

PROJECTS AWARDED

AGRICULTURE SECTOR

SECTOR - AGRICULTURE (No. 1)

Ref. No.	Project Title		Feasibility Study in Respect of the Production of Refined and White Sugar in Jamaica					
Name of Legal Entity	Country	Overall Project Value (EUR/US)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of Funding	Dates (start/end)	Name of consortium members, if any
UWI Consulting Inc.	Jamaica	US \$63,707	100%	7	Development Bank of Jamaica	Development Bank Jamaica (DBJ)	July 2009-September 2009	none
DETAILED DESCRIPTION OF PROJECT				TYPE OF SERVICE PROVIDED				
<p>OBJECTIVE:</p> <p>The overall goal of the Project was to prepare a comprehensive feasibility study for the production of refined and white sugar. The results of the study will inform the advice given by the Development Bank of Jamaica (DBJ) through the Sugar Negotiating Team (SNT) to the Government of Jamaica. This will in turn facilitate the government's policy decision regarding the local production of refined and white sugar. Specifically, the DBJ will be required to provide advice on the prospects of establishing a sugar refinery based on market conditions and other relevant conditions.</p> <p>The main output of this project was a feasibility report which is appropriately structured in order to facilitate the DBJ in providing policy advice to the Government of Jamaica. The project entailed the following main activities:</p> <ol style="list-style-type: none"> 1. An analysis of both local and international macroeconomic performance and evaluate the implication of emerging trends for import/export trade, foreign investment and linkages of this to Jamaica's economic growth objectives. 2. Identifying the main segmentation of Refined Sugar products and relative technical standards. 3. Application fields and substitutes analysis of main products of Refined Sugar industry. 4. Comparative analysis on producing technology of Refined Sugar industry 5. Comparative analysis on the current developments in the international Refined 				<p>SCOPE OF WORK:</p> <p>Module One <i>Macroeconomic Analysis on Jamaica and detailed Sugar Industry /sector analysis of demand and supply patterns etc.</i></p> <p>Activities: Discussions, interviews, field work as necessary Macroeconomic Analysis including:</p> <ul style="list-style-type: none"> • Impact of global crisis on industry shifts World trends in Refined • Sugar Supply/Demand and emerging market developments Refined Sugar Industry Environment Analysis • Demand Analysis on foreign Refined Sugar Industry • Demand Analysis on domestic Refined Sugar Industry in Jamaica – between manufacturing/ retail end-user • Analysis on the movement in Refined Sugar prices • Analysis and forecast on import & export market for Refined Sugar • Analysis on alternatives (substitutes) to Refined and demand patterns for these in Jamaica 				

<p>6. Sugar industry including an analysis of the trends in Refined Sugar product prices. In-depth analysis on the impact of the upstream raw material supply on price movement in 2009</p> <p>7. Conducting a local demand and supply pattern analysis for refined and white sugar, as differentiated between the direct-consumption retail market and refined sugar for manufacturing purposes.</p> <p>8. Examining the business environment (including incentive framework) in facilitating the establishment of a sugar refinery in Jamaica</p> <p>9. In-depth analysis on the impact of the upstream raw material supply on price movement in 2009</p> <p>10. Analysis and forecast of import/export market internationally for Refined Sugar.</p> <p>11. Investment risk and financial feasibility analysis on establishing a Sugar Refinery in Jamaica</p>	<ul style="list-style-type: none"> • In-depth analysis on the impact of the upstream raw material supply on refined sugar prices • Forecast of the overall business trend in Jamaica and the value of incentive schemes for investment in the sugar industry. • Review of Jamaica's Sugar Adaptation Strategy. • Review of Jamaica's Sugar Area Development Strategy. • Preliminary economic cost /benefit analysis of the impact of the establishment of a sugar refinery <p>Deliverables:</p> <ul style="list-style-type: none"> ➤ Report - compiled with draft report to DBJ <p>Module Two <i>Technical Analysis of the feasibility of establishing a sugar refinery using modern efficient technologies.</i></p> <p>Activities The technical feasibility commenced in this module, and included:</p> <ul style="list-style-type: none"> • Technical evaluation of the options available in establishing a Sugar Refinery • Detailed analysis of viable sugar Refineries in jurisdictions with operating constraints and environment similar to Jamaica and internationally • A comprehensive analysis of best practice in the refined and white sugar industry. • Preliminary evaluation of technologies with proven track records and also of emerging technologies in the sugar industry • Analysis of the application of modern technologies in the Jamaican environment. • Preliminary cost/benefit related to the use of given technologies. • Evaluation of issues related to location of sugar refinery, given considerations of raw material supply, quality control, geography etc. • Preliminary plant / refinery design considerations – for efficient production /processes implementation
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- Preliminary estimates of capital cost out lay for the sugar refinery

