



**JAMAICA  
COMMODITY  
TRADING  
COMPANY  
LIMITED**

8 Ocean Boulevard,  
Kingston Mall, Jamaica, W.I.

**news  
basket**



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## **SPECIAL ISSUE In Honour of JCTC's 10 & 15 Years Awardees.**

**With historical REMINISCENCES of the Company**

The JCTC is a state-owned enterprise which is run on commercial lines. The Company, which was established on October 1, 1981, had its early origins in another state-owned enterprise, Jamaica Nutrition Holdings, which started operating in 1974.

In those days, the JNH was responsible for procuring wheat for the Jamaica Flour Mills. But based on the success achieved then in reducing the outflow of foreign exchange and the stabilization of prices, the concept of trading was expanded to include other items on the essential import list. Grain, oilseeds and some basic grocery items were first added. Later, items like skimmed milk powder, rice, counter flour, pickled meats and fish were added to the JNH portfolio.

During the first three years of operation, despite the foreign exchange savings effected through bulk buying of essential food items, the country continued to suffer in real terms from the drain of foreign exchange used to import essential non-food items. It was for this reason that the government decided to broaden its involvement in imports.

## **HISTORY OF THE JAMAICA COMMODITY TRADING COMPANY**

by Paul Ferguson



Pharmaceuticals imported by JCTC.

It came as no surprise when on November 30, 1977, the Ministry of Industry and Commerce announced the formation of the Jamaica State Trading Corporation (STC). This organisation was to be a holding company which would develop, through subsidiaries, the capability to cover a specific range of imports. The STC was given wide powers which included the option to become: "... through

its subsidiaries the sole importer of all imports from the most reliable countries at the best prices and with the greatest marginal benefits for the Jamaican consumer".

The corporation was to be responsible for the overall policy formation of all its subsidiaries. The additional subsidiaries that were established to manage the different categories of imports were:-

### **Jamaica Pharmaceutical & Equipment Supplies**

– responsible for the procurement of essential drugs and medical equipment

### **Jamaica Building Materials Limited**

– responsible for the importation of lumber for the construction and manufacturing industries

Jamaica Nutrition Holdings continued to operate.

These companies addressed the import of basic need items for which economies of scale and the use of international lending made the operations more efficient.

*(Continued on page 2)*

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(Continued from page 1)

Towards the end of the decade of the 70's, the STC consolidated its position as an organisation that was fundamental to the well-being and growth of the nation and one that was necessary if adequate supplies of basic items were to be available.

In October 1980, the government of the country changed and by October 1981, the STC embraced a new image. In an attempt to create a more corporate efficient structure, it was decided that all the state importing companies would be merged into a single corporate body - The Jamaica Commodity Trading Company Limited. This new corporate structure was established on October 1, 1981 and all the activities of the previous subsidiaries were taken over.

Since then, the Company's sphere of activities has widened significantly. Changes in the economic environment on the international scene made it necessary for the government to employ measures to counter the adverse effects of some of these changes. As a consequence, JCTC's role became expanded to include two new items, fertilizer and motor vehicles. Grocery items, apart from those obtained from CIDA, were subsequently dropped.

## HISTORY OF THE JAMAICA COMMODITY TRADING COMPANY



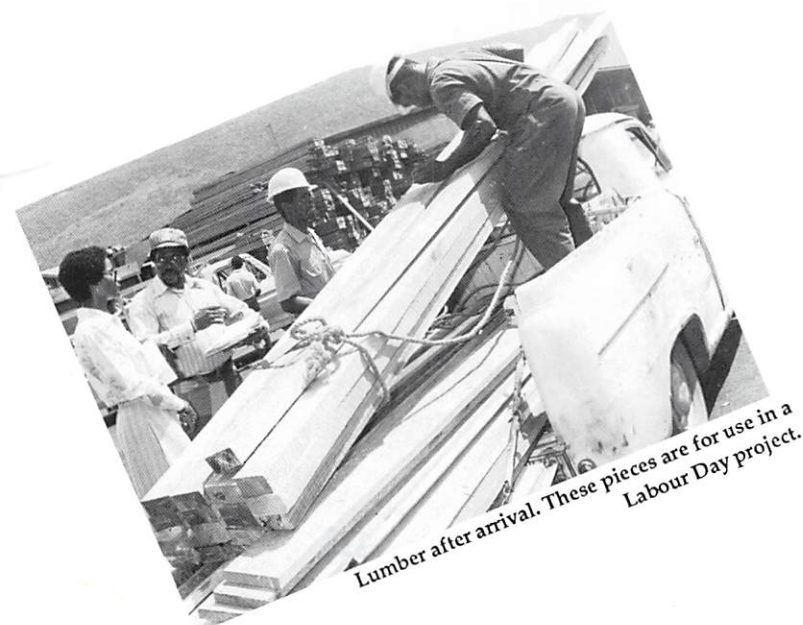
Salt Fish Stars In Canadian TV Show: The Daley family is engrossed in a meal of salt fish and ackee specially prepared for a CBC-TV film crew. The crew was in Jamaica from March 7-11, 1985 working on a TV show on trade links between Jamaica and Canada. As expected, salt fish played a starring role. JCTC no longer imports salt fish.

