

**COUNTRY: JAMAICA**

## **PROJECT PROGRESS REPORT**

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Project Title: Application Of Science And Technology For The  
Strengthening Of Micro, Small And Medium-sized Food  
Processing Enterprises In The Rural Areas Of  
Latin America And The Caribbean

**REPORTING PERIOD: January – April 2004**

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# PROGRESS REPORT

## Organization of American States Project

**Project Title:** *Application Of Science And Technology For The Strengthening Of Micro, Small And Medium-sized Food Processing Enterprises In The Rural Areas Of Latin America And The Caribbean.*

### 1. Introduction

Jamaica continued implementation of the OAS-funded project for the strengthening of rural micro, small and medium-sized food processing enterprises in Latin America and the Caribbean. The Scientific Research Council, as the coordinating agency in Jamaica, facilitated the implementation of the project through the activities of the National Coordination Committee (NCC).

- 2.1. The committee met during the month of February 2004 to develop strategies for successful implementation of the project. Mrs Marcia Henry was confirmed as coordinator of the project on Mr. Lewis' return in order to facilitate continuity of the project.

### 2. Summary of Achievements

- 2.2. The Project focussed on implementation of work programmes by the enterprises. A meeting was held with rural leaders in April 2004 on receipt of the Project Work Plan for the current year. Rural Leaders reported on the progress being made with the assigned enterprise. Moderate success has been reported in terms of implementation of the work programmes by most companies.
- 2.3. Training was provided to the Rural Leaders in Project Scheduling. The training highlighted the need to break down each item of the work programmes into weekly sub-activities, assigning responsibilities to responsible members of staff and agreeing on realistic time frames in which the activities should be completed. This was stressed as a means to assist in managing the activities as planned, in completing set targets and in monitoring the progress.
- 2.4. Rural Leaders were sensitised to the importance of each enterprise completing the documentation for good manufacturing practices. This will be a critical deliverable of the project. They were encouraged to reinforce the need for the enterprises to set aside specific periods in the day or week to complete the work programme and in particular, the documentation. This is a major challenge.

## **2.5. Status on Enterprises**

### **Rural Leader: Mrs. Gloria Fairweather**

#### **1. Company: Spicy Grove, Woburn Lawn, St. Thomas**

The building for production is near completion. Production is scheduled to begin in July 2004. The training provided by the project has enabled the enterprise to ensure that the correct infrastructure, production equipment and materials and the layout of the plant was in line with good manufacturing practices for food processing.

#### **2. Company: Sue's Cottage, St. Thomas**

There are some interpersonal management issues being faced by this group. The rural leader has tried to assist in dealing with them. The period was a slow one in terms of processing of products as the group has been focusing on stock piling of raw material for the current financial year. It was suggested that during this slow period the group could focus on completing the documentation of sanitation and operational procedures. A meeting was held to discuss the mission statement.

#### **3. Company: Port Morant Food Processors, St. Thomas**

A Vision Statement was in place. Documentation was also in place as the company has been preparing for HACCP certification for the processing of ackees. However it was emphasized that the rural leader needs to ensure that the outstanding issues highlighted in the work programme were put completed. This includes the keeping of records.

### **Rural Leader: Mrs. Beverley Darby-Collins**

#### **4. Company: Wilmington, St. Thomas**

Drafts of the Mission Statement and Sanitation Procedures for each work station were done. Also the process flow for two products was completed.

#### **5. Company: Reache's Chips Producers, St. Thomas**

A process flow for chip production was completed along with the documentation of sanitation procedures. The Company needs to set specific times for which the staff will give attention to completing activities on the work programme.

### **Rural Leader: Mrs Denise Haiduk**

#### **6. Company: CANCO Ltd, St. Thomas**

No visit was made to the company during the period.

**Rural Leader: Mr Patrick Buchanan**

**7. Company: EC Koconutz, St. Thomas**

Activities completed include the sanitation check list, material balance input/output chart, a documented accounting system and a traceability system. Doors have been screened, hand washing facilities have been installed and the use of only approved non-food chemicals have been put in place.

**Rural Leader: JBDC (Heather Wright)**

**8. Company: Southern Fruits & Foods Ltd, St. Elizabeth**

The enterprise has completed the first draft of a Vision Statement and has reviewed its marketing template. The work programme was also reviewed and a schedule of activities for completion was developed. Since 2004, this company has been HACCP certified to export processed Ackees (canned) to the USA.

