

**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 – March 2005**

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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

- 1.1. 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).
- 1.2. The Committee met in February 2005 to facilitate the visit of Mrs Floribeth Viquez from CITA, Costa Rica, to sensitize rural leaders on the two month extension of the project to February 2005 and the need to complete outstanding activities. Strategies for successful implementation of the project were also discussed.
- 1.3. The Committee and Rural Leaders had expressed the need for an extension of the project in Jamaica, by at least three months in light of the negative effects of Hurricane Ivan. However the extension was approved for only two months which was a real challenge to the participants of the project in Jamaica. Every effort was made to complete the activities but time was a major constraint.

### 2. Overview of Project Impact

The measurable indicators that were developed at the Coordinators' Meeting in 2003 were used to guide the implementation of the project. These are as follows:

#### **Quality management**

1. Good manufacturing practices are implemented at each of the 25 enterprises;
2. Documented standard operating procedures; and
3. Documented sanitation standard operating procedures

#### **Business management:**

1. 25 enterprises trained in strategic planning - vision, mission, strategic goals, operational plan, marketing plan;
2. 25 enterprises trained in costing - production and a system to control the cost of production; and
3. Up-to-date accounting system in place (manual or electronic) for each enterprise

## **Environmental management**

1. 25 enterprises trained in the best use of resources (water, electricity/other sources of energy); and
2. 25 enterprises have a documented system in place for the quantification and minimization of waste/residues and raw materials used in production.

Work programmes developed with each company consisted of activities under the three components of the Project.

The major positive impact of the project has been the increased awareness of the owners of rural micro and small-sized food processing companies in Jamaica to the internationally accepted principles and standard for food safety. Increased knowledge in Good manufacturing practices, the principles of Hazard Analysis and Critical Control Points (HACCP) and quality management as well as the emerging international trading regimes were achieved.

The companies were also trained in efficient use of resources, the quantification and minimization of waste/residues and raw materials used in production, strategic planning, costing and accounting.

Many of the companies entered the project with no knowledge of these areas.

### 1. North Clarendon Food Processors

The building was partially damaged including a section of the roof and most of the packaging materials. There were no electricity and water supply at the factory causing production to be at a standstill. They requested a three month extension of the project for completion of the Work Programme.

As reported by the Rural Leader, the following aspects of the work programme have been completed:

Process flow for ackee, mixed fruits and peel; SSOPs; material balance; customer feedback system; procedures for control of accounts and records;

### 2. Mayfield Milk Producers

The enterprise completely lost its roof resulting in significant internal damages to furniture, equipment and documents. They were not insured. There were no electricity and water supply at the factory. Presently sourcing a generator to avoid spoilage of cheese. The company will require a minimum of six months to return to normalcy.

### 3. St John Bosco Boys' Home

The greatest damage caused by the hurricane was that the enterprise lost four thousand (4000) birds (chickens). They lost 14 work days before and after the hurricane. Electricity was restored on September 24, 2004 as well as potable water supply. However, they were not yet fully operating. Sustained major damages to other areas of the property. An extension of three months was requested to complete the Work Programme.

As reported by the Rural Leader, the following aspects of the work programme have been completed:

Vision and mission statements (shortened); list of approved food and non-food chemicals; daily start-up checklist; personnel with responsibility for quality in the plant identified; document control log implemented;

Daily pre-operation sanitation records and form; water analysis form; production flow chart for pork;

The company has lost most of the documentation that was done due to a malfunctioning computer.

### 3. West Best Foods Ltd

The electricity was restored but with regular outages causing a concern for the protection of the equipment. There is no water supply, but water is available from a tank. Due to the limited supply of raw materials the enterprise is not in full operation. The roof along with some furniture and packaging materials were also damaged. An extension of 2 months is requested.

As reported by the Rural Leader, the following aspects of the work programme have been completed:

Flow charts for production processes; List of approved food and non-food chemicals; customer feedback system;

### 4. Southern Fruits and Foods Ltd.

Water and electricity were restored but the company was not in full operations due to limited supply of raw materials. Seven working days were lost. Damage was done to the roof in the retort area and to the main office building. Equipment and furniture were subsequently damaged as well as the areas for ackee ripening. An extension of 3 months is requested.

As reported by the Rural Leader, the following aspects of the work programme have been completed:

Data collection forms for the production of four products; SSOPs; HACCP system for one product;

#### 5. Lime Tree Garden

There was no damage to the building and they lost 400 bottles of processed peanut product. Water was available as well as electricity which was restored on September 20, 2004. They are requesting two months extension to complete Work Programme.

As reported by the Rural Leader, the following aspects of the work programme have been completed:

List of food and non-food chemicals; daily start-up and weekly check list; procedures for daily, weekly and end-of-week clean up and other SSOPs have been drafted; responsibilities for quality have been assigned; the plant is being redesigned to avoid receipt of raw materials in the processed area and separation of storage of raw materials from finished products

#### 6. RADA Twickenham Bammies

Water, telephone and electricity were restored in mid September and they were in full operations since September 20, 2004. They had lost 5000 lbs of raw cassava which was in cold storage. They are requesting a six week extension to complete Work Programme.

As reported by the Rural Leader, the following aspects of the work programme have been completed:

Mission and vision statements; sanitation standard operating procedures; daily start up checklist; process flow and material balance charts (draft); personnel with responsibility for quality documented;

#### 7. EC Koconutz

Water, telephone and electricity were restored and the company is back in full operations. No structural damage was experienced. Ten working days were lost. The company has in the meantime completed the material balance for coconut product.