Today JCTC is responsible for the importation of:-

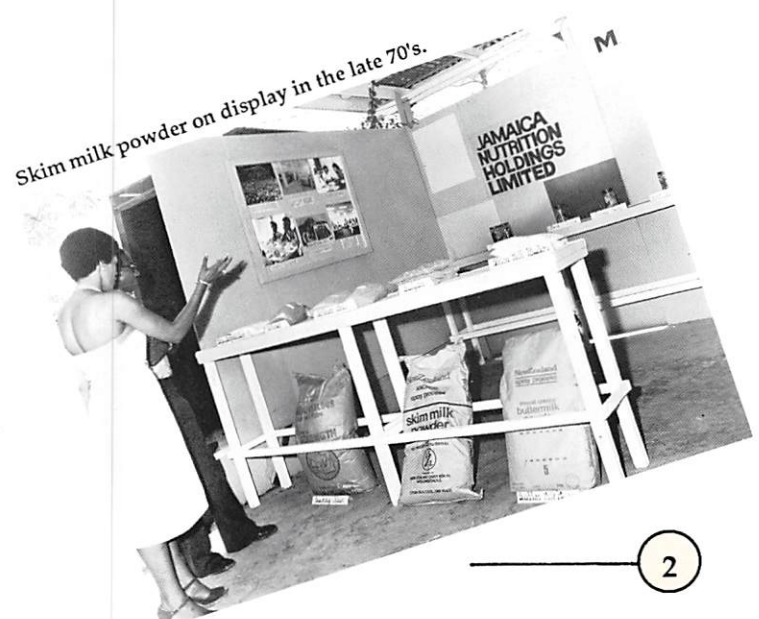
- a) Some items classified as basic foods, including bulk grains and cereals, some grocery products as well as some raw materials for the animal feed and dairy industries.
- b) Lumber for the construction industry, chiefly southern yellow pine.
- c) All drugs for the public sector and the University Hospital of the West Indies. Some ethical or prescription drugs for the private sector.
- d) Fertilizer.
- e) Motor vehicles.

The guiding principles under which JCTC operates are those of providing sufficient quantities of the items which it imports to meet the needs of the population, while ensuring price stability so that wherever possible increases are the exception rather than the rule.

The JCTC has been, from inception, an organisation embedded with controversy but as we look back at the past, work with the present and plan for the future, the organisation will continue to be relevant and necessary as long as the foreign exchange crisis remains . . . which could be for a very long time.



Lumber after arrival. These pieces are for use in a Labour Day project.



Skim milk powder on display in the late 70's.





Grain movement and weighing operations at an export terminal.



Bagging operations at the feed plant. JCTC imports the soy and corn which go into the feed.



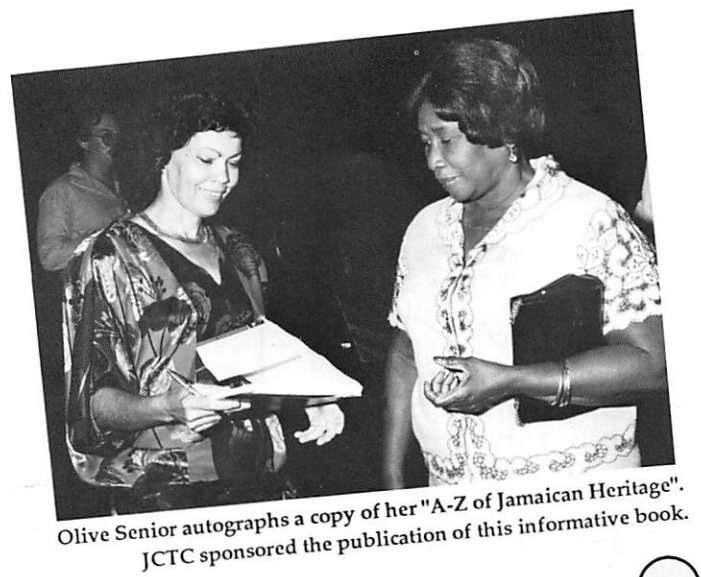
Secretaries Day 1982.



