



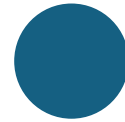
RADA'S Management of the Production Incentive Programme (PIP)

Performance Audit
May 2025

Background

The Production Incentive Programme (PIP) is a Government of Jamaica initiative managed by the Ministry of Agriculture, Fisheries and Mining (MoAFM) and implemented by RADA. Its goal is to:

- **boost agricultural productivity,**
- **ensure food security,**
- **increase farmer income**
- **earn foreign exchange**
- **drive rural development**



Background

The PIP aligns with the Vision 2030 Jamaica National Development Plan and supports the achievement of the United Nations Sustainable Development Goals.

It specifically contributes to efforts aimed at achieving food security and self-sufficiency by 2030, with a focus on doubling agricultural productivity and increasing incomes for small-scale food producers and family farmers.



National Development Plan

Audit Rationale

Given the significant public expenditure of **approximately \$2.9 billion** allocated to RADA from 2019-2024 – we sought to evaluate whether:

- **the intended outcomes of the PIP were being achieved**
- **the public received value for money**
- **the programme was efficiently managed**



Audit Objective

To assess RADA's effectiveness in managing the PIP toward increasing agricultural production. This included evaluating:

- **Whether the PIP was informed by proper market needs assessment.**
- **If implementation by RADA effectively met the objectives of PIP and was in line with GOJ established procedures/guidelines.**
- **Whether the oversight, monitoring and reporting arrangements by MoAFM and RADA were adequate.**



Budget



Year	Budget Request (as per PIP Plan) \$	Budget Allocation & Funds received (by MoAFM) \$	Difference \$	Expenditure \$
2023-24	629,500,000	604,435,429	25,064,571	492,100,408
2022-23	559,000,000	674,200,000	(115,200,000)	662,106,656
2021-22	1,120,000,000	606,633,526	513,366,474	588,730,538
2020-21	340,000,000	669,543,634	(329,543,634)	669,543,634
2019-20	280,000,000	386,138,717	(106,138,717)	386,138,717
TOTAL	2,928,500,000	2,940,951,306	(12,451,306)	\$2,798,619,953

What we Found...

RADA has a tool for the selection of priority crops for resource allocation.

However, 54 percent of the selected crops did not have clearly defined targets to enable RADA to accurately track and assess the programme's performance.



RADA's ability to effectively monitor and assess the performance of the PIP was partly undermined by staff shortfalls and the absence of clearly established targets.



RADA's annual procurement plan for supplying seeds (onion, yam & Irish potato) to farmers was aligned with the planting seasons; and despite 84 percent of contracts experiencing delivery delays, the seeds were ultimately delivered within the relevant planting periods.



RADA established Standard Operating Procedures (SOP) for the distribution of agricultural inputs but was unable to confirm that the fertiliser allocated to MPs for subsequent distribution reached the intended farmers.

The value of the fertilisers in question is \$54 million.



Conclusion

RADA must strengthen areas within its control to improve PIP outcomes. This includes:

- Ø **Setting clear crop targets**
- Ø **Enhancing selection and verification of beneficiaries**
- Ø **Developing a robust inventory system for selected farm inputs**

The MoAFM and RADA must also comply with the FAA Act to protect accountable officers from the risk of surcharge.



Recommendations

- **Develop clear, measurable key performance indicators (KPIs), increase the frequency of field visits, and deliver comprehensive performance reports.**
- **Ensure that every selected crop has clear and measurable targets that align with economic, environmental, and food security objectives**
- **Implement robust procedures to ensure transparency and accountability.**
- **Implement an accountability mechanism for managing government resources, including segregation of duties and mandatory reporting to the MoAFM, to strengthen oversight of RADA's distribution activities.**





‘A better Country through effective audit scrutiny’