



# ANNUAL REPORT

2012 - 2013

*People Land & Opportunity*





**RADA**  
RURAL AGRICULTURAL  
DEVELOPMENT AUTHORITY

## *Corporate Profile*

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

## *Vision Statement*

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

## *Mission Statement*

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



**RADA** *People Land & Opportunity*  
RURAL AGRICULTURAL  
DEVELOPMENT AUTHORITY

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# National Board of Directors

## Attendance Schedule APRIL 2012 – MARCH 2013

NAME	TOTAL MEETINGS HELD	MEETINGS ATTENDED	REMARKS
Prof. Densil Williams	14	13	
Dr. André Gordon	14	11	
Mr. Gary Coulton	14	11	
Mr. Lenworth Fulton	14	13	
Mr. Glendon Harris	14	2	
Mj. Johnathan Lamey	14	13	
Mr. Evon Redman	14	12	
Mr. David Thwaites	14	14	
Mrs. Linnette Vassell	14	12	
Mr. Douglas Walker	14	10	Resigned
Mr. Don McGlashan	14	5	Tenure ended August 25, 2012
Ms. Andrea Anderson	14	0	

# Board Members



Board Members (L-R) Gary Coulton,  
Dr. Andre Gordon and a farmer in the field

# National Board of Directors



**Denzil Williams**  
-Chairman



**Lenworth Fulton**



**Linnette Vassell**



**Don McGlashan**



**Dr. Andre Gordon**  
-Deputy Chairman



**Glendon Harris**



**Evon Redman**



**Douglas Walker**



**Gary Coulton**



**Major Johnathan Lamey**



**David Thwaites**

# Message from the Board



The National Board of Directors of the Rural Agricultural Development Authority (RADA)

took office on March 1, 2012.

Immediately after taking office, the Board engaged in consultations with the senior executives of the RADA, senior members of the Ministry of Agriculture and Fisheries and other stakeholders to chart a new direction for the organization.

Following consultations, the National Board in May 2012 organized a Retreat with Senior Executive Members, Parish Board Chairmen to examine the strategic direction of the Authority. After fruitful discussions, the following strategic goals were established to:

- Foster a stronger focus on Women and Youth in Agriculture through the programmes and policies developed by the Authority
- Facilitate an effective organizational realignment, which will see the organization become more technically oriented and less administratively focused.
- Seek more sustainable means of gaining income through income generation projects
- Encourage greater collaboration with tertiary educational institutions in order to improve the capacity building of the workers to carry out the Mandate of the organization.

These key strategic goals were critical to reposition RADA to meet the needs of its core customers - the farmers of Jamaica. Going forward, RADA focused on its core function of offering extension service to farmers with the aim of assisting in rural development. In this regard, the RADA was able to implement a few projects aimed at achieving the set strategic objectives. Among the highlights of the projects implemented are:

- A reduction in the number of consultants in the organization and the funds re-directed to increase the travelling allowance for extension officers by 150km
- The issuing of handsets with data plans to extension officers to aid them in the effective delivery of their role of extension service delivery to the farmers of Jamaica
- The development of a Marketing Plan which will guide the marketing of produce from farmers across Jamaica

These, among many other initiatives, were geared towards improving the output of the workers that will eventually redound to the benefits of the

# Message from the Board cont'd



Harvested Irish potato.

farmers and the Jamaican people.

## Growth performance of the sector

The performance of the agricultural sector throughout the year was mixed, with increases seen in the first and second quarters. However, this period of growth was affected by the advent of Hurricane Sandy in October 2012 which was followed by an extended period of drought that severely impacted agricultural production across much of the island.

For the reporting period, the Domestic Crop sub-sector continued its positive growth in 2012, with production totaling 610,137.8 tonnes, the highest output seen since 1996. This amount also represented an increase of 3.0 % over the 2011

production, when approximately 592,108.1 tonnes were reaped.

The National Board takes the opportunity to congratulate the RADA staff on their yeoman work in the damage assessments after Hurricane Sandy. This allowed for quick decision making. RADA again proved effective in the distribution of agricultural input during the relief efforts.

The future holds much promise for agricultural production. The National Board is confident that the dedicated staff of RADA will continue to show the highest level of professionalism to ensure that RADA fulfils its mission to provide effective and efficient extension services to rural farmers to improve their overall yield and make a positive contribution to the Jamaican economy.

A handwritten signature in black ink that reads "D Williams".

Prof. Densil A. Williams  
Chairman  
RADA National Board

# Executive Summary



The Authority aimed to execute extension delivery services at the highest level of professional excellence towards enhancing crop production and productivity, and the livelihoods of farmers and farm families.

Even though marred by fiscal shrinkage and restricted budgetary allocation, the Authority still sought ways to sustain its main operations and extension activities by forging strategic alliances with diverse partners and international agencies.

The year was marked with relatively conducive weather conditions suited for productive commercial agriculture. It was noted that for some activities, through international project engagements, the Authority was able to facilitate and improve the competence levels of the extension core, agricultural infrastructure, and enhance the knowledge, skills and attitudes of the small farmers.

Crop production saw an increase of 0.8 %, from 610,137.8 tonnes in 2012 to 614,911.7 tonnes in 2013. Additionally, it was also noted that there was a 2.6 % increase in hectares planted in 2013, when compared to 2012.

Dissemination of technical information to farmers and technology transfer was enhanced for the reported period through the use of Information and Communication Technologies (ICTs) such as text and voice messaging and the use of tablets. Over 42, 000 farmers were engaged in training sessions, which used diverse methodologies to include the Farmer Field School, Conventional Training and Visit methodologies, On-farm Interventions and Demonstration Plots. This information was transferred to other farmers in rural communities through farmer-to-farmer contact, mass media releases, the RADA website, the RADA diaries and other promotional activities such as exhibitions, radio and television appearances.

A wholistic approach was employed when delivering extension services to the farmers. The Authority sought to improve the entire livelihood of the farm families by working with communities to enhance their technical capacity, marketing arrangements and linkages, social relationships and wherever possible, access to inputs, social services and loan facilities. Some areas focused on for the year included: increasing the production of Irish Potato towards promoting import substitution, creating an awareness among farmers about the Food Safety Modernization Act, with an emphasis on focusing on Good Agricultural Practices and the need for farmers to practice Agriculture Disaster Risk Management in an effort to mitigate the negative effects of Climate Change.

The tractor programme, even though not as lucrative as projected, still sought to provide a more reasonable priced service to small farmers. Crop productivity levels improved as 1,087 farmers benefitted and 1,025 hectares of land was prepared. Additionally, as production levels improved, marketing linkages also were enhanced as 4,882 farmers benefitted from

# Executive Summary cont'd



Women harvesting Irish potato.

million.

The Livestock Extension Services continued its efforts to encourage farmers to increase production, adhering to good husbandry practices, with emphasis on farm hygiene ensuring the production of safe food. During the reporting period, Livestock Officers facilitated the training of 5,729 farmers in various areas of livestock production. The livestock of major focus for the year under review was small ruminants and pigs which were in keeping with the National 2030 vision. The Livestock Unit also forged linkages with Livestock Associations and donor agencies, in order to provide support for the developmental plans for the industry.

One of the key pillars in RADA's strategic plan is to ensure

equality of access to services, especially as it relates to enhancing the well-being of vulnerable groups such as women and youth. The Home Economics/Social Services Unit endeavoured to fulfil the essence of this pillar as community groups were engaged in various training sessions, workshops and food promotions. The Unit facilitated 871 training sessions benefitting approximately 10,000 participants. Skills in areas such as product development, family life education, value added production, diet and nutrition were effectively transferred to community groups, with the aim of facilitating their empowerment, employability and ultimately, enabling groups to become self-reliant.

Within the context of limited resources and budgetary constraints, the Authority still believe that the services rendered for the year were of a high quality and benefitted the farmers tremendously. However, it must be noted that the contributions of donor agencies and partners have added support to our services, and as such, the Authority is extremely grateful to our donors and partners, who have rendered unstinting contributions towards improving the livelihood of small farmers.

Harold Spaulding  
Chief Executive Officer  
RADA



RADA crop care officers discusses (with farmer) the use of different types of pheromone traps in monitoring beet army worm on escallion

# FARMER TRAINING

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The Authority continued to improve agricultural production and productivity through appropriate and applicable technology transfer. Farmers were encouraged to adopt and diffuse modern techniques and best practices through farmer training sessions.

The Authority has been working assiduously in the field to disseminate technical knowledge and skills to farmers, in order to enhance their livelihood, production practices and operational efficiency.

Technical knowledge was transferred to farmers in both direct and indirect ways.

Both participatory and presentational methods of delivery were employed. Direct methods of knowledge transfer primarily involved the use of diverse interventions to include workshops, field days, field visits, seminars and on-farm demonstrations. Farmer Field School (FFS) methodology has been used to facilitate participatory learning and to enhance farmer's knowledge, skills and attitudes. Over 42,000 farmers have benefitted from these interventions. Farmers have benefitted indirectly through the use of farmer-to-farmer diffusion, mass media extension methods



Farmer Field School training.

such as technical publications, RADA website ([www.rada.gov.jm](http://www.rada.gov.jm)), RADA diaries, television and radio interviews, RADA TV, (technical/ demonstration videos) and the transfer of vital information through text and voice messaging.

**Achievements**

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

- Protected Agriculture
- Nursery Production
- Crop Nutrition
- Orchard Crop Production
- Disaster Risk Management
- Integrated Pest Management
- Land Husbandry
- Livestock Production
- Record Keeping
- Apiculture
- Marketing and Post-Harvest Management
- Agricultural Business Management

**Table 1: Summary of Farmer Training Achievements**

Activities	Achievements
Group farmer training sessions conducted	2,410
Individual Farm Visits	50,953
Number of Farmers Trained	42,024
Number of Demonstration Plots	49

42,024 farmers were exposed to technical training in at least one of the following areas:

- Good Agricultural Practices
- Food Safety Modernization Act



Farmer training session.

- Irrigation and Water Management

# CROP CARE Programme

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The foregoing and maintenance of partnership and inter-agency collaborations at the national, regional and hemispheric levels were given priority as the Authority actively promoted food safety and good agricultural practices in order to ensure continuous access to the local and international markets.

Through the on-going pest monitoring surveillance programmes and timely interventions in suppression of pests of economic importance, local farmers were informed and guided in pest management using integrated approaches

Food Safety was a major highlight over the period in light of the Food Safety

Modernization Act (FSMA) passed in the United States of America. With this in mind, an integrated approach, which encompassed the use of Good Agricultural Practices (GAPs) and Good Manufacturing Practices (GMPs) were promoted with the following objectives:

- To increase crop productivity and enhance production sustainability through improved integrated crop/pest management
- To meet global trade requirements through improved phyto-sanitary and food safety



**Field inspection**

- standards on farms
- To promote health and environmental well-being through improved management of the eco-system and in the use of agricultural pesticides
- To foster collaboration with related agencies for the efficient and cost effective delivery of services
- To ensure that the farming community and the general

**Table 2: Summary of Achievements: Crop Care Programme**

Activities	Specific Objectives	Targets	Achievements
Pest Surveillance (visits)	To investigate and track plant pests of local and quarantine importance and provide technical advice for their containment/suppression	16,000	20,025
Pesticide Observations (visits)	To monitor use of pesticides on the farms and to encourage compliance with safety standards.	34,000	61,512
Farm Inspections (visits)	To ensure conformity with global trade requirements to improve sanitary/phytosanitary food safety practices.	20,000	30,129
Demonstration (D) & Validation (V) Plots	To reinforce extension messages through on practices that validate the methods promoted and results anticipated.	4 (D) 2 (V)	11 (D) 1 (V)
Farmer Training sessions (formal)	To improve the operational capabilities of farmers through the application of best practices	400	1,059
Staff Training sessions	To increase awareness and operational capabilities of extension officers in matters relating to pest and disease recognition, management, proper use of pesticides and food safety	1	12
Publications	To provide reliable and up to date information on the best pest/pesticide management strategies and food safety issues	7	7
Media Releases	To provide the farming community and general public with timely information on the status of pests and major developments in areas of food safety and pest management	4	4
Video Production	To promote integrated crops and pest management strategies through community engagement and farmer innovations	1	2



**Field monitoring**

public receive information on pest outbreaks and strategies for containment and suppression inhibition

# LAND HUSBANDRY



The application of better land husbandry practices is key to the existence of sustainable agriculture. These practices have proven challenging to attain, especially in the watershed areas, due to the dynamic interaction of diverse factors. The Authority, in recognizing these deterrents, still makes an effort to facilitate sound land husbandry interventions in watershed areas, which will help farmers to better cope with adverse climatic events such as floods, drought and wind damage.

Through field days, soil fertility management and structural interventions, the Authority has engaged farmers in

becoming more aware of the negative effects that incorrect land husbandry practices were having on the productivity, livelihood and environmental preservation on the Sector. Appropriate and cost effective soil fertility management and conservation techniques were demonstrated, in order to encourage them to engage in sustainable land husbandry practices.

Soil treatments and best practices were emphasized to include the following: check dams, alley cropping, mulching, agroforestry, planting along contours, the usage



Pineapple barriers

of vegetative barriers, stone barriers, minimum tillage and individual basins.

#### Achievement Highlights

Table 3: *Summary of Achievements: Land Husbandry*

Soil Treatments	Achievements
<b>Agronomic Methods</b> <ul style="list-style-type: none"> <li>• Mulching</li> <li>• Cover Cropping</li> <li>• Vegetative Barriers</li> <li>• Contour Cultivation</li> <li>• Alley Cropping</li> </ul>	5,807.5 hectares treated
<b>Structural Methods</b> <ul style="list-style-type: none"> <li>• Individual Basins</li> <li>• Gully Plugs</li> <li>• Diversion Ditches</li> <li>• Stone Barriers</li> </ul>	185,169 metres treated
<b>Soil Fertility Management</b> <ul style="list-style-type: none"> <li>• Minimum Tillage</li> <li>• Crop Rotation</li> <li>• Organic Manuring</li> </ul>	8,078.6 hectares treated
<b>Training Sessions</b> <b>Number of Farmers</b>	119 1,750



Drain construction



Stone layered drain

# Marketing Extension Services



The main emphasis of the marketing extension services is to facilitate the effective sharing of market intelligence among key stakeholders in order to promote market driven production. The key role of this service is to encourage sustainable linkages among market players and establish a strategic network, which exists in a framework of information sharing and mutual trust.

This network is crucial and is difficult to maintain, given the challenges of fierce competition in the dynamic global market. However, the marketing extension service continued to encourage the

formation and sustenance of positive relationships among key stakeholders. This in effect, has made farmers a strong competitive force in the global marketplace against imports, in crops such as turmeric, Irish potato, ginger and onion.

The objectives of the Unit were to:

- establish linkages between producers and buyers to ensure movement in the Market
- improve the competitiveness of fresh produce in the marketing system



Graded Irish potato

- organize farmers into production/ marketing groups to supply major markets.
- evaluate Post Harvest losses from current practices carried out on the major agricultural produce entering the fresh market.
- reduce the recurrent problem of glut for a wide range of agricultural produce.
- provide guidance and support to the Ministry in the formulation of policies to promote import substitution.