Fertilizer arrives from Canada.



A much-needed clock for the Spanish Town Hospital.



Olive Senior autographs a copy of her "A-Z of Jamaican Heritage". JCTC sponsored the publication of this informative book.

# WORDS OF ENCOURAGEMENT



Hon. Horace Clarke

## ***Self-Sufficiency Required To Reduce Economic Support From Abroad***

It is my distinct pleasure to write this message for JCTC and especially those staff who are celebrating 10 and 15 years of service to the Company.

JCTC's role in the economy cannot be easily defined in dollars and cents. Rather it can be understood in terms of the great service it provides in stabilizing prices of basic items such as food and drugs to persons in the lower income groups.

In this regard, I would like to pay tribute to the international lending agencies which have throughout the life of JCTC lent economic support to the people of Jamaica through JCTC. Notwithstanding, it is necessary for JCTC to be involved in the distribution of local production, as I look forward to the day when Jamaica will be self-sufficient in more of these commodities and so reduce the need for support from abroad.

I would like to heartily congratulate those members of staff who have been with the Company between 10 and 15 years. Your loyalty to the Company is exemplary and has lent stability to the organization.

I only hope that you will continue to serve JCTC and your

country with integrity, devotion and indeed the best that you have to offer. I am sure you are aware of the feeling of well-being which we experience when we do our best.

JCTC offers much that is worthwhile to this country and you, as part of this organization, share in its good work.

HORACE CLARKE  
Minister of  
Agriculture & Commerce



Hon. Robert D. Pickersgill

## ***PICKERSGILL HAS CONFIDENCE IN JCTC!***

Ten or fifteen years service in the employment of any one Company is not only commendable, but worthy of celebration. I would therefore like to congratulate the JCTC awardees this year and wish them many more years of loyal service to the Company.

Although my role as Minister at JCTC is limited to the sale and distribution of motor vehicles, I have great confidence in JCTC as it carries out its various roles.

When a Company enjoys long service from its employees, this reflects both on the value it places on its employees and the resulting loyalty with which they serve. With 68 JCTC employees receiving awards out of a total

staff of nearly 180, this is indicative of the good relationships which exist at JCTC.

May I wish you all the best and may your contribution to the Company continue to grow with your years of service.

ROBERT D. PICKERSGILL  
Minister of Public  
Utilities & Transport



Douglas Folkes

## ***FOLKES URGES STAFF TO WORK IN UNISON***

It gives me great pleasure to write this message for JCTC on the occasion of its 16th Anniversary. I think I speak for the entire Board when I say that the staffers of JCTC are among the most hardworking and talented that we have had the pleasure of working with.

When one considers the days of food shortages and compares them with the position which obtains today, there is very good reason for JCTC to be proud of its role in maintaining adequate supplies at stable prices.

There are times when JCTC is berated for what is seen as its unfavourable role in the importation of some items. However, in most cases our actions have been taken in an effort to benefit the nation through operational savings brought about by bulk



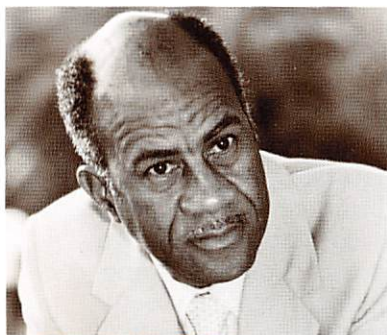
buying and to allow for improvements in the value obtained from the use of our scarce foreign exchange resources.

During times of acute foreign exchange shortage such as we are experiencing now, methods must be devised to keep body and soul together. Ours may not always be perfect solutions, but given the difficulties of the operating environment and the hardships with which we have to work, I believe we must be given credit for trying our best.

