

# PROJECT STATUS REPORT

JANUARY 2014 - JUNE 2014

## 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

**Result:** 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

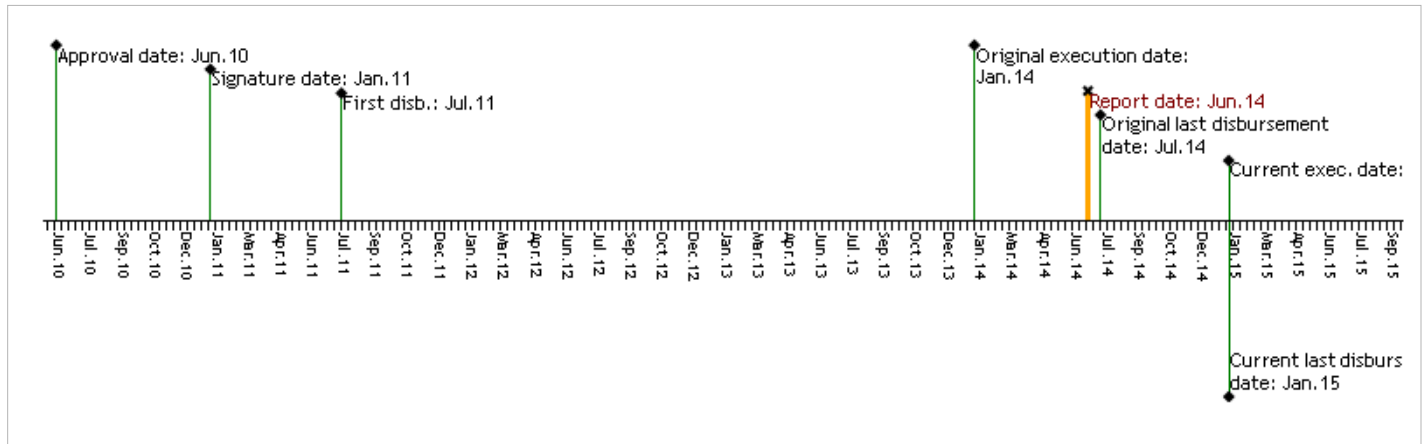
<b>Country Administrator</b> TRINIDAD AND TOBAGO	<b>Beneficiary Country</b> TRINIDAD AND TOBAGO	<b>Group</b> SME - Small and Medium Enterprise Development	<b>Subgroup</b> TECH - Technology for Business Development
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**Executing Agency:** Caribbean Industrial Research Institute

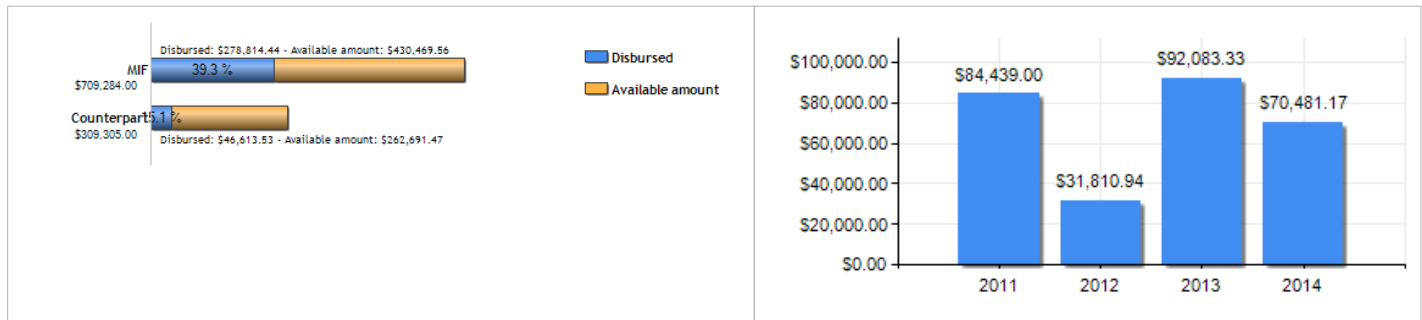
**Design Team Leader:** Dookiesingh, Vashtie

