate sensitive manner, through Improved water harvesting and access irrigation systems	USD\$ 2,000,000	Global Environment Fund (GEF) RADA continues to provide farmer training and monitoring of all project sites



# Appendices

## ADDENDUM-RADA BOARD of Directors Compensation For the Period April 2019-March 2020 Appendix 4

Name of Director	Position of Director	Fees & Remuneration	Motor Vehicle Upkeep/Travelling or Value of Assignment of Motor Vehicle	All other Compensations including Non-Cash Benefits	Prior Period Adjustment	Total
		\$	\$	\$	\$	\$
<b>Angel Mayrie</b>	Chairman	277,500.00	595,954.80	-	-	873,454.80
<b>Wayne Haye</b>	Deputy Chairman	164,750.00	76,406.40	-	-	241,156.40
<b>Novell Quest</b>	National Board Member	196,750.00	11,000.00	-	-	207,750.00
<b>Warren Newby</b>	National Board Member	173,000.00	236,552.60	-	-	409,552.60
<b>Annette Henry</b>	National Board Member	52,750.00	-	-	-	52,750.00
<b>Olive Downer Walsh</b>	National Board Member	83,550.00	38,433.21	-	-	121,983.21
<b>Winsome Crosdale</b>	National Board Member	39,550.00	44,805.60	-	-	84,355.60
<b>Donald McDonald</b>	National Board Member	22,000.00	5,550.00	-	-	27,550.00
<b>Anthony Scott</b>	National Board Member	245,950.00	330,743.70	-	-	576,693.70
<b>Lola Marshall Williams</b>	National Board Member	237,250.00	405,460.80	-	-	642,710.80
<b>Christopher Gentles</b>	National Board Member	-	-	-	-	-
<b>Tony Ward</b>	National Board Member	83,550.00	175,770.00	-	-	259,320.00
<b>Lennox Powell</b>	National Board Member	134,850.00	178,897.60	-	-	313,747.60
<b>Shanique Smith</b>	National Board Member	205,978.00	342,972.00	-	-	548,950.00
<b>Derrick Deslandes</b>	National Board Member	11,000.00	-	-	-	11,000.00
<b>Total</b>		<b>1,928,428.00</b>	<b>2,442,546.71</b>	-	-	<b>4,370,974.71</b>

\*NB: Director Christopher Gentles was not in attendance at any meeting, hence no claim for payment was made by him.

# Appendices

## ADDENDUM-RADA Executive Management Salary For the Period April 2019-March 2020 Appendix 5:

Name of Senior Executive	Position	Year	Salary	Gratuity or Incentive	Travelling Allowance or Value of Assignment of Motor Vehicle	Pension or Other Retirement Benefits	Other Allowances (one-off Allowance)	Non-Cash Benefits	Total
Peter Thompson	Chief Executive Officer	2019-2020	6,793,946.04	-	1,485,004.50	880,382.14	-	-	9,159,332.68
Winsome Pringle	Principal Director, Corporate Services	2019-2020	5,171,629.08	-	1,697,148.00	-	-	-	6,868,777.08
Winston Simpson	Principal Director Field Services/ Operations	2019-2020	5,171,629.08	-	1,697,148.00	672,311.76	-	-	7,541,088.84
Marina Henry	Principal Director, Technical Services	2019-2020	4,626,702.34	-	1,697,148.00	570,451.25	-	-	6,894,301.59
Edward Cooper	Senior Director, Finance & Accounts	2019-2020	3,976,805.44	-	1,697,148.00	-	-	-	5,673,953.44
Vaughn Barnaby	Senior Director, Strategic Planning, Performance & Project Management	2019-2020	3,850,481.43	-	1,697,148.00	487,616.52	-	-	6,035,245.95
Collin Henry	Senior Director, Production, Marketing and Special Projects	2019-2020	3,748,058.27	-	1,697,148.00	428,666.38	-	-	5,873,872.65
Bridgette Williams	Senior Director, Human Resource Management & Administration	2019-2020	3,481,333.47	-	1,697,148.00	429,213.29	-	-	5,607,694.76
Winston Shaw	Senior Director, Training, Technology & Technical Information	2019-2020	3,487,612.59	-	1,697,148.00	547,344.92	-	-	5,732,105.51