At this time, as we pause to reflect on the past, I think there is much of which we can be proud. We need also to take an overall look at where we are going and how we hope to get there. In this way, we will more surely realise our goals.

If we work in unison and harmony we will continue to reach great heights.

  
DOUGLAS FOLKES  
Chairman, JCTC



Hugh Bonnick

## BONNICK SUGGESTS THAT WE DEFINE OUR PRIORITIES

An organization is not a static thing. Made up of people with individual personalities, ambitions and hopes for the future, it turns all these into the collective will which drives the organization. When this is directed at positive goals the enterprise becomes efficient, effective and indeed successful.

Behind the JCTC machinery is a family of some 180 members of

staff. Some play more pivotal roles than others but all have a part to play in the running of the Company. If all of us are aware of our responsibilities and the fact that the business we are operating is important to the entire nation then this should motivate us to perform to the best of our ability.

As employees of JCTC we all need to understand the manner in which our roles fit in with the business of our Company. We need to set out priorities where our jobs are concerned so that we can carry out our functions efficiently and on time.

Being able to weigh and accept or disregard constructive criticism maturely and to offer criticism in a straightforward manner are two ways of developing ourselves. Others include keeping our eyes and ears open but not jumping to conclusions and reading all we can about our area of work.

JCTC is not liked by all but we have a lot of friends and even those who claim to dislike us, compliment us on our good work. We should remember, as we carry out our functions, that human contact can bring together people who are worlds apart. Of course, that contact is most valuable when it is accompanied by politeness, helpfulness and concern for others.

Earlier I suggested that we should define our priorities. Let me list some of the areas to which we can give some thought in an effort to determine whether we are contributing our utmost. Giving service, showing commitment, loyalty and teamwork, demonstrating honesty and integrity - maintaining these characteristics are part and parcel of good housekeeping which gains respect from outsiders.

I am urging each member of the JCTC staff to see himself or herself as part of a close-knit family aiming for the collective goals. A period of sixteen years of operation is not exactly a long time, but it's long enough for us to gain insight and experience.

Let us continue on our

journey determined to achieve even more as we merge into a more cohesive team.

  
HUGH BONNICK  
Managing Director



Phillip Paulwell

Sixteen years ago government saw the need for an organization to act on its behalf in the importation of basic food items. JCTC was formed. And while 16 years of existence is not a particularly long time there, is much to show today of JCTC's total dedication and success in achieving its objectives.

That JCTC has performed so effectively and efficiently is truly a remarkable example of a hard-working, committed and loyal staff force; a staff force that did not go timid and demoralised in the face of constant public scrutiny and criticism of, not its performance of the tasks given to it but the fact that it was given such tasks to perform.

The Staff Association pledges to continue to support efforts to, at all times, ensure that JCTC remains relevant to the needs of our country. We will continue to encourage our members to perform with discipline and dedication and we will certainly try to ensure that JCTC continues to act responsibly on behalf of the people of this country.

We congratulate JCTC on its 16th anniversary and extend best wishes to members of staff for long service.



PHILLIP PAULWELL  
President, Staff Association



# FIFTEEN YEARS IS A LONG TIME... REMEMBERING

## LAKER LEVERS *Corporate Relations Manager*

"I remember very well the first purchase that was made by the then Jamaica Nutrition Holdings Limited. At the time, I was in the Economic Section responsible for local trade in the Ministry of Industry and Commerce. One of my many responsibilities was to ensure that shortages did not occur in the trade - basic foods, matches, cement - the entire spectrum.

"A problem developed at the Jamaica Flour Mills Limited and we had to import flour rather quickly. With the maximum assistance of Tony Powell of T. Geddes Grant Limited a shipment of flour was identified.

"The Manager of the then newly established Jamaica Citizens Bank, Chris Fleur was very helpful and agreed to set up the Letter of Credit. With all these in place it was not difficult to get authorization from Don Brice, the then Permanent Secretary, and the Minister Hon. P.J. Patterson, now acting Prime Minister. My friend LeRoi Lorde, my senior in the Ministry and who was to become the first Chairman of Jamaica Nutrition Holdings (JNH) gave final passage to the importation under the JNH umbrella.