As reported by the Rural Leader, the following aspects of the work programme have been completed:

Vision and mission statements; draft SSOPs; daily start-up checklists; signage for hand washing; process flow and material balance charts; documentation of all waste streams;

#### 8. Spicy Grove

The roof of the building was lost. Also the water pipeline was damaged. Electricity and water were not yet restored. Will need at least three months extension.

As reported by the Rural Leader, the following aspects of the work programme have been completed:

Mission and vision statements; Dress code; Daily start-up checklist; Cash flow projections; Market research

#### 9. Wilmington

It was reported that the company experienced flooding however there was no structural damage to the building. There is presently no production due to a lack of electricity and

water supply. At least 17 working days have so far been lost. An extension of 3 months is requested to complete Work Programme.

As reported by the Rural Leader, the following aspects of the work programme have been completed:

Process flow and material balance; daily start up checklist; sanitation standard operating procedures; list of food and non-food chemicals; mission statement; updated accounting, sales and purchasing records;

#### 10. Port Morant Food Processors

Due to the shortage of Ackee (raw material) this enterprise is closed. Over 250 acres of young Ackee trees were devastated by the hurricane. Some zinc sheets to the boiler house were lost. There was no electricity up to September 20, 2004 however electricity and water supply have since been restored. Working on completing the documentation.

#### 11. Canco Ltd

The company lost a large quantity of raw materials and trees. They had to suspend operations due to lack of electricity and raw material supply. Earlier the company was using a generator for electricity supply.

#### 12. Sue's Cottage

Electricity was restored on September 28, 2004 however there was no supply of water. There is also a lack of raw materials due to damages to the existing crops. The company was encouraged to complete documentation in the meanwhile. A minimum of three months extension to complete the work programme was being requested.

As reported by the Rural Leader, the following aspects of the work programme have been completed:

Daily start-up checklist; mission and vision statements; dress code; operational charts; use of waste as fertilizer and to produce sauce or drink;

#### 13. Mello Fello

There is water supply however electricity was not restored. The company resumed operation since September 27, at a low level of production with the use of a standby generator and ice, which is very costly. The roof was also damaged (loss of zinc sheets). They are requesting 3 months extension to complete the Work Programme.

As reported by the Rural Leader, the following aspects of the work programme have been completed:

Process flow diagrams; list of approved food and non-food chemicals; daily start up checklist completed and in use; Assigning of person responsible for quality; customer feedback system; SSOPs form; environmental improvement plan developed;

#### 14. Magna Corp Investments

Operation has resumed in full. They lost one batch of the coconut water product which was damaged. Lost banana and plantain trees. The roof was also damaged. There was no electricity up to September 20, 2004. The company is also seeking an operations manager as the persons functioning in this capacity and who received training on the Project has since left the company. The company is requesting an extension of three months.

#### 15. Sun Valley Plantation

The company is not back in operation as there is no water or electricity supply. Lost coconut product which was in storage. There is no damage to the building however there is concern about the debris on the compound. An extension of 6 months is requested to complete the Work Programme.

As reported by the Rural Leader, the following aspects of the work programme have been completed:

Mission and vision statements; sanitation standard operating procedures; daily start up checklist; sanitizing procedure for equipment; Process flow and material balance;

#### 16. Herbal Renaissance

It was reported that electricity (September 29) and water have been restored. However the company is not yet back in operation due to difficulties being experienced in obtaining a machine for the drying of herbs. A two month extension is needed.

As reported by the Rural Leader, the following aspects of the work programme have been completed:

Mission and vision statements; daily start up checklist; list of food chemicals; procedure for document control; Name of person responsible for quality; draft SSOPs; process flow for herbal capsule and dried herbs; business plan; accounting system;

#### 17. Reache's Chips Producers

It was reported that an extension of 9 months is requested due to the extensive damage done to the banana industry, a raw material used in its operations. Also there was no electricity and water supply present. Lost zinc sheets form roof.

As reported by the Rural Leader, the following aspects of the work programme have been completed:

Daily start-up checklist; process flow and material balance charts; draft SSOPs; accounting system;

## 18. Hart Hill

It was reported that raw material for production was scarce. Electricity was restored on September 22 and water on September 18. Not yet back in operations.

Vision and mission statements; list of approved food and non-food chemicals; daily start-up checklist; process flow and material balance charts; training in record keeping; draft SSOPs;

## 19. Walkerswood Ltd

It was reported that electricity was returned on the 29<sup>th</sup> September, 2004 and operation was restarted then.

### **Summary**

The companies that had critical structural damages were:

- Mayfield Milk Producers – Clarendon
- North Clarendon Food Processors – Clarendon
- Southern Fruits & Foods Ltd. – St. Elizabeth

Most companies were not insured so they have to depend on their own resources to recover from the devastation of the hurricane. Raw material supply was of major concern as fruit trees were severely affected by the Hurricane.

**The general consensus was that there was need for an extension of the minimum three months in order for the enterprises to complete their Work Programmes. This would extend the project to March 2005.**

Companies were facing a difficult time as staff members were reluctant to start cleaning up work stations and begin production as they themselves were dealing with personal losses as well.

Rural Leaders were challenged to implement motivational strategies to assist the companies and their workers in getting back on track, as there was great concern that companies were now preoccupied with administrative requirements (insurance coverage etc) to restart production.

As at December 16, 2004, all companies except Mayfield Milk Processors, BUBADAC, Monagri Processors and Reaches Chips have resumed varying levels of operations. These four companies are experiencing difficulties with respect to infrastructure and/or administration matters.