

PROJECT STATUS REPORT

JULY 2015 - DECEMBER 2015

SECTION 1: PROJECT SUMMARY

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

Project Number: TT-M1009 - Project Num.: 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

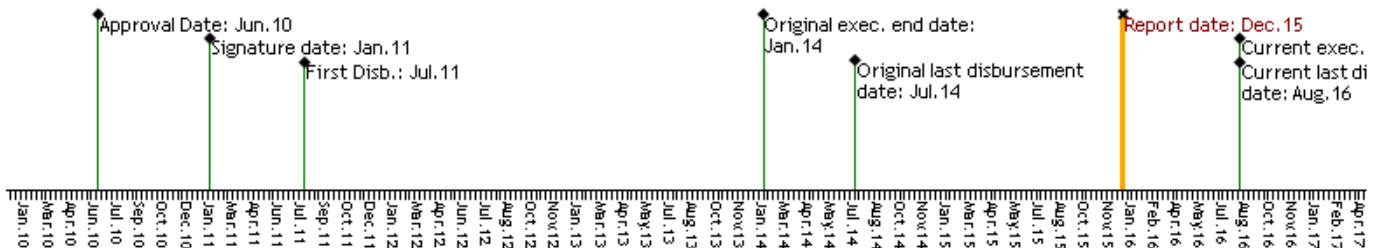
Country Admin	Country Beneficiary	Group	Subgroup
TRINIDAD AND TOBAGO	TRINIDAD AND TOBAGO	SME - Small and Medium Enterprise Development	TECH - Technology for Business Development

Executing Agency: Caribbean Industrial Research Institute

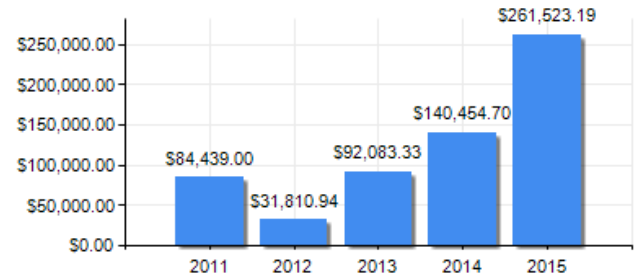
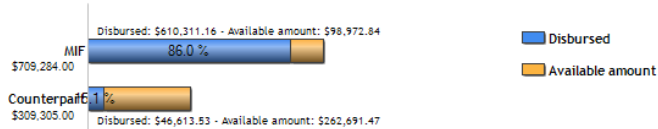
Design Team Leader: VASHTIE DOOKIESINGH

