

COUNTRY: JAMAICA

PROJECT REPORT

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 – February 2005

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For Submission to:
ORGANIZATION OF AMERICAN STATES

Through:
CITA, COSTA RICA

March 2005

FINAL 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. The main objectives of her visit were: to sensitize rural leaders and the national committee on the two month extension of the project to February 2005; and the need to complete outstanding activities by then. She also explained the evaluation tools and the need to complete this instrument.

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's Impact**

The measurable indicators that were developed at the regional 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. Twenty-five enterprises trained in the best use of resources (water, electricity/other sources of energy); and
2. Twenty-five 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 the twenty-five 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. Many of the companies entered the project with no knowledge of these areas.

The companies were also trained in efficient use of resources, the quantification and minimization of waste/residues and raw materials used in production. They were highly sensitized to the implication of waste and the improper use of raw materials on the efficiency and profitability (bottom line) of the companies.

In the area of business management, the companies were trained in *inter alia* strategic planning, costing and accounting, group dynamics and the elements and preparation of a business plan. All the companies that have participated throughout the life of the project now have vision and mission statements. Each company has also identified the authorities and responsibilities with respect to sanitation and general operations.

The companies have also documented their accounting system.

3. Conclusion

The participating companies have expressed their sincere and deep appreciation of the project for the technical assistance and training that they have received. A network has been established between the companies and with the technical expertise housed in the Scientific Research Council, the Jamaica Business Development Centre and the Rural Agricultural Development Authority. Each company and the rural leaders have learnt much from the interaction with each other and in the areas covered by the Project. Key strategic linkages have been forged and it is hoped that this will be a long-term benefit of the project.

Of the 25 companies that participated on the project, four namely, BUBADAC, Hart Hill, Monagri and Woburn Lawn/Spicy Grove did not complete their work programmes as planned because of infrastructure challenges. These companies are currently not operating because their factory buildings are incomplete.

Mayfield Milk Processors experienced structural damages from Hurricane Ivan and is still not operating, as the refurbishing of the building is still incomplete. Electricity and telephone services have not yet been restored to Reaches Chips and they are without raw material supply as the banana population was completely damaged by the hurricane.

Econergy and MagnaCorp Investments did not complete their work programmes because of personnel challenges.

The other 18 companies experienced varying degrees of success in completing their work programmes as indicated in the summary results of each attached.

There are areas in the work programmes that have not been successfully implemented especially in environmental management. It is hoped that any future project will address and provide technical assistance to these and other companies in areas such as:

1. Waste management and treatment solutions such as the construction of biodigesters;
2. Preparation of business plans;
3. Development of HACCP plans; and
4. New product development and testing