# Appendices

## ADDENDUM-RADA Executive Management Salary For the Period April 2019-March 2020 Appendix 5 cont'd.:

Name of Senior Executive	Position	Year	Salary	Gratuity or Incentive	Travelling Allowance or Value of Assignment of Motor Vehicle	Pension or Other Retirement Benefits	Other Allowances (One-off Allowance)	Non-Cash Benefits	Total
Beverly Darby-Collins	Senior Director, Social Services/ Home Economics	2019-2020	3,559,565.48	-	1,697,148.00	-	-	-	5,256,713.48
Roslyn Jackson-Richards	Director, Strategic Planning, Monitoring & Evaluation	2019-2020	3,424,319.79	-	1,697,148.00	365,153.71	-	-	5,486,621.50
Jerome Moodie	Chief Internal Auditor	2019-2020	3,605,013.96	-	1,697,148.00	-	-	-	5,302,161.96
Bertland Bates	Manager, On-Farm Water Management Unit	2019-2020	2,879,499.35	-	894,924.00	355,029.17	-	-	4,129,452.52
Owen Barrett	Manager, Information Communication & Technology	2019-2020	2,812,395.79	-	894,924.00	-	-	-	3,707,319.79
Glenville Hall	Zonal Director- West	2019-2020	4,236,477.00	-	1,697,148.00	550,742.04	-	-	6,484,367.04
Mervyn Green	Zonal Director- East	2019-2020	4,202,034.32	-	1,697,148.00	504,716.86	-	-	6,403,899.18
Marvin Lawrence	Parish Agricultural Manager 1	2019-2020	3,186,297.00	-	1,697,148.00	409,385.98	-	-	5,292,830.98
Bevene Martin	Parish Agricultural Manager 2	2019-2020	3,457,288.59	-	1,697,148.00	428,666.39	-	-	5,583,102.98
Kasif Smith	Parish Agricultural Manager 3	2019-2020	2,972,712.81	-	1,697,148.00	355,295.70	-	-	5,025,156.51
Delroy Luke	Parish Agricultural Manager 4	2019-2020	3,352,944.00	-	1,697,148.00	358,501.36	-	-	5,408,593.36