"I think JCTC has remained faithful to its mandate of maintaining adequacy of supplies at low prices for long periods. I trust that the extent of our success will not be measured only by the fact that we have been retained by successive political administrations over the past 15 years or by the economic relief we have brought to the people, but also because we have brought credit to our country in that the name JCTC has been

## SPECIAL ISSUE In Honour of JCTC's 10 & 15 Years Awardees.



Laker Levers

acknowledged for its integrity and efficiency by every government, international agency, trading house, manufacturer and banking institution with whom we have dealt with over the years.

"We here at JCTC feel we have a vital role to play in its successful determination and given the opportunity will play our part in lifting the country out of its miry clay and set it on a rock of social and economic progress."

**Written and edited by:**  
Carole A. Walcott  
**Editorial Assistants**  
Karie Russell  
Phillip Paulwell  
**Design and artwork by:**  
Clyde N. Jureidini  
**Typesetting by:**  
Carol Shim  
**for Jamaica Commodity  
Trading Company Limited**



Patricia HoChoy

## PATRICIA HO CHOY *Staff Benefits Officer*

"In 1975, my daughter Karen was killed in an accident. The tremendous support, warmth, love and understanding shown by all my co-workers played a very important role in helping me to cope with a most unhappy time in my life. I will cherish this memory for a long time to come.

"When I started, the Company was then Jamaica Nutrition Holdings Limited. We dealt mainly with imported food items. Since then the Company, now Jamaica Commodity Trading Company has grown tremendously, importing a wide range of goods - from basic food items to lumber, drugs and motor vehicles.

"Many faces have come and gone and our numbers have increased. This is progress, but I will think fondly of the good old days."



**SPECIAL ISSUE**  
**In Honour of JCTC's**  
**10 & 15 Years Awardees.**

**Proud**  
**Ten-Year**  
**Awardees**

Hillary Alexander  
 Alline Ashley  
 Sonia Barrett  
 Carmen Bennett  
 Marcia Berry  
 Sydney Broderick  
 Winsome Brooks  
 Velma Brown  
 Maxine Burnett  
 Courtney Carpenter  
 Evelyn Carty  
 Andreene Chung  
 Sharon Clarke  
 Hector Cummings  
 Carlton Curtis  
 Ouida Douet  
 Charles Evans  
 Olive Fletcher  
 Errol Fraser  
 Elaine Fullwood  
 Eric Gabbidon

Mary Garrick  
 Carlton Graham  
 Samuel Greene  
 Yvonne Headley  
 Veronica Henriques  
 Eva Henry  
 Ivan Hugh  
 Cerina Ivey-Percy  
 Ian Jackson  
 Karl Josephs  
 Yvonne Kerr  
 Franklyn Lambert  
 Kathleen Lawrence  
 Sandra Lee  
 Jennifer Lewin  
 Jasinta Lumley  
 Patricia Marson  
 Michael Martin  
 Norman Mattis  
 Lorna McKenzie  
 Michele Miller  
 Lytton Moore

Sonia Morrison  
 Audley Nain  
 Faith Newby  
 Gladwyn Nugent  
 Clive Quarrie  
 Lavon Richards  
 Denis Richards  
 Peter Richards  
 Marcia Sarju  
 Joy Spalding  
 Henry Stephens  
 Howard Straw  
 Anton Thompson  
 Apryl Townsend  
 Patricia Tyrrell  
 Nadine Walker  
 Zena Walker  
 Alphonso Walker  
 Elma Whyte  
 Joseph Wilks  
 Cynthia Williamson  
 Karie Russell

**REMEMBERING** (Continued from page 6)

**GLORIA BROWN**  
*Office Attendant*

"The time I have spent at JCTC has helped me to learn to get on better with others. The people who used to work here when I joined the Company were very easy to get on with. Most of them are not here any more. I am glad I have learned to get on better with people and I have some special friends here. I plan to stay on and hope things will continue to improve."



Gloria Brown



**SYLVIA BOGLE**

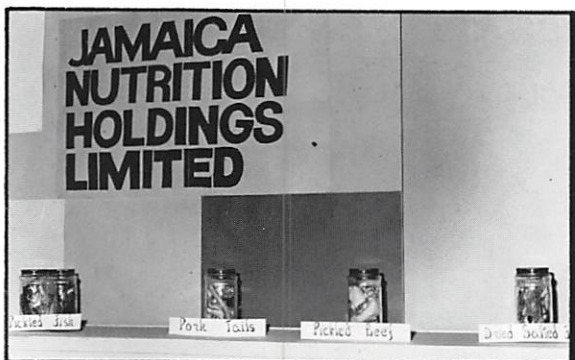
Please note: Sylvia Bogle was unavailable for comment.





