

# MANAGEMENT RESPONSE



Regional office: Indonesia

**Title evaluation report: Efficiency Analysis**

Date of the Management Response: 30<sup>th</sup> March 2021

Staff involved in the Management Response: Catur Utami Dewi, Nonie Kaban, Nana Suhartana, Prima Interpares

Cleared by: Catur Utami Dewi

<b>Point of attention 1</b>	Actual benefits and returns could be higher because several positive changes that can be attributed to the programme could not be monetised.			
<b>Management response</b>	<p><b>Accepted</b></p> <p>In the report, lobby and advocacy intervention was determined as a costly intervention. During the assessment process, the outcomes or changes of its intervention had been mapped. However, the benefits received by beneficiaries were not clearly captured in the field when the discussion was held with programme stakeholders. Therefore, we could not include them in the following step of benefit valuation.</p>			
Key action(s)	Time frame	Responsible	Tracking	
			Status	Comments
1.1 Identifying and documenting the evidence-based results of lobby and advocacy activities in rice programme and other programmes.	2021	Rice Programme Manager		[Tracking is for updates to be presented at the bi-annual presential IMT meetings]
<b>Point of attention 2</b>	Business document is perceived as an intervention with low efficiency ratio.			
<b>Management response</b>	<p><b>Accepted</b></p> <p>Rikolto realised that that the intervention required a large amount of money to finance the organic certification of the farmers where it should be a responsibility of the farmer organisations.</p>			
Key action(s)	Time frame	Responsible	Tracking	
			Status	Comments

2.1 Rikolto is not providing financial support for the preparation of organic certification anymore as it will use the farmers organisations' (FOs) own means. Instead, Rikolto focuses on the FO capacity development regarding the certification.	2021	Rice Programme Manager		[Tracking is for updates to be presented at the bi-annual presential IMT meetings]
<b>Point of attention 3</b>	It is our observation during the assessment process; we faced a challenge in categorizing programme activities supporting the interventions due to non-standard activities naming. We realized it would lead to a potential human error when we misunderstood such information provided; subsequently resulting in a wrong calculation of the programme investment.			
<b>Management response</b>	<b>Accepted</b>			
Key action(s)	Time frame	Responsible	Tracking	
			<i>Status</i>	<i>Comments</i>
3.1 Standardizing the activities naming in yearly working plans according to current programme interventions	2021	Rice Programme Manager		[Tracking is for updates to be presented at the bi-annual presential IMT meetings]
<b>Point of attention 4</b>	Business planning and documentation is considered to be the most crucial gap in the FOs' performance.			
<b>Management response</b>	<b>Accepted</b>			
Key action(s)	Time frame	Responsible	Tracking	
			<i>Status</i>	<i>Comments</i>
4.1 Rikolto will provide the FOs capacity building in having well-managed and documented business data and results.	2021	Rice Programme Manager		[Tracking is for updates to be presented at the bi-annual presential IMT meetings]