**Rural/Cluster Leader: Ms. Donna Bromfield**

**9. Company: John Basco Boys' Home, Manchester**

The Mission Statement was shortened and awaits approval of the company principal. The Vision Statement was finalized. Sanitation Standard Operating Procedures (SSOP) and Good Manufacturing Practices were reviewed with the company. Correctives actions re: SSOP and activities to be completed by May 2004 were noted.

**10. Company: Mayfield Milk Producers and Processors**

Lists of food and non-food chemicals used were drafted. Training material on documentation requirements of a quality management system was revised with the staff. A list of all records and documents currently in use was compiled. Activities for completion by May 2004 were agreed on.

**Rural Leader: Ms. Morene Griffiths**

**11. Company: West Best Foods Ltd, Westmoreland**

No visit was made to this company during the period. Ms Griffiths has been reassigned to take up management responsibilities at RADA Twickenham Industries, following the passing of Mrs Carmen Edwards. This along with the restructuring at SRC has necessitated reassigning of some rural leaders. Please see updated document on assigning of rural leaders attached. It was suggested that Ms Vivette Gooden, employee of West Best Foods Ltd who had completed the training on the project be asked to function as rural leader to West Best Foods and work with a member of SRC's Process Development division in completing the work programme. See updated work programme attached.

**Rural Leader: Ms. McPherson**

**12. Company: North Clarendon Food Processors, Clarendon**

The project was lagging somewhat as the company has been preparing for the processing of Ackees. Mrs McPherson has been on leave as has been Mrs Gooden. However, the company has drafted a mission statement, has developed and implemented a daily start-up check list as well as a pest control procedures.

**Rural Leader: Mrs. Denise Haiduk**

**13. Company: The Pickapeppa Co. Ltd**

The company which is fully established has expressed the view that it does not need the intervention of the project, in light of the focus areas of the project. Documentation for quality management and GMP has been completed and reviewed periodically.

**14. Company: Tijule Co. Ltd**

No visits were made to the company during the period.

**Rural Leader: Mrs. Beverley Darby-Collins**

**15. Company: Buff Bay Development Action Committee (BUBADAC), Portland**

**16. Company: Hart Hill Carrot Processors**

Refurbishing of the building is not yet completed for the processing of products to start. Documents relating to processing of the products have been misplaced. Another major concern reported by the Rural Leader was that the building facilities were not suitable for juice processing and was being used by two of the participating enterprises.

There is an ongoing conflict between BUBADAC and the Hart Hill Women's Group which is negatively impacting on the performance of both groups. It was suggested that the groups work in separate locations and that the interpersonal issues be addressed, in order to rectify this problem.

**Rural Leader: Mr. Maurice Lewis**

**17. Company: Sun Valley Plantations LTd, St. Ann**

To review work plan. The enterprise has not begun to implement the work programme.

**18. Company: Mello Fello, St. Ann**

This enterprise has completed a significant proportion of the work programme. This can largely be contributed to the involvement of the owner of the enterprise in the training aspects of the project and his hand-on approach to the operations of the enterprise.

The enterprise has developed process flow diagrams for each production process; has listed the approved food and non-food chemicals that are used; has completed the first draft of a start-up check list and a customer feedback system. Staff members have also been assigned responsibility for quality.

**19. Company: Managri Corporation Ltd, St. Ann**

The main person from this company that was trained by the project has left the company. No activity of the work programme was completed.

**20. Company: Herbal Renaissance, St. Ann**

The new facilities of this enterprise was visited and assessed for suitability. Recommendations for compliance to good manufacturing practices were made.

**Rural Leader: Ms. Morine Griffiths**

**21. Company: Lime Tree Gardens Peanut Industry, St. Ann**

Aspects of GMP were discussed with the members of the enterprise. Windows and doors have been screened and some signage was completed.

**22. Company: Managri Processors, St. Ann**

Reviewed work plan. The enterprise continued production at the kitchens of the West Indies Aluminium Company (WINDALCO). Draft procedures are underway. Start-up for production in their own facility is on hold due to lack of funds.

**Rural Leader: Mrs. Denise Haiduk**

**23. Company: Walkerswood Caribbean Foods Ltd., St. Ann**

The company is presently constructing a new processing plant and is implementing aspects of environmental through a contract with the Scientific Research Council.

**Rural Leader: Mrs. Marcia Henry**

**24. Company: RADA Twickenham Industries Ltd., St. Catherine**

The enterprise lost the invaluable services of its Manager, Mrs Carmen Edwards in January as a result of a fatal motor vehicle accident. Mrs Edwards was a Rural Leader.