Carmen Bennett.

Remember when Jamaica Nutrition Holdings used to import pickled fish, pork tails, pickled beef and dried salted fish?



## CARMEN BENNETT TALKS OF THE GOOD OLD DAYS

Carmen Bennett (then Pottinger) was well qualified for the job of Products Officer which she took up at Jamaica Nutrition Holdings in November 1977. She had worked at Courts Furnishings for 14 years and had been trained to inspect goods for purchasing, do costing for imported items and to do collections. She was also trained in warehousing, stock control, distribution and sales among other functions.

In her words: "Courts sold furniture; JNH sold food. But in other ways the jobs were the same. Only the commodities were different, and I had to learn how to apply what I knew to these new items."

For her first year at JNH she was Product Officer for packaged goods. These included canned mackerel, sardines, corned beef, pickled shad (alewives), red herrings and salted fish. These goods came from countries as far afield as Japan, USSR, Canada, Argentina, Brazil and Ireland. Later in 1979, most of them were divested to the private sector and now in 1990, the only one of these items imported by JCTC is sardines. Salted fish was phased out in 1989.

"In those days," Carmen says, "staff relations were fantastic. The Company was still new and although some of us were exper-

ienced in sales we were green to the commodities which JNH sold. We worked together as a team. We pooled ideas.

"If one of us was swamped with work, the rest of us would pitch in and help whether we were assigned to that commodity or not. If I learned something new from traders who were more experienced I would share this with others. It was a good feeling."

In 1978, Carmen became Product Officer for meat. These frozen goods included steaks with hotel cuts and cuts for the general trade, mince offals (liver, kidney, tripe, cowtail), meat for mincing and mutton.

Sometimes, Carmen was snowed under by paperwork. More staff were needed to deal with frozen meats than any other product. Each cut had to have a separate bill of lading and a great deal of information had to be provided for delivery. Eventually, frozen meat went back to the trade.

"In the early days, I was exposed to buying, scheduling and costing. I was also exposed to suppliers who educated me about specifications. The kind of on-the-job training that I received then helps me to function even now."

A well deserved promotion

came Carmen's way when she was named Product Manager in 1980.

Remembering the late seventies and early eighties, Carmen mentions co-workers who became good friends such as Hillary Stuart (now Alexander), Ken Nairne and Astley Fraser. "We were all thrown together into one little room by the sea-front looking for ideas as to what next to do, working out who would do what and putting the paperwork together."

She and her co-workers spent many week-ends working out systems as they saw the need. She is proud to say that many of these systems are still being used.

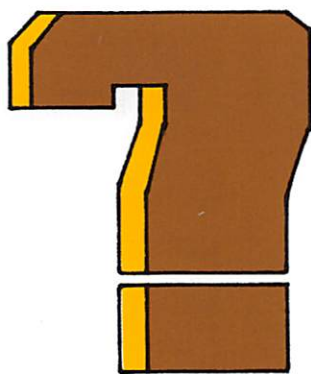
"When we got our first Quality Control Officer, Winsome Nugent (now Brooks), several of the specifications I had written became first drafts for the final specifications which are still being used.

"I started by using samples and I copied the contents written on cans. I also used to browse through lists of ideal specifications sent by suppliers. But I really got my education by talking to distributors and making jottings."

Carmen sums up those years with a special word of advice to co-workers: "We are all working for one entity so we should willingly share information and our experiences that will help the organization in the long run. This is one way of promoting more effectiveness and efficiency in all that we do."



# WHAT ARE STATE TRADING ORGANIZATIONS (STOs)



## DEFINITION:

1. A State Trading Organization (STO) is one in which government is the principal shareholder or otherwise has the ability to exercise control over the broad policies of the enterprise. In most cases, the state is the only shareholder although in other cases, the government may enter into a joint venture with private capitalists.
2. The enterprise is engaged in the production of goods and/or services for sale to the public.
3. The revenues of the enterprise are supposed to bear some relation to its costs.

## GENERAL FACTS

Normally, the reasons for the marked expansion in the size of STOs have little to do with ideology.

Many STOs are now the largest in their countries and some are among the largest enterprises in their respective fields anywhere in the world.

State-owned enterprises have come to dominate larger segments of many economies of lesser developed countries (LDCs).