Table 4: Summary of Achievements: Marketing Extension

Activity	Targets	Achievements
Produce movement	3.2 mill kg	2.6 mill kg
Value of produce moved	-	\$230 mill (4882 farmers benefitted)
Farmer training sessions	75	230
# of farmers to train	2,500	3,872
Group strengthening	100	326
Distribution of leaflets	15,000	7,856
Farm Visits	-	2140



Harvesting ginger

# Tillage Service



This programme is promoting the use of modern technology by providing farmers with access to land preparation services at competitive rates, whilst still being able to operate at an efficient level, to include maintaining and replacing the tractors, over a ten year period.

The Authority currently operates a fleet of sixteen (16) rubber-wheeled tractors in all parishes (except St. Andrew).

Despite occasional challenges in providing the service, the Authority still continued to offer the service to registered farmers at 80% of the market rate, and created value for a more profitable agricultural sector.

#### **Achievements of the Tillage Service include:**

Land Preparation - 1,025.14 h  
Number of farmers - 1,087.



Land preparation

# Domestic Food Crop Production



Domestic Food Crop Production for 2013, increased by 0.8%, when compared to the previous year. Additionally, the area reaped for the reporting period increased from 44,606 to 45,784.8. Even though the increase was marginal for this reporting period, crop production and area reaped still continued to increase over the past four years.

interventions in all 98 extension areas. The following table summarizes the achievements for the year.

## Performance by Parish

The Authority, in its drive to improve crop production and productivity continued to seek funding to support this thrust and engage farmers in projects and training



Inter-cropping

**Table 5: Summary of Achievements for Domestic Crop Production by Parish**

Parishes	Production (Tonnage)			Area Reaped (Hectare)		
	2013	2012	% Change	2013	2012	% Change
Kingston & St. Andrew	10961.2	12421.6	-11.8	891.7	945.0	-5.6
St. Thomas	14461.8	18065.1	-19.9	1117.5	1332.3	-16.1
Portland	28221.1	28411.6	-0.7	1723.5	1753.5	-1.7
St. Mary	26796.4	24136.3	11.0	1491.2	1382.1	7.9
St. Ann	55347.9	56887.2	-2.7	3827.2	3818.1	0.2
Trelawny	95742.1	91863.3	4.2	6583.8	6143.3	7.2
St. James	22867.0	22023.9	3.8	1644.6	1505.7	9.2
Hanover	18216.5	18273.9	-0.3	1382.7	1335.5	3.5
Westmoreland	40332.0	41327.9	-2.4	3174.5	3225.2	-1.6
St. Elizabeth	116159.7	117544.1	-1.2	11460.4	11312.0	1.3
Manchester	118469.7	112897.4	4.9	7697.9	7324.8	5.1
Clarendon	40717.6	42168.4	-3.4	3022.7	2915.3	3.7
St. Catherine	26618.6	24117.3	10.4	1767.1	1613.2	9.5
<b>Total</b>	<b>614,911.7</b>	<b>610,137.8</b>	<b>0.8</b>	<b>45,784.8</b>	<b>44,606.0</b>	<b>2.6</b>

the Authority still sought to work feverishly with stakeholders to improve crop production and productivity.



Harvested stringbeans

**Table 6: Performance by Crop Group**

Crop Group	Production (Tonne)			Area Reaped (Hectare)		
	2013	2012	% Change	2013	2012	% Change
Legumes	5500.7	5261.4	4.5	4597.4	4378.4	5.0
Vegetables	233226.3	224130.8	4.1	15103.0	14324.2	5.4
Condiments	52294.8	46853.7	11.6	4072.6	3779.2	7.8
Fruits	46325.1	45023.4	2.9	2605.1	2531.8	2.9
Cereals	2995.8	3120.6	-4.0	249 <sub>6</sub> .4	2433.0	2.6
Plantains	30937.3	36202.7	-14.5	1679.7	2011.0	-16.5
Potatoes	61644.5	57560.5	7.1	3611.4	3399.0	6.2
Yams	138833.9	145059.3	-4.3	8389.7	8480.9	-1.1
Other Tubers	41670.0	45712.8	-8.8	2344.0	2518.4	-6.9
Sorrel	1483.3	1212.6	22.3	885.5	750.1	18.1
<b>Total</b>	<b>614911.7</b>	<b>610137.8</b>	<b>0.8</b>	<b>45784.8</b>	<b>44606.0</b>	<b>2.6</b>

### Performance by Crop Group

The crop which showed the highest increase in production for this reporting period of 22.3% was the sorrel. The top three crops, which were vegetables, yams and potatoes accounted for over 70% of the overall production. Unfortunately, yam production declined in production by 4.3%. Even though challenged with random pest and disease outbreak, limited resources and occasional incidents of drought,

# Livestock Production



The Livestock Industry has improved in competitiveness, quality and productivity as the Authority has worked assiduously to facilitate the transfer of relevant and appropriate technology to the farmers, through the relentless efforts of thirteen (13) livestock officers.

Farmers have seen improvement in their stock, knowledge, skills and attitudes, towards enhancing growth and development in the agricultural sector.

The livestock extension services were enriched as the unit engaged in more strategic partnerships with donor

agencies and other inter-agencies collaborators, and this significantly enhanced the capacity of the officers and subsequently, the delivery of technical information to farmers. A number of projects were also implemented, and the outcomes of these projects included farmer training, herd improvement, pasture and infrastructural upgrading and house improvement.



Cattle grazing

**Table 7: Summary of Achievements:  
Livestock Unit**

Major Tasks	Targets	Achievements
Development of Livestock Bulletins	8	3
Development of posters on good agricultural practices	4	2
<b>Farmer training</b>		
Training of farmers in good agricultural practices		
No of farmers trained	8,000	5,726
No of sessions	300	525
Farmers visited to ensure that good agricultural practices were being implemented	10,000	15,433
<b>Staff training</b>		
Technical training sessions for Livestock and Extension Officers		
<b>No of sessions</b>	16	17
formal training sessions in livestock production and management		
Technical assistance provided to major livestock projects	12	50
Market interventions provided	50	72
Participated in interagency committee meetings	13	29
Farmer group meetings attended	120	111
Participated in agricultural and educational shows	8	8



African star grass



Livestock Officers being trained on how to assess workers in the various areas of egg production.

# Social Services/ Home Economics Programme

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The Social Services/Home Economics Unit continued to pursue activities geared at improving the livelihoods of women and youth island-wide through relevant training programmes in agro-processing, home management, business management and product development. The Unit has worked relentlessly over the year and through diverse projects and activities, engaged and empowered farm families towards making them more self-sufficient.

The wholistic approach to the system of Extension Service Delivery is facilitated through the close collaboration of the

Social Services/Home Economics Unit and the Agricultural Extension Officers, thus fostering the family unit approach to farming and community development. During the year, the Unit continued to help rural/urban families and communities to improve their quality of life. Despite many challenges, groups and individuals, with emphasis on women and youth, benefited from the various interventions and activities through Home Economics Education, family life and personal development and the initiation of a number of group based micro-enterprises.



Income generating ventures

**Table 8: Summary of Achievements: Social Services/ Home Economics Programme.**

Specific Objectives	Activities	Targets	Achievement
Empowering rural farm families with practical knowledge and skills training rendering them self-sufficient.	Groups serviced	78	91
	Training sessions	1,300	871
	Attendance	13,000	9,989
	Home Visits	1,300	891
	Consumer Education Sessions	26	48
	Food & Product Promotion Exhibitions	64	104
	Home Gardens Established	600	274



Bammy making at Twickenham Industries

Parish	Enterprise	Major Products	Employment	Sales
St. Catherine	RADA Twickenham Industry	Bammies, Pancake Mix & syrups etc.	22	\$14,116,336.80
St. James	Flower Hill Producers Cooperative	Bammies of various sizes	13	\$7,012,630.00
Hanover	RADA- Hanover Chips	Chips	3	\$149,755.90
St. Andrew Manchester St. James	Agri Mart RADA-CDP Outlet	Processed foods, craft; household items, plants and agricultural inputs, herbal juices, cosmetics and medicinal products.	5	\$5,656,850.20
St. Mary	Haywood Hall, Fort George Beekeeping	Eggs, Honey, wax & bees	8	\$232,507.60
			5	\$132,200.00
Portland	Skibo-Beekeeping	Honey	3	-
St. Andrew St. Ann St. Thomas Twickenham Industry	JEEP School Feeding & Expansion	Fruit juices, Fruit plates, Muffins	73	\$1,287,770.00



Income generating ventures

# Information & Communication Technology

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The global society continues to evolve as technology advances rapidly. RADA seeks to embrace the changes and improve communication with the farmers through the use of technology such as mobile phones, and other information systems devices.

For the 2012 – 2013 financial year, the Information & Communication Technology (ICT) Unit continued the initiative of facilitating and supporting the exploration of adopting Life Long Learning (L3F) in Extension education. Focus was placed on the use of mobile technology to transfer targeted short farming related messages to farmers' cell phones via

voice and text. The messages covered areas such as: Pest and Disease Management, Disaster Risk Management tips and best practices in Irish potato production.

Efforts were also placed on developing the capacity of Extension staff through self-directed multimedia learning. Emphasis was also placed on the development of the Unit's human resources in the pursuit of professional and technical certification. These initiatives were fairly successful as indicated by the achievements below and their impact on the overall organizational



Tablet handing over ceremony

objectives.

Table 10: Summary of ICT Achievements

Objectives	Achievements	Impact
Explore employing Life Long Learning (L3F) in Extension education	Technical training multimedia CD developed	Increased technical capacity of Extension staff through self directed, low cost training
Explore the use of Mobile technology to train farmers	35 wire less modems provisioned	Improved in field knowledge transfer via increased access to online technical information
	5 Voice messages sent to 30 farmers	Farmers trained using mobile (cell) phone
Provide ICTs to Extension and support staff	30 Laptop provisioned 17 Computers provisioned	Improved workforce operations and productivity
Facilitate the development of ICT staff	2 Officers achieved professional/technical certifications	Use of industry best practices in ICT service management



Mobile technology: Cell phones and tablets use in the transfer of technical information to farmers

# Agribusiness Information System (ABIS)



The Agribusiness Information System is a web based system which was designed and developed by the Authority as a database containing pertinent information on farmers and their agricultural enterprise. The system contains the following modules/sub-systems:

**Table 11: Summary of Sub-systems: Agribusiness Information System**

Module/Sub-system	Description of Feature
Registration Module	Retains and maintains personal information on farmers and related stakeholders
Estimated Crop Production Sub-System	Accommodates the entry of Crop Production data from Extension Officers and other authorized users
Receipt Book Management Sub-System	Supports the Praedial Larceny Prevention Programme as a cross reference to verify registered farmers against receipts issued by farmers to produce traders
Extension Activity Services Management System	Records detailed information on each programme/project under implementation and facilitates performance tracking and the preparation of progress reports



RADA ICT personnel sorting farmer ID cards

### Achievements

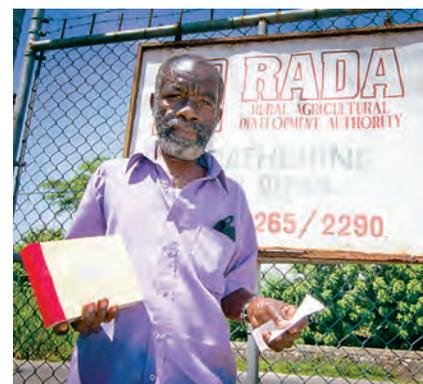
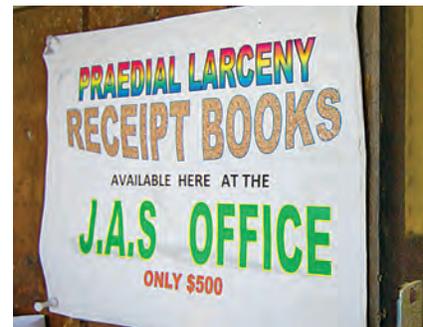
The Authority has extended its Agricultural Business Information System (ABIS) database and website facilities to the Coffee Industry Board (CIB) for the registration of its members. RADA has also provided database hosting facilities (i.e. giving CIB access to the ABIS database for the registration and maintenance of the data of its members only). Verification of all farmers remains the responsibility of RADA. The major objective for the use of this facility is to associate the CIB's Farmer Registration Activity Tracking System (FRATS) number of its farmers with RADA's Identification Number. CIB farmers are identified in the database by its group membership which is - Coffee Industry Board.

the reporting year. Farmers are implored to register with RADA to ensure their access to the regular extension services.

Farmers registered since inception	-	165,706
Farmers verified to date	-	144,547
Farmer Identification produced to date	-	82,360

### Farmer Registration and Verification

Registration of farmers is a continuous exercise throughout



Receipt books: used to reduce the impact of praedial larceny.

# Human Resource Management & Administration



Capacity building and staff development continued to be an important facet of operational efficiency, as the Authority seeks to remain current and relevant in the dynamic changes occurring in extension delivery and agricultural technology.

The Human Resource Management and Administration Division of the Rural Agricultural Development Authority (RADA) is fundamentally geared towards providing the most suitable human capital for the efficient and effective operation of the industry. This achievement came as a result of the hiring of the right calibre of staff that possesses the requisite

knowledge, skills and ability to execute the Mission of the Authority.

Some of the objectives used by the Division to achieve these goals included:

- The development and implementation of appropriate training and development policies to enhance the technical and operational capabilities of staff
- The provision of information regarding the guidelines of the policies and programmes that



exists in the governance framework of the Authority

- The identification of Skills Gap that exists through the process of Performance Appraisals
- To further strengthen the capacity of the staff. Other initiatives for including coaching, job enrichment, continuing performance assessment and succession planning were used to properly position staff for upward mobility and development.

Some critical areas of training were undertaken during this reporting period. These are outlined as under:



**Capacity building: Strengthening the knowledge base and skills of RADA staff.**



**Table 12:  
Summary of  
Achievement:  
Staff Training  
(Professional  
Development  
Courses)**

Staff Category	No. of Officers	Type of Training	Duration	Remarks
Technical Officer	1	Disaster Risk Management	5 days	Grenada
Technical Specialist	1	Climate Information	12 days	U.S.A
Technical Specialist	1	Phytosanitary Workshop	5 days	Barbados
Technical Specialist	1	Information Communication Observatory Marketing	5 days	Netherlands
Technical Officers	2	Extension Methods & Urban Farming	4 weeks	India
Technical Specialist	2	PhD Climate Change, Botany & Organizational Behaviour	6 months & 3 years & 2 years	Local
	7	Good Agricultural Practices	5 days	
Administration	2	Supervisory Management	6 weeks	Local
Finance & Accounts	19	Government Accounting	1 week each	Local
Secretarial	5	Administrative Management	6 Weeks	Local
Human Resource Management	2	Human Resource Management & Finance	2 years	Local
Agricultural Assistants	5	A.Sc General Agriculture	2 years	Local
Agricultural Extension Officers	54	System Biology and Epigenetics for Increased Productivity	1 day	Local
	52	Extension Activity Services Management System	1 day	Local
	20	Use of Sorrel machine	2 days	Local
	6	Social Entrepreneurship	6 days	Local!
	17	Water Resource Management	1 day	Local
	4	Irrigation Water for Agriculture	2 days	Local
	44	Precise Nutrition	1 day	Local
	103	Use of Tablet	1 day	Local
	21	Beet Army Worm Farmer Field School	9 days	Local
Livestock Extension Officers	4	Management of American Foul Brood Disease	1 day	Local



■

# Agricultural Shows & Exhibitions



The Authority continued to disseminate technical information through mass media extension methods by participating and hosting promotional activities such as exhibitions, open days, career days, and other related agricultural shows.