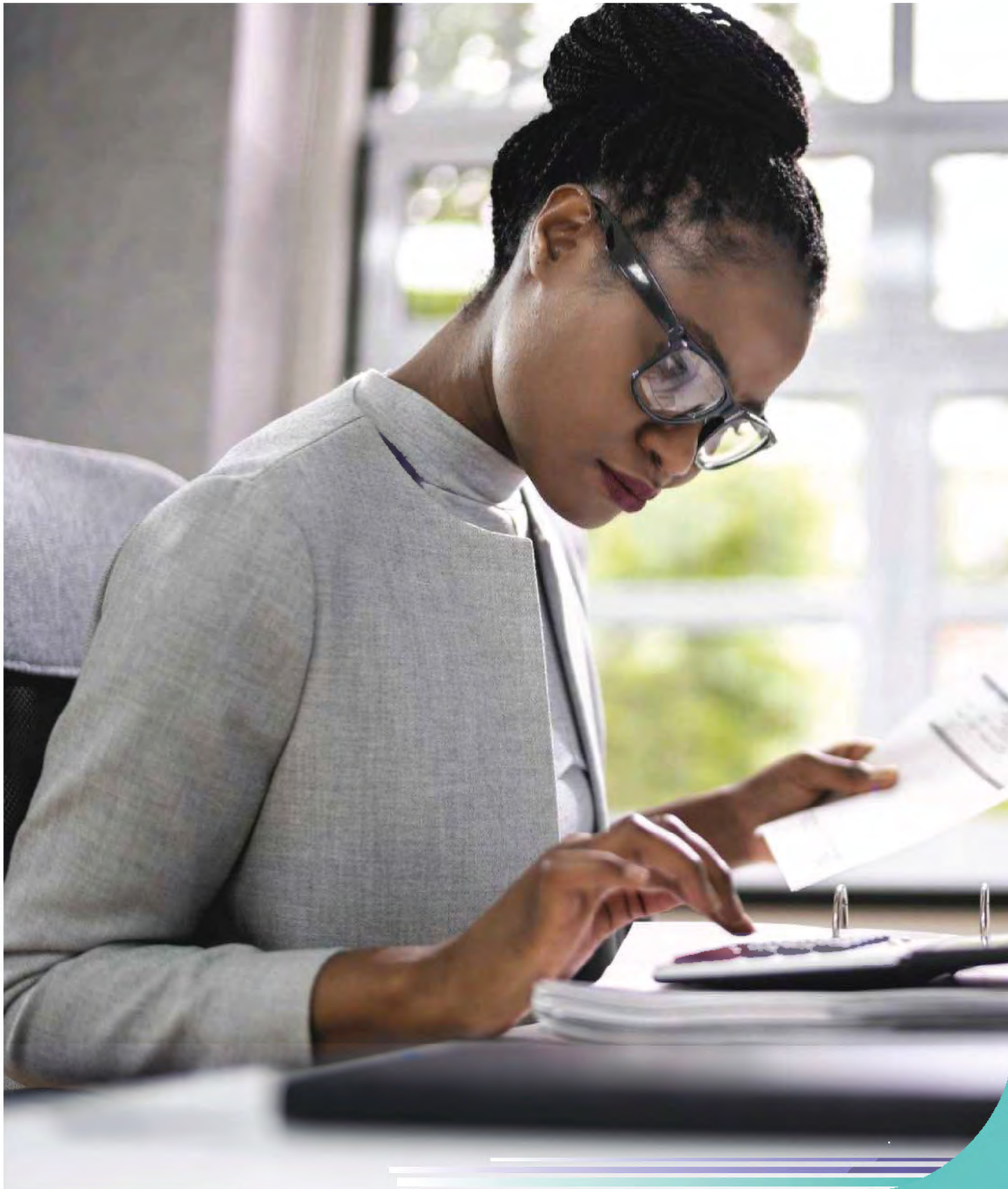
# Appendices

## ADDENDUM-RADA Executive Management Salary For the Period April 2019-March 2020 Appendix 5 cont'd.:

Name of Senior Executive	Position	Year	Salary	Gratuity or Incentive	Travelling Allowance or Value of Assignment of Motor Vehicle	Pension or Other Retirement Benefits	Other Allowances (one-off Allowance)	Non-Cash Benefits	Total
Jasmine Hyde	Parish Agricultural Manager 5	2018-2020	3,368,526.78	-	1,697,148.00	418,211.14	-	-	5,483,884.93
Courtnay Taylor	Parish Agricultural Manager 6	2018-2020	2,979,385.00	-	1,697,148.00	359,501.36	-	-	5,035,034.36
Reecargo Holt	Parish Agricultural Manager 7	2019-2020	3,047,312.34	-	1,697,148.00	428,886.98	-	-	5,173,128.72
Raymond Reid	Parish Agricultural Manager 8	2018-2020	3,372,963.95	-	1,697,148.00	418,211.14	-	-	5,488,323.09
Yuri Stephenson	Parish Agricultural Manager 9	2019-2020	3,347,803.04	-	1,697,148.00	432,943.08	-	-	5,477,894.10
Nathan Samuels	Parish Agricultural Manager 10	2019-2020	3,403,397.04	-	1,697,148.00	419,592.15	-	-	5,520,137.19
Winston Miller	Parish Agricultural Manager 11	2018-2020	3,108,530.00	-	1,697,148.00	388,554.33	-	-	5,195,232.33
Wayne Reid	Parish Agricultural Manager 12	2019-2020	3,239,402.38	-	1,697,148.00	389,118.08	-	-	5,325,668.44
Ruth Barrett	Parish Agricultural Manager 13	2018-2020	3,131,633.08	-	1,697,148.00	399,861.64	-	-	6,228,632.72
<b>Total</b>			<b>106,996,489.43</b>	<b>-</b>	<b>47,400,700.60</b>	<b>10,987,126.75</b>	<b>-</b>	<b>-</b>	<b>165,384,326.88</b>











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# Financial Statement 2019-2020

Report on the Audit of the Financial Statements of the  
Rural Agricultural Development Authority



**RURAL AGRICULTURAL DEVELOPMENT AUTHORITY**  
**FINANCIAL STATEMENTS**  
**31 MARCH 2020**



**RURAL AGRICULTURAL DEVELOPMENT AUTHORITY**

**FINANCIAL STATEMENTS**

**31 MARCH 2020**

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## 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 2020, 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 2020, 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.



## 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

31 May 2022





## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

## STATEMENT OF COMPREHENSIVE INCOME

YEAR ENDED 31 MARCH 2020

	<u>Note</u>	<u>2020</u> <u>\$'000</u>	<u>2019</u> <u>\$'000</u>
<b>INCOME:</b>			
Government of Jamaica Subvention		1,524,661	1,463,459
Other income	6	<u>16,942</u>	<u>64,364</u>
		<u>1,541,603</u>	<u>1,527,823</u>
<b>EXPENDITURE:</b>			
Salaries, wages and related charges	18	984,534	823,928
Public utilities		75,810	63,985
Motor vehicle maintenance		11,265	13,454
General office expenses		65,648	76,713
Seminars and meetings		2,635	4,857
Repairs and maintenance		13,590	14,003
Consultancy		724	1,113
Bank charges and interest		2,600	3,238
Upkeep/travelling and subsistence		399,808	353,774
Directors' and committee meetings		12,350	10,273
Rental of buildings		5,402	6,087
Security		5,241	5,355
Printing and stationery		12,019	13,895
Audit fee		3,551	2,909
Insurance		3,843	4,033
Legal and professional fees		-	1,271
Claims awarded		<u>-</u>	<u>18,000</u>
		<u>1,599,020</u>	<u>1,416,888</u>
<b>(DEFICIT)/SURPLUS</b>		( 57,417)	110,935
Depreciation		( 18,068)	( 21,733)
<b>(DEFICIT)/SURPLUS FOR THE YEAR FROM OPERATIONS</b>		( 75,485)	89,202
Transfer from capital reserve an amount equivalent to depreciation charged on donated assets		<u>4,981</u>	<u>6,648</u>
<b>NET (DEFICIT)/SURPLUS</b>		( 70,504)	<u>95,850</u>
<b>OTHER COMPREHENSIVE INCOME:</b>			
Item that will not be reclassified to profit or loss:			
Remeasurement of post-employment benefit obligations		( 63,603)	<u>33,579</u>
<b>TOTAL COMPREHENSIVE (DEFICIT)/INCOME FOR THE YEAR</b>		( 134,107)	<u>129,429</u>

