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10 November 1986
ENGLISH

HIGH-LEVEL ADVISORY MISSION ON AGRO-PROCESSING

SI/JAM/86/816/11-01

(R)JAMAICA:

Technical report: Agro-industry assistance *

Prepared for the Government of Jamaica
by the United Nations Industrial Development Organization,
acting as Executing Agency for the
United Nations Development Programme

Based on the work of William S. Beale,
Senior Agro-industry Advisor

Backstopping officer: B. Galat, Agro-based Industries Branch

United Nations Industrial Development Organization
Vienna

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NOTE

The mention of firm names and commercial products does not imply endorsement by the United Nations Industrial Organization (UNIDO)

ACKNOWLEDGEMENTS

The mission acknowledges with thanks, the assistance of UNDP and UNIDO staff in Kingston, members of the Government and other agencies, and private industry contacts made during the course of the project.

1. SUMMARY

The problem of fresh produce export surpluses as seen at the time of preparation of the original project proposal did not arise, so the mission attention was focussed on the private sector.

Discussions were held with industry leaders, bankers and other commercial interests, Government and international agency officials.

Major problems within the industry were identified and attention turned to the best way in which action programmes could have a beneficial effect.

The mission is of the opinion that the private sector must be the driving force in the Jamaican food processing industry but that considerable technical input is necessary in order to service the current and future needs.

The best means of achieving tangible results is discussed and recommendations made for a UNDP project to be funded over a two year period.

2. INTRODUCTION

The job description for the mission was based on the proposal written in August, 1995 - refer to Appendix "E".

The problem of fresh produce export surpluses foreseen at the time has been overrun by uncontrollable factors, mainly weather.

Late plantings in 1985 resulted in poor winter crop yields, and major flooding in June had further adverse effects. These will also carry through to the 1985/1987 season due to the unavoidable delays in soil preparation and the need to re-site a major growing project.

Resulting from the above situation and consultation with the Senior Industrial Development Field Advisor, members of the Government and private industry, the mission's attention focussed on current problems and short-term action programmes.

3. GENERAL FINDINGS

The mission has consulted with Jamaican food industry leaders, bankers, commercial interests, Government officials and other agencies. (Refer to Appendix "C"). It has also studied a number of reports produced by or on behalf of the Government. (Refer to Appendix "D").

The most urgent needs and remedial actions have been identified as:

- a) Improve the consistency of the quality of the products and the packaging.
- b) Ensure continuity of raw material supplies with improved grower/processor consultation and some degree of vertical integration.

- c) Improve plant maintenance, materials handling, processing know how.
- d) Obtain better equipment and consider the introduction of small-scale high-technology plant available from Europe and other countries.
- e) Train present management at all levels in food processing technology and special market identification.
- f) Identify by research and development, specific products determined by technical marketing and aimed for testing with specific companies in selected countries: e.g., product lines of tropical fruits in bulk form, wet or dehydrated, using bag-in box containers.
- g) Rationalization through local mergers to improve efficiency, reduce costs and the number of competing brands.

4. DISCUSSION

The Jamaican food industry is not staffed or geared to carry out product and process development. It needs to be guided by senior commercial technologists with proven achievement records performing this function in a hands-on laboratory/pilot plant environment. This is important in meeting current needs and in the application of the new technologies necessary for the competitive replacement of imports and the export of bulk processed fruits and vegetables. Whilst the North American market is large, Europe and the Federal Republic of Germany are seen as offering the best opportunities for bulk exports.

The identification and development of products must be relevant to the country's potential before marketing strategy targets are tested in order to minimise risks.

Products need to be developed on an individual company basis for testing the reaction of specific buyers in specific country markets. This type of technical/market testing requires the involvement of experienced businessmen with successful track records and with the ability to make top level contacts and close business deals.

The Jamaican Food Technology Institute could provide an effective means of achieving the above objectives. The Institute is a unit of the Scientific Research Council, which is a statutory body controlled by the Ministries of Agriculture and Industry and Commerce. Refer to Appendix "B".

The Institute is adjacent to the Bureau of Standards and the Packaging Institute, with which it has close contact. It has never operated on a professional basis and is currently under-equipped and under-staffed. However, efforts are in hand to re-activate the Institute with new and additional staff and it is in the process of receiving laboratory equipment to the value of US\$650,000 under an SED Grant.