During these events, the Authority sought to display the best in agriculture, improved technology and cutting edge innovations. Additionally, the audience was engaged through intellectually stimulating discourse on the diverse opportunities available for pursuance in the field of agriculture.

These activities enhanced the Authority's corporate image, reach and visibility.

Networks and partnerships with stakeholders were enriched at these events, including the public participation, feedback and high levels of expressed interest and subsequent communication.

Major shows supported by the Authority included those held in the parishes of Clarendon, St. Mary, Trelawny, St. James, St. Andrew and St. Thomas. The expositions attended included:



- Parish, Regional & National 4H- Achievement Day
- Denbigh Agricultural Show
- RADA Parish Open Day
- Jamaica Agricultural Society (JAS) – Annual Eat Jamaican Day
- Ministry of Agricultural & Fisheries – Eat Jamaica Month
- Annual Flower Shows
- Jamaica Civil Service Association Achievement Exposition
- Jamaica Cultural Development Commission Annual Festival of Foods
- Montego Bay Trade Show
- Farmers Markets
- Hague Agricultural Show
- Montego Bay C of C Business Exposition
- 4H – Heroes Day Celebration
- Montpellier Agricultural Show
- World Food Day Exposition
- JAS Parish Agricultural Show
- P.C. Bank – Health Fair
- College of Agriculture, Science and Education (CASE) – Career & Open Day
- Ministry of Health Annual Health Fair
- Jamaica Parliament – Agricultural Display
- UTECH Cassava Exposition
- Launch of Denbigh Agricultural Show
- Drug Awareness Expositions
- International Women’s Day



Scenes from various RADA expos.

# 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 major goal of the project is to increase the supply of fruits to levels that will satisfy the demand from processors and the fresh market.

The specific objectives pursued for the reporting year included:

- The provision of raw material for agro-processing which should increase local fruit processing output by approximately 50 percent

- The provision of technical expertise in the areas of research, marketing and extension services to farmers and agro-processors.

Unfortunately, the project was hindered in its full effectiveness due to inadequate funds to purchase the plants and supply inputs, poor weather conditions during early months of 2012/2013 in most areas and small acreages (average) being established by individual farmers. It was also noted that farmers were slow in accepting the reality that their fruit trees needed to be cut back to increase production and



**Mango Tree**

facilitate easier harvest, better tree management and to ensure better pest control activities.

Nevertheless, the Authority, earnestly sought to function as best as possible, given these challenges and provided technical assistance to farmers, towards facilitating behavioural change.

The incentives delivered under the project included:

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

Tree Crops Targeted: ackee, avocado, breadfruit, junep plum, lychee, mango, jackfruit, naseberry, otaheiti apple, soursop, and star apple.

**Achievement Highlights**

**Table 13: Summary of Achievements: Fruit Tree Crop**

Activities	Target	Achievement
Hectares Establishment	450 ha	51.25 ha
Seedling Distribution	120,000	53,485
Number of Trees resuscitated	500	649
Number of Training Sessions	40	3
Number of Farmers Trained	120	52



**Jackfruit Tree**



**Breadfruit Tree**

# Protected Agriculture Unit



The Authority seeks to improve agricultural production in diverse ways through the use of innovative, modern and appropriate technologies. One such technology is the practice of protected agriculture, through the use of greenhouses. Farmers who have employed the use of this technology has seen improvement in crop productivity and production and farm income..

The total area occupied by greenhouses island wide was 1,575,255 square feet across 33.163 acres. The main crops grown in these greenhouses include sweet peppers, tomatoes and romaine lettuce.



Cultural practices: inducing pollination in protected agriculture production

Table 14: Summary of Achievements for the Protected Agriculture Unit

Activities	Annual Target	Achievement
Technical Advisory Farm Visits	720	749
Site Suitability Inspections	24	21
Water / Nutrient Samples	60	43
Soil Samples	10	8
Leaf /Tissue Samples	5	2
Fertilizer Recipe Advisory	50	65
Training sessions	Formal	15
	Informal	50



Lettuce production in greenhouse



Soil samples being collected for soil testing

# Internationally Funded Projects



## Gustav Agricultural Rehabilitation Project (GARP)

On August 28 2008, Tropical Storm Gustav struck Jamaica causing damages predominantly to the Eastern Parishes namely; Portland, St. Thomas, St Mary, and St Andrew. Damage to the agricultural sector was estimated at J\$ 1.63 billion. The devastation spanned the domestic food crop, fisheries, banana, livestock, sugar, coffee and protected agriculture subsectors.

The United States Agency for International Development (USAID), in keeping with their Policy framework, Development priorities and the Natural Assets

Managed to Generate Rural Development and Sustainable Economic Growth Assistance Agreement 532-4-ENV-AA, approved a grant of US\$3.2Million to assist the Government of Jamaica(GOJ) /Ministry of Agriculture & Fisheries MOAF with tropical storm Gustav Agricultural Sector Recovery activities. The duration of the project was from November 2008 to September 30, 2012.

The purpose of the Gustav Agricultural Rehabilitation Project (GARP) was to assist the



Irish and sweet potato production

Government of Jamaica (GOJ) /Ministry of Agriculture MOAF with tropical storm Gustav agricultural sector recovery activities. These activities were designed to restore the agricultural sector to pre-Gustav levels of production.

The project consisted of three major components:

1. Rural Road Rehabilitation (Portland, St. Thomas, St. Andrew, Clarendon, St. Elizabeth, Hanover)

2. Increased Production and Productivity of Nine Selected Crops (carrot, onion, red peas, hot pepper, dasheen, Irish potato, Sweet potato, ginger and yam).

3. Rehabilitation of Coffee Farms (Blue and High Mountain).

### Highlights of Achievements

Table 15: *Summary of Achievements - Gustav Project*

Component	Target	Achievement
1: Rural Road Rehabilitation	74-100 km	48.8 km
2: Increased Production and Productivity of Nine Selected Crops	822.8 hectares planted	1,729 hectares planted 18,137.07 tonnes reaped -estimated value of income :\$1,544.31
3: Rehabilitation of Coffee Farms	342 bags of fertilizer 342 coffee seedlings	385 bags of fertilizer 406 seedlings



Road rehabilitation work

## EUROPEAN UNION BANANA SUPPORT Programme (EUBSP)

The overall objective of the European Union Banana Support Programme is to promote sustainable development in the traditional banana growing areas of Jamaica. The target parishes are Portland, St. Mary, St. Thomas, Clarendon, St. Catherine and St. James.

The project purpose is to maintain living standards of farmers, farm and port workers and the former banana producing communities of each of the respective parishes in the short term and to improve their living standard in the long term.

The European Union Banana Support Programme (EUBSP) has two parallel components:

Component 1: **Banana Improvement Programme (BIP)**. This component provides support to banana and plantain farmers, and continues to build upon the achievements of the ongoing Special Financing Agreement (SFA) funded programmes. The BIP continues to provide technical and financial assistance to improve the viability of Jamaica's



Banana and Irish potato production

banana and plantain industries, including value added products, through improving productivity and efficiency.

Component 2: **Rural Diversification programme (RDP)**. This component provides support to those displaced as a result of the decline of the banana industry. The primary beneficiaries are displaced banana farmers, farm workers, port workers and their communities. These primary beneficiaries are those who may be seeking investment in other viable economic activities. The RDP identifies, builds and supports demand-driven and market-led sub-projects for farmers and other target groups in traditional banana producing communities. The projects supported agricultural and non-agricultural enterprises as well as other rural development activities.



Rehabilitating cocoa fields

These projects were expected to improve rural income and ensured sustainability by utilising and building synergies with the private sector.

**Highlights of Achievements**

**Banana Improvement Programme (BIP)**

1. Establishment of the Contract between the Rural Agricultural Development Authority representing the Planning Institute of Jamaica (PIOJ) and the All Island Banana Growers Association Ltd (ABIGA) on March 30, 2012 for the implementation of the action entitled *“The Capacitating of All Island Banana Growers Association (AIBGA) in Transition to the Banana Accompanying Measures (BAMs) for the sum of EURO 225,036.00. The Contracting Authority undertook the financing of EURO 179,582.00*

which was equivalent to 79.8% of the Action.

- a. Improvement to all three AIBGA Input Supplies Stores
  - b. Construction of a new banana ripening facility
  - c. Customer Service Training for AIBGA members
  - d. Development of a Banana Marketing Plan
  - e. Increase in membership
  - f. Provision of new equipment and technology
2. **Completion of the Banana Board Grant Contract:** The Banana Board Grant Contract for Technical Services during Transition €650,000 under the objectives:

- a. To contribute to sustainable banana and plantain production sub-sectors.
- b. To maintain existing capacity and plan for the future technical support to address farmers’ expressed needs for services and innovation. This is in support of increased productivity and cost efficiencies in crop and agri-business production of bananas and plantains.



## ALBA-Alimentos Initiative - Farmer Input Supply Project)

The ALBA Project which was funded by the Venezuelan Government was initially scheduled for completion by March 2012. However, due to several constraints approval for the extension of the project to July 2013 was granted by the Ministry of Finance.

With the extension being granted it facilitated the completion of some critical activities and closing down exercises. During the reporting period, the project played an integral role in supporting several programmes through the provision of grants.

The project also continued distribution of agricultural inputs to registered farmers and farmer groups in an effort to increase the production and productivity of agricultural produce islandwide.

Programmes /Projects supported under the project during the 2012/2013 period included:



Graduation exercises



Honey production



ALBA equipment handover ceremony and coffee bore control programme

## ALBA-Alimentos Initiative - Farmer Input Supply Project)

Table 16:  
Summary of  
Achievements:  
Alba Project

Programmes Supported		Remarks
Coffee Berry Borer Control Support Programme	J\$9,000,000	Funds were utilized to combat the serious challenge of the berry borer infestation that plagued the coffee industry, by minimizing the risk of further infestation of the crop.
Citrus Greening Management Programme	J\$4,000,000	The programme was aimed at determining appropriate mechanisms of implementation that would benefit at least 75 % of the Citrus Industry and provide a framework for training stakeholders and their representatives to facilitate sustainable survival of the industry from the threat of the citrus greening disease. The programme supported a total of 45 citrus farmers in the parishes of Clarendon and St. Catherine.
Honey Production Programme	J\$23,000,000	The programme which was executed by the Apiculture Unit of the Ministry of Agriculture and Fisheries was aimed at increasing production and strengthening the Beekeeping /Honey Production Sector while creating sustainable self-employment for enhanced income generation among 300 persons aged 16-40 years.
Turmeric Project	J\$10,700,000	The project support came out of the investment opportunity that lies within the turmeric industry. A total of 142 hectares of turmeric was planted between the 2012- 2013 period.
Ginger Project	J\$11,500,000	This project was aimed at producing disease -free rhizomes under an integrated system and increase production and yield to meet current demand.
<b>Total</b>	<b>J\$57,500,000</b>	



## Jamaica Emergency Employment Programme (JEEP)

The Jamaica Emergency Employment Programme was an initiative crafted by the Government of Jamaica. The following projects/programmes were identified as viable means of employment for persons within the agricultural sector. Some of these projects/programmes were already underway, but have been incorporated in JEEP as a way to expand and or extend them over time to be more beneficial to a larger number of people.

All programmes which were implemented had a sustainability component and ensured that the economic gains and the skills created remained after the financial intervention of RADA terminates. A total of seven (7) sub-projects were identified and five (5) of which are at various stages of implementation by RADA.

These sub-projects included the following:

1. School Feeding Programme
2. Expansion of RADA Twickenham Industry



Urban farming

- Agri-Marts
  - Twickenham Bammy Factory
3. Re-verification and Registration of Farmers
  4. Urban Farming Initiative
  5. Community/Residential Crop Care Experts (project has been declined)
  6. Farm Road Maintenance
  7. Nursery Programme

These sub-projects were being funded through the Petro Caribe' Fund which is managed by the Ministry of Finance. The total funds which have been allocated to these projects amounted to J\$78M.

RADA is responsible for the management and implementation of the projects listed above.



# Jamaica Emergency Employment Programme (JEEP)

Nursery and farm road maintenance

Table 17: Achievement of JEEP

Programme	Approved Budget (J\$)	Expenditure (J\$)	Total Employment
Food Maintenance	22,000,000	23,772,205	983
Nursery	10,000,000	8,516,901	101
Re-Verification	6,000,000	5,663,850	89
School Feeding	14,000,000	5,204,992	27
Urban Farming	2,000,000	979,284	24
RADA Twickenham Industries	17,000,000	2,772,000	52
Crop Care Experts	7,000,000	-	-
Hurricane Sandy	-	5,000,000	-
<b>Total</b>	<b>78,000,000</b>	<b>51,909,252</b>	<b>1,276</b>

## RADA/NIC Irrigation Project

This project was implemented under a Memorandum of Understanding between RADA and NIC, and sought to develop the capacity of the beneficiary Water Users' Groups and improve access to irrigation water by the farmers. This project was guided by the Consolidation Action Plan (CAP).

The Consolidation Action Plan (CAP) was originally conceptualized as a 10 month IDB Project. Consolidation Action Plan (CAP) was originally conceptualized as a 10 month IDB Project with effect from December 2011 to October 31, 2012 and having its primary objective as developing efficient irrigation systems towards improving agricultural productivity in the three (3) project areas of:

- Yallahs – St. Thomas
- Colbeck – St. Catherine
- New Forest – Manchester.

CAP essentially is a special extension of the IDB/GOJ funded National Irrigation Development Programme (NIDP) which commenced in May 2005 and had



Onion and Hot pepper production

maturation date of November 2011. The achievements of the project included

1. Introduction of high density planting of crops namely; hot pepper, scallions and cabbage
2. Introduction of plastic mulching in hot pepper cultivation resulting in earlier harvesting to improve weed and disease control
3. Use of fertilizers and chemical injection systems resulting in better utilization of nutrients, lower labour costs, timeliness of applying nutrients, pesticides and less pollution to applicators and the environment. Soluble fertilizers which allows for lower cost and ease of application..



Sweet potato production and drip irrigation

# RADA/NIC Irrigation Project

- 4. Use of border cropping and sticky traps as part of an IPM program in better managing pests

### Highlights of Achievements

Table 18: Summary of Achievements: RADA/NIC Project

Objective	Target	Achievement
Develop Water Users' Association (WUA) capacity including NIDP Water Users Support Unit	Strengthen 400 WUA members	430 members strengthened
Facilitate training and technical assistance in NIDP Farmers through the use of the Farmer Field School (FFS) methodology	475 farmers 20 demonstration plots	2,107 (in 97 FFS sessions) 20 demonstration plots established
Farmers having access to irrigation equipment and knowledge to improve water management efficiency, agricultural production, and farmer income.	All 3 groups receive tangible information to improve their knowledge, skills and attitudes	All groups received posters and hand-outs and trained in the use of irrigation instruments (3 sessions)



## Partnership Engagements

In this knowledge society where technology quickly advances and resources are fast becoming limited, it has become even more imperative that the Authority constantly seeks to form strategic linkages with donor agencies and global partners to maintain a high level of extension delivery to the farmers.