## SOME FACTS ON STATE-TRADING

There has been a rapid growth of importance in STOs in developing countries around the world.

Employment objectives have often been important considerations in the establishment of STOs in developing countries.

One reason for the establishment of STOs has been the fact that aid donors have preferred to channel funds through STOs.

STOs have also been established because of some governmental desire to reduce the concentration of private economic power in their economies.

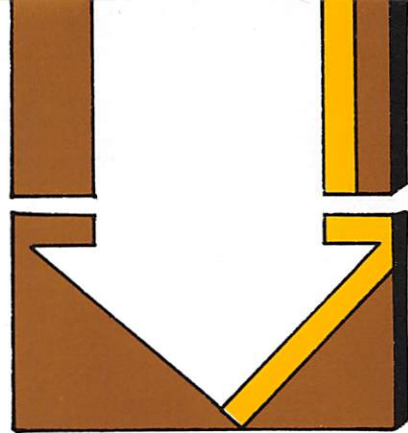
Lending activities of major donors of foreign aid and technical assistance have been a significant factor in the creation of state-owned enterprises.

Many enterprises are monopolies because private firms could not survive in the presence of price controls on regulated items.

Many STOs record low or negative profits because the government-as-stockholder has decreed that the enterprises must perform certain social functions.

## SOME COUNTRIES WITH STOs

Brazil, Bolivia, Bangladesh, Chile, Canada, Egypt, France, Guinea, Guyana, India, Indonesia, Korea, Mexico, Sri Lanka, Soviet Union, Taiwan, Turkey, Venezuela, Zambia and Zaire.



## JCTC Imports

### BULK ITEMS

- Wheat
- Yellow Corn (# 2 and # 3)
- Soybean
- Soybean Oil
- Skimmed Milk Powder
- Butter Oil (Anhydrous Milk Fat)
- Bulk Brown Rice

### GROCERY ITEMS

- White Rice
- Canned Fish - Sardines
- \*Frozen Poultry

### DRUGS

- Ethical Pharmaceuticals for the Public and Private Sectors

### LUMBER

- Southern Yellow Pine

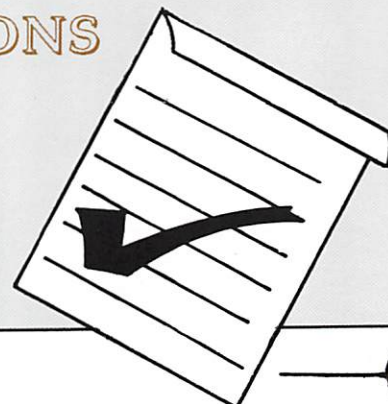
### FERTILIZER

### MOTOR VEHICLES

- \* Poultry meat is produced locally; JCTC only buys this when there is a shortage.

## CONGRATULATIONS

Newsbasket extends best wishes to Maureen Dyke of the Pharmaceuticals Division who was recently successful in the CPS examinations. Keep up the good work, Maureen.







It's a jet, no it's a rocket, no it's Juicy.

# JCTC SPORTS DAY

## Gold House Claims The Top Prize

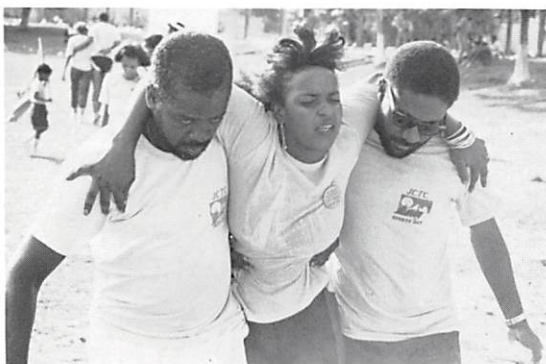
by Phillip Paulwell



"Battle of the bulges". But where is the winner?



"Cooking" the books??



The "Busted" bubbler.



You're right, you're right, it's "RED" stripe.



Lorna, the "Champion" bubbler



Keeping track on field.