With the above inputs, the Institute would provide a sound basis for future development. The buildings are adequate for current purposes and there is ample room for expansion. The major additional inputs required are pilot plant scale facilities for dehydration, concentration, freezing aseptic processing and packaging, as well as assistance from senior food processing specialists.

Similar food industry oriented centres in other countries, including Australia and Brazil, have been largely responsible for the successful development of import replacement and the export of food products. After many years of operation, they are still contributing to that development. It is very important that the Jamaican industry be closely involved in such organizations.

5. RECOMMENDATION

It is proposed that a UNDF funded project be undertaken over a period of two years, comprised of a small team of experienced senior food industry specialists.

The objectives would be to:

- a) Assist in the re-structuring of the Food Technology Institute so it can adequately service the current and future needs of the Jamaican food industry.

5. b) Work in tandem with individual companies, planning products and techniques and developing new items for both import replacement and export.

A two-year programme has been recommended as it has been found that short-term ad-hoc consultants have not produced tangible results in Jamaica. The two-fold objectives of assisting the private sector directly and the re-activation of the Institute will require a reasonable degree of continuity. This is not to say that the technical specialists involved should not have shorter terms and come from different disciplines.

The private sector has expressed willingness to provide financial support to the programme and there has been an indication of assistance from The Federal Government of Germany Technical Assistance Programme.

It has been further indicated by the private sector that it would contribute a great deal more if the Institute could form the basis of a "Food Processing Foundation", having an affiliation with the University of the West Indies. This association could provide the mechanism for on-the-job training for local and foreign graduate students to work on research and development for the industry while completing their degrees.

The possibility of a Foundation becoming regional should also be considered, particularly as the University is regional. This would also widen the scope for funding.

As the needs are urgent, it is recommended the project be commenced as soon as possible.

Refer to APPENDIX "A" - UNDP Funded Project Proposal and to APPENDIX "G", Official Letter re Proposal.

UNDP FUNDED PROJECT PROPOSAL

"UNIDO AGRO-INDUSTRY PROCESSING DIRECT SUPPORT SERVICE UNIT"

1. Objectives

- a) To assist in the restructuring of the Food Technology Institute so it can adequately service the current and future needs of the Jamaican food industry.
- b) To work in tandem with individual companies, planning products and techniques, and developing new items for both import replacement and export.

2. Scope of Activities

It is recommended that initially, the industry sectors covered be the same as those studied by the current mission, i.e., the following product groups:

- a) Ethnic and gourmet foods, jams, jellies, chutneys, sauces, etc.
- b) Fruits and vegetables, particularly for import replacement and export, which in the main will involve using new technologies for bulk processing and packaging.

3. Personnel Requirements

a) CHIEF TECHNICAL ADVISOR/PROJECT MANAGER

Senior industrial planner in agro-processing, with international achievements experience in marketing strategy in the private sector. General management experience with a successful manufacturer and considerable overseas exposure is desirable.

- 24 man-months with pre-project recruitment. Local travel and possibly one overseas trip would be necessary.
- the local counterpart would be the chief executive of the newly-structured "Food Technology Institute".

b) SENIOR AGRO-PROCESSING INDUSTRIAL EXPERT

Experienced food production expert, with factory management background and international knowledge of appropriate technologies for the restructuring and updating of existing, as well as new, plants. An engineering background with design, selection of equipment and plant layout experience would be advantageous.

- 24 man-months total with local travel, and minimum 6 - month periods, for experts with special product experience. This should cover the following product groups:

- . ethnic and gourmet foods, jams, jellies, chutneys sauces, etc.
- . bulk processing of vegetables and tropical fruits, including dehydration, freezing, concentrates, aseptic processing and packaging.

c) SENIOR AGRO-PROCESSING EXPERT IN PRODUCT IMPROVEMENT AND NEW PRODUCT IDENTIFICATION

Experienced food technologist with a successful track record in private sector product re-formulation, the development of products for acceptance in the retail market, and by food industry re-processors in highly competitive markets.