**Supervision Team Leader:** Dookiesingh, Vashtie

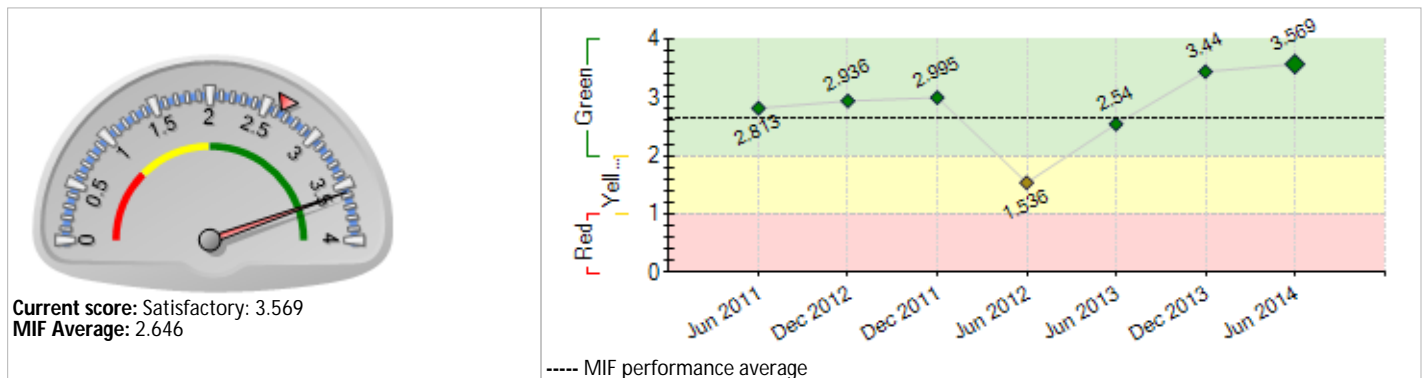
### TIMELINE



### FUNDS



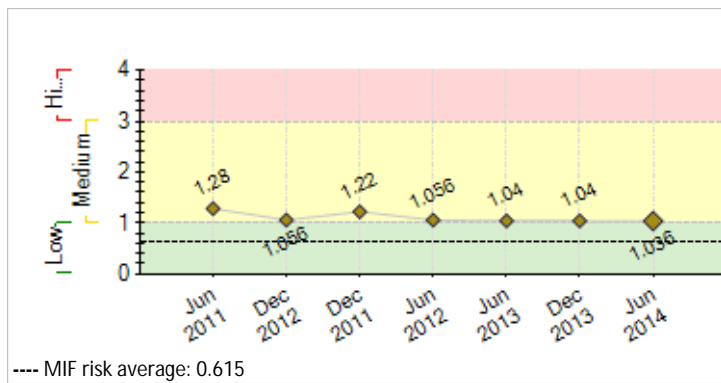
### PERFORMANCE SCORE



### EXTERNAL RISKS

### INSTITUTIONAL CAPACITY

	<b>Risk</b>
<b>Financial Management:</b>	Low
<b>Procurement:</b>	Low
<b>Technical Capacity:</b>	Low



## SECTION 2: PERFORMANCE

### Summary of project performance since inception

#### Summary:

Achievement of the sensitisation, diagnostic and intervention targets in full.

#### Aggregated Achievements:

- A] CARIRI more skilled in dealing with the needs of SMEs, and the delivery of ICT services and solutions in Trinidad and Tobago.
- B] Sensitisation of over 350 SMEs via awareness forums, web page views and Facebook interactions.
- C] Completion of diagnostic studies on 80 SMEs.
- D] Completion of interventions on 50 SMEs.
- E] Supported women entrepreneurs and promoted use of ICT in their businesses.
- F] Deployment of cluster-based ICT solutions.
- G] Development of software products from within PEU.

#### Key Challenges:

- A] Managing implementation expectations of all stakeholders.
- B] Ensuring interventions meet business goals and reports capture business improvement and not just technical/ ICT.

#### Actions taken:

- A] Establish clear implementation goals and objectives, in discussion with stakeholders.
- B] Creation of an intervention reporting template with clear guidelines and annotations.

