

PROJECT STATUS REPORT (FINAL)

JANUARY 2016 - JUNE 2016

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

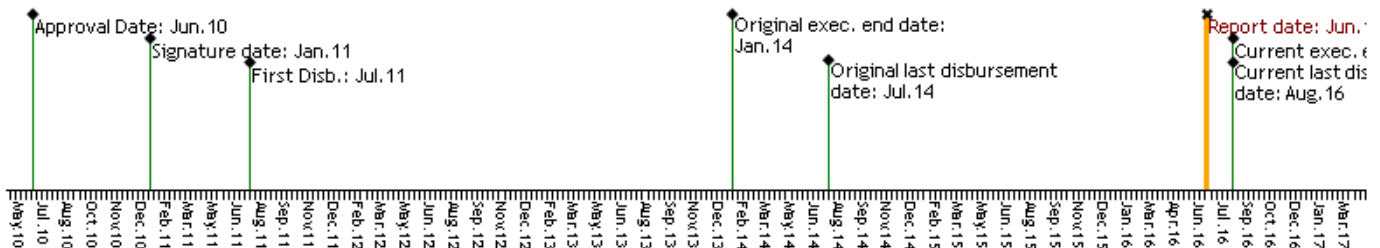
Country Admin	Country Beneficiary	Group	Subgroup
TRINIDAD AND TOBAGO	TRINIDAD AND TOBAGO	SME - Small and Medium Enterprise Development	TECH - Technology for Business Development

Executing Agency: Caribbean Industrial Research Institute

Design Team Leader: VASHTIE DOOKIESINGH

Supervision Team Leader: VASHTIE DOOKIESINGH

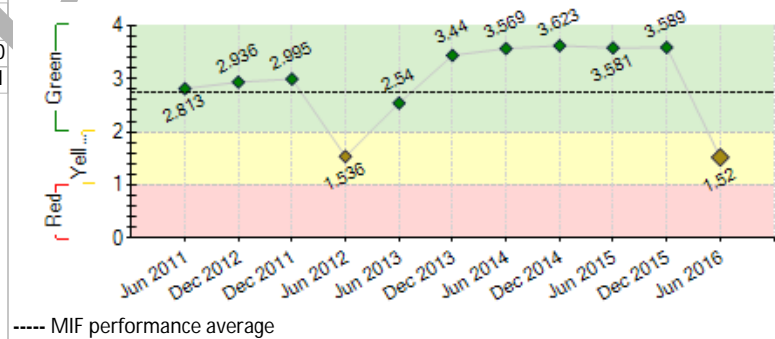
PROJECT CYCLE



FUNDS

	Approved	Cancelled	Disbursed
FOMIN	\$714,284.00	\$11,000.00	\$703,284.00
Counterpart	\$309,305.00	\$0.00	\$134,332.31

PERFORMANCE SCORE



SECTION 2: RESULTS AND ACHIEVEMENTS

Performance once project is completed

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

Aggregated Achievements: A] PEU skilled in identifying and aligning SME needs with ICT solutions B] Sensitization of 500 SMEs C] Completion of 133 diagnostic studies; 60 ICT interventions E] Promotion of ICT for 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 with stakeholders B] Creation of intervention reporting template with clear guidelines & annotations C] Revised Communication Plan

Prospect: A] Valuable experience gained by PEU staff B] Interest shown by SMEs during diagnostic phase C] High occurrence of model ICT solutions which can be

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

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

Semester Summary: Completion of Extension Phase

Key Implementation Accomplishments:A] Diagnostic Scoping Studies for 21 SMEs Manufacturing&Services Sectors B] Implementations Ecommerce Websites for 2 SMEs Food&Beverage Sector and Electronic Health Record Systems for 3 SMEs Health&Wellness Sector C] Development of SME Business Portal; SME Point of Sale System; SME Helpdesk and EHR Windows App

Key Challenges:A] Managing implementation expectations B] Development of awareness forum programme to effectively share the benefits of project and PEU work C] Obtaining SME commitment to participate in EHR Pilots

