

**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: MAY 2003 - JULY 2003**

Prepared by:  
**SCIENTIFIC RESEARCH COUNCIL**

For Submission to:  
**ORGANIZATION OF AMERICAN STATES**

Through:  
**CITA, COSTA RICA**

**AUGUST 11, 2003**

# 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). The membership of the Committee was increased by two to include the Director of the OAS office in Jamaica and the officer of the Planning Institute of Jamaica who has responsibilities for projects submitted to the OAS.

New Team Members:

Dr. Joan Neil	-	Director, OAS, Jamaica office
Mrs Andrea Shephard-Stewart	-	Planning Institute of Jamaica

The committee frequently met throughout the period to develop the strategies for successful implementation of the project. During the implementation period, the matter of expenditure within budget to meet the stipulations of the project was an issue.

### 2. Summary of Accomplishments

- 2.1. The Training Component of the project continued from May 13 to July 29 involving over fifty participants from twenty-seven companies in the three established clusters, namely St. Ann, St. Thomas and Manchester (see Table 1 below). Completion of training in Module 1 continued in May 2003 as shown in the schedule attached (Appendix 1a). A total of forty-seven persons from twenty-seven companies participated in the completion of Module 1. One company namely Herbal Renaissance was introduced to the programme in May 2003, following the unsatisfactory performance of the participant from another company at the first session. This was done to ensure that the target of 25 companies was met. In addition, six Home Economics Officers of the Rural Agricultural Development Authority (RADA) participated in this module, with their intention to function as rural leaders during the phase for implementation of the work programmes.
- 2.2. Modules 2, 3 and 4 were covered during the period June 4 and July 29, 2003 in which a maximum of thirty-six participants continued to receive training in Business, Quality and Environmental Management. Unfortunately, six companies

did not complete the training in Modules 3 and 4 due to difficulties within their companies. The owners have however expressed interest in completing the modules and developing and implementing work programmes. Strategies are to be considered to accomplish same. Please see daily attendance records attached.

Representatives of the Jamaica Business Development Centre (JBDC) continued to provide training in Business Management while Ms. Julia Brown and Mrs Marcia Henry provided training in Environmental Management and Quality Management respectively. Please see course outlines for each subject area attached.

- 2.3. At the end of each training session, the participants completed an evaluation of the presenter/trainer. Analysis of this data showed that the participants consistently rated the presenters between very good and excellent. Other categories were average, fair and poor. The presenter in Business Management in Module 4 got an average rating. The template for evaluation is shown in Appendix 2.

The participants also consistently felt that the course was very relevant to their needs and was highly appreciative of it. They expressed the view that they would not have otherwise been able to afford the training. The programme also facilitated collaboration among the participants in identifying solutions to operational problems within their companies. Some participants also gave strong support to the trainers in underscoring the relevance of the information that was being disseminated and in giving examples of their own experiences. The participants showed strong commitment and high levels of enthusiasm throughout the programme.

- 2.4. In Quality Management, Module 4 took the form of a study tour to one of two exemplary food-processing companies that are implementing GMP, HACCP, Environmental Management Systems and Business Management. Participants were expected to complete an evaluation of the company visited and to submit the report to the facilitator in Quality Management. The evaluation form (Appendix 3) was a modified version of the form used to evaluate companies at the beginning of the project. Evaluation of the company ensured focus of the participants to meeting the objectives of the study tour and assisted in heightening their observation and enquiry of the companies.

The visits were very successful in underscoring and reinforcing the principles that were taught in all three subject areas. The study tours were also held with a view to benchmarking by the enterprises.

The Manchester cluster visited the chicken processing plant of the Jamaica Broilers Group of Companies in Spring Village, St. Catherine. The core activity of this plant is to slaughter and package chickens for delivery to supermarkets, fast food entities, wholesalers, retailers and other establishments. The company is known for its high quality product.

The St. Ann and St. Thomas Clusters visited the cheese processing plant of Dairy Industries Limited. This company is ISO 9001:2000 certified and was exemplary in its Quality management and business management systems. Presentations were given in these two areas to the participants following which, a tour of the cheese

processing plant and the processing plant of a milk-based drink, were given. Documentation of procedures and work instructions, good manufacturing practices and HACCP principles were highlighted as well as the business principles that have assured the success of the company. Participants were highly motivated in seeing the operations of this company.

- 2.5. A vibrant Closing Ceremony of the training component of the project was held on July 29, 2003 at the Farmers Training Centre in Twickenham Park in St. Catherine (see programme attached). Representatives of the National Coordinating Committee, principals of the major partners and other special guests attended. The Guest Speaker was Mrs. Thalia Lyn of *Island Grill*, a Jamaican fast food chain, who gave her testimonial on the road to success. **Her presentation was extremely inspiring and many of the participants saw that they could become suppliers to this company. This will be pursued.**

At the Ceremony, the products of some of the enterprises that participated in the training were displayed. One participant from each cluster gave a review of the programme and their own testimonial of the impact of the training. The language of the subject areas had now become their own language, which was indicative of the fact that the participants had internalised the training. They continued to show deep appreciation of the project and anticipated continued support from it.

Participants challenged the NCC to identify ways in which they could assist them in obtaining financial assistance to become HACCP certified.

Certificates were issued to the participants who completed 58% or more of contact hours. See pictures of the ceremony and display of products attached.