The Authority has been involved in various Inter-Agency engagements to access additional resources to include human, financial, technical and physical in order to build the staff capacity, improve agricultural production and productivity, and ultimately enhance the livelihood of farm families. These partnerships and engagements were able to enhance diverse programmes in the Authority to include Social Services/ Home Economics, Plant Health/Food Safety, Farmer and Staff Training, Livestock Development, Marketing, Agriculture Disaster Risk Management and the Agribusiness Information System.



IICA/RADA collaboration and FSMA seminar

The following donor agencies were the chief Agencies that engaged the Authority in the thrust towards improving agricultural production and productivity: Joint Institute for Food Safety and Applied Nutrition, European Union Banana Support Programme (EUBSP), Micro Credit Limited, Inter-American Development Bank (IDB), Food and Agriculture Organization of the United Nations (FAO), Caribbean Agricultural Research Development Institute (CARDI), Inter-American Institute for Cooperation on Agriculture (IICA), United States Department of Agriculture/APHIS, Plant Quarantine, Export Division, Research and Development Division (MOAF), United States Agency for International Development (USAID), Electoral Office of Jamaica (EOJ), Ministry of Health (MOH), National Environment and Planning Agency



Commonwealth of Learning collaboration and RADA/UWI Mona School of Business MOU signing



Ministry of Agriculture & Fisheries – Ago Parks

## Partnership Engagements cont'd

(NEPA), Christiana Potato Growers Cooperative Association Limited, Pesticide Control Authority, AgroGrace Limited, Fersan Chemical Company, St. Jago Farm Supplies, Jamaica 4H Clubs, Jamaica Agricultural Society (JAS), National Irrigation Commission, Jamaica Social Investment Fund (JSIF), Scientific Research Council (SRC) Social Development Commission (SDC), Parish Council, Food for the Poor, Meteorological Service of Jamaica, Caribbean Food and Nutrition Institute (CFNI), Jamaica Exporters Association (JEA), Canadian International Development Agency, Bureau of Standards, Bureau of Women's Affairs, Ministry of Education, Jamaica Sheep Farmers Association, Jamaica Egg Farmers Association, Beef and Dairy Board, Jamaica Goat Farmers' Association, University of the West Indies and College of Agriculture, Science and Education (CASE)

## Agriculture Disaster Risk Management (ADRM)

Much interest has been generated in global spheres as the conditions of the environment continue to deteriorate and disaster risks become a growing concern. Jamaica is vulnerable to climate related hazards, in particular hurricanes, floods, storm surges and droughts, due largely to its geographical location and the exposure of social and economic assets in coastal areas. This situation is made worse by the country's low adaptive capacity especially in the climate sensitive sectors of the economy such as agriculture.

The period under review saw a very active hurricane season within the Atlantic region. On October 24, 2012, a Category 1 Hurricane Sandy hit Jamaica, devastating the agriculture sector with serious damages to the eastern regions of the island. The main impact from the system was due to wind, rain and storm surge. As a result of the constant preparedness to deal with natural disasters, Parish ADRM



Tyre barriers and road rehabilitation work

Committees responded to the needs of farmers within the shortest possible time to have them return to normal production activities. Following the negative impact that plagued the agriculture sector by Hurricane Sandy, preliminary investigations carried out by RADA in January 2013 showed that crops in many areas would have been affected by dry conditions.

In order to avert the adversity that the drought was expected to have upon the domestic crop sub-sector; the Ministry of Agriculture through RADA implemented a \$45 million crop production programme. The Programme had the following main components:-

- 1 Production Incentives to farmers in irrigated areas to encourage them to plant additional acreages of crops.



## Agriculture Disaster Risk Management (ADRM) cont'd

- 2 Production Incentives to farmers in non-irrigated areas not presently affected by the current dry conditions and which are less likely to be affected by drought.
- 3 Trucking of water to the dry farming areas in Southern St. Elizabeth. Many farmers in those areas owned water tanks and were able to sustain production with regular refilling.

Climate Change is likely to further aggravate long-term trends in damage and losses, thus placing inland and coastal communities under intense pressure to secure their livelihoods and food security. Climate change effects, including extended periods of drought, increased frequency of flooding and changes in rainfall will worsen soil erosion and degradation and affect water quality. This has resulted in major economic losses, disruption of livelihoods and

increased the threat to food security given decreased crop yields. In this light during the 2011/2012 period many donor agencies sought to include a climate change component in their project offerings, as farmers are encouraged to take serious steps to mitigate against these effects.

Agricultural Disaster Risk Management has become one of the main components of the Authority and parish committees have been trying to engage interagency partners in regular meetings to design educational and awareness programmes and strategies for disaster mitigation. Some of the projects were geared towards vulnerable areas and included training in areas such as soil management, soil conservation and disaster risk management strategies.

The Authority continued to keep abreast of information received from the weather stations, in an

Bush fire and flooding

effort to provide support and technical guidance to farmers, in order to improve their livelihood.



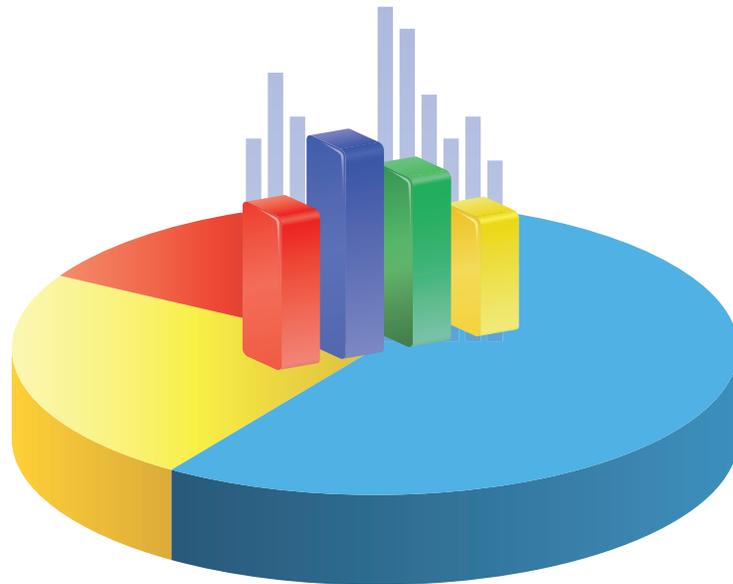
**BAHAMIAN  
DELEGATION**  
*Visits*





**Vision & Statement**  
To become the best  
adhering to  
and





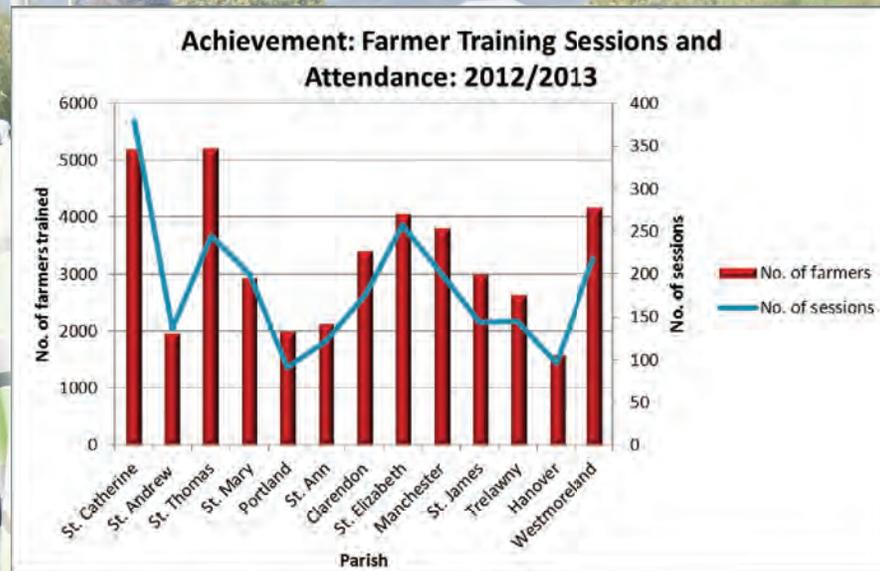
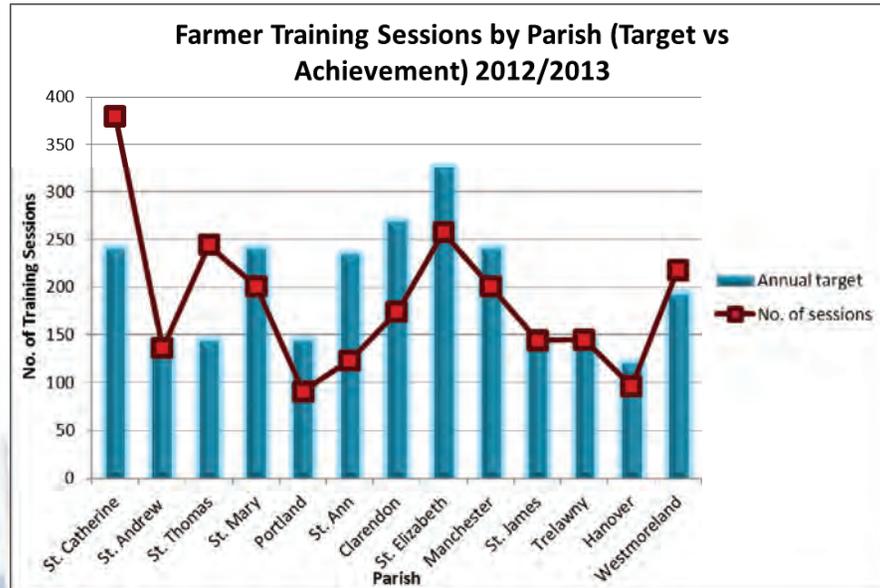
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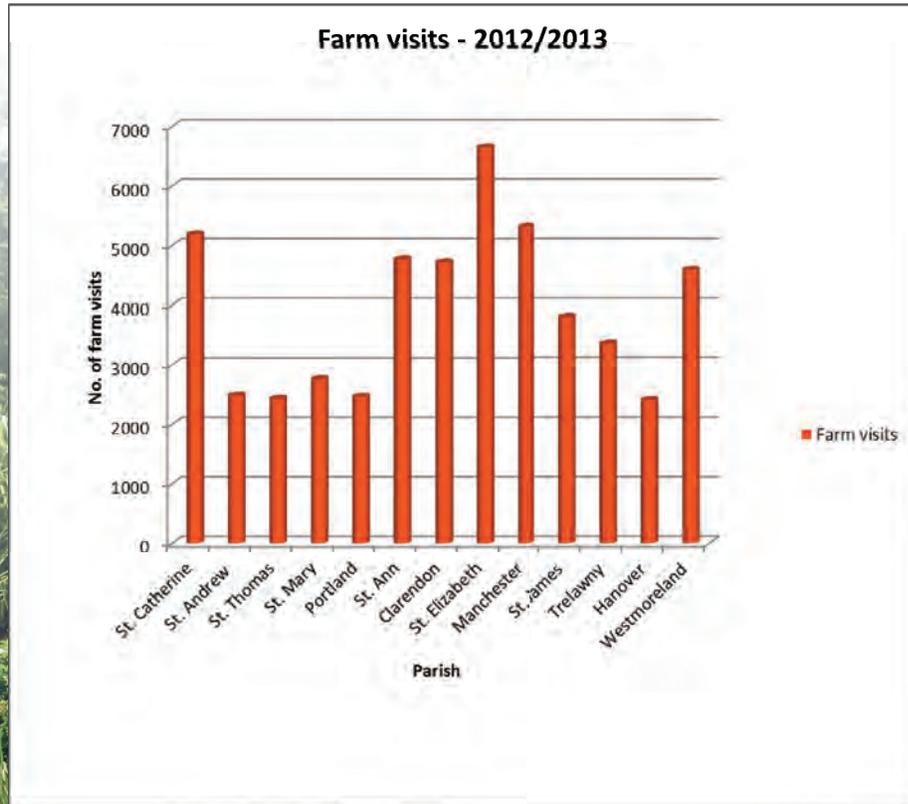
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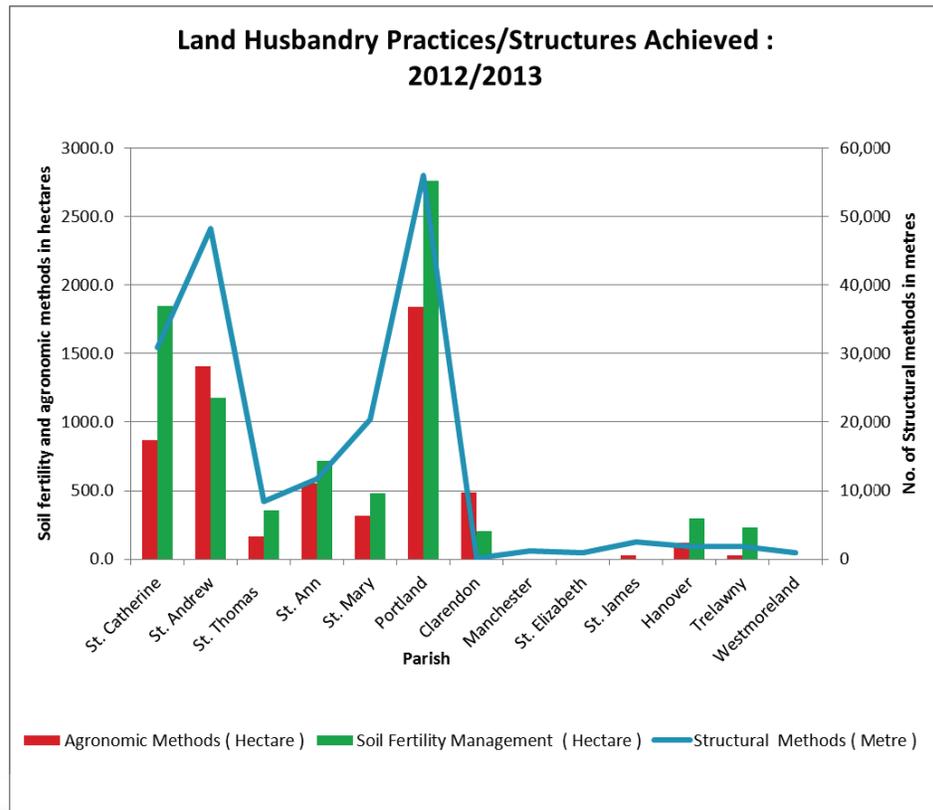
## Farmer Training Sessions and Attendance by Parish Appendix 1 & 2