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 achievements of the Project and PEU C] Seek formal SME commitment with development of EULA and SLA

6 Month Forecast: A] Complete EHR interventions for 2 SMEs in Health&Wellness B] Complete ICT interventions for 10 SMEs in Manufacturing&Services C] Complete Project Evaluation

Comments from the Supervision Team Leader

The Executing Agency has fully achieved or exceeded all results and objectives and has built in resources and organizational structure to ensure sustainability. The project overall performance and results are in summary highly satisfactory

Final evaluation

CARIRI secured non reimbursable technical co-operation (grant) financing in the sum of US \$709,284 from the Multilateral Investment Fund (MIF) to increase awareness, usage and leverage of ICT by SMEs in Trinidad and Tobago, initially targeting two key sub sectors in manufacturing - Food and Beverage producers and Printing, Plastics and Packaging producers.

The project has been in implementation since January 2011 and will be completed and fully disbursed on August 18, 2016. This evaluation, building on a recent impact assessment and the interim evaluation commissioned for this project, provides an overview on the achievement of targeted results and benefits delivered, but also introduces some key recommendations to sustain service delivery beyond the period of support from MIF.

Project results are positive and show that:

- the original objectives of the project were and still are in line with the needs of small and medium-sized private sector enterprises (the clients) and with the need for economic diversification in Trinidad and Tobago
- the services offered to the SMEs were highly valued by the recipients and for the most part are credited with improvements in one or more of: market reach, efficiency, communication and outreach to customers, or revenue generation;
- during the project, CARIRI examined the interim results with a critical eye, and introduced its own innovations; it has evolved toward operating a service desk doubling as a collection point for requests of all levels of complexity. This model is more accessible for the client population and more manageable for the staff.

The CARIRI management team have shown a deep and clear understanding of the implications of the learnings from 120+ close encounters with business and the 60+ cycles of completing formal projects for them.

Benefits delivered include, in summary

- CARIRI was able to establish several new tools and techniques, namely:
 - o A methodology for understanding the needs of the clients (diagnostic scoping of the level of ICT utilization)
 - o Reusable tools built on commercially available and accessible platforms such as Microsoft Excel
 - o Custom tools suited specifically to the needs of multiple SMEs in the Health and Wellness services sector
- The in-house team at CARIRI received excellent exposure and hands-on skills development. The same individuals will now continue to deliver more diverse services via the helpdesk and subscription models
- The CARIRI brand has been extended (beyond)

Comments from the Supervision Team Leader

Agree with the Evaluators comments

[Final evaluation](#)

<http://mif.iadb.org/file.aspx?DOCNUM=40855021>

SECTION 3: INDICATORS

Indicators		Baseline	Planned	Achieved	Percentage
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 Classification: Satisfactory	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	0 %
	Component 1: Awareness Building				
	Weight: 20%				
	C1.11 4 Awareness Forums convened	0	4	4	0 %
	C1.12 SME representatives' maturation on the business potential of ICT investment	0	350	350	0 %
	C1.13 Launch of an interlinked web portal to disseminate information and facilitate dialogue among SMEs	0	1	1	0 %

Classification: High Satisfactory	operating in the targeted sectors				
Component 2: ICT Diagnostic Scoping Studies Weight: 30% Classification: High Satisfactory	C2.I1 Diagnostic scoping studies completed for 80 SMEs	0	80	87	0 %
Component 3: Implementation and Monitoring of ICT Interventions Weight: 30% Classification: High Satisfactory	C3.I1 Development and implementation of ICT solutions to improve business performance of 50 SMEs	0	50	50	0 %
Component 4: Dissemination of Results Weight: 20% Classification: Satisfactory	C4.I1 Dissemination of information on project results in a special purpose SME forum	0	1		0 %
Component 5: Knowledge management and strategic communication Weight: 20% Classification: Satisfactory	C5.I1 Knowledge Products	0	1		0 %

Milestones

Planned

Due Date

Achieved

Date of achievement

Status

CRITICAL ISSUES THAT HAVE AFFECTED PERFORMANCE

- [X] Supplier/contractor performance
- [X] Design of project/Components
- [X] Purchase difficulties

SECTION 4: RISKS**CRITICAL RISKS MANAGED DURING IMPLEMENTATION**

1. Changes in macroeconomic conditions negatively impact SME performance

Level: Low**Responsible:** Project Coordinator**Status:** In effect**Comments:** The country has suffered its fourth quarter of negative growth and decline and is now officially in a recession.