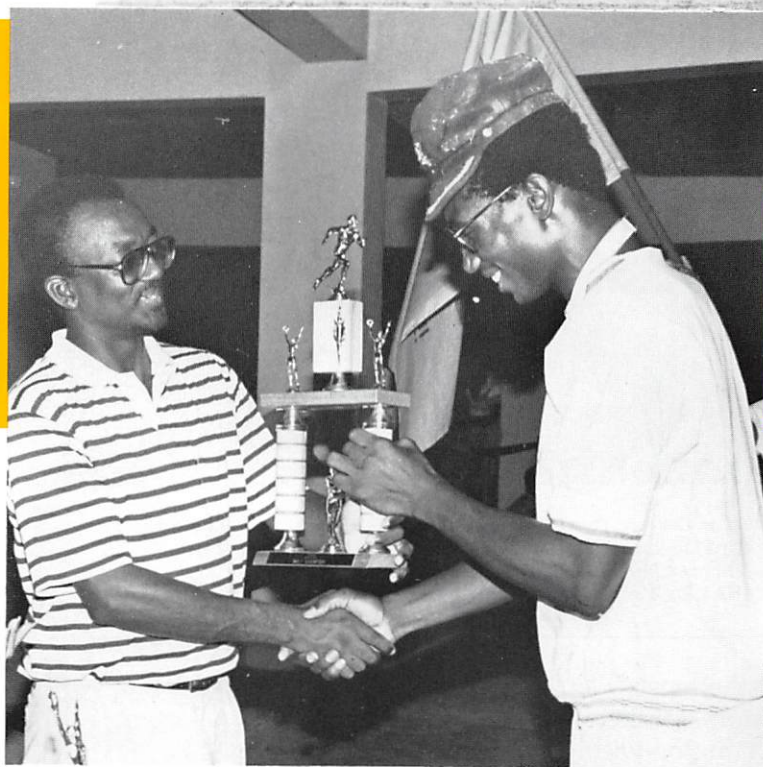
In the long run, the short won.

## JCTC SPORTS DAY

After an absence of a year, house rivalry returned to JCTC with the staging of Sports Day on Saturday, June 30, 1990 at the Jamintel Sports Club.

Preparation for Sports Day started many weeks before the actual date with the houses (Gold, Red and Blue) urging their members to participate fully and thus ensure maximum points. Posters were the order of the day with each house holding its own in this area.

Events taking place before Sports Day were Scrabble (won by Red House), table tennis (Gold House), badminton (Gold House) and dominoes (Red House).



Bruce "Juicy" Johnson - Male Champion.

There were not many points separating the houses going into Sports Day and, at first, competition was keen and close. For a while many thought the impossible was about to happen. But then as if shifting into a higher gear, Gold House sped away to again win convincingly. At the end both the Red Dragons and the Blue Bombers were in a tussle for the other positions.

Champion Female Athlete was Lorna Brown and Champion Male Athlete was Bruce Johnson.

Thanks to everyone for a very successful renewal of Sports Day.



It's Gold House again - 1990 Champions.



# Soybean Seminar



#### ASA TEAM VISIT POULTRY HOUSE:

Standing in front of a poultry house at Lydford Farms Limited operated by Three C's Company Limited are from left to right: Edward Hepburn, General Farm Supervisor; Carl McNaughton, Poultry Supervisor; Dr. Anthony Thomas, Jamaica Livestock Association; Dr. Keith Behnke, American Soybean Association (ASA); Dr. Hector Navarro, ASA; and Dr. Lloyd Wiggan, Manager.

On June 28, the American Soybean Association (ASA) and the Jamaica Commodity Trading Company in conjunction with the Jamaica Livestock Association hosted a seminar targeted at farmers who do on-farm feed formulation. Venue was the Wyndham Hotel and speakers were Dr. Hector Navarro, Assistant Animal Nutrition Director, Mexico, Central America & Caribbean Basin, ASA and Dr. Keith Behnke of Kansas State University.

Speaking on the situation with the soybean/meal export market, Dr. Navarro said that international prices of soybeans are expected to go up this year while there will be a decrease in soybean and meal availability.

Since 1983/84, there has been a 40 percent increase in South American production. Brazil and

Argentina are now the most important contributors. Market share is therefore changing with South America playing an important role in the growth in supply.

The demand for soymeal is increasing with the US taking less of the growing world market than previously.

Oil prices also show an upward trend though not as high as meal because of competition from other seeds such as corn and cotton.

Dr. Keith Behnke, the other speaker at the seminar, spoke on feed formulation, pelleting, extrusion and premixes.

He informed his audience that 3,500 ingredients are used in the various kinds of animal feed worldwide and that many by-products go to waste because most farmers do not realise their value.