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

## STATEMENT OF FINANCIAL POSITION

31 MARCH 2020

	<u>Note</u>	<u>2020</u> <u>\$'000</u>	<u>2019</u> <u>\$'000</u>
<b>ASSETS</b>			
<b>NON-CURRENT ASSETS:</b>			
Property, plant and equipment	7	162,144	176,653
Post-employment benefit assets	8	<u>180,849</u>	<u>233,788</u>
		<u>342,993</u>	<u>410,441</u>
<b>CURRENT ASSETS:</b>			
Inventories	9	7,612	7,418
Receivables	10	105,696	98,971
Taxation recoverable	11	2,110	1,977
Cash and cash equivalents	12	<u>601,912</u>	<u>414,023</u>
		<u>717,330</u>	<u>522,389</u>
		<u>1,060,323</u>	<u>932,830</u>
<b>RESERVES AND LIABILITIES:</b>			
<b>RESERVES:</b>			
Capital reserve	13	20,883	24,582
Capital fund	14	161,638	163,840
Accumulated surplus		<u>126,858</u>	<u>260,965</u>
		<u>309,379</u>	<u>449,387</u>
<b>CURRENT LIABILITIES:</b>			
Project advances	15	589,002	327,964
Payables	16	<u>161,942</u>	<u>155,479</u>
		<u>750,944</u>	<u>483,443</u>
		<u>1,060,323</u>	<u>932,830</u>

Approved for issue by the Board of Directors on 31 May 2022 and signed on its behalf by:

  
 Nicholas Jones - Chairman

  
 Marina Young - Chief Executive Officer (Acting)



## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

## STATEMENT OF CHANGES IN RESERVES

YEAR ENDED 31 MARCH 2020

	<u>Capital Reserve \$'000</u>	<u>Capital Fund \$'000</u>	<u>Accumulated Surplus \$'000</u>	<u>Total \$'000</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 surplus	-	-	95,850	95,850
Other comprehensive income	<u>-</u>	<u>-</u>	<u>33,579</u>	<u>33,579</u>
	<u>-</u>	<u>-</u>	<u>129,429</u>	<u>129,429</u>
<b>MOVEMENT IN RESERVES:</b>				
Decrease in capital fund	-	( 14,138)	-	( 14,138)
Increase in reserve	4,920	-	-	4,920
Transfer of depreciation on donated assets	<u>( 6,648)</u>	<u>-</u>	<u>-</u>	<u>( 6,648)</u>
	<u>( 1,728)</u>	<u>( 14,138)</u>	<u>-</u>	<u>( 15,886)</u>
<b>BALANCE AT 31 MARCH 2019</b>	<u>24,582</u>	<u>163,840</u>	<u>260,965</u>	<u>449,387</u>
<b>TOTAL COMPREHENSIVE INCOME:</b>				
Net deficit	-	-	( 70,504)	( 70,504)
Other comprehensive income	<u>-</u>	<u>-</u>	<u>( 63,603)</u>	<u>( 63,603)</u>
	<u>-</u>	<u>-</u>	<u>(134,107)</u>	<u>(134,107)</u>
<b>MOVEMENTS IN RESERVES:</b>				
Decrease in capital fund	-	( 2,202)	-	( 2,202)
Increase in reserve	1,282	-	-	1,282
Transfer of depreciation on donated assets	<u>( 4,981)</u>	<u>-</u>	<u>-</u>	<u>( 4,981)</u>
	<u>( 3,699)</u>	<u>-</u>	<u>-</u>	<u>( 5,901)</u>
<b>BALANCE AT 31 MARCH 2020</b>	<u>20,883</u>	<u>161,638</u>	<u>126,858</u>	<u>309,379</u>

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

## STATEMENT OF CASH FLOWS

YEAR ENDED 31 MARCH 2020

	<u>2020</u> <u>\$'000</u>	<u>2019</u> <u>\$'000</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
Net (deficit)/surplus	( 70,504)	95,850
Items not affecting cash resources:		
Depreciation	18,068	21,733
Release from capital reserve	( 4,981)	( 6,648)
Gain on disposal of property, plant and equipment	( 1,078)	-
Exchange gain on foreign balances	( 140)	574
	( 58,635)	111,509
Changes in operating assets and liabilities -		
Inventories	( 194)	( 387)
Receivables	( 6,725)	( 31,441)
Taxation recoverable	( 133)	( 153)
Project advances	261,038	( 9,630)
Payables	6,463	( 17,981)
Post-employment benefit asset	( 10,664)	(104,374)
Cash provided by/(used in) operating activities	<u>191,150</u>	<u>( 52,457)</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>		
Addition to property, plant and equipment	( 4,110)	( 28,721)
Proceeds on disposal of property, plant and equipment	<u>2,911</u>	<u>-</u>
Cash used in investing activities	<u>( 1,199)</u>	<u>( 28,721)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITY</b>		
Net reduction in capital fund	<u>( 2,202)</u>	<u>( 14,138)</u>
Cash used in financing activity	<u>( 2,202)</u>	<u>( 14,138)</u>
<b>NET DECREASE IN CASH AND CASH EQUIVALENTS</b>	187,749	( 95,316)
Exchange gain on foreign cash balances	140	( 574)
Cash and cash equivalents at beginning of year	<u>414,023</u>	<u>509,913</u>
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR (Note 12)</b>	<u>601,912</u>	<u>414,023</u>



# RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2020

### 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 2020

## 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 16, 'Leases' (effective for annual periods beginning on or after 1 January 2019)** IFRS 16 eliminates the classification by a lessee of leases as either operating or finance. Instead all leases are treated in a similar way to finance leases in accordance with IAS 17. The standard includes two recognition exemptions for lessees - leases of 'low-value' assets (e.g., personal computers) and short term leases (i.e., leases with a lease term of 12 months or less).