- 24 man-months total, with local travel and minimum 6 - month periods, for experts with special product experience, the product groups covered as in (b) above.

For both (b) and (c) above, appropriate local counterparts would be assigned from the staff of the Institute.

d) AGRO INDUSTRY EXPERT IN POST-HARVEST HANDLING AND STORAGE

Experienced technologist with good overall knowledge of fruit and vegetable post harvest handling, controlled atmosphere storage and ripening, particularly in respect of tropical fruits.

- 24 man-months, with local travel. This expert is required for the full period in order to observe a full-years harvest of individual crops and to have the opportunity of developing appropriate techniques the following year.

- a local counterpart would need to be provided and trained as there is little current knowledge of these techniques within Jamaica.

(e) SENIOR FINANCIAL/COST ANALYSIS/BUDGETING EXPERT

An accountant/financial expert with experience in a medium-sized food processing company, able to provide assistance to individual companies in assessing their financial status, budgeting needs, and potential future requirements. This is important for bringing about a degree of rationalization in the industry, assessing the viability of current and new ventures and aiding the agro-development banks in their consideration of financing:

- 12/18 man-months, with some local travel. It may be possible to recruit this expert locally.
- no local counterpart is envisaged.

f) EXPERIENCED AGRO-PROCESSING INDUSTRY MARKET PLANNER/
PRODUCT IDENTIFICATION EXPERT

Marketing expert with experience in making advanced marketing contacts with the food processing industry (for re-processing or packaging) in North America, Europe and other areas. It is desirable that this form of technical marketing be carried out by persons with business experience, working with the new products developed for a specific market in a specific country. It is also important that a senior representative of the processor be involved and that both persons travel abroad together to discuss the product with buyers and be able to enter into contracts.

There could be an initial input into this position from the Chief Technical Advisor/Project Manager depending on the person chosen for that position. There could also be inputs from experienced Jamaicans. It is envisaged that the first and major overseas target market would be the Federal Republic of Germany, so assistance from the German-Caribbean Business Co-operation Group or from UNIDO sources may be feasible.

- 12/18 man-months, with local and overseas travel, probably segmented into 2 man-month periods for specific products/countries.
- no local counterpart is envisaged.