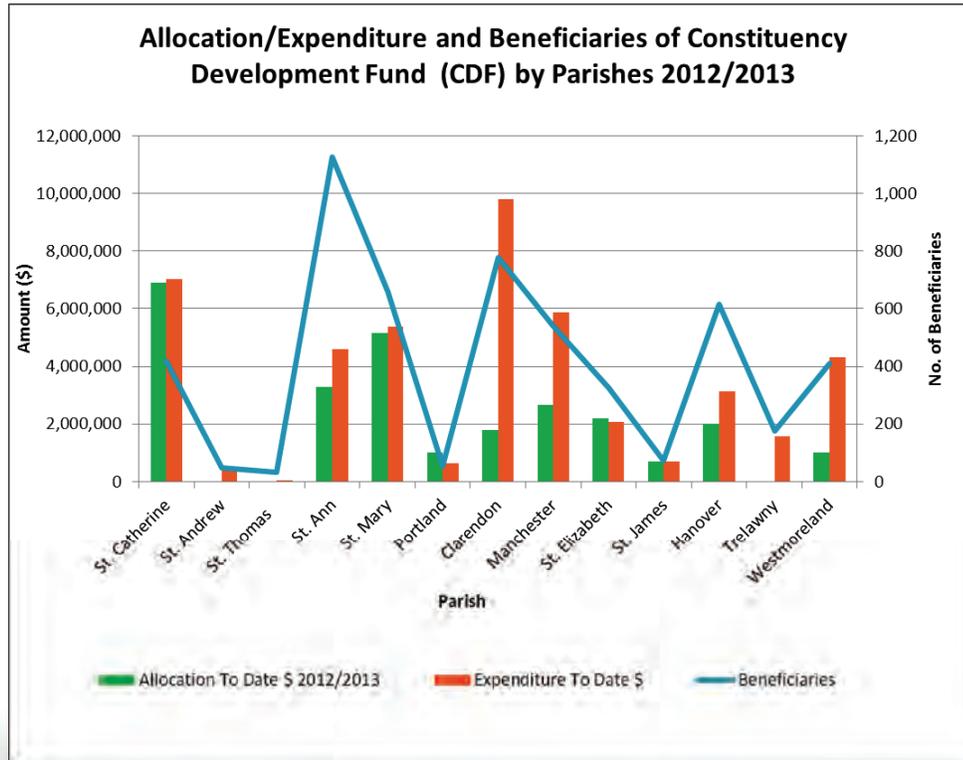




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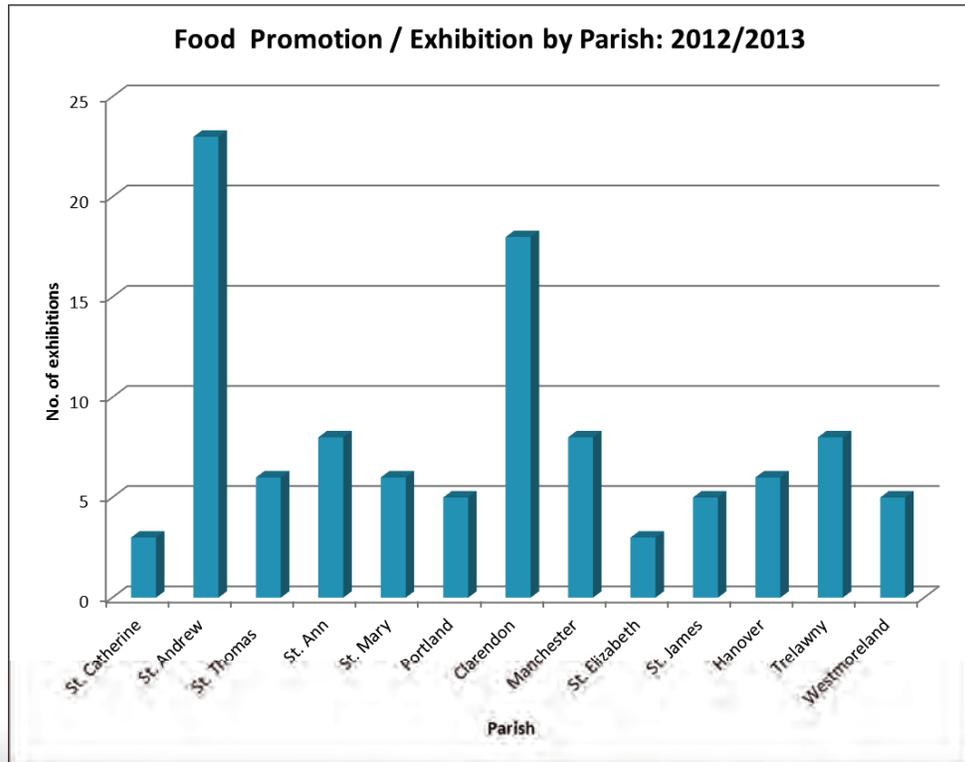
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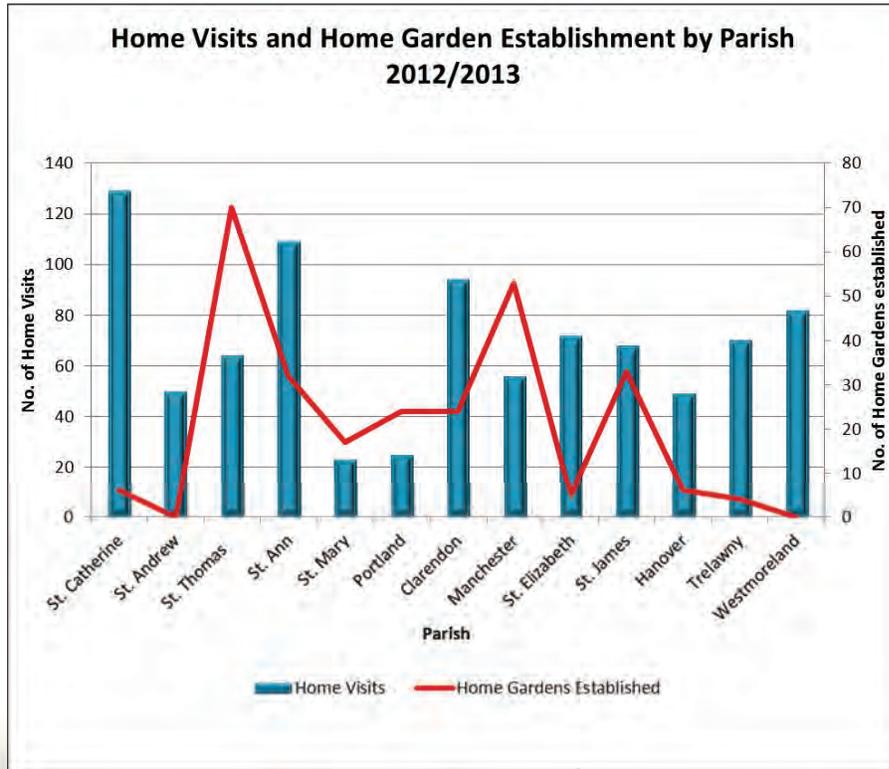




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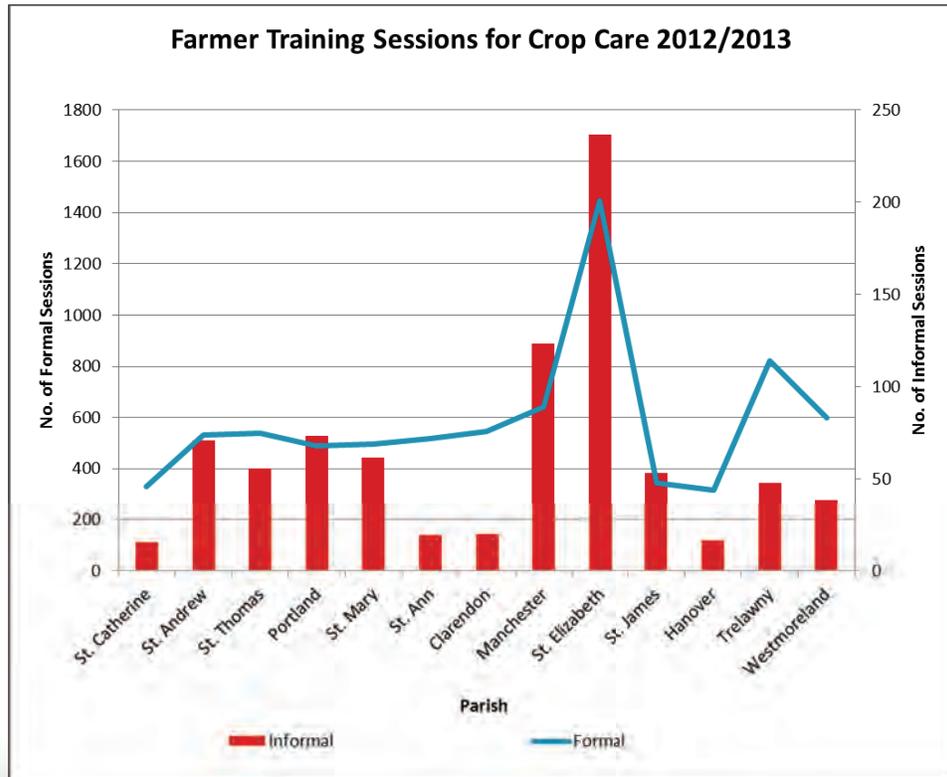
## Food Promotion Appendix 6

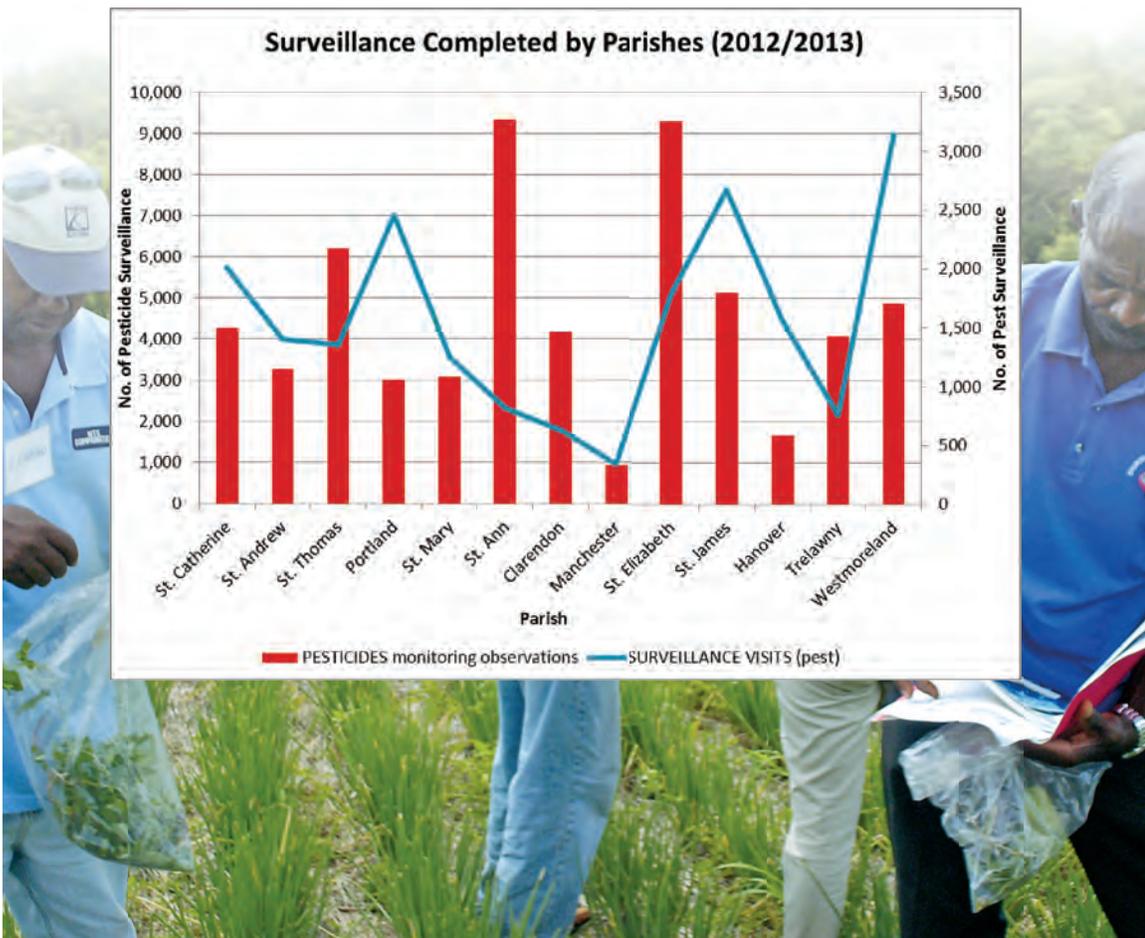
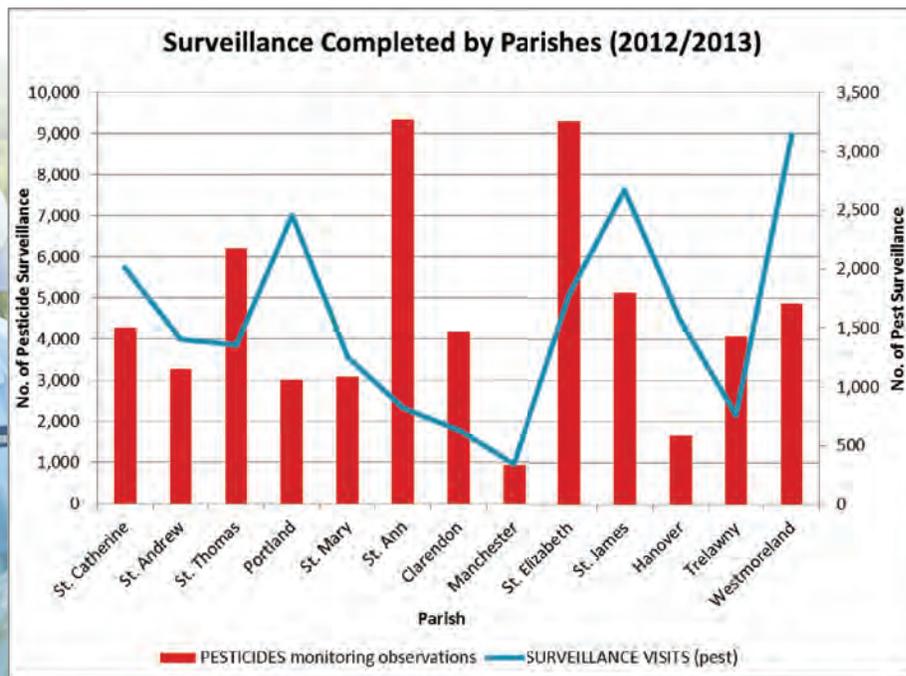
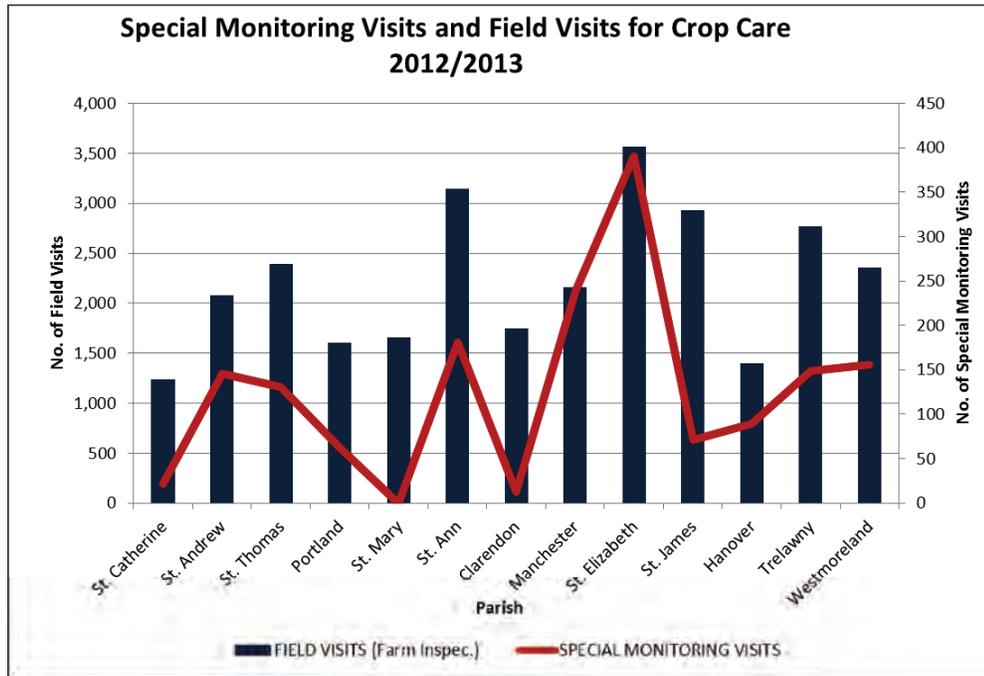