Deliverables:

- A report detailing the input into the final feasibility report to DBJ.
- Analysis to be used during the simulation modelling phase of the feasibility study.
- Collection & analysis of all necessary reports, agreements and studies.

Module Three

Multi-scenario simulation of sugar refinery processes and technologies using SUGARS

Activities:

- Simulation modelling using SUGARS software of the preliminary recommended refinery considerations base on evaluation/recommendation from the previous Module.
- Optimization of sugar refinery efficiency by redesign of layout and modification of input parameters.
- Generation of predicted operating results from the SUGARS simulation.

Deliverables:

- Simulation of optimal sugar refinery layout and production processes and optimal input material requirements.
- Process flow recommendations for optimized sugar refinery set-up.
- Prediction of operating results based on optimized operations.
- Input into the financial feasibility analysis.

Module Four

Comprehensive financial analysis feasibility of establishing a sugar refinery in Jamaica for the production of refined and white sugar

Activities

A wide overview was taken of the output from the previous modules and in particular the predicted operating results from the SUGARS simulation.

The majority of activities under this module was conducted using a desk based research approach and involved:

- Evaluation of the financial feasibility of the production of refined and white sugar and the establishment of a sugar refinery.
- Detailed evaluation of the preliminary estimates of capital cost outlay.
- Perform various calculation and analyses using NPV/IRR to determine project financial feasibility.
- Risk analysis using Monte Carlo Simulation to factor in uncertainty in variables considered.
- Sensitivity Analysis of the results using spider charts.
- Cash Flow projections over 5 years for the sugar refinery.
- Forecast Financial project over 5 years for the sugar refinery.

Deliverables

- Financial analysis component of the Draft Report to DBJ.

Module Five

Draft Report

Activities

The output of all the previous modules (1-4) were collated and pulled together in a preliminary draft document to form the basis of the Feasibility Study. This was validated by the team as a whole with relevant stakeholders. This “sanity check” exercise took the form of a focus group discussion workshop and feedback incorporated into the final draft of the Feasibility Study. During the workshop the Action Plan items was also discussed and prioritised.

Deliverables:

- Preliminary proposal for Feasibility Study
- Feedback from final Focus Group Workshops will be compiled
- A Final Feasibility Study Document

SECTOR - AGRICULTURE (No. 2)

Ref. No.	Project Title		Banana Sector Retraining Programme Training Needs Analysis PHASE I Banana Sector Retraining Programme Policy Advisory PHASE II					
Name of Legal Entity	Country	Overall Project Value (EUR/US)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of Funding	Dates (start/end)	Name of consortium members, if any
UWI Consulting Inc.	Jamaica	US \$32,611	100%	4	HEART Trust/ NTA	EU	March 2009-December 2009	none
Detailed Description of Project						Type of Service Provided		
<p>OBJECTIVE:</p> <p>Conduct surveys and stakeholder consultations/focus groups to ascertain transition requirements of ex-banana workers in 6 parishes in Jamaica</p>						<p>SCOPE OF WORK:</p> <p>Phase I</p> <p>Conduct two (2) stakeholder consultations in Kingston and Montego Bay</p> <p>Write report from the consultations for formulating a policy</p> <p>Phase II</p> <p>Conducted training needs analysis to provide a representative profile of banana workers, small banana farmers and port workers in six (6) parishes across Jamaica namely St. James, Clarendon, St. Catherine, Portland, St. Mary, and St. Thomas.</p> <p>Collect data on workers through focus group discussions, stakeholder consultations and a survey using a structured instrument.</p>		

SECTOR - AGRICULTURE (No. 3)

