

PROJECT STATUS REPORT

JANUARY 2011 - JUNE 2011

SECTION 1: PROJECT SUMMARY

PROJECT NAME: Improving performance of SMEs through the application of ICT

Project Number: TT-M1009 - Operation Number: ATN/ME-12200-TT

Purpose: Increased awareness, use and leverage of ICT by 80 SMEs in the food and beverage and in the printing and packaging sectors in Trinidad and Tobago

Country Administrator
TRINIDAD AND TOBAGO

Beneficiary Country
TRINIDAD AND TOBAGO

Group
SME - Small and Medium Enterprise
Development

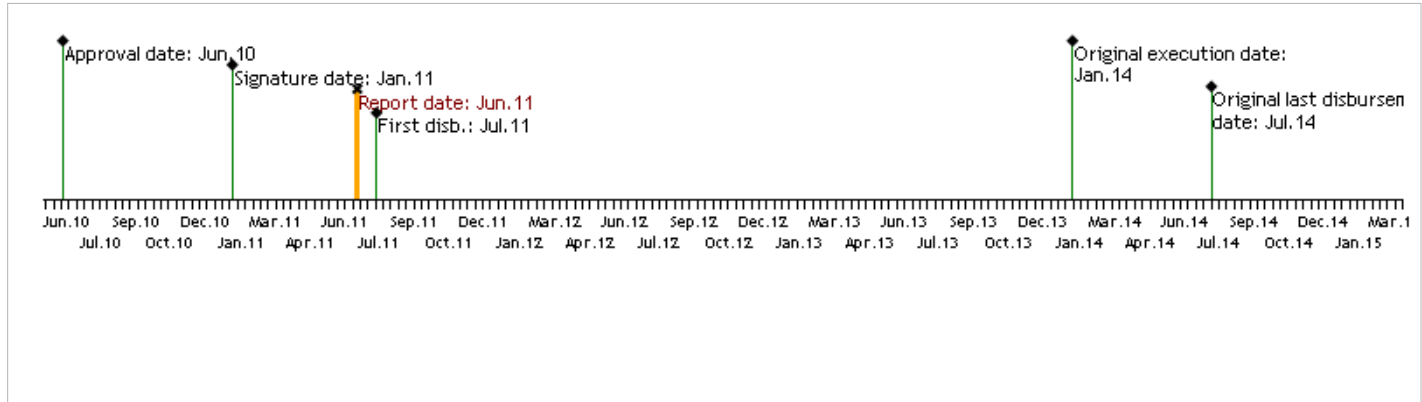
Subgroup
TECH - Technology for Business
Development

Executing Agency: Caribbean Industrial Research Institute

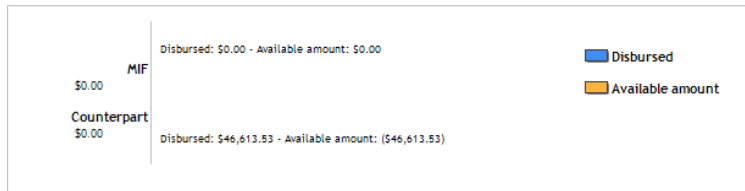
Design Team Leader: Dookiesingh, Vashtie