#### Prospect:

- A very high likelihood of project achieving its objectives, because:
  - A] The valuable experience gained by PEU staff in delivering the project,
  - B] The interest shown by SMEs during the diagnostic phase,
  - C] High occurrence of model ICT solutions which can be replicated in companies with similar needs.

#### Moving forward:

#### A] Analyze the rich body of knowledge generated during project execution.

- B] Ensure the continuity of delivery of ICT support services focused on needs of SMEs.

#### Comments from the Supervision Team Leader

Agree with the Executing Agency comments

### Summary of project performance in the last six months

#### Summary:

This semester saw the completion of the final batch of 20 ICT interventions.

#### Key Milestone Achievement:

- A] Completion of "Final 20 ICT Interventions"

#### Key Implementation Accomplishments:

- A] Customer Relationship Management Systems in 5 SMEs.
- B] Inventory Management and Workflow Tracking solutions in 6 SMEs.
- C] Computerized Accounting Systems in 3 SMEs.
- D] Employee Time and Attendance Management System in 1 SME.
- E] Electronic Point of Sale Systems in 2 SMEs.

F] Expense Tracking System in 1 SME.  
 G] Knowledge Management System in 1 SME.  
 H] Crop Management System in 1 SME.

**Key Challenges:**

- A] Managing implementation expectations.  
 B] Obtaining SME top-level buy-in to invest in the requisite hardware and software.  
 C] Scope of works generated at the gap analysis phase lacked sufficient detail for implementation.  
 D] Commitment of the SME to work with consultant to complete implementations.

**Action taken:**

- A] Establish clear implementation goals and objectives, in discussion with entrepreneur and consultant.  
 B] Seek formal commitment to allocate resources as required.  
 C] Bridging the gap between analysis and implementation by way of an additional phase to capture the level of detail required.  
 D] Closer interaction with the entrepreneur to elicit inputs within stipulated time frames.

**6 Month Forecast:**

- A] Complete the final milestone, dissemination of results.

**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
<b>Result:</b> 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	<b>R.1</b> 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 Feb 2011				80 Aug 2015	0	
<b>Component 1:</b> Awareness Building <b>Weight:</b> 20% <b>Classification:</b> High Satisfactory	<b>C1.1.1</b> 4 Awareness Forums convened	0 Jan 2011	2 Feb 2013	3 Feb 2014		4 Dec 2014	4 Dec 2013	Finished
	<b>C1.1.2</b> SME representatives mation on the business potential of ICT investment	0 Jan 2011	150 Dec 2012	250 Nov 2013		350 Dec 2014	350 Dec 2013	Finished
	<b>C1.1.3</b> Launch of an interlinked web portal to disseminate information and facilitate dialogue among SMEs operating in the targeted sectors	0 Jan 2011				1 Jul 2012	1 Aug 2011	Finished
<b>Component 2:</b> ICT Diagnostic Scoping Studies <b>Weight:</b> 30% <b>Classification:</b> High Satisfactory	<b>C2.1.1</b> Diagnostic scoping studies completed for 80 SMEs	0 Jan 2011	25 Dec 2012	65 Dec 2013		80 Dec 2014	80 Dec 2013	Finished
<b>Component 3:</b> Implementation and Monitoring of ICT Interventions <b>Weight:</b> 30% <b>Classification:</b> High Satisfactory	<b>C3.1.1</b> Development and implementation of ICT solutions to improve business performance of 50 SMEs	0 Jan 2011	10 Dec 2013	40 Jul 2014		50 Dec 2014	50 May 2014	Finished
<b>Component 4:</b> Dissemination of Results <b>Weight:</b> 20% <b>Classification:</b> Satisfactory	<b>C4.1.1</b> Dissemination of information on project results in a special purpose SME forum	0				1 Jan 2015		