Ref. No.	Project Title		Consultancy for the Development of the CAHFSA Strategic Plan (Road Map), Medium Term Work Plan and SPS Protocols for Trade in Agricultural Products					
Name of Legal Entity	Country	Overall Project Value (EUR/US)	Proportion carried out by legal entity (%)	No of staff provided	Name of Client	Origin of Funding	Dates (start/end)	Name of consortium members, if any
UWI Consulting Inc.	CARICOM Member States	€99.000	100%	7	CARICOM Secretariat	EU	August 2010- June 2011	none
DETAILED DESCRIPTION OF PROJECT					TYPE OF SERVICE PROVIDED			
<p>The overall objective of the project was to develop:</p> <ol style="list-style-type: none"> 1. A Strategy Plan (Road Map) and Medium Term Workplan for CAHFSA to assist MS to enhance their capacities in meeting their SPS obligations under the current trading agreements through SPS policy and regime formulation, planning, implementation and monitoring, of national SPS processes and protocols, in order to enhance the achievement of access to markets, protection of their consumers and to the overall development goals and objectives established for agriculture in the CSME. 2. The CARICOM (CAHFSA) SPS (administrative and scientific) protocols to facilitate agricultural trade, in order to achieve the development goals and objectives established for agriculture in the CSME. <p>Purpose The purpose of the consultancy was to support the operationalization and functioning of CAHFSA as soon as possible. This technical assistance complemented and consolidated (without duplication) efforts already in progress within projects managed by the CARICOM Secretariat and work programmes of other regional and international organisations. The output should be based on at least some minor consultation among each Member State of CARICOM. In this context, the purposes specific to this contract were to:</p> <ol style="list-style-type: none"> 1. Strategic Action Plan (Roadmap) and Medium Term Work plan <ol style="list-style-type: none"> i. Develop a Strategic Action Plan for delivery by CAHFSA of a Sanitary and Phytosanitary 					<p>CAHFSA STRATEGIC ACTION PLAN AND MEDIUM TERM WORK PLAN:</p> <ol style="list-style-type: none"> 1. Strategic Action Plan and Medium Term Work Plan for CAHFSA setting out inter alia: <ol style="list-style-type: none"> a. The overall scope and elements of the SPS regime b. Main areas of focus in short, medium and long term c. The immediate actions to be taken in each of the three disciplines d. Actions for strengthening MS capacity and capability to implement the agricultural Health and food safety measures e. Mechanisms for coordination with Member States f. Evaluation and monitoring mechanism for trade facilitation including notification of difficulties encountered g. Protocol for dispute resolution h. CAHFSA and its relationships with other regional and international organisations i. The resources required and sources of financing and a possible route to sustainability. 2. Medium Term Work Plan and Implementation timelines, 3. Comprehensive report on activities, findings and recommendations prepared. 			

Regime for the Region. The Plan was tailored to be consistent with relevant global trading arrangements and the Revised Treaty of Chaguaramas,

- ii. Based on i) prepare a Medium Term Work plan (Implementation Plan) using, including resource mobilisation for SPS development in the region.
- iii. Based on (i) and ii) above recommend measures for effective coordination of agricultural health and food safety issues at the national level;
- iv. Set out using Logical Framework, a long term project for the effective implementation of CAHFSA based on findings of this project

2. Development of SPS Protocols for the conduct of Agricultural Trade in this context, the purposes specific to output were to:-