Supervision Team Leader: VASHTIE DOOKIESINGH

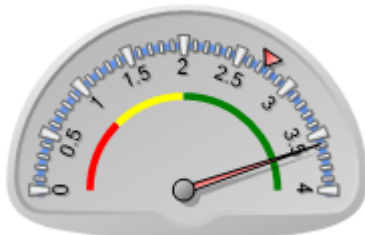
PROJECT CYCLE



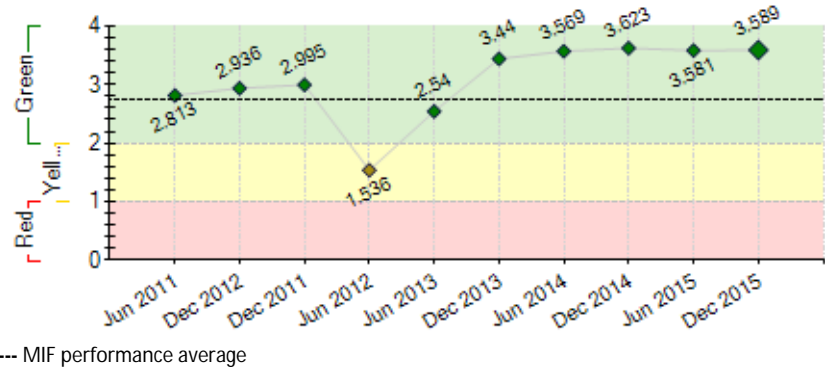
FUNDS



PERFORMANCE SCORE



Current score: Satisfactory: 3.589
MIF Average: 2.743



EXTERNAL RISKS

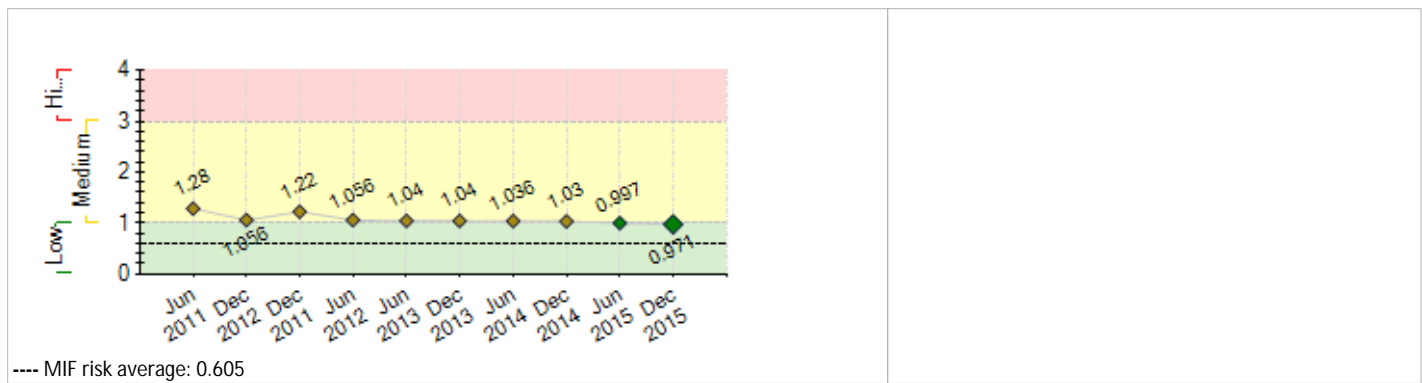
INSTITUTIONAL CAPACITY

Risk

Financial Management:

Procurement:

Technical Capacity:



SECTION 2: PERFORMANCE

Summary of project performance since inception

Summary: Full achievement of targets in sensitization, diagnostic, intervention and dissemination

Aggregated Achievements:

- A] PEU more skilled in identifying and aligning SME needs with ICT solutions
- B] Sensitization of over 450 SMEs
- C] Completion of 111 diagnostic studies; 55 ICT interventions
- E] Promotion of ICT for women entrepreneurs and doctors
- F] Deployment of cluster-based ICT solutions and work products created by PEU

Key Challenges:

- A] Management of stakeholders' expectations
- B] Ensuring business needs are aligned to ICT interventions; Diagnostic reports clearly identifying gaps between current business processes and ICT potentials
- C] Maintaining effective communications management

Actions taken:

- A] Establish clear implementation goals and objectives, in discussion with stakeholders
- B] Creation of an intervention reporting template with clear guidelines & annotations
- C] Revised Communication Plan

Prospect:

- 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 easily modified for other SMEs
- D] Excellent reputation maintained due to past project success

Moving forward:

- A] Analyze the rich body of knowledge generated during project phases
- B] Continuity in the delivery of post implementation ICT support services
- C] Develop strategies for changing business / IT needs
- D] Continuity of building team capacity

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 Dissemination of Results phase.

Key Milestone Achievement:

- A] Completion of "Dissemination of Results"

Key Implementation Accomplishments:

- A] Dissemination of Results Forum
- B] Development of Business Plan and Project Toolkit
- C] Implementations of Excel Inventory System for one (1) SME in Food & Beverage Sector; an Electronic Immunization Card for one (1) SME and an Excel Electronic Health Record system for one (1) SME in the Health & Wellness Sector
- D] Development of an Electronic Health Record (EHR) System

Key Challenges:

- A) Managing implementation expectations.
- B) Development of dissemination of results forum programme to effectively share the outcomes of the project.
- C) Commitment of SMEs to complete implementations.

Action taken:

- A) Establish clear implementation goals and objectives, in discussion with entrepreneur/doctor and consultant.
- B) Revision and adaptation of the programme with key stakeholders with focus on SME success stories and achievements of the PEU.
- C) Closer interaction with the SME to elicit inputs within stipulated time frames.

6 Month Forecast:

- A) Complete EHR interventions for 10 SMEs in Health and Wellness Sector.

- A) Complete ICT interventions for 5 SMEs in Manufacturing and Services Sectors.