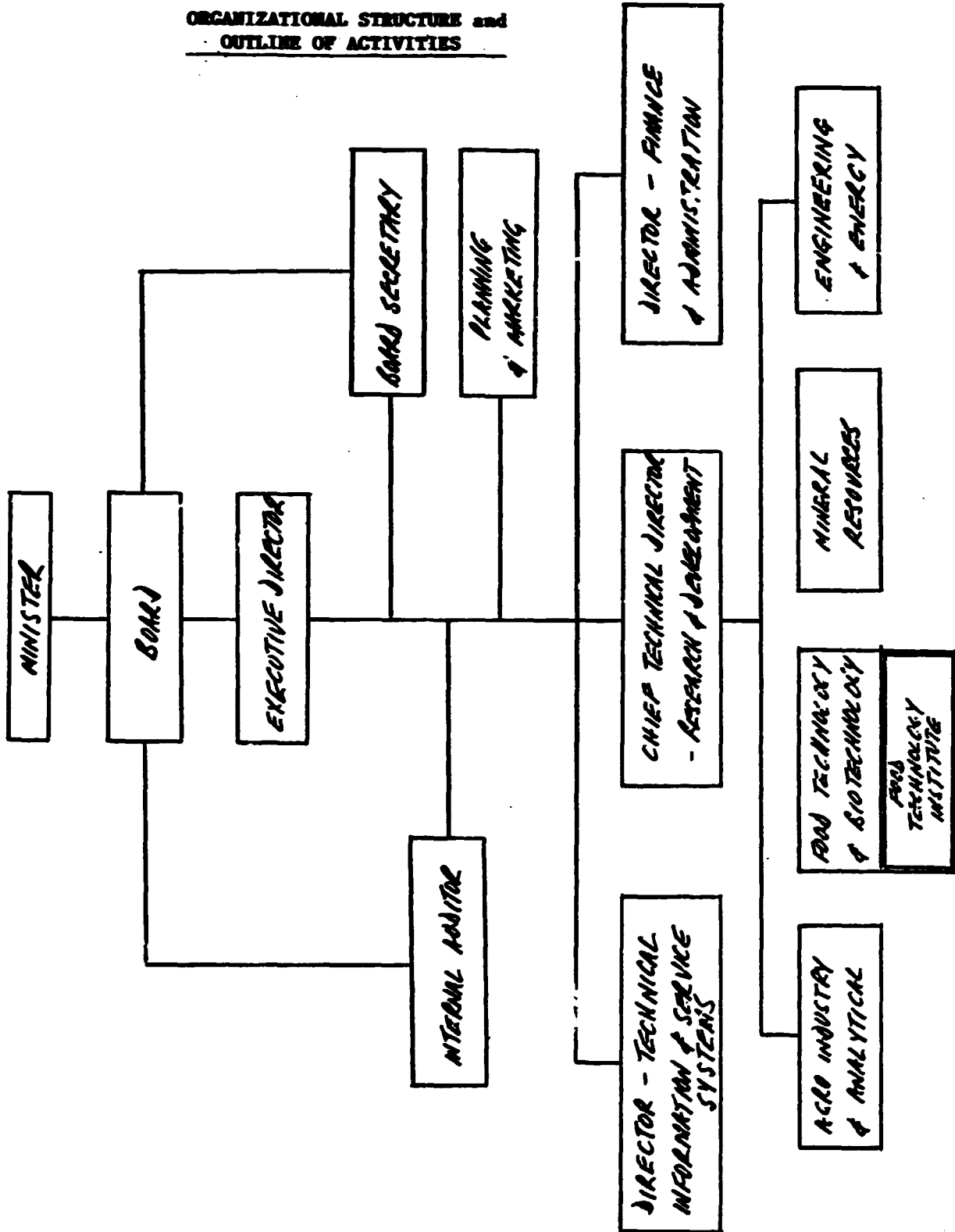
g) AGRO-PROCESSING INDUSTRY TRAINING FOR JAMAICANS

On the job in-plant and short-course training for hands-on foremen/technicians in relevant-sized food processing plants in English-speaking countries is desirable. These should be from 2 man-weeks to 2 man-months duration. It is envisaged that other bi-lateral agencies would provide the input for this important training.

JAMAICA FOOD TECHNOLOGY INSTITUTE

ORGANIZATIONAL STRUCTURE and
OUTLINE OF ACTIVITIES

SCIENTIFIC RESEARCH COUNCIL



THE DAILY GLEANER, TUESDAY, AUGUST 19, 1986

**MANAGER — FOOD
TECHNOLOGY INSTITUTE**

**FOOD TECHNOLOGISTS/
FOOD SCIENTISTS**

The Scientific Research Council invites applications from suitably qualified persons for the position of Manager for the Food Technology Institute.

The applicant should possess a Ph.D. in Food Technology/Food Science or related fields with a minimum of three (3) years research or practical experience or M.Sc. with a minimum of ten (10) years working experience. Applicants must have proven administrative or leadership ability and must be able to supervise and direct the research work of junior staff.

Applications are also invited for the positions of Food Technologists/Food Scientists. Such applicants should preferably have a second degree in similar or related fields or at least a first degree with five (5) years experience in Food Technology

Salary is negotiable, depending on qualifications and experience.

Applications with resume should be submitted not later than 5th September, 1986 to:-

**Executive Director
Scientific Research Council
P.O. Box 350
Hope
Kingston 6.**

TRAINING

We offer workshops, lecture/demonstrations and seminars.

We also have one of the better equipped food processing laboratories in the English-speaking Caribbean.



Meat Technology Workshop

WHO BENEFITS FROM THESE SERVICES ?

Any food processor

Community groups

Students and any other interested party.

CHARGES:

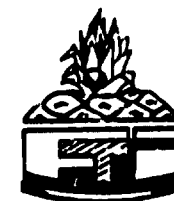
The services of the FTI are available at a nominal fee with special aid to community efforts.

For Further Information Contact:

FOOD TECHNOLOGY INSTITUTE
4 Winchester Road
Kingston 10.