- i. Identify the SPS and other non-tariff measures used in the conduct of agricultural trade in the Region.
- ii. Identify the administrative and technical documentation required, processes and competent authorities which are used by Member States to
 - a. Issue a sanitary and phytosanitary certificate for export
 - b. Issue of an import/export certificate
 - c. Clear a consignment of agricultural goods
- iii. Make recommendations for harmonisation or bringing common procedures for use by Member States in ii) a-c above.
- iv. Formulate the stages and steps in an approach to be used by the Region for the conduct of agricultural risk assessments for animal and animal products, and plant and plant products i) in the CSME and ii) for extra regional trade.
 - a. **Specifically identify:**
 - i. The responsibilities of a CARICOM risk assessment team, how it is comprised.
 - ii. The role of the CARICOM Secretariat and or CAHFSA
 - iii. Role of the CVOs and the Plant Health Directors
 - iv. The responsibilities of the country in which the site visit occurred
 - b. **Timeline for draft Report:**
 - i. Process for validation of Report and by whom
 - ii. Timeline for finalisation of report and submission to the country on which the evaluation was done
 - iii. Reporting function to COTED
 - c. **Protocol/procedure used for clearance of shipment**
 - d. **Administrative protocol with suggested time frame for response to the issuing of certificates and clearance of shipments.**
- v) Facilitate consultative meetings with CVOs, Plant Health Directors and Food Safety experts in the development of the protocols. The establishment of CARICOM protocols which guide the conduct and facilitate agricultural trade must consider the principles and obligations set out in the Revised Treaty of Chaguaramas, international agreements, the EPA and other agreements in which the Community is a signatory.
- vi) Develop a matrix of products which were traded intra-regionally, building upon what already exists.

With respect to CARICOM (CAHFSA) SPS (administrative and scientific) protocols to facilitate agricultural trade.

The main purpose of this technical assistance is to regularise an approach to facilitate the conduct of agricultural trade in CARICOM through a common and facilitative use of those non-tariff measures including use of sanitary and phyto-sanitary measures.

The consultancy will specifically build upon the work undertaken by the COTED, the Expert CARICOM team on SPS Measures, the CVOs and the Plant Health Directors and the CARICOM Secretariat in this regard.

In this context, the purposes specific to this contract are to:-

1. Identify the SPS and other non-tariff measures used in the regulation of agricultural trade in the Region.
2. Identify the administrative and technical documentation required, processes and competent authorities which are used by Member States to
 - a. Issue a sanitary and phytosanitary certificate for export
 - b. Issue of an import/export certificate
 - c. Clear a consignment of agricultural goods
3. Make recommendations for harmonisation or bringing common procedures for use by Member States in ii) a-c above.
4. Formulate the stages and steps in an approach to be used by the Region for the conduct of agricultural risk assessments for animal and animal products and plant and plant products i) in the CSME and ii) for extra regional trade.
 - a. Specifically identify:
 - i. The responsibilities of a CARICOM risk assessment team, how it is comprised.
 - ii. The role of the CARICOM Secretariat and the CAHFSA
 - iii. Role of the CVOs and the Plant Health Directors
 - iv. The responsibilities of the country in which the site visit is to occur
 - b. Timeline for draft Report
 - i. Process for validation of Report and by whom

vii) Develop a matrix of products which Member States wish to trade, building upon what already exists. Chart a course for facilitating trade in those products which are currently not traded and in which there is a desire to trade as in vi) above.

ii. Timeline for finalisation of report and submission to the country on which the evaluation was done

iii. Reporting function to COTED

5. Protocol/procedure used for clearance of shipment
6. Administrative protocol with suggested time frame for response to the issuing of certificates and clearance of shipments. Facilitate consultative meetings with CVOs, Plant Health Directors and Food Safety experts in the development of the protocols. The establishment of CARICOM protocols which guide the conduct and facilitate agricultural trade must consider the principles and obligations set out in the Revised Treaty of Chaguaramas, international agreements, the EPA and other agreements in which the Community is a signatory. Develop a matrix of products which are currently traded intra-regionally, building upon what already exists. Develop a matrix of products which Member States wish to trade, building upon what already exists. Chart a course for facilitating trade in those products which are currently not traded and in which there is a desire to trade as in vi) above

THE EXPECTED OUTPUTS FROM THIS CONSULTANCY WITH RESPECT TO

1. Strategic Action Plan (Roadmap) and Medium Term Work plan
Strategic Action plan for CAHFSA
Strategy for strengthening the animal health and food safety systems of Member States
Medium term Work Plan and resource requirement for implementation
2. CARICOM (CAHFSA) SPS (administrative and scientific) protocols to facilitate agricultural trade.
3. Draft CARICOM SPS protocols for intra and extra regional trade in agricultural products. addressing administrative and technical facilitative measures
4. Matrix of the wish list of Member States submitted by Member States on commodities in which they are desirous of trading
5. Identification and collection of risk assessments studies done by Member States.
6. Identify the facilitative measures required for facilitation of trade regarding