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	R.1 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: High Satisfactory	C1.11 4 Awareness Forums convened	0	2	3		4	4	Finished
	C1.12 SME representatives mation on the business potential of ICT investment	Jan 2011	Feb 2013	Feb 2014		Dec 2014	Dec 2013	
		0	150	250		350	350	Finished
	C1.13 Launch of an interlinked web portal to disseminate information and facilitate dialogue among SMEs operating in the targeted sectors	Jan 2011	Dec 2012	Nov 2013		Dec 2014	Dec 2013	Finished
Component 2: ICT Diagnostic Scoping Studies Weight: 30% Classification: High Satisfactory	C2.11 Diagnostic scoping studies completed for 80 SMEs	0	25	65		80	87	Finished
		Jan 2011	Dec 2012	Dec 2013		Dec 2014	Dec 2014	
Component 3: Implementation and Monitoring of ICT Interventions Weight: 30% Classification: High Satisfactory	C3.11 Development and implementation of ICT solutions to improve business performance of 50 SMEs	0	10	40		50	50	Finished
		Jan 2011	Dec 2013	Jul 2014		Dec 2014	May 2014	
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		Delayed
						Jan 2015		

Component 5: Knowledge management and strategic communication

Weight: 20%

Classification: Satisfactory

C5.11	Knowledge Products	0				1		Finished
		Jul 2014				Jul 2015		

Milestones	Planned	Due Date	Achieved	Date of achievement	Status
M0 Contracting of a Technical Co-ordinator	1	Apr 2011	1	May 2011	Achieved late
M1 Conditions Prior	6	Jul 2011	6	Jul 2011	Achieved
M2 Completion of first ICT awareness forum	1	Jul 2011	1	Jul 2011	Achieved
M3 Completion of initial Diagnostic Scoping Studies for 20 SMEs	20	Jan 2012	20	Jan 2013	Achieved late
M4 Completion of second batch of 20 diagnostics of SMEs	20	May 2013	20	May 2013	Achieved
M5 Sensitization of 150 SMEs on the business benefits of ICT adoption	150	May 2013	154	Apr 2013	Achieved
M6 [*] Completion of initial 10 ICT interventions	10	Jul 2013	10	Jul 2013	Achieved
M7 [*] Completion of final 40 Diagnostic Scoping Studies	40	Dec 2013	40	Dec 2013	Achieved
M8 Sensitization of an additional 200 SMEs on the business benefits of ICT interventions	200	Dec 2013	200	Dec 2013	Achieved
M9 Completion of an additional 20 ICT interventions (cumulative total 30)	20	Dec 2013	20	Dec 2013	Achieved
M10 [*] Completion of final 20 ICT interventions	20	May 2014	20	May 2014	Achieved
M11 [*] Completion of dissemination materials	1	Dec 2015	1	Dec 2015	Achieved

[*] Indicate that the milestone has been reformulated

CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE

[None reported in this period]

SECTION 4: RISKS

MOST IMPORTANT RISKS AFFECTING FUTURE PERFORMANCE

	Level	Mitigation action	Responsible
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. Expending Project Execution Unit's time and effort to develop scope of works for an implementation that leads to an outcome where the client cannot afford to invest (due to financial restrictions) in the proposed ICT solution.	Medium	Engaging vendors in the early stages to get a preliminary costs as well as conducting sufficient research to create independent estimates and alternative solution proposals	Project Coordinator
4. 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
5. Resource conflicts with change in team members in the project execution unit	Medium	Shuffling of team members and reassigning unfinished tasks with a revised timeline	Project Coordinator

PROJECT RISK LEVEL: Medium **TOTAL NUMBER OF RISKS:** 15 **IN EFFECT RISKS:** 15 **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 have been taken in the reporting period:

Sustainability workshop was conducted to share the outcomes of the project, with the aim of continuing to build awareness and interest with potential and ongoing client base.

A formal business plan was developed to capture the business concept, marketplace and financial objectives of ICT services to be offered to small and medium sized enterprises beyond the project lifecycle.

A Project framework document (How-To Guide) was developed, geared towards the documenting of processes, procedures and lessons learnt in a format that can be easily exported to other territories.

Transfer of technical skills and methodologies from the consultant to Project Executing Unit staff was effected, which helped build capacity in developing customized solutions for SMEs, which can be delivered as a service beyond the project lifecycle.

SECTION 6: PRACTICAL LESSONS

1. 3. Sustainable goals must be linked to bottom-line results.	Relative to Sustainability	Author Joseph, Jade
2. 2. Sustainability efforts must be embedded across the enterprise.	Sustainability	Joseph, Jade
3. 1. Integrating formal sustainability goals into project management practices requires culture change, measurement and support from upper management.	Sustainability	Joseph, Jade