At the commencement date of a lease, a lessee will recognise a liability to make lease payments (i.e., the lease liability) and an asset representing the right to use the underlying asset during the lease term (i.e., the right-of-use asset). Lessees will be required to separately recognise the interest expense on the lease liability and the depreciation expense on the right-of-use asset.

Lessees will be required to remeasure the lease liability upon the occurrence of certain events (e.g., a change in the lease term, a change in future lease payments resulting from a change in an index or rate used to determine those payments). The lessee will generally recognise the amount of the remeasurement of the lease liability as an adjustment to the right-of-use asset.

Lessor accounting under IFRS 16 is substantially unchanged from today's accounting under IAS 17. Lessors will continue to classify all leases using the same classification principle as in IAS 17 and distinguish between two types of leases: operating and finance leases.

IFRS 16 also requires lessees and lessors to make more extensive disclosures than under IAS 17. The Authority has no operating lease arrangement in which it is the Lessor. Therefore, the adoption of IFRS 16 from the 1 April did not impact the results or change the accounting policies recognized in the 2020 financial statements.



# RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2020

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

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

##### **New standards, amendments and interpretations not yet effective and not early adopted**

There are a number of standards, amendments and interpretation which have been issued by the IASB that are effective in future accounting periods that the Authority has decided not to early adopt. The most significant of these are:

**Amendments to IAS 1, 'Presentation of Financial Statements' and IAS 8, 'Accounting Policies, Changes in Accounting Estimates and Errors', (effective for accounting periods beginning on or after 1 January 2020).** This amendment clarifies and provides a definition of 'material' to guide preparers of 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 financial statements.

**Revised Conceptual Framework for Financial Reporting (effective for annual periods beginning on or after 1 January 2020).** The revised Conceptual Framework will be used in standard-setting decisions with immediate effect, however no change will be made to any of the current accounting standards. Entities that apply the Conceptual Framework in determining accounting policies will need to consider whether their accounting policies are still appropriate under the revised Framework. The Authority is currently assessing the impact of this revision.

There are no other standards, amendments or IFRIC 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.

# RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2020

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

#### (c) Capital funds

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

#### (d) Project advances

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

Income generating projects are reported on a cash basis.

#### (e) Property, plant and equipment

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

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.



## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

### NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2020

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

##### (f) Foreign currency translation

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

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

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

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

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

##### (h) Financial assets

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. The Authority's accounting policy for amortised cost is as follows:

###### **Amortised cost**

These are 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.

# RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2020

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

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

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.

#### (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.

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.



# RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2020

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

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

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

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

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

##### Termination benefits

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

##### Leave accrual

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

#### (l) 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.

# RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2020

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

#### (m) Other income (cont'd)

##### 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.

#### (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:



## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

### NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2020

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

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

##### (i) Defined benefit assumptions

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

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

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

##### (ii) Depreciable assets

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

#### 5. FINANCIAL RISK MANAGEMENT:

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

- Credit risk
- Liquidity risk
- Market risk

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2020

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

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	
	2020	2019
	\$'000	\$'000
Cash and cash equivalents	<u>601,912</u>	<u>414,023</u>

## Financial liability

	Financial liability at at amortised cost	
	2020	2019
	\$'000	\$'000
Accounts payable	<u>12,617</u>	<u>16,032</u>

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

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



# RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2020

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

#### (c) Financial instruments not measured at fair value (cont'd)

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.

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2020

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

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

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

**Cash and bank balances**

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

**Maximum exposure to credit risk**

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

## (ii) Market risk

The Authority takes on exposure to market risk, which is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risks mainly arise from changes in foreign currency exchange rates and interest rate and will affect the Authority's income or the value of its holdings of financial instruments. Market risk is monitored by the 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 2020

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

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

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

## Currency risk (cont'd)

## Concentration of currency risk

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

	<u>2020</u>		<u>2019</u>	
	<u>J\$'000</u>	<u>'000</u>	<u>J\$'000</u>	<u>'000</u>
Cash and cash equivalents -				
USD	<u>29,214</u>	<u>217</u>	<u>29,193</u>	<u>236</u>
EURO	<u>4,332</u>	<u>29</u>	<u>9,063</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 6% (2019 - 6%) depreciation and 2% (2019 -4%) 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>Currency Rate</u> <u>2020</u>	<u>Effect on</u> <u>Net Surplus</u> <u>2020</u> <u>\$'000</u>	<u>% Change in</u> <u>Currency Rate</u> <u>2019</u>	<u>Effect on</u> <u>Net Surplus</u> <u>2019</u> <u>\$'000</u>
Currency:				
USD	+2	584	+4	(1,168)
Euro	+2	<u>87</u>	<u>+4</u>	<u>( 362)</u>
USD	-6	(1,758)	-6	1,752
Euro	<u>-6</u>	<u>( 260)</u>	<u>-6</u>	<u>544</u>