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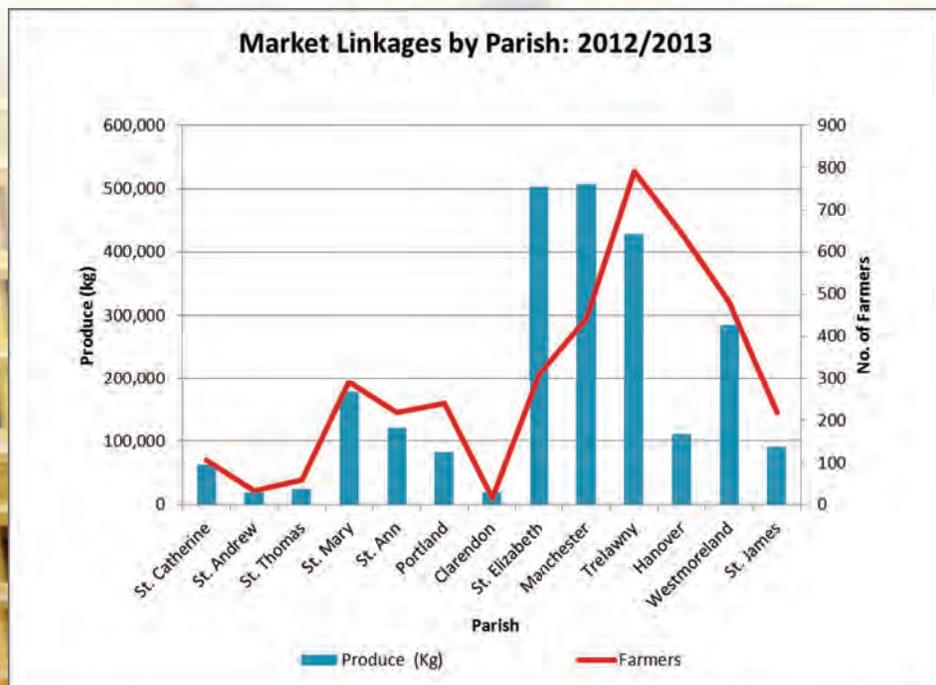
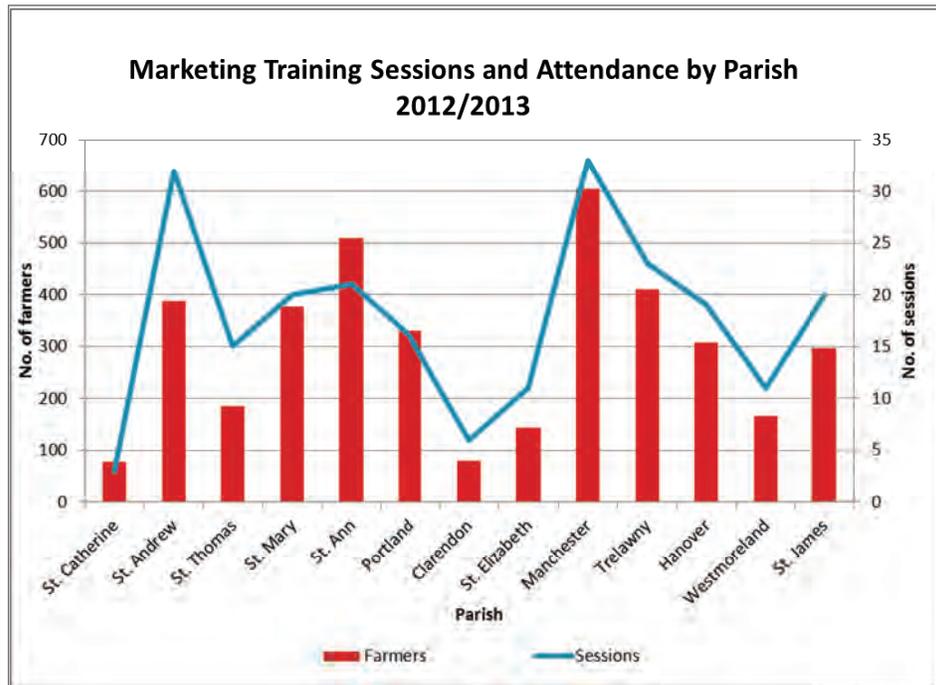
Farmer Training Sessions for Crop Care  
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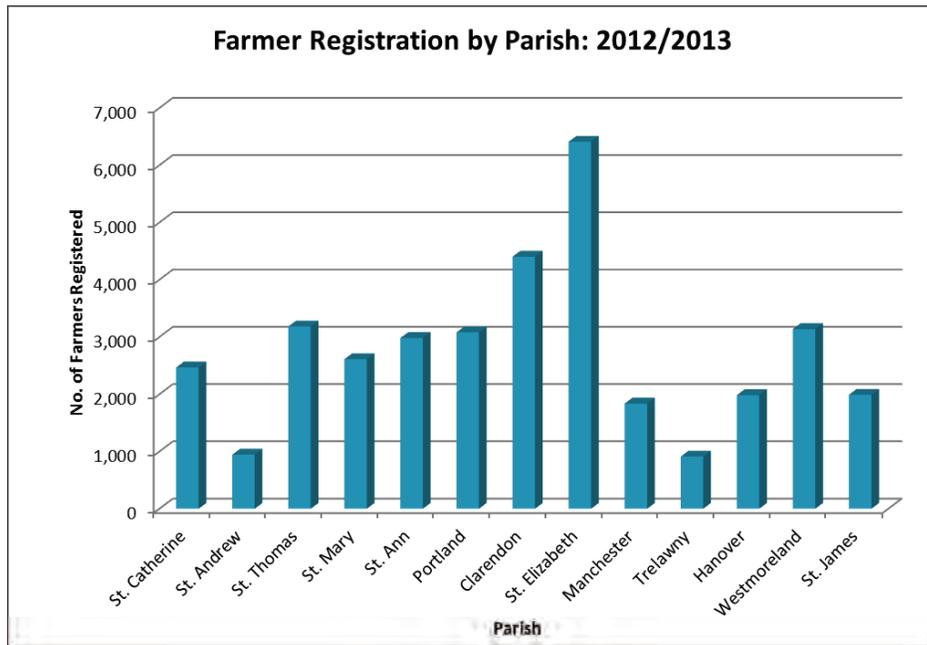




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Marketing Training Sessions and Attendance by Parish  
Appendix 10





# Appendices

## Directors Compensation Appendix 12

Position of Director	Fees (\$)	Motor Vehicle Upkeep/Travelling or Value of Assignment of Motor Vehicle (\$)	Honoraria (\$)	All Other Compensation including Non-Cash Benefits as applicable (\$)	Total (\$)
B/M 1	169,000.00	103,152.95	0	0	272,152.95
B/M 2	121,500.00	13,720.00	0	0	135,220.00
B/M3	100,500.00	107,800.00	0	0	208,300.00
B/M4	95,000.00	0	0	0	95,000.00
B/M5	121,000.00	214,480.00	0	0	335,480.00
B/M6	142,500.00	3,500.00	0	0	146,000.00
B/M7	163,500.00	7,000.00	0	0	170,500.00
B/M8	110,500.00	0	0	0	110,500.00
B/M9	92,000.00	0	0	0	92,000.00
B/M10	15,000.00	14,700.00	0	0	29,700.00
B/M11	15,000.00	0	0	0	15,000.00
Parish Advisory Board	2,435,579.43	0	0	0	2,435,579.43
<b>TOTAL</b>	<b>3,581,079.43</b>	<b>464,352.95</b>	<b>0</b>	<b>0</b>	<b>4,045,432.38</b>

Senior Executive Compensation  
Appendix 13

Position of Senior Executive	Year	Salary	Gratuity or Performance Incentive	Travelling Allowance or Value of Assignment of Motor Vehicle	Pension or Other Retirement Benefits	Other Allowances	Non-Cash Benefits	Total
		\$	\$	\$	\$	\$	\$	\$
Chief Executive Officer	2012-2013	5,862,003		975,720				6,837,723
Deputy Executive Officer	2012-2013	2,484,219		975,720				3,459,939
Senior Director Finance & Accounts	2012-2013	2,933,848		975,720				3,909,568
Manager, Social Services/Home Economics	2012-2013	2,583,226		975,720				3,558,946
Zonal Directors - West	2012-2013	2,862,290		975,720				3,838,010
Zonal Directors - East	2012-2013	2,862,290		975,720				3,838,010
Senior Director TT/IT	2012-2013	3,180,048		975,720				4,155,768
Senior Director Human Resource Management & Administration	2012-2013	2,036,579		975,720				3,012,299
Senior Director, Technology, Training & Technical Information	2012-2013	2,425,579		975,720				3,401,299
Manager, Information & Communication Technology	2012-2013	2,370,507		514,500				2,885,007
Chief Internal Auditor	2012-2013	2,036,579		514,500				2,551,079
Parish Agricultural Managers - 13	2012-2013	30,186,153		6,688,500				36,874,653
<b>Total</b>	<b>2012-2013</b>	<b>61,823,321</b>		<b>16,498,980</b>				<b>78,322,301</b>



# Financial Statement

## 2012-2013

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## INDEPENDENT AUDITORS' REPORT

To the Board of  
**The Rural Agricultural Development Authority**

### Report on the financial statements

We have audited the financial statements of the Rural Agricultural Development Authority set out on pages 3 to 29 which comprise the Statement of Financial Position as at 31 March 2010 and the recurrent income and expenditure account, capital grants and expenditure account, changes in equity and cash flows for the year then ended and a summary of significant accounting policies and other explanatory notes..

#### *Management's Responsibility for the Financial Statements*

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

#### *Auditors' Responsibility*

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

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

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

#### *Opinion*

In our opinion, the financial statements give a true and fair view of the Authority's financial position as at 31 March 2010, and of its financial performance, changes in equity and its cash flows for the year then ended in accordance with International Financial Reporting Standards and comply with the provisions of the Jamaican Rural Agricultural Development Authority Act 1990.

## INDEPENDENT AUDITORS' REPORT (Cont'd)

To the Board of  
**The Rural Agricultural Development Authority**

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

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

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



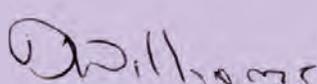
Chartered Accountants

27 February 2014

	<u>Note</u>	<u>2013</u> <u>\$'000</u>	<u>( Restated )</u> <u>2012</u> <u>\$'000</u>
<b>ASSETS</b>			
<b>NON CURRENTASSETS:</b>			
Property, plant and equipment	5	67,360	73,581
Employee benefit asse ts	6	<u>233,642</u>	<u>219,493</u>
		<u>301,002</u>	<u>293,074</u>
<b>CURRENT ASSETS:</b>			
Consumable inventories	7	3,974	2,899
Receivables	8	37,083	35,431
Taxation rec overable	9	16,314	15,984
Cash and cash equivalent s	10	<u>408,134</u>	<u>340,150</u>
		<u>465,505</u>	<u>394,464</u>
		<u>766,507</u>	<u>687,538</u>
<b>RESERVES AND LIABILITIES</b>			
<b>RESERVES:</b>			
Capital reserve	11	28,098	31,971
Capital fund	12	234,254	236,174
Recurrent account		<u>155,057</u>	<u>133,367</u>
		<u>417,409</u>	<u>401,512</u>
<b>CURRENT LIABILITIES:</b>			
Project advances	14	218,122	159,380
Payables	13	<u>130,976</u>	<u>126,646</u>
		<u>349,098</u>	<u>286,026</u>
		<u>766,507</u>	<u>687,538</u>

Approved for issue by the Board of Directors on 27 February 2014 and signed on its behalf by:

  
 \_\_\_\_\_  
 Lenworth Fulton - Chief Executive Officer

  
 \_\_\_\_\_  
 Denis Williams - Chairman

	<u>2013</u> <u>\$'000</u>	<b>(Restated)</b> <u>2012</u> <u>\$'000</u>
<b>INCOME:</b>		
Government of Jamaica Subvention	916,942	852,750
Net deficit from income generating account (page 32)	( 747 )	( 2,154 )
Miscellaneous income	9,513	10,919
Interest earned	<u>10,980</u>	<u>11,446</u>
	<u>936,688</u>	<u>872,961</u>
<b>EXPENDITURE:</b>		
Salaries, wages and related charges	650,070	604,427
Public utilities	38,825	34,095
Motor vehicle maintenance	7,581	5,232
General office expenses	10,774	9,958
Seminars and meetings	1,463	1,543
Repairs and maintenance	6,805	4,852
Consultancy	1,429	3,973
Bank charges and interest	1,978	1,015
Upkeep/travelling and subsistence	175,690	149,770
Directors' and committee meetings	4,045	4,369
Rental of buildings	1,830	1,705
Security	3,435	3,440
Printing and stationery	6,112	4,084
Audit fee	2,768	3,681
Insurance	<u>1,127</u>	<u>2,313</u>
	<u>913,932</u>	<u>834,457</u>
<b>Surplus</b>	22,756	38,504
Depreciation	( 14,521 )	( 14,529 )
Foreign exchange gain/ (loss)	6,041	( 95 )
Gain on disposal of property, plant and equipment	<u>-</u>	<u>124</u>
<b>SURPLUS FOR THE YEAR FROM OPERATIONS</b>	14,276	24,004
Transfer from capital reserves an amount equivalent to depreciation charge d on donated assets	<u>7,414</u>	<u>6,614</u>
<b>NET SURPLUS FOR THE YEAR</b>	<u>21,690</u>	<u>30,618</u>

## Capital Grants Income and Expenditure Account Year Ended March 31, 2013

Page 5

	<u>2013</u> <u>\$'000</u>	<u>2012</u> <u>\$'000</u>
<b>INCOME:</b>		
Government of Jamaica Grants	38,415	39,466
<b>DEVELOPMENT EXPENDITURES:</b>		
Grant for crop production and extension - Crop care	24 2	31
Grants for production incentive for small farmers -		
Area Development project	6,02 3	858
Training	10,745	4,513
Social service/home economics	3,000	802
Marketing extension	5	50
Tree Crop Project	11	102
Domestic Food Crop s	41 1	601
Farm Irrigation /mechanization	136	48
Agricultural Business Inf ormation System (ABIS)	2,07 5	554
Disaster m anagement	10	2,678
Information technology	-	24
Forestry -		
Soil survey and conservation	49	47
Rural Development -		
Road repairs	17,62 8	1,011
	<u>40,335</u>	<u>11,319</u>
<b>DEFICIT)/ SURPLUSFOR THE YEAR</b>	<u>( 1,9 20)</u>	<u>28,147</u>