Subsequently, the work programme has been revised. The company has completed a process flow diagram for the production of bammies and has developed draft SSOP. Personnel with responsibility for quality and sanitation were also identified.

**Rural Leader: Mrs. Lileth Guy**

**25. Company: Econergy Ltd, St. Ann**

No visits were made to the company during the period.

### 3. Challenges

- 3.1. The untimely passing of a Rural Leader employed to the Rural Agricultural Development Authority (RADA) and the fact that two other Rural Leaders employed to RADA have had to take vacation leave in the New Year negatively impacted on the availability of these rural leaders to monitor and assist enterprises. In addition, the restructuring exercise at SRC and its focus on core activities reduced the availability of staff for the project.
- 3.2. Some of the fledgling enterprises are currently establishing more permanent and appropriate infrastructure for production. Financial constraints are impeding the progress of these activities for a few enterprises.
- 3.3. Leadership issues and availability of staff to focus on the documentation required are challenges been faced by most enterprises. The most successful enterprises have been those whose owners participated in the training component of the project.

### 4. Recommendations:

A recommended strategy that is being implemented by the project was to identify Rural Leaders who would function as cluster leaders. These cluster leaders would coordinate activities of rural leaders within clusters. This was deemed necessary in light of the time constraints being experienced by the national coordinator. Cluster Leaders are as follows:

Ms Donna Bromfield	-	Manchester Cluster
Mrs Beverley Darby-Collins	-	St. Thomas Cluster
Mrs Maracia Henry	-	St Ann Cluster

**Table 1:** List of Completed Visits to the Enterprises for Technical Assistance during the Period, August 2003 - April 2004

<b>Co. #</b>	<b><u>Name of Company</u></b>	<b><u>Completed Visits</u></b> (Aug – Dec 2003)	<b><u>Completed Visits</u></b> (Jan – Apr 2004)	<b><u>Incomplete visits</u></b>
<b><u>St Thomas Cluster</u></b>				
1.	Woburn Lawn, St. Thomas	4	2	1
2.	Sue's Cottage Industry	3	2	2
3.	Port Morant Food Processors, St. Thomas	2	2	3
4.	Wilmington, St. Thomas	4	2	1
5.	Reache's, Chips Producers, Portland	4	2	1
6.	Canco Ltd, St. Thomas	1	0	6
7.	EC's Koconutz, St. Thomas	1	2	4
<b><u>Manchester Cluster</u></b>				
8.	Southern Fruits & Foods Ltd, St Elizabeth	1	2	4
9.	St. John Basco Boys' Home, Manchester	3	2	2
10.	Mayfield Milk Producers & Processors Ltd, Manchester	3	2	2
11.	West Best Foods Ltd, Westmoreland	2	2	3
12.	North Clarendon Food Processors, Clarendon	2	0	5
13.	The Pickapeppa Co. Ltd, Manchester	1	0	6
14.	Tijule Ltd, Clarendon	1	0	6
<b>Total</b>		<b>32</b>	<b>20</b>	<b>46</b>

**Table 1 cont'd:** List of Completed Visits to the Enterprises for Technical Assistance during the Period, August 2003 - April 2004

<b>Co. #</b>	<b><u>Name of Company</u></b>	<b><u>Completed Visits</u></b> (Aug – Dec 2003)	<b><u>Completed Visits</u></b> (Jan – Apr 2004)	<b><u>Incomplete visits</u></b>
<b><u>St. Ann Cluster</u></b>				
15.	Buff Bay Development Action Committee (BUBADAC), Portland	4	0	3
16.	Hart Hill Carrot Processors	4	0	3
17.	Sun Valley Plantation, St. Mary	1	1	5
18.	Mello Fello, St. Mary	1	1	5
19.	MagnaCorp Investments Ltd, St. Mary	1	1	5
20.	Herbal Renaissance	1	1	5
21.	Lime Tree Garden Peanut Industry, St Ann	1	1	5
22.	Managri Processors, St Ann	1	1	5
23.	Walkerswood Ltd, St Ann	1	0	6
24.	RADA Twickenham Bammies, St Catherine	1	2	4
25.	Econergy Ltd, St Ann	0	0	7
<b>Total</b>		<b>16</b>	<b>8</b>	<b>53</b>
<b>Grand Total</b>		<b>49</b>	<b>28</b>	<b>98</b>