Telephone: 926-8620-2, 926-8634

Scientific Research Council
Press
1985



FOOD TECHNOLOGY INSTITUTE

WE OFFER

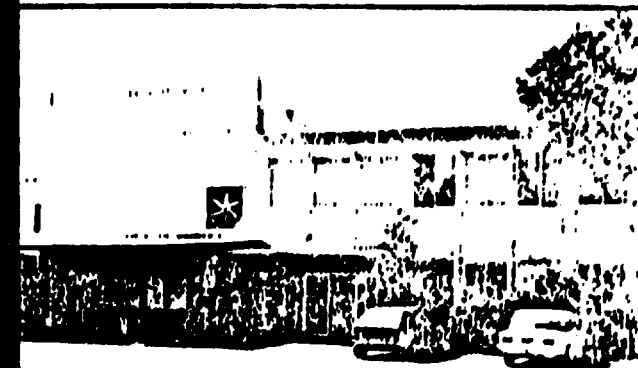
PRODUCT DEVELOPMENT

PILOT PLANT FACILITIES

QUALITY CONTROL

TECHNICAL ASSISTANCE

TRAINING



WHAT IS FTI ?

The Food Technology Institute (FTI) was born out of the Processed Foods Division of the Ministry of Trade and Industry back in 1954. The Division at that time had three major sections: a Food Inspectorate, a Microbiology Laboratory and an Experimental Kitchen. Its mandate was to promote the local Food Industry primarily through new product development, utilizing indigenous crops and giving technical assistance to food processors.

In 1970 the Experimental Kitchen section became a part of the Jamaica Industrial Development Corporation (JIDC) and continued in product development and pilot scale production of several food items. Soon however, as policies changed, less attention was given to this unit which subsequently became less effective.

With the formation of the Ministry of Science, Technology and Environment, in February 1984, the FTI once again came under focus, with an aim to revitalize the unit. Under the guidance of this Ministry, FTI was transferred to the Scientific Research Council which now functions under the Ministry of Agriculture.

The FTI promises to become a vibrant division of the SRC and will be able to contribute to Jamaica's overall agro-industrial thrust. The Institute offers services and conducts research in addition to providing training for food industry personnel as well as interested individuals.

TECHNICAL ASSISTANCE

The FTI has the staff and facilities to provide assistance in solving a wide range of food processing problems. We are also specialists in establishing scheduled processes for low acid and acidified foods.

RESEARCH AND DEVELOPMENT

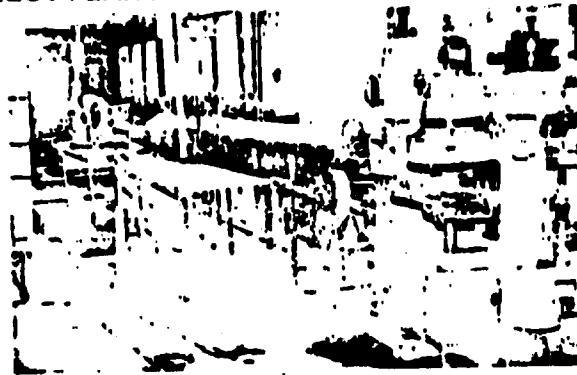
This involves small scale experimental work, semi-commercial pilot plant studies and sensory evaluation. Process methods include:

- canning
- dehydration
- freezing

Formulations are available for sale.

Product development services available on request.

PILOT PLANT FACILITIES



Canning Line



Can Seamer & Retort

Facilities will be made available at a cost, for short-term use.

This is an integral part of research and development. It involves:

- assessment of raw material specifications
- determination of in-line Q.C. parameters eg. brix, pH, viscosity
- microbiological tests.