## Statement of Changes in Equity Year Ended March 31, 2013

Page 6

	<u>Capital Reserve</u> \$'000	<u>Capital Fund</u> \$'000	<u>Recurrent Account</u> \$'000	<u>Total</u> \$'000
Balance at 1 April 2011 as restated	37,719	208,027	102,749	348,495
Increase in capital fund	-	28,147	-	28,147
Increase in reserves	866	-	-	866
Increase in recurrent account	-	-	24,004	24,004
Transfer of depreciation on donated assets	( 6,614)	-	6,614	-
Balance at 31 March 2012	31,971	236,174	133,267	401,512
Decrease in capital fund	-	( 1,920)	-	( 1,920)
Increase in reserves	3,541	-	-	3,541
Transfer of depreciation on donated assets	( 7,414)	-	7,414	-
Increase in recurrent account	-	-	14,276	14,276
Balance at 31 March 2013	<u>28,098</u>	<u>234,254</u>	<u>155,057</u>	<u>417,409</u>

	<u>2013</u>	<b>(Restated)</b>
	<u>\$'000</u>	<u>2012</u>
		<u>\$'000</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
Surplus on recurrent income and expenditure account	21,690	30,618
(Deficit)/surplus on capital grant and expenditure account	( 1,920)	28,147
	<u>19,770</u>	<u>58,765</u>
Adjustments for:		
Depreciation	14,521	14,529
Gain on disposal of property, plant and equipment	-	( 124)
Adjustment to property, plant and equipment	-	337
Release from capital reserve	( 7,414)	( 6,614)
Operating cash flows before movements in working capital	<u>26,877</u>	<u>66,893</u>
Change in operating assets and liabilities -		
Receivables	( 1,652)	( 4,971)
Taxation recoverable	( 330)	( 74)
Project advances	58,742	( 70,703)
Payables	4,330	4,725
Consumable inventories	( 1,075)	( 116)
Employee benefit asset	( 14,149)	( 31,488)
Net cash provided by operating activities	<u>72,743</u>	<u>35,734</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>		
Proceed from disposal of property, plant and equipment	-	244
Addition to property, plant and equipment	( 4,759)	( 4,759)
Net cash used in investing activities	( 4,759)	( 4,515)
<b>NET INCREASE/(DECREASE) CASH AND CASH EQUIVALENTS</b>	67,984	( 40,249)
Cash and cash equivalents at beginning of year	<u>340,150</u>	<u>380,399</u>
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR (Note 10)</b>	<u>408,134</u>	<u>340,150</u>

**1. STATUS AND PRINCIPAL ACTIVITY:**

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

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

**2. FUNCTIONAL AND PRESENTATION CURRENCY:**

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

**3. SIGNIFICANT ACCOUNTING POLICIES:**

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

(a) Basis of preparation -

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

The preparation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Authority’s accounting policies. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the financial statements are as follows:

(i) Pension assumptions

The costs, assets and liabilities of the defined benefit scheme are determined using methods relying on actuarial estimates and assumptions. Details of the key assumptions are set out in note 6. The Authority takes advice from independent actuaries relating to the appropriateness of the assumptions. Changes in the assumptions used may have a significant effect on the recurrent income and expenditure account and the statement of financial position.

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

- (a) Basis of preparation (cont'd)-
- (ii) Expected useful life and residual value of property, plant and equipment. The expected useful life and residual value of an asset are reviewed at least at each financial year end. Useful life of an asset is defined in terms of the asset's expected utility to the Authority.

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

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

IFRS 7 (Amendment) Financial instrument. The amendment encourages qualitative disclosures in the context of the quantitative disclosure required to help users to form an overall picture of the nature and extent of risk arising from financial instrument and clarifies the required level of disclosure around credit risk and collateral held and provides relief from disclosure of renegotiated loans. The adoption of this standard did not have a material impact on the financial statements.

#### **Standards, interpretations and amendments to published standards that are not yet effective**

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

- IAS 1 (Revised), Presentation of Financial Statements - (effective for annual periods beginning on or after 1 July 2012). Amendments to revise the way other comprehensive income is presented.
- IAS 19 (Amendment), Employee Benefits - Amended standard resulting from the Post -Employment Benefits and Termination Benefits projects (effective for annual periods beginning on or after 1 January 2013). These amendments will make it easier for users of financial statements to understand how defined benefit plans affect an entity's financial position, financial performance and cash flows.

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

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

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

- IFRS 9 Financial instruments - Classification and Measurement of financial assets (effective for annual periods beginning on or after 1 January 2015). This was issued in November 2009 as the first part of IASB's project to replace IAS 39 in its entirety. The objective is to establish principles for the financial reporting of financial assets and financial liabilities that will present relevant and useful information to users of financial statements for their assessment of the amounts, timing and uncertainty of an entity's future cash flows.
- IFRS 13, Fair Value Measurement, (effective for annual periods beginning on or after 1 January 2013). It replaces the fair value measurement guidance contained in individual IFRSs with a single source of fair value measurement guidance. It defines fair value, establishes a framework of measuring fair value and sets out disclosure requirements for fair value measurements.

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

(c) Donated assets -

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

(d) Capital grant -

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

(e) Project advances -

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

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

#### (f) Property, plant and equipment -

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

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

Motor cycles , tractors tes are as follows:	20%
Computers	20%
Office furniture and equipment	10%
Building	2½%

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

#### (g) Financial assets -

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

##### Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They arise principally from contractual monetary assets. They are initially recognised at fair value plus transaction costs that are directly attributable to their acquisition or issue, and are subsequently carried at amortised cost using the effective interest rate method, less provision for impairment.

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

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

(h) Impairment -

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

(i) Foreign currency translation -

Transactions in foreign currencies are converted at the exchange rates prevailing at the dates of the transactions. At the statement of financial position date, monetary assets and liabilities denominated in foreign currency are translated using the exchange rate ruling at statement of financial position date. Exchange differences arising from the settlement of transactions at rates different from those at the dates of the transactions and unrealized foreign exchange differences on unsettled foreign currency monetary assets and liabilities are recognized in the recurrent income and expenditure account.

(j) Cash and cash equivalents -

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

(k) Borrowings and borrowing costs -

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

(l) Inventories -

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

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

## (m) Employee benefits -

## Pension obligations

## Pension plan -

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

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

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

## 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 recognizes termination benefits when it is demonstrably committed to either terminate the employment of current employees according to a detailed formal plan without possibility of withdrawal or to provide termination benefits as a result of an offer made to encourage voluntary redundancy.

## Leave accrual -

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

## (n) Revenue recognition -

Subvention and other income is recognized on a cash basis.

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

4. **FINANCIAL AND CAPITAL RISK MANAGEMENT:**

(a) **Financial risk factors –**

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

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

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

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

**Finance, Audit and Administration Committee**

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

**Research, Training and Marketing Committee**

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

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

(i) **Credit risk -**

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

4. **FINANCIAL AND CAPITAL RISK MANAGEMENT (CONT'D) :**(a) **Financial risk factors (cont'd) -**(ii) **Liquidity risk -**

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

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

(iii) **Market risk -**

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

**Currency risk -**

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

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

	<u>2013</u> <u>\$'000</u>	<u>2012</u> <u>\$'000</u>
USD	<u>426</u>	<u>400</u>
Euro	<u>99</u>	<u>54</u>

## 4. FINANCIAL AND CAPITAL RISK MANAGEMENT (CONT'D):

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

(iii) Market risk (cont'd) -

Currency risk (cont'd) -

Foreign currency sensitivity

The following tables indicate the currencies to which the Authority had significant exposure on its monetary assets and its forecast cash flows. The change in currency rates below represents management assessment of the possible change in foreign exchange rates.

	Change in Currency Rate	Effect on Net Surplus	% Change in Currency Rate	Effect on Net Surplus
	<u>2013</u>	<u>2013</u>	<u>2012</u>	<u>2012</u>
	%	\$'000	%	\$'000
Currency:				
USD	+10	4,213	+5	1,746
Euro	+10	1,253	+5	297
USD	-1	( 421 )	-5	( 1,746 )
Euro	-1	( 125 )	-5	( 297 )

Interest rate risk -

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

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

4. **FINANCIAL AND CAPITAL RISK MANAGEMENT (CONT'D) :**(iii) **Market risk (cont'd) -****Interest rate risk (cont'd) -**

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

**Interest rate sensitivity**

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

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

	Effect on Net Surplus 2013 \$'000	Effect on Equity 2013 \$'000	Effect on Net Surplus 2012 \$'000	Effect on Equity 2012 \$'000
Change in basis points:				
200	8,199	8,163	6,803	6,803
-200/ -100	<u>(8,199)</u>	<u>(8,163)</u>	<u>(6,803)</u>	<u>(6,803)</u>

(iv) **Operational risk -**

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

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

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

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

(iv) **Operational risk (cont'd) -**

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

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

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

(b) **Financial instrument measured at fair value -**

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

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

## 5. PROPERTY, PLANT AND EQUIPMENT:

	Land and Building \$'000	Construction In-Progress \$'000	Office Furniture, Computers and Equipment \$'000	Motor cycles, tractors and Vehicles \$'000	Total \$'000
<b>At cost -</b>					
1 April 20 12	24,303	1,194	89,038	19,828	134,363
Additions	207	112	2,228	2,212	4,759
Donated assets	-	-	99	-	99
	<u>24,510</u>	<u>1,306</u>	<u>91,365</u>	<u>22,040</u>	<u>139,221</u>
<b>At valuation -</b>					
1 April 2012	-	-	-	61,334	61,334
Donated assets	-	-	1,111	2,331	3,442
Total valuation	<u>-</u>	<u>-</u>	<u>1,111</u>	<u>63,665</u>	<u>64,776</u>
<b>Total cost and valuation</b>	<u>24,510</u>	<u>1,306</u>	<u>92,476</u>	<u>85,705</u>	<u>203,997</u>
<b>Depreciation -</b>					
1 April 2012	6,524	-	57,413	58,179	122,116
Charge for the year	<u>608</u>	<u>-</u>	<u>8,408</u>	<u>5,505</u>	<u>14,521</u>
	<u>7,132</u>	<u>-</u>	<u>65,821</u>	<u>63,684</u>	<u>136,637</u>
<b>Net Book Value -</b>					
31 March 2013	<u>17,378</u>	<u>1,306</u>	<u>26,655</u>	<u>22,021</u>	<u>67,360</u>
31 March 2012	<u>17,779</u>	<u>1,194</u>	<u>31,625</u>	<u>22,983</u>	<u>73,581</u>

**6. EMPLOYEE BENEFIT ASSETS:**

The Authority operates a defined benefit pension plan which is open to all permanent employees employed directly by the Rural Agricultural Development Authority which is administered by Guardian Life Limited. The plan, which commenced on 1 January 1993 is funded by employee contribution of 5% and employer contributions at 11.25%, as recommended by independent actuaries. Pension at normal retirement age is based on 2% of final pensionable salary for each year of pensionable service. The plan is valued by independent actuaries using the projected unit credit method. The last actuarial valuation was carried out as at 7 December 2012.

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

	<u>2013</u> <u>\$'000</u>	<u>2012</u> <u>\$'000</u>
Present value of funded obligation	(507,572)	(431,314)
Fair value of plan assets	<u>593,763</u>	<u>535,983</u>
	86,191	104,669
Unrecognized actuarial gain	<u>147,451</u>	<u>114,824</u>
Net asset in the statement of financial position	<u>233,642</u>	<u>219,493</u>

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

	<u>2013</u> <u>\$'000</u>	<u>2012</u> <u>\$'000</u>
At 1 April	219,493	188,005
Pension expenses	( 22,976)	( 2,575)
Contributions paid	<u>37,125</u>	<u>34,063</u>
At 31 March	<u>233,642</u>	<u>219,493</u>

**6. EMPLOYEE BENEFIT ASSETS (CONT'D) :**

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

	<u>2013</u> <u>\$'000</u>	<u>2012</u> <u>\$'000</u>
At 1 April	431,314	324,991
Current service cost	21,509	14,971
Interest cost	45,514	35,862
Benefits paid and administrative expenses	( 14,318)	(22,834)
Actuarial loss on obligation	<u>23,553</u>	<u>78,324</u>
At 31 March	<u>507,572</u>	<u>431,314</u>

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

	<u>2013</u> <u>\$'000</u>	<u>2012</u> <u>\$'000</u>
At 1 April	535,983	466,936
Contributions	59,137	54,120
Expected return on plan assets	47,275	48,258
Benefits paid and administrative expenses	( 14,318)	( 22,834)
Actuarial loss on plan assets	<u>( 34,314)</u>	<u>( 10,497)</u>
At 31 March	<u>593,763</u>	<u>535,983</u>

Amounts recognized in the recurrent income and expenditure statement:

	<u>2013</u> <u>\$,000</u>	<u>2012</u> <u>\$,000</u>
Current service cost	21,509	14,971
Interest cost	45,514	35,864
Net actuarial loss recognized in the year	3,228	-
Expected return on plan assets	<u>(47,275)</u>	<u>(48,260)</u>
Pension income		
Total, included in staff costs (Note 19)	<u>22,976</u>	<u>2,575</u>

**6. EMPLOYEE BENEFIT ASSETS (CONT'D):**

The actual return on plan assets was \$ 57, 783, 377, (2012 -\$ 69, 047, 033).

Expected contributions to the plan for the year ending 31 March 2013, amounted to \$37, 125, 330, (2012 - \$ 34, 062, 559).

The distribution of plan assets are comprised of:

	<u>2013</u> <u>\$'000</u>	<u>%</u>	<u>2012</u> <u>\$'000</u>	<u>%</u>
Quoted equities	72,610	12	66,846	13
Bonds	267,253	45	243,563	45
Government of Jamaica Securities	205,870	35	183,880	34
Other	<u>48,030</u>	<u>8</u>	<u>41,694</u>	<u>8</u>
	<u>593,763</u>		<u>535,983</u>	

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

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

	<u>2013</u> <u>\$'000</u>	<u>2012</u> <u>\$'000</u>	<u>2011</u> <u>\$'000</u>	<u>2010</u> <u>\$'000</u>	<u>2009</u> <u>\$'000</u>
Fair value of plan assets	593,763	535,983	466,936	395,112	300,757
Defined benefit obligation	(507,572)	(431,314)	(324,991)	(230,144)	(133,290)
Surplus	<u>86,191</u>	<u>104,669</u>	<u>141,945</u>	<u>164,968</u>	<u>167,467</u>
Experience adjustments - Fair value of plan assets	(34,313)	(10,497)	(4,105)	30,861	(19,238)
Defined benefit obligations	<u>1,542</u>	<u>11,305</u>	<u>(18,689)</u>	<u>1,029</u>	<u>13,483</u>

**6. EMPLOYEE BENEFIT ASSETS (CONT'D) :**

The principal actuarial assumptions used were as follows:

	<u>2013</u>	<u>2013</u>
Discount rate	10.0%	10.50%
Expected return on plan assets	8.5%	10.0%
Future salary increases	7.0%	7.0%
Future pension increase	0.0%	0.0%
Inflation	<u>6.0%</u>	<u>6.5%</u>

The average expected remaining service life of the employees is 10.6 years (2012 -9.8 years).