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2020

## 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.



## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2020

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

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

## (iii) Liquidity risk (cont'd)

## Liquidity risk management process (cont'd)

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

## (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 and grants 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>2020</u> <u>\$'000</u>	<u>2019</u> <u>\$'000</u>
Interest	2,453	2,573
Foreign exchange (loss)/gain	140	( 574)
Surplus from cook book project	1,290	1
Deficit from community development project (AGRI Mart)	( 737)	11
Deficit from Twickham Bammy Project	( 6,866)	( 3,711)
Administration fees - Farm Road Programme	11,120	50,127
Appropriation in aid:		
Duty concession	696	675
Property administration	3,049	6,929
Farmers identification	4,314	7,171
Beach cottage	344	334
Others (referral letters, business plan)	<u>1,139</u>	<u>828</u>
	<u>16,942</u>	<u>64,364</u>

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2020

## 7. PROPERTY, PLANT AND EQUIPMENT:

	<u>Building</u> <u>\$'000</u>	<u>Office</u> <u>Furniture,</u> <u>Computers</u> <u>and</u> <u>Equipment</u> <u>\$'000</u>	<u>Motor cycles,</u> <u>tractors</u> <u>and</u> <u>Vehicles</u> <u>\$'000</u>	<u>Construction</u> <u>in progress</u> <u>\$'000</u>	<u>Total</u> <u>\$'000</u>
At cost -					
At 1 April 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	119,896	130,215	130,395	2,162	382,668
Disposal	-	-	( 4,583)	-	( 4,583)
Additions	-	3,533	-	577	4,110
Donated assets	-	1,282	-	-	1,282
At 31 March 2020	<u>119,896</u>	<u>135,030</u>	<u>125,812</u>	<u>2,739</u>	<u>383,477</u>
Depreciation -					
At 1 April 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>-</u>	<u>21,733</u>
At 31 March 2019	19,317	76,933	109,765	-	206,015
Eliminated on disposal	-	-	( 2,750)	-	( 2,750)
Charge for the year	<u>2,992</u>	<u>9,649</u>	<u>5,427</u>	<u>-</u>	<u>18,068</u>
At 31 March 2020	<u>22,309</u>	<u>86,582</u>	<u>112,442</u>	<u>-</u>	<u>221,333</u>
Net Book Value -					
31 March 2020	<u>97,587</u>	<u>48,448</u>	<u>13,370</u>	<u>2,739</u>	<u>162,144</u>
31 March 2019	<u>100,579</u>	<u>53,282</u>	<u>20,630</u>	<u>2,162</u>	<u>176,653</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 15 May 2020 indicated that the plan was adequately funded.



## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2020

## 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>2020</u> <u>\$'000</u>	<u>2019</u> <u>\$'000</u>
Fair value of plan assets	1,775,383	1,758,148
Present value of obligations	(1,594,534)	(1,524,360)
Asset in the statement of financial position	<u>180,849</u>	<u>233,788</u>

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

	<u>2020</u> <u>\$'000</u>	<u>2019</u> <u>\$'000</u>
Balance at beginning of year	1,524,360	1,339,261
Current service cost	72,192	56,226
Interest cost	104,667	97,848
Employee's contribution	46,240	41,960
Benefits paid	( 75,479)	( 61,367)
Pass service credit	-	( 84,791)
Experience losses	28,988	509
(Gain)/loss from changes in financial assumptions	( 11,596)	134,714
Gain from changes in demographic assumptions	( 94,838)	-
Balance at end of year	<u>1,594,534</u>	<u>1,524,360</u>

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2020

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

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

	<u>2020</u> <u>\$'000</u>	<u>2019</u> <u>\$'000</u>
Balance at beginning of year	1,758,148	1,435,096
Employees' contributions	46,240	41,960
Employers' contributions	83,622	76,648
Interest on plan assets	123,287	107,261
Benefits paid	( 75,479)	( 61,367)
Administrative fees	( 19,386)	( 10,252)
Remeasurements of the plan assets	( 141,049)	168,802
Balance at end of year	<u>1,775,383</u>	<u>1,758,148</u>

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

	<u>2020</u> <u>\$'000</u>	<u>2019</u> <u>\$'000</u>
Current service cost	72,192	56,226
Pass service credit	-	(84,791)
Interest cost (net)	(18,620)	( 9,413)
Administrative fees	<u>19,386</u>	<u>10,252</u>
Total included in staff costs (Note 18)	<u>72,958</u>	<u>(27,726)</u>

The amount recognized in other comprehensive income were as follows:

	<u>2020</u> <u>\$'000</u>	<u>2019</u> <u>\$'000</u>
Re-measurement of the defined benefit obligation	( 77,446)	135,223
Re-Measurement of plan assets	<u>141,049</u>	<u>(168,802)</u>
Components of defined benefit cost recognized in other comprehensive income	<u>63,603</u>	<u>( 33,579)</u>



## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2020

## 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>2020</u> <u>\$'000</u>	<u>2019</u> <u>\$'000</u>
Pooled investment fund	554,411	502,480
Pooled equity fund	576,255	569,072
Pooled money market fund	211,921	189,998
Pooled fixed income fund	270,777	343,755
Pooled foreign currency fund	92,230	82,955
Pooled real estate fund	<u>69,789</u>	<u>69,888</u>
	<u>1,775,383</u>	<u>1,758,148</u>

The investment managers Guardian Life Limited has reported that the above Pooled Funds are allocated as follows for 2020.