Quality Control



Sensory Evaluation

CONTACTS MADE

1. GOVERNMENT

Hon. B. Lee	Minister of State for Agriculture
Mrs. V. Logan	Bureau of Management Support, Office of the Prime Minister
Dr. E. Lewin	Director, Agricultural & Regional Planning, Planning Institute of Jamaica
Mr. D. B. Irving	Director, Marketing & Credit Division, Ministry of Agriculture
Mr. R. Thompson	Managing Director, Agro-21
Mr. J. Murphrey	Director, Strategic Planning (Ret'd. 19 Aug.) Agro-21
Dr. C. Taffe	Director, Strategic Planning (From 20 Aug.) Agro-21
Mr. A. Noot	Director, New Products Development, Agro-21
Dr. V. Taylor	Executive Director, Scientific Research Council
Miss H. Kerr	Acting Manager, Food Technology Institute,
Dr. A. Henry	Executive Director, Bureau of Standards
Mr. P. King	Executive Director, Jamaican National Export Corporation
Mrs. C. Wong	Marketing Advisor, JNEC
Mr. T. Atkinson	Training Director, JNEC
Mr. W. G. Woodham	Managing Director, Jamaica Industrial Development Corporation
Mrs. F. Samms	Senior Economic Development Executive, Jamaica National Investment Corporation
Mr. L. Picart	Manager, Agri-Business Division, JNIC
Mr. A. Lazarus	Chairman, Agricultural Development Bank National Development Bank National Development Foundation

2. MULTI-LATERAL AID

Dr. B. McSweeney	Resident Representative, UNDP
Mr. S. Dello-Strologo	Senior Industrial Advisor, UNIDO
Mr. A. Furman	Representative, FAO

3. BI-LATERAL AID

Mr. T. Fenner	U.S. Agency for International Development
Mr. W. McCluskey	USAID
Mr. T. O'Hare	USAID
Mr. P. Steinaecker	Programme Director, German-Caribbean Co-operative Business Programme

4. OTHER GOVERNMENTS

His Ex. M.A.S. Landale	Australian High Commissioner
His Ex. Wu Jiaxvan	Chinese Ambassador (and Technical Advisors)

5. PRIVATE SECTOR

Mr. C. Alexander	Chairman, Grace Kennedy Group
Mr. D. Orane	Managing Director, Grace Kennedy Group
Mr. T. Barnes	Operations Director and Factory Manager, Grace Kennedy Group
Mr. P. Geddes	Chairman, Desnoes & Geddes
Mr. M. Facey	Chairman, Pan Jamaican Group
Mr. R. Lowe	Managing Director, Wherry Wharf
Miss M. Orane	Manager, Scott's Preserves (and Factory Management)
Mr. D. Gibson	Chairman, Deryck A. Gibson Gibson, Greave & Co.
Mr. E. Roberts	Chairman, Roberts Products (and Factory Management)
Mr. D. Duncanson	Managing Director, Brico (Succs.) (and Factory Management)
Mr. E. Tisona	Executive Director, Jamaica Agro Products (and Farm and Production Management)
Dr. D. Wildish	Managing Director, Jamaica Poultry
Mr. I. Wong	Managing Director, Challenge Enterprises
Mr. J. Sterling	Managing Director, Jamaica Dairy Technology/Agricultural Technologies of America Joint Venture
Mr. P. Alexander	Managing Director, Grace Food Processors Chairman, Food Processors Group, Jamaica Manufacturers Association
Mr. F. Chen Young	Chairman, Eagle Merchant Bank

BIBLIOGRAPHY

Reference has been made to the following reports:

1. **AGRO-21 CONTPACT**

- a) The Agro-Industrial Potential for Fresh Pineapple in Jamaica - Agpro Associates - September, 1984
- b) The Agro-Industrial Potential for Solo Papaya in Jamaica - Agpro Associates - September, 1984
- c) Jamaican Speciality Foods - U.S. and Jamaica. Am. Grad. School of Mgt. - Fall, 1985
- d) Analysis and Recommendation for the U.S. Market Entry of Selected Jamaican Industrial Food Products. Am. Grad. School of Mgt. - December, 1985
- e) Jamaican Agro-Industrial Development Project Commodity Profile - Hawaiian Agroecconomics Int. Inc. - February, 1986: 8 Volumes
- f) A Marketing Feasibility Study and Entry Recommendations for Gourmet and Speciality Foods - Am. Grad. School of Mgt. - May 1986

2. **AGRO-21 STUDIES**

- a) Agro-Processing Industry (Food). Five Year Strategic Planning Policy Statement - Rinella - October, 1983
- b) Economic Profile on Production of Mangoes - December, 1985
- c) Economic Profile on Corn - Self Sufficiency Programme - 1985