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

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

Age	Males			Females		
	Withdrawals from service	Ill-health retirements	Deaths in service	Withdrawals from service	Ill-health retirements	Deaths in service
20	-	-	0.352	-	-	0.209
25	-	-	0.546	-	-	0.223
30	-	-	0.728	-	-	0.290
35	-	-	0.794	-	-	0.387
40	-	-	0.920	-	-	0.532
45	-	-	1.231	-	-	0.716
50	-	-	1.826	-	-	1.031
55	-	-	3.073	-	-	1.969
60	<u>-</u>	<u>-</u>	<u>5.871</u>	<u>-</u>	<u>-</u>	<u>4.036</u>

7. **CONSUMABLE INVENTORIES:**

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

8. **RECEIVABLES:**

	<u>2013</u> <u>\$'000</u>	<u>2012</u> <u>\$'000</u>
Motor vehicle revolving loan scheme	22,066	25,199
Staff revolving loan	11,251	9,254
Other receivables	<u>3,766</u>	<u>978</u>
	<u>37,083</u>	<u>35,431</u>

9. **TAXATION RECOVERABLE:**

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

10. **CASH AND CASH EQUIVALENT:**

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

	<u>2013</u> <u>\$'000</u>	<u>2012</u> <u>\$'000</u>
Imprest account -		
Portland	( 6)	-
St. Ann	( 8)	-
St. Elizabeth	10	-
Clarendon	(55)	-
Hanover	(15)	-
Manchester	(71)	-
St. Andrew	824	-
St. Catherine	(101)	-
St. Mary	( 49)	-
St. James	( 20)	-
St. Thomas	( 3)	-
Westmoreland	<u>( 8)</u>	<u>-</u>
Balance carried forward to page 25	<u>498</u>	<u>-</u>

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

	<u>2013</u> <u>\$'000</u>	<u>2012</u> <u>\$'000</u>
Balance brought forward from page 2 4	498	-
<b>Capital accounts -</b>		
Head Office	103,098	30,693
St. Andrew	4,854	5,691
St. Thomas	2,083	1,576
St. Catherine	12,051	9,874
Portland	4,755	2,423
St. Mary	11,107	8,107
St. Ann	6,418	7,234
Trelawny	2,414	3,458
St. James	5,563	2,209
Hanover	3,199	5,804
Westmoreland	5,539	8,370
St. Elizabeth	5,581	4,174
Manchester	5,963	9,280
Clarendon	9,608	18,439
	<u>182,233</u>	<u>117,332</u>
<b>Others -</b>		
Head office bank account	16,364	11,386
Motor vehicle revolving loan savings account	7,756	5,604
E.U. Banana account	9,618	6,174
Foreign currency accounts	21,777	17,436
Deposits and short term instruments	162,637	169,135
Salaries account	1,716	7,832
Staff loan account	1,818	3,139
Income generating account	( 574)	632
EU Banana support program estimates	4,291	1,480
	<u>225,403</u>	<u>222,818</u>
	<u>408,134</u>	<u>340,150</u>

**10. CASH AND CASH EQUIVALENT (CONT'D) :**

Included in the above amount is \$ 38, 166, 653.75 (2012-\$58, 036, 510) which represents funds received on behalf of Members of Parliament to be spent in their constituencies under the different programmes as indicated in note 14 (b).

- (a) Included in deposits and short term instruments is interest receivable of Nil (2012-\$1,280, 786). These deposits have an average maturity of 31 days (2012-31 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>2013</u>	<u>2012</u>
Cash at bank – (JA\$ account)	2.40%	7.4 %
- (US\$ account)	1.00%	5.5 %
- (EURO\$ account)	0.35%	1.75%
Deposits and short term instruments	<u>4.05 %</u>	<u>11.50 %</u>

**11. CAPITAL RESERVE:**

	<u>2013</u>	<b>(Restated)</b>
	<u>\$'000</u>	<u>2012</u>
		<u>\$'000</u>
This represents grants received from:		
Agricultural Support Services		
Project (ASSP) - Tractor	45,971	45,971
Morant Yallahs Project - Motor vehicles	6,509	6,509
- Motor cycles	195	195
Jamaica Bauxite Institute - Motor vehicles	350	350
EJASP - Motor vehicles	8,134	8,134
- Motor cycles	835	835
	<u>61,994</u>	<u>61,994</u>
European Union -		
Laptop computers	9,634	9,634
Lexmark printer	69	69
Other instruments	561	561
	<u>72,258</u>	<u>72,258</u>
FAO - Laptops	866	866
	<u>73,124</u>	<u>73,124</u>
Balance carried forward to page 27	<u>73,124</u>	<u>73,124</u>

11. CAPITAL RESERVE (CONT'D) :	<u>2013</u> <u>\$'000</u>	<b>(Restated)</b> <u>2012</u> <u>\$'000</u>
Balance brought forward from Page 26	73,124	73,124
National Irrigation Commission - Motor vehicle	2,331	-
Computer and accessories	<u>1,210</u>	<u>-</u>
	<u>76,665</u>	<u>73,124</u>
Transfer of depreciation on donated assets	(48,567)	(41,153)
	<u>28,098</u>	<u>31,971</u>
 12. CAPITAL FUND:	 <u>2013</u> <u>\$'000</u>	 <u>2012</u> <u>\$'000</u>
Capital Fund brought forward	236,174	208,027
Government of Jamaica Grants	<u>38,415</u>	<u>39,466</u>
	274,589	247,493
Less: Development expenditure for the year	(40,335)	(11,319)
	<u>234,254</u>	<u>236,174</u>
 13. PAYABLES:	 <u>2013</u> <u>\$'000</u>	 <u>2012</u> <u>\$'000</u>
Accrued vacation leave	99,034	102,993
Accrued audit fees	1,891	1,786
Other payables	<u>30,051</u>	<u>21,867</u>
	<u>130,976</u>	<u>126,646</u>

14. **PROJECT ADVANCES:**

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

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

	<u>2013</u> <u>\$'000</u>	<u>2012</u> <u>\$'000</u>
Social and Economic Support Programme	586	595
Domestic Agricultural Project	( 3 55)	221
Production incentive	6,866	14,407
Flood relief	1,307	84
Drought relief	43,698	308
Local Development Programme	56,441	2,913
Constituency development fund	51,425	58,037
Production and productivity	89	109
	<u>160,057</u>	<u>76,674</u>

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

Pasture Improvement Programme	-	5
Bauxite Community Redevelopment Project	423	1,071
A. B. I. S.	122	29
International Aided projects	12,589	8,678
Tree Crop Project	( 355)	27
E.U. Banana project	16,963	12,099
MYADP Yallahs/Morant Bay	2,737	2,737
School Garden Programme	304	254
Locally Aid Projects	8,571	8,589
ALBA	3,987	40,813
FAO-Projects	( 96)	-
	<u>45,070</u>	<u>74,302</u>

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

Projects	<u>12,995</u>	<u>8,404</u>
	<u>218,122</u>	<u>159,380</u>

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

**15. EMOLUMENTS FOR MANAGEMENT STAFF:**

During the year under review the number of management staff amounted to twenty four (24) (2012- 31) and the cost associated with total emoluments was \$78 million (2012- \$90 million).

**16. STAFF COSTS:**

	<u>2013</u> <u>\$'000</u>	<u>2012</u> <u>\$'000</u>
Wages and salaries	566,819	543,670
Statutory contribution	28,355	28,516
Pension (Note 6)	22,976	2,575
Other staff cost	1,542	1,539
Health insurance	17,198	13,836
Disability insurance	7,210	7,449
Overtime and super allowance	438	625
Gratuity	<u>5,532</u>	<u>6,217</u>
	<u>650,070</u>	<u>604,427</u>

The number of persons employed by the Authority at the end of the year was 608 (2012-586).

**17. RELATED PARTY BALANCES AND TRANSACTIONS:**

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

	<u>2013</u> <u>\$'000</u>	<u>2012</u> <u>\$'000</u>
Subvention - Government of Jamaica	916,942	852,750
Key management personnel:		
Short-term employee benefits	<u>78,322</u>	<u>89,949</u>

**18. LITIGATIONS AND CONTINGENT LIABILITIES:**

Two suits were filed against the Authority by two (2) former employees for approximately \$50.2 million plus interest. No provision has been made in respect of these suit as the Board of directors are in the view that no liability will materialize with regard to the issue mentioned.

	<b><u>Budget</u></b> <b><u>\$'000</u></b>	<b><u>Actual</u></b> <b><u>\$'000</u></b>	<b><u>Variances</u></b> <b><u>\$'000</u></b>
<b>INCOME:</b>			
Government of Jamaica Grant	<u>39,000</u>	<u>38,415</u>	<u>585</u>
<b>DEVELOPMENT EXPENDITURE:</b>			
Grants for crop production and extension - Crop care	-	242	( 242)
Grants for production incentive for small farmers -			
Area development project	10,000	6,023	3,977
Training	-	10,745	(10,745)
Marketing extension	-	5	( 5)
Agricultural Business Information System (ABIS)	-	2,075	( 2,075)
Farm Irrigation /mechanization	-	136	( 136)
Social Service/Home Economics	-	3,000	( 3,000)
Information technology	-	-	-
Forestry -			
Soil survey and conservation	-	49	( 49)
Disaster management	-	10	( 10)
Rural Development -			
Road repairs	29,000	17,628	11,372
Fruit tree crop programme	-	11	( 11)
Domestic food crop programme	<u>-</u>	<u>411</u>	<u>( 411)</u>
	<u>39,000</u>	<u>40,335</u>	<u>( 1,335)</u>

## Comparison of Recurrent Income and Expenditure to Budget

Year Ended March 31, 2013

Page 31

	<b>Revised Estimate of Budget \$'000</b>	<b>Actual \$'000</b>	<b>Variances \$'000</b>
<b>INCOME:</b>			
Government of Jamaica Subvention	934,134	916,942	17,192
Net deficit from income generating account (page 32)	-	( 747)	747
Miscellaneous income	-	9,513	( 9,513)
Interest earned (net)	-	10,980	(10,980)
	<u>934,134</u>	<u>936,688</u>	<u>( 2,554)</u>
<b>EXPENSES:</b>			
Salaries, wages and related charges	690,272	650,070	40,202
Public utilities	28,709	38,825	(10,116)
Motor vehicle maintenance	5,133	7,581	( 2,448)
General office	3,420	10,774	( 7,354)
Seminars and meetings	2,530	1,463	1,067
Repairs and maintenance	4,155	6,805	( 2,650)
Consultancy	2,814	1,429	1,385
Bank charges and interest	1,052	1,978	( 926)
Upkeep/travelling and subsistence	174,611	175,690	( 1,079)
Directors' and committee meetings	7,908	4,045	3,863
Rental of building	2,069	1,830	239
Security	3,500	3,435	65
Printing and stationery	3,796	6,112	( 2,316)
Audit fee	1,700	2,768	( 1,068)
Insurance	2,465	1,127	1,338
	<u>934,134</u>	<u>913,932</u>	<u>20,202</u>
Property, plant and equipment depreciation	-	14,521	( 14,521)
	<u>934,134</u>	<u>928,453</u>	<u>5,681</u>

	<u>2013</u> <u>\$'000</u>	<u>2012</u> <u>\$'000</u>
<b>INCOME:</b>		
Twickenham Bammy project	<u>16,286</u>	<u>14,630</u>
<b>EXPENSES:</b>		
Purchases	4,895	5,676
Direct salaries and commission	7,316	5,266
Motor vehicle expenses	793	572
Travelling and subsistence	44	52
Public utilities	1,444	1,268
Liquid gas	379	500
Repairs and maintenance	619	1,604
Packaging	939	666
General expenses	<u>1,303</u>	<u>1,242</u>
	<u>17,732</u>	<u>16,846</u>
Deficit for the year from Twickenham Bammy Project	( 1,446)	( 2,216)
Deficit from the Community Development project	( 344)	( 109)
Surplus from Molly's cake project	62	-
Dasheen chips	24	115
Cook Books Project	<u>957</u>	<u>56</u>
<b>NET DEFICIT FOR THE YEAR</b>	<u>( 747)</u>	<u>( 2,154)</u>



# DIRECTORY

## Corporate Offices

Hope Gardens, Kingston 6

Tel: (876) 977-1158-62 • Fax: (876) 977-1158 • Toll Free: 1-888-ASK-RADA (1-888-275-7232)

Email: executive@rada.gov.jm Website: www.rada.gov.jm

### Eastern Zonal Office

197 Old Hope Road, Kingston 6  
Tel: (876) 970-0101  
Fax: (876) 927-0199  
Email: eastzone@rada.gov.jm

### St. Mary Parish Office

Frontier, Port Maria P.O.  
Tel: (876) 994-2436  
Fax: (876) 994-2632  
Email: stmary@rada.gov.jm

### Portland Parish Office

20 Harbour Street, Port Antonio P.O.  
Tel: (876) 993-2496  
Fax: (876) 993-3731  
Email: portland@rada.gov.jm

### St. Thomas Parish Office

Belfast, Morant Bay P.O.  
Tel: (876) 982-2209/ 2496  
Fax: (876) 982-1443  
Email: stthomas@rada.gov.jm

### St. Ann Parish Office

Claremont P.O.  
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Email: radastann@yahoo.com

### St. Andrew Parish Office

197 Old Hope Road, Kingston 6  
Tel: (876) 927-1570-1  
Fax: (876) 927-0199  
Email: standrew@rada.gov.jm

### Clarendon Parish Office

Denbigh Show Grounds, May Pen P.O.  
Tel: (876) 986-2222/ 2123-4  
Fax: (876) 902-3467  
Email: clarendon@rada.gov.jm

### St. Catherine Parish Office

Vanity Fair, Linstead P.O.  
Tel: (876) 985-9194/ 2290  
Fax: (876) 985-6325  
Email: stcatherine@rada.gov.jm

### Western Zonal Office

Catherine Hall, Montego Bay  
Tel: (876) 952-4803/ 0743  
Fax: (876) 952-3661  
Email: westzone@rada.gov.jm

### St. James Parish Office

Catherine Hall, Montego Bay  
Tel: (876) 952-1876/ 1879  
Fax: (876) 952-3661  
Email: stjames@rada.gov.jm

### Trelawny Parish Office

Duncans, Trelawny  
Tel: (876) 954-2596/ 7727  
Fax: (876) 954-2442  
Email: trelawny@rada.gov.jm

### Hanover Parish Office

Haughton Court, Lucea P.O.  
Tel: (876) 956-2252/ 2378  
Fax: (876) 956-3482  
Email: hanover@rada.gov.jm

### Westmoreland Parish Office

Llandilo, Savana-la-mar P.O.  
Tel: (876) 955-2767/ 4446  
Fax: (876) 955-4631  
Email: westmoreland@rada.gov.jm

### Manchester Parish Office

Belair Hotel, Mandeville  
Tel: (876) 962-0477/ 0479/ 2307  
Fax: (876) 926-3279  
Email: manchester@rada.gov.jm

### St. Elizabeth Parish Office

63 Coke Drive, Santa Cruz P.O.  
Tel: (876) 966-2285/ 2232  
Fax: (876) 966-2100  
Email: stelizabeth@rada.gov.jm



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