2. Despite a successful implementation, a low ICT adoption rate among staff at the enterprise leads to a failed intervention or negative results during the monitoring and evaluation stage.

Level: Low**Responsible:** Project Coordinator**Status:** In effect**Comments:** Even with sensitization and hands-on training, SME may still have a slow adoption rate. PEU has recognized this and increased post implementation support.

3. Possibility of slow uptake of customized solutions developed during the project by SMEs

Level: Low**Responsible:** Project Coordinator**Status:** In effect**Comments:** Need to redefine marketing strategy for solutions to ensure that it is aligned with SME's needs.**PROJECT RISK LEVEL:** Low **TOTAL NUMBER OF RISKS:** 17 **IN EFFECT RISKS:** 3 **NOT IN EFFECT RISKS:** 5 **MITIGATED RISKS:** 9**SECTION 5: SUSTAINABILITY****Likelihood of project sustainability after project completion:** P - Probable

The Executing Agency from start of this project has developed a team, as well as methodology, processes and facilities to sustain delivery of services beyond the period of MIF investment

CRITICAL ISSUES THAT MAY AFFECT PROJECT SUSTAINABILITY*[None reported in this period]***Actions related to sustainability which have been implemented:**

1. Continued capacity building of the Project Executing Unit staff as a team of professionals in the field for service delivery and in developing customized solutions for SMEs
2. Deployment of Pilot Phases for customized solutions and services.

[Sustainability Plan](#)**SECTION 6: KNOWLEDGE**

Lessons learned	Relative to	Author
1. Having a disciplined process to allow project-specific deviations from the baseline. This flexibility consists of justification for the proposed deviation, identification of the associated risks with risk-mitigation actions and approval by stakeholders for the proposed deviation.	Implementation	Joseph, Jade
2. To avoid delays in execution, always plan quality standards and allowances into the project plan.	Design	Joseph, Jade
3. Always consider external impacts on the project schedule. This must be continuous throughout the project lifecycle.	Design	Joseph, Jade

Indicate which are the main products of the project, where they can be found, and how they could be “shared” with other entities or similar projects.

CARIRI has custody of the knowledge products for dissemination to other research and technology institutions via its membership in WAITRO

Main products of the project

[Oct 2011] Memorandum of Understanding (Handbooks/Procedure guides)

Author: Project Coordinator

[Mar 2012] 3rd Awareness Forum - Evaluation Report (Handbooks/Procedure guides)

Author: Project Coordinator

[Mar 2012] SME Registration Form (Marketing materials/communication)

Author: Project Coordinator

[Jun 2012] SME Acceptance Letter (Marketing materials/communication)

Author: Project Coordinator

[Dec 2012] Diagnostics Scoping Study Report (Methodologies/training materials)

Author: Project Coordinator

SECTION 7: DOCUMENTS

19/JAN/2010	Donors Memorandum	[http://www.fomin.org/file.aspx?DOCNUM=35050185]
27/MAY/2010	Donors Memorandum	[http://www.fomin.org/file.aspx?DOCNUM=35183715]
02/MAR/2017	Final Evaluation Report	[http://www.fomin.org/file.aspx?DOCNUM=40855020]
02/MAR/2017	Final Evaluation Report	[http://www.fomin.org/file.aspx?DOCNUM=40855021]
Project profile		http://apps.fomin.org/public/psr/projectprofile.aspx?proj=TT-M1009&lg=EN