3. OTHER REPORTS

- a) Revised National Targets for Agro-21 - Agricultural and Regional Planning Division, Planning Institute of Jamaica - February, 1986
- b) The Export Market in the U.S. for Jamaican Processed Foods - Arthur Young & Company for the JNEC - July, 1981
- c) Jamaica Agro-Industry Survey - Dr. Gaston G. Kohn: August, 1983. (For USAID)
- d) The Processed Food Sector - Paper Prepared by the Jamaica National Export Corporation - 1983
- e) Issue Paper on Export Expansion for Jamaica - Report from ITC Programming Mission - July, 1985

UNITED NATIONS

- 23 -

APPENDIX E



8 April 1986

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

UNIDO

Project for the Government of Jamaica

JOB DESCRIPTION

SI/JAM/86/016/11-01/31.7.c/Rev.1

Post title Agro-industry processing expert in the field of fruit and vegetable production and the related food processing industries.

Duration 2 man - months

Date required As soon as possible

Duty station Kingston, with possibility of travel within the country

Purpose of project To assist the national agriculture and food processing industry through application of the appropriate technology to achieve full utilization of the agricultural raw material available (fruits and vegetables).

Duties In close co-operation with the Ministry of Agriculture, Agro-21 and major exporters of fruits and vegetables, the expert will be expected to carry out the following duties:

- Analyse on-going economic aspects of operations of exports, visit sites to ascertain first-hand volume involved;
- Analyse the type of crops in the rejects which are most viable for processing in bulk containers or as frozen bulk for local and export markets;
- Review the country's possible enlargement and diversification of tomato processing and recommend plants relevant to the limits of Jamaican farms
- Advise on bulk corn processing for enlargement of on-going operations and for future market potentials;
- Advise on the potential of pickling of cucumber and green peppers in bulk for export in brine and with vinegar;
- Undertake discussions and exploratory meetings with private sector growers, exporters and Government officials.

The expert will also be expected to prepare a technical report, setting out the findings of his mission and recommendations to the Government on any follow-up action which might be taken.

..../..

Applications and communications regarding this Job Description should be sent to:

Qualifications

Highly qualified expert with international experience in fruit and vegetable production and in the related food processing industries.

Language

English

Background information

Jamaica is exporting some winter fruits and vegetables. However, due to strict inspection requirements a considerable amount of rejects are recurring (superficial blemishes, with regard to maturity and size, etc.) and the rejected fruits and vegetables can also not be sold locally because of the internal economic laws.

The Government of Jamaica is now planning to utilize these agricultural products like fruits and vegetables through application of a special processing programme for rejects for sale on local markets as lower-priced food.

The Government has approached UNIDO in this connexion, with the request for a properly elaborated, comprehensive plan and detailed recommendations on factory models for the production of the following articles: Tomato paste, tomato juice, tomato/celery juice, tomato soup, orange juice, grapefruit mixture, orange jam with Jamaican spices, corn, green peppers (pickled), hot peppers, cucumber pickles, pumpkin and squash soup, papayas, mangos, pineapples and bananas. In addition, information on technologies for the dehydration of certain agricultural products and on the appropriate methods for processing them into flakes and powders has been requested.

Due to heavy losses of valuable agricultural products the Government of Jamaica has expressed great interest in UNIDO's technical assistance to the national fruit and vegetable processing industry at the earliest possible time. In order to increase the output and efficiency of the national food processing industry in the field of fruit and vegetable production and processing, testing and quality control of raw materials, and to fully utilize the products as essential food, urgent assistance to the Jamaican Government in the preparation of a highly-qualified plan and recommendations in the subject field is required.

OTHER MISSION ACTIVITIES

1. Study tours for three Jamaicans from within the food processing industry have been recommended by the mission in accordance with the terms of reference provided.
2. At the request of the UNIDO Senior Industrial Development Field Advisor, the mission arranged a Programme for the visit of a group from Haiti to inspect Jamaican Food Processing operations.
3. The mission discussed opportunities for potential Chinese Joint Ventures in Jamaica for specific Asian food ingredients and other speciality products with the Chinese Ambassador and his technical advisors.
4. The possibility of technical aid in the form of scholarships/ study tours for Jamaicans, or the provision of an experienced food processing expert was discussed with the Australian High Commissioner. (Australia has trained Jamaican food technologists under their aid programme in recent years).
5. A report was prepared for "Things Jamaica" concerning packaging and marketing requirements.
6. The mission presented a number of technical publications and textbooks to the Food Technology Institute. These were mostly of Australian origin and related to laboratory and pilot plant equipment and operations.