Supervision Team Leader: Dookiesingh, Vashtie

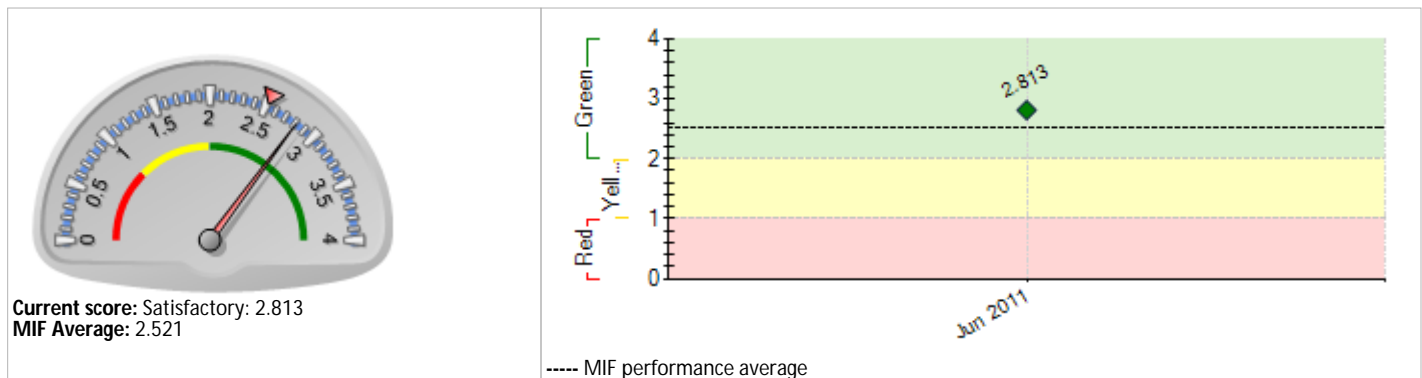
TIMELINE



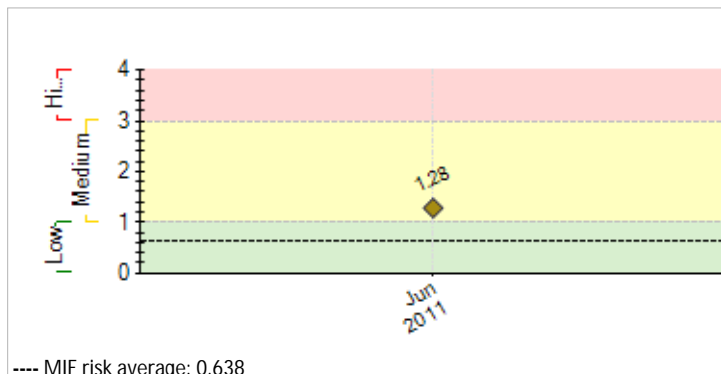
FUNDS



PERFORMANCE SCORE



EXTERNAL RISKS



INSTITUTIONAL CAPACITY

Risk
Financial Management: Low
Procurement: Low
Technical Capacity: Low

SECTION 2: PERFORMANCE

Summary of project performance in the last six months

Summary

The Project Agreement was signed on Jan 2011, but being the first semester, project was not officially mobilized until the following semester (July - Dec 2011). This semester was considered to be the "inertia phase"

Main Achievements:

- A] Set up of the Project Execution Unit
- B] Contracting of Technical Coordinator
- C] Establishment of a Small & Medium Enterprise (SME) database of target sectors

Key Accomplishment:

Contracting of the Technical Coordinator, which formed the first milestone. As a result, technical expertise and inputs had become available to the project.

Key Challenges:

Development of an SME database. This constituted establishing stakeholder relationships with business associations throughout Trinidad & Tobago, chambers of commerce and other institutions involved in SME and entrepreneurship development. The main impediments involved the actual sourcing of data, and the integrity of such. Many existing databases are severely dated, businesses no longer exist, changed contact details, or may have been rebranded. This semester was focused on compiling and purging the database, by virtue of telephone calls to verify and validate data, email correspondence, and to a lesser extent, making visits to SMEs.

6-Month Forecast:

- A] Begin hosting awareness forums
- B] Conduct first batch of Diagnostics Scoping Studies

Comments from the Supervision Team Leader

Agree with the Executing Agency comments

SECTION 3: INDICATORS AND MILESTONES

Indicators		Baseline	Intermediate 1	Intermediate 2	Intermediate 3	Planned	Achieved	Status
Purpose: Increased awareness, use and leverage of ICT by 80 SMEs in the food and beverage and in the printing and packaging sectors in Trinidad and Tobago	P.11 80 SMEs realize 10% improvement in (a) sales revenues and volumes, (b) increase in sales to new markets (c) increased sales in existing export markets or (d) profit margins	0				80	0	
		Feb 2011				Aug 2015		
Component 1: Awareness Building Weight: 20% Classification: Satisfactory	C1.11 4 Awareness Forums convened	0	2	3		4		
		Jan 2011	Feb 2013	Feb 2014		Dec 2014	Jun 2011	
	C1.12 SME representatives mation on the business potential of ICT investment	0	150	250		350		
		Jan 2011	Dec 2012	Nov 2013		Dec 2014	Jun 2011	
	C1.13 Launch of an interlinked web portal to disseminate information and facilitate dialogue among SMEs operating in the targeted sectors	0				1		
		Jan 2011				Jul 2012	Jun 2011	
Component 2: ICT Diagnostic Scoping Studies Weight: 30% Classification: Satisfactory	C2.11 Diagnostic scoping studies completed for 80 SMEs	0	25	65		80		
		Jan 2011	Dec 2012	Dec 2013		Dec 2014	Jun 2011	
Component 3: Implementation and Monitoring of ICT Interventions Weight: 30% Classification: Satisfactory	C3.11 Development and implementation of ICT solutions to improve business performance of 50 SMEs	0	10	40		50		
		Jan 2011	Dec 2013	Jul 2014		Dec 2014	Jun 2011	
Component 4: Dissemination of Results Weight: 20% Classification: Satisfactory	C4.11 Dissemination of information on project results in a special purpose SME forum	0				1		
						Jan 2015	Jun 2011	