<u>Assets</u>	<u>Allocation</u> %
Real estate	2.63
Local equities	38.21
Foreign equity	12.20
Local bonds	34.93
Cash and short term investment	<u>12.03</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 50% equity securities, 30% bonds, 10% cash and short term investments and 10% 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 2020

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

The actual return on plan assets was \$5,823,733 (2019 - \$295,029,660).

Expected employer's contributions for the year ending 31 March 2021 amount to \$81,130,000.

The principal actuarial assumptions used were as follows:

	<u>2020</u>	<u>2019</u>
Discount rate	6.5%	7.0%
Future salary increases	4.5%	5.5%
Price inflation (CPI)	<u>3.0%</u>	<u>3.0%</u>

Mortality assumptions are based on the RP - 2014 Employee and Health Annuitant Mortality Rates projected to the Measurement Date, using the Society of Actuaries' Scale MP -2014.

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

Male - 19.2 years

Female - 19.2 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>2020</u> <u>\$'000</u>	<u>2019</u> <u>\$'000</u>	<u>2020</u> <u>\$'000</u>	<u>2019</u> <u>\$'000</u>
Discount rate	1%	(261,828)	(252,480)	343,814	330,464
Salary escalation rate	<u>1%</u>	<u>171,049</u>	<u>172,528</u>	<u>(146,405)</u>	<u>(147,175)</u>

The effect on the present value of obligation for an increase of one year in the life expectancy is an increase of approximately \$21.97 million.



## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2020

## 9. INVENTORIES:

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

## 10. RECEIVABLES:

	<u>2020</u> <u>\$'000</u>	<u>2019</u> <u>\$'000</u>
Motor vehicle revolving loan scheme	48,752	46,724
Staff revolving loan	15,254	13,475
Other receivables	13,132	10,214
Deposit on land	<u>28,558</u>	<u>28,558</u>
	<u>105,696</u>	<u>98,971</u>

## 11. TAXATION RECOVERABLE:

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

## 12. CASH AND CASH EQUIVALENT:

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

	<u>2020</u> <u>\$'000</u>	<u>2019</u> <u>\$'000</u>
Parishes:		
Imprest account	1,310	620
Capital accounts	130,657	93,133
Head office:		
Cash on hand	-	26
Capital account	73,978	39,612
Current account	345,588	219,644
EU banana account	4,332	4,934
Savings	35,647	30,047
Deposits	<u>10,400</u>	<u>26,007</u>
	<u>601,912</u>	<u>414,023</u>

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2020

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

Included in the above amounts is \$40,838,354 (2019 - \$41,111,903) 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 \$13,633 (2019 - \$32,949). These deposits have an average maturity of 31 days (2019 - 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>2020</u>	<u>2019</u>
Cash at bank - (JA\$ account)	0.70%	0.85%
- (US\$ account)	0.15%	0.20%
- (EURO\$ account)	0.05%	0.05%
Deposits and short term instruments	<u>3.50%</u>	<u>3.60%</u>

## 13. CAPITAL RESERVE:

	<u>2020</u> <u>\$'000</u>	<u>2019</u> <u>\$'000</u>
Computer Equipment and accessories	-	412
Motor vehicle and tractor	11,535	20,013
Furniture and equipment	<u>9,348</u>	<u>4,157</u>
	<u>20,883</u>	<u>24,582</u>

Capital reserve is comprised of 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 2020

## 14. CAPITAL FUND:

This represents -

	<u>2020</u> <u>\$'000</u>	<u>2019</u> <u>\$'000</u>
Balance at beginning of year	163,840	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	1,964	1,176
Information technology	238	883
Farm Irrigation/mechanization	-	87
Rural Development -		
Building construction	-	8,890
	<u>2,202</u>	<u>14,138</u>
Balance at 31 March	<u>161,638</u>	<u>163,840</u>

The Capital Fund as at 31 March 2020 represents unutilized grants received to facilitate capital related expenditures.