OFFICIAL LETTER RE PROPOSAL

U R G E N T

SDS/lb

30 August 1986

Dear Mr. Prime Minister,

One year ago, at the suggestion of the FAO Representative, Kingston, and with the approval of Minister Brascoe Lee, a Senior Advisor for Agro-Processing Industry was requested from UNDP/UNIDO. Mr. William Beale, a Senior Australian Industrialist with a successful business record, and Chairman of Austral Pacific Food Consultants Pty. Limited, has been reviewing the Food Processing Industry of Jamaica during the past two months.

He has identified with Jamaican industry leaders, some of the major problems. Those contacted included Mr. Carlton Alexander, Mr. Maurice Facey, Mr. Paul Geddes, Mr. Areef Lazarus, Mr. Ian Wong, and Mr. James Sterling of the newly established Cornwall Joint Venture; as well as Government officials from the Bureau of Management and Support of your office, Ministry of Agriculture, Agro-21, SRC, FTI, Ministry of Industry, PIOJ, JNEC, JNIP; and also USAID, FRG Technical Assistance, and the FAO.

Mr. W. Beale in consultation with the above contacts, identified the most urgent needs and remedial actions as:

1. Improve consistency in quality and packaging, with better equipment and maintenance, material handling, and processing know-how.
2. Ensure continuity of raw material supplies with improved supplier/processor consultation.
3. Identify by Research and Development, specific products, e.g. product lines of tropical fruits in bulk form, wet or dehydrated, using aseptic bag-in-box foldable containers, determined by technical marketing and aimed for testing at specific companies in selected countries in Europe.

The Rt. Hon. E.P.G. Seaga
Prime Minister of Jamaica

4. Rationalization through local mergers to reduce the number of competing brands.
5. To consider the introduction of small-scale, high-technology factory equipment available from Europe and other countries.
6. Train present management at all levels in Food Processing Technology and special marketing identification.

The consensus of opinion, with which Mr. Beale agrees, is that the private sector must be the driving force in developing the industry for export and import replacement, but needs considerable technical input in the form of laboratory/pilot plant testing facilities, and to acquire product and processing development skills.

The Food Technology Institute, with the current move to engage new senior staff, and the EEC grant provided for equipment, could be used as a base for achieving these goals. However, the Institute needs the assistance of highly qualified and senior experienced technologists who have successful commercial track records. A partly UNDP-funded two-year programme has been proposed, to provide this input with a small team of senior experts working closely with the FTI and the Private Sector. The FRG has also expressed interest in contributing to such an endeavour. (Similar organizations in Australia and Brazil have achieved excellent results.)

The Private Sector has expressed willingness to provide financial assistance to such a Programme, but would contribute a great deal more if the Institute could form the basis of a "Food Processing Foundation;" with an affiliation with the University of the West Indies, to provide on-the-job training for local and foreign graduate students to work on research and development for the industry while completing their degrees.

Some of the above-mentioned gentlemen of the Private Sector would like to ascertain if the establishment of a Jamaica Food Processing Foundation would be of such interest that you would wish to take the initiative to establish it, through provision of the Food Technology Institute and some of the staff. The idea is that the Government and the University would have representation on the board. The possibility of the Food Processing Foundation becoming regional could be considered with the involvement of the University, which would widen the scope for funding.

If the Government agrees in principle, the Private Sector Group would be prepared to draft proposals concerning an appropriate organizational structure for your approval.


We would therefore be most grateful to know whether you endorse further exploration of the above, since Mr. Beale leaves the island 4 September 1986.

With many thanks.

Respectfully submitted,



Brenda G. McSweeney
UNDP Resident Representative



Sergio Dello-Strologo
UNIDO Senior Industrial Advisor



William Beale
UNIDO Senior Agro Processing Consultant