- 2.6. At least two companies from each cluster along with the RADA officers have indicated their interest in becoming rural leaders. The first meeting with this group is scheduled for late August 2003, to develop strategies for implementation of the next phase of the project. During the month of August 2003, the facilitators and members of the NCC will prepare proposed work programmes for each company which will then be discussed with the rural leaders and further developed and agreed on by the individual companies.
- 2.7. Discussions were held with the Social Development Commission in identifying ways in which assistance could be given to the enterprises in meeting the social challenges as mentioned in the previous report. Strategies are being considered which could be included in the work programme for each enterprise.

### 3. Challenges

- 3.1. One stipulation of the project is that contact hours for each module should be eight hours, in each subject area. In an effort to meet this stipulation and to operate within budget, each session was held for one day beginning at 8:00 a.m. and ending at 5:30 p.m. Most participants expressed difficulty in meeting the start time of 8:00 a.m.

Further, only two participants from each enterprise were provided for with respect to meals, effective the beginning of Module 2. Other members of such enterprises had to cover their food costs and they were willing to do so.

- 3.2. The Scientific Research Council (SRC) and the National Coordinating Committee made every effort to implement the project within the approved budgetary allocations. However this proved extremely difficult in light of the local configuration of the training component of the project. It became apparent that the funding was inadequate (please see financial report attached).

In light of the financial constraints, contact training hours were reduced to four hours per session and only a coffee break was offered to the participants. This became effective at the start of Module 3 on June 25, 2003 and followed the recommendations of the National Coordinating Committee and the Executive Director, SRC. The new arrangements have only reduced but not eliminated the shortfall. In addition, all three clusters were combined into one for Module 4, which was held at the Farmers Training Centre (see Appendix 1b attached).

It had not been possible to identify any additional source of funding for the project within the time frame of implementation of the project. The SRC recognizes the potential impact of the project in strengthening micro, small and medium-sized food processing enterprises in the rural areas of Jamaica including the economic, social and environmental benefits. It is committed to the project, is providing above and beyond the required counterpart funding and will continue to provide support within the scope of its capability.

**Table 1:** Names of the companies and their representatives that participated in the training programme.

<b>Company Number</b>	<b><u>Name of Company</u></b>	<b><u>Name of Participant</u></b>	<b><u>Name of Participant</u></b>
<b><u>St Thomas Cluster</u></b>			
1.	Canco Ltd, St. Thomas	Ruth McKenzie	Patrick Buchanan, Dorothy Ramsay
2.	EC's Koconutz, St. Thomas	Yvonne Chin	Louis Chin, Maxine Reid
3.	Woburn Lawn, St. Thomas	Ronald Shepherd	Carol Davis
4.	Wilmington, St. Thomas	Donavan Wallace	Festus Bailey
5.	Port Morant Food Processors, St. Thomas	Sharon Williams	Yvonne Anglin-Barclay, Stacia Wright
6.	Ton-Rick Enterprises Ltd, St. Thomas	Marion Stewart	Carolyn Henry
7.	Reache's, Chips Producers, Portland	Melka Currie, Maxine Thompson	Ina Kenton
8.	Sue's Cottage Industry	Yvonne lee	Monica Higgins
<b><u>St. Ann Cluster</u></b>			
9.	Buff May Development Action Committee (BUBADAC), Portland	Ralph Grant, Lilian Barnett,	Clarence Brown, Loleita Campbell
10.	Sun Valley, St. Mary	Arnold Binns	
11.	Mello Fello, St. Mary	Ralph Sutherland	Ann Marie Cameron
12.	MagnaCorp Investments Ltd, St. Mary	Lyden Stone	Sydney Francis, Ian Joseph
13.	RADA Twickenham Bammies, St Catherine	Nordia Smith	*Barbara Graham
14.	Lime Tree Garden Peanut Industry, St Ann	Ethel Shirley	Hyacinth Thomas, Veronica Scott
15.	Walkerswood Ltd, St Ann	Lileth Guy	
16.	Econergy Ltd, St Ann	Hazel Small	Ethloria Clunie
17.	Managri Processors, St Ann	Claudette Roosevelt	Debbie Henry
18.	Hart Hill Carrot Processors	Melvina Murray	Joycelyn Reid
19.	Herbal Renaissance	**Taibika Fudail	

\* This participant attended the training held in Mandeville, Manchester for all subject areas. \*\* This participant attended the training in Quality Management, Module 1 in Manchester.

**Table 1 cont'd:** Names of the companies and their representatives that participated in the training programme.

<b>Company Number</b>	<b><u>Name of Company</u></b>	<b><u>Name of Participants</u></b>	<b><u>Name of Participants</u></b>
<b><u>Manchester Cluster</u></b>			
20.	West Best Foods Ltd, Westmoreland	Vivette Gooden	
21.	The Pickapeppa Co. Ltd, Manchester	Noel Miller	Diana Tomlinson
22.	Mayfield Milk Producers & Processors Ltd, Manchester	Olive Smith	Norma Johnson
23.	John Bascoe Boys' Home, Manchester	Orville Bailey	Lenford Heron
24.	North Clarendon Food Processors, Clarendon	Claudette Codner	Curine Nembhard
25.	Tijule Ltd, Clarendon	Monacia Williams	Rosalyn Trouvers
26.	Old MacDonald Farms Ltd, Clarendon	Jermaine Dixon	
27.	Southern Fruits & Foods Ltd, St Elizabeth	Delone Horne (EM)	Donna Bromfield
		Waine Blake (BM)	Marlon Elliott (QM)