## 15. PROJECT ADVANCES:

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

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

	<u>2020</u> <u>\$'000</u>	<u>2019</u> <u>\$'000</u>
Social and Economic Support Programme	3	3
Production incentive	60,600	35,883
Flood relief	405	681
Drought relief	3,867	4,254
Local Development Programme	3,431	2,963
Constituency development fund	44,486	39,161
Production and productivity	22	22
Farm Road Programme	<u>289,125</u>	<u>75,632</u>
	401,939	158,599

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2020

## 15. PROJECT ADVANCES (CONT'D):

## (b) SPECIAL GOVERNMENT OF JAMAICA PROGRAMMES -

Bauxite Community Redevelopment Project	48	48
International Aided projects	6,074	6,679
Tree Crop Project	8	8
E.U. Banana Project	4,373	9,105
School Garden Programme	126	-
Locally Aid Projects	8,199	16,196
ALBA	3	3
FAO-Projects	<u>4,716</u>	<u>3,387</u>
	<u>23,547</u>	<u>35,426</u>

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

Projects	<u>163,516</u>	<u>133,939</u>
Total	<u>589,002</u>	<u>327,964</u>

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

## 16. PAYABLES:

	<u>2020</u> <u>\$'000</u>	<u>2019</u> <u>\$'000</u>
Accounts payable	9,368	13,252
Accrued vacation leave	121,419	118,263
Accrued audit fees	3,249	2,780
Other payables	<u>27,906</u>	<u>21,184</u>
	<u>161,942</u>	<u>155,479</u>

## 17. EMOLUMENTS FOR MANAGEMENT STAFF:

During the year under review the number of management staff amounted to twenty eight (28) (2019 - 28) and the cost associated with total emoluments was \$165.4 million (2019 - \$154.6 million).

## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2020

## 18. SALARIES, WAGES AND RELATED CHARGES:

	<u>2020</u> <u>\$'000</u>	<u>2019</u> <u>\$'000</u>
Wages and salaries	818,795	770,052
Statutory contribution	42,729	37,427
Pension (Note 8)	72,958	( 27,726)
Other staff cost	2,406	2,297
Health insurance	42,944	38,842
Disability insurance	2,272	2,127
Overtime and supper allowance	173	214
Gratuity	<u>2,257</u>	<u>695</u>
	<u>984,534</u>	<u>823,928</u>

The number of persons employed by the Authority at the end of the year was 513 (2019 - 513).

## 19. RELATED PARTY TRANSACTIONS:

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

	<u>2020</u> <u>\$'000</u>	<u>2019</u> <u>\$'000</u>
Key management personnel:		
Short-term employee benefits	165,394	154,633
Directors' fees and travelling benefits	<u>12,350</u>	<u>10,273</u>

## 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 \$108,941,194.00.



## RURAL AGRICULTURAL DEVELOPMENT AUTHORITY

## NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2020

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

	Revised Estimate of <u>Budget</u> <u>\$'000</u>	<u>Actual</u> <u>\$'000</u>	<u>Variances</u> <u>\$'000</u>
<b>INCOME:</b>			
Government Subvention	1,518,269	1,524,661	( 6,392)
Other Income	<u>1,533,269</u>	<u>13,525</u>	<u>1,519,744</u>
	<u>3,051,538</u>	<u>1,538,186</u>	<u>1,513,352</u>
<b>EXPENDITURE:</b>			
Salaries, wages and related expenses	991,399	984,534	6,865
Public utilities	62,129	75,810	( 13,681)
Motor vehicle maintenance	13,052	11,265	1,787
General office	24,750	65,648	( 40,898)
Seminars and meetings	12,048	2,635	9,413
Repairs and maintenance	17,984	13,590	4,394
Consultancy	1,008	724	284
Bank charges and interest	2,745	2,600	145
Upkeep/travelling and subsistence	369,433	399,808	( 30,375)
Directors' and committee meetings	7,124	12,350	( 5,226)
Rental of building	6,000	5,402	598
Security	4,850	5,241	( 391)
Printing and stationery	7,514	12,019	( 4,505)
Audit fee	2,271	3,551	( 1,280)
Insurance	2,847	3,843	( 996)
Legal and professional fee	<u>1,151</u>	<u>-</u>	<u>1,151</u>
	<u>1,526,305</u>	<u>1,599,020</u>	<u>( 72,715)</u>

## 22. SUBSEQUENT EVENT:

The World Health Organization in March 2020 declared the novel coronavirus, COVID-19, as a global pandemic. As a first step, the Authority established measures at its offices across the island to safeguard and protect its stakeholders by not only providing information to employees and business partners but equipping all personnel with supplies to prevent contagion and establishing protocols when accessing offices.

**RURAL AGRICULTURAL DEVELOPMENT AUTHORITY****NOTES TO THE FINANCIAL STATEMENTS****31 MARCH 2020****22. SUBSEQUENT EVENT (CONT'D):**

As a government entity operating in the agricultural industry, which was designated by the Government of Jamaica (GOJ) as an essential industry, the operations of the Authority were exempted from the curfews and other Emergency Management Act restrictions imposed since March 2020. As further response to COVID 19, the government through the administration of the Authority implemented the “Excess Produce Buy-back Programme” to assist farmers affected by loss of markets due to the pandemic.

However, management remains confident that the Authority is well poised for sustainability and growth as the agricultural sector is vital to the sustainability of the Jamaican economy. At the date of approval of these financial statements, management continues to monitor the performance of the Authority.





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**RURAL AGRICULTURAL  
DEVELOPMENT AUTHORITY**



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