Milestones	Planned	Due Date	Achieved	Date achieved	Status
M2 Contracting of a Technical Co-ordinator	1	Apr 2011	1	May 2011	Achieved late

M1	Conditions Prior	6	Jul 2011	0	Jun 2011	
M3	Completion of first ICT awareness forum	1	Jul 2011	0	Jun 2011	
M4	Completion of initial Diagnostic Scoping Studies for 20 SMEs	20	Jan 2012	0	Jun 2011	
M5	Completion of initial 10 ICT interventions	10	Jul 2012	0	Jun 2011	
M8	Completion of dissemination materials	1	Oct 2013	0	Jun 2011	
M6	Completion of final 60 Diagnostic Scoping Studies	60	Jan 2014	0	Jun 2011	
M7	Completion of final 40 ICT interventions	40	Jan 2014	0	Jun 2011	

CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE

[X] Others, which?: Delays in identifying a suitable co-ordinator

SECTION 4: RISKS**MOST IMPORTANT RISKS AFFECTING FUTURE PERFORMANCE**

	Level	Mitigation action	Responsible
1. Changes in macroeconomic conditions negatively impact SME performance	High	Executing Agency must make business case for ICT investment explicit to sustain interest and commitment to investment by SMEs in the event of deterioration of macroeconomic conditions	Project Coordinator
2. SMEs are not willing to participate in diagnostic scoping studies or ICT intervention	Low	The awareness forums have been designed to use actual business results of local firms to encourage participation and increase buyin. Beneficiaries for components 2 and 3 (diagnostics and ICT interventions) are self selected to ensure participating firms are committed and engaged in the process of change	Project Coordinator
3. Participating SMEs do not provide access to business data to facilitate measurement of results. This can undermine the Executing agency's ability to present locally based real world business cases and results on the business value of ICT investment	Low	Include formal agreement between Executing Agency and beneficiary outlining need for and consent to sharing/access to business records to facilitate building of business case for ICT implementation and measurement of project results. Appropriate privacy and confidentiality clauses can be included here	Project Coordinator

PROJECT RISK LEVEL: Medium **TOTAL NUMBER OF RISKS:** 3 **IN EFFECT RISKS:** 3 **NOT IN EFFECT RISKS:** 0 **MITIGATED RISKS:** 0**SECTION 5: SUSTAINABILITY****Likelihood of project sustainability after project completion:** P - Probable**CRITICAL ISSUES THAT MAY AFFECT PROJECT SUSTAINABILITY***[None reported in this period]***Actions related to sustainability which will be or have been implemented:**

Likelihood of project sustainability after project completion: High A) A strong business case for ICT investment ought to be made explicit to sustain interest and commitment to investment by SMEs beyond the project's scope. Appropriate investments now can lead to initiatives in the future that would exceed the target sectors (Food & Beverage and Plastics, Printing & Packaging), as well as across the Caribbean region. B) A rich body of knowledge would have been developed, constituting SME type and size, operational issues faced, ICT solutions and how each implementation has impacted the business over a period of time. These results can be inputted into matrix and analysed to ascertain trends, and strategic decisions made as to the most common issues facing the sectors.

SECTION 6: PRACTICAL LESSONS

	Relative to Implementation	Author
1. The process of establishing a Small & Medium Enterprise (SME) database of target sectors. What was learned? More effort to be made in developing linkages with channel partners to mobilize their membership and promote project objectives. Piggybacking on associations, industry councils and chambers of commerce, and making presentations to their membership as well as staff during AGMs and other events will help to obtain the necessary buy-in to mobilize and market the project. Executing Agency cannot work in isolation.		Joseph, Jade