Milestones		Planned	Due Date	Achieved	Date achieved	Status
<b>M0</b>	Contracting of a Technical Co-ordinator	1	Apr 2011	1	May 2011	Achieved late
<b>M1</b>	Conditions Prior	6	Jul 2011	6	Jul 2011	Achieved
<b>M2</b>	Completion of first ICT awareness forum	1	Jul 2011	1	Jul 2011	Achieved
<b>M3</b>	Completion of initial Diagnostic Scoping Studies for 20 SMEs	20	Jan 2012	20	Jan 2013	Achieved late
<b>M4</b>	Completion of second batch of 20 diagnostics of SMEs	20	May 2013	20	May 2013	Achieved
<b>M5</b>	Sensitization of 150 SMEs on the business benefits of ICT adoption	150	May 2013	154	Apr 2013	Achieved
<b>M6</b>	[*] Completion of initial 10 ICT interventions	10	Jul 2013	10	Jul 2013	Achieved
<b>M7</b>	[*] Completion of final 40 Diagnostic Scoping Studies	40	Dec 2013	40	Dec 2013	Achieved
<b>M8</b>	Sensitization of an additional 200 SMEs on the business benefits of ICT interventions	200	Dec 2013	200	Dec 2013	Achieved
<b>M9</b>	Completion of an additional 20 ICT interventions (cumulative total 30)	20	Dec 2013	20	Dec 2013	Achieved
<b>M10</b>	[*] Completion of final 20 ICT interventions	20	May 2014	20	May 2014	Achieved
<b>M11</b>	[*] Completion of dissemination materials	1	Sep 2014			

[\*] Indicate that the milestone has been reformulated

**CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE**

[X] Supplier/contractor performance

**SECTION 4: RISKS**

**MOST IMPORTANT RISKS AFFECTING FUTURE PERFORMANCE**

	<b>Level</b>	<b>Mitigation action</b>	<b>Responsible</b>
1. Lag times between the completion of sensitization, diagnostics and interventions could lead to loss of interest by the SMEs and potentially unwillingness to continue in the project.	Medium	Execute project components in repeating cycles specifically designed to reduce the lag time between delivery of project components to individual SMEs.	Project Coordinator
2. High likelihood of shortlisted candidates at the ICT interventions phase opting out at critical stage, subsequent to the executing agency investing and committing resources.	Medium	Closer collaboration with the SME in the design of the intervention and conclusion of formal agreements prior to start of implementation.	Project Coordinator
3. Changes in macroeconomic conditions negatively impact SME performance	Medium	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
4. Upward revision of scope by the external ICT consultant in some cases taking the project out of the financial reach of the SME.	Medium	Greater care to be taken in the design of the solution to ensure that the scope of the implementation is within the financial means of the client.	Project Coordinator
5. 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	Medium	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:** 10 **IN EFFECT RISKS:** 10 **NOT IN EFFECT RISKS:** 0 **MITIGATED RISKS:** 0

**SECTION 5: SUSTAINABILITY**

**Likelihood of project sustainability after project completion:** HP - Highly Probable

**CRITICAL ISSUES THAT MAY AFFECT PROJECT SUSTAINABILITY**

*[None reported in this period]*

**Actions related to sustainability which will be or have been implemented:**

Development of a rich body of knowledge constituting SME type and size, operational/ business issues faced, ICT solutions and how each implementation has impacted the business over time.

Transfer of technical skills and methodologies from the consultant to Project Executing Unit staff which will help to build institutional capacity in promoting and providing ICT support services.

Three (3) ICT tools have been developed internally which have wide applicability to SMEs, including those outside the target sectors. These tools, knowledge management system, expense tracking system and integrated sales and inventory system will facilitate deployment of similar solutions in future interventions.

Building on the solutions that have already been implemented, working with the SMEs on additional ICT services leveraging prior implementations. Example, for websites done in the project, a Customer Relationship Management (CRM) system would be implemented so that customer data is automatically captured from website and migrated to CRM.

**SECTION 6: PRACTICAL LESSONS**

	<b>Relative to</b>	<b>Author</b>
1. Development of templates to facilitate the capture of key information and the efficient completion of intervention reports.	Implementation	Joseph, Jade
2. Need for more effective management of the consultancy resource.	Implementation	Joseph, Jade
3. Always have a well populated pool of SMEs as a risk response measure for potential SME drop outs and seamless replacement of SMEs.	Implementation	Joseph, Jade
4. Need to manage risks more proactively.	Risk	Joseph, Jade
5. There needs to be a more effective communication plan between all stakeholders: Project Execution Unit, SME, Consultant.	Implementation	Joseph, Jade