

MANAGEMENT RESPONSE



Regional office / cluster: West Africa

Title evaluation report: **social return on investment evaluation of the Rikolto WA rice program / case of the parboiled rice franchise business model**

Date of management response: **April 26, 2021**

Staff involved in management response: **Hamado TAPSOBA, Regional Director; Hermann OUEDRAOGO, Regional PLA Coordinator; Michel TOUGMA, Country Manager and Program Officer; Abdoulaye SOULE, Regional Finance Manager**

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Assessment recommendation / point of attention 1	For each level of intervention have a theory of change resulting from the overall ToC. Involve stakeholders in the development of this ToC. Define and enhance the basis for evaluating qualitative changes			
Management response	Accepted While there is a global theory of change for the rice program, we develop contextualised pathways of change for each intervention. The pathways for change may need to be revisited to take into account the progress made and the context.			
Key action (s)	Time limit	responsible	Monitoring	
			<i>status</i>	<i>Comments</i>
1.1 During the next opportunity to scale the franchise business model, the pathways of change will be updated to take into account the achievements of the pilot phase	Depending on extension opportunities	PLA Coord, Program Officer		
Assessment recommendation / attention point 2	Develop narrower collaboration frameworks and / or conversion tables between administrative budgets and those of field activity budgets			
Management response	Accepted This recommendation is relevant and it should be taken into account in the annual planning in order to better highlight separately the administrative costs and the operational costs / field activities.			

Key action (s)	Time limit	responsible	tracking	
			status	Comments
2.1. Preview / design an automatic data processing tool capable of generating the information needed for the study	July 2021	Rikolto (Financial manager)		
Assessment recommendation / attention point 3	The perception of the notion of SROI is still abstract. It will have to be integrated into the approaches and the monitoring and evaluation system of projects from their conception.			
Management response	Accepted Very relevant recommendation because the actors do not yet have a good knowledge of the concept of SROI in the design of business models / projects and programs.			
Key action (s)	Time limit	responsible	tracking	
			status	Comments
3.1 Return the case study report to the stakeholders of the franchise business model.	May 2021	Rikolto UNERIZ (Franchisors) Individual steamers (Franchisers) Steaming centers, strategic partners of the franchise business model.		
3.2. Revise the tools for monitoring the quantitative and qualitative results of activities with a view to monitoring all the advantages and constraints related to project implementation activities as well as possible	June 2021	PLA, Program lead		
3.3. Better involve the PLA in the routine monitoring activities of project implementation. Schedule quarterly results data updates as well as critical reflection sessions	June 2021	PLA, Program lead		
Assessment recommendation / attention point 4	As far as possible, complete the experimentation of the model through the establishment of the GIE PROMETRIS			

Management response	Accepted The EIG is already theoretically / administratively set up but not yet operational because it lacks the financial resources for the acquisition of equipment and the recruitment of staff. Negotiations are underway with the bank and the credit union and a fund set up by the state.			
Key action (s)	Time limit	responsible	tracking	
			status	Comments
4.1 Support UNERIZ (Franchisor) in mobilizing the necessary resources to operationalize the EIG which must manage the Finishing and Distribution Center (CFD)	December 2021- June 2022	UNERIZ Rikolto		
Assessment recommendation / attention point 5	Finalize the conceptualization of the franchise model to facilitate its replication			
Management response	Partially accepted Conceptualization of the franchise business model has been completed since 2019. We are in the scale-up phase.			
Key action (s)	Time limit	Responsible	tracking	
			status	Comments
5.1 Capitalize and document the franchise business model process and make a publication	July	Rice program manager / Manager / Communication manager / PLA		
5.2 Continue to scale up the franchise business model based on the results of the case study.	2021 and 2022/2026	UNERIZ Rikolto Strategic partners		
Assessment recommendation / attention point 6	At the level of RIKOLTO, we strongly recommend not to limit ourselves to this single exercise but to continue and deepen the use of the SROI method, repeating the exercise and also drawing lessons from the process and the vicissitudes of this report. One of the lessons is the quality of the information that will have to be improved through the establishment of an information and monitoring system ranging from RIKOLTO to the parboilers which anticipates the calculation of the SROI.			
Management response	Accepted Social return on investment (SROI), is a method providing a framework for analyzing social, economic and environmental impacts and we agree that Rikolto must systematically integrate it into the design of ITS projects and programs.			

	It is therefore important for us Rikolto to better appropriate the methodology, to learn from the process and to see how to support the partners in the implementation of business models, in this case the case of franchising.			
6.1 Organize a workshop for the appropriation of the SROI methodology with the people responsible for Rikolto projects and programs	July 2021	Director / PLA Manager / Consultant		
6.2 Revise the project and program monitoring and evaluation system so as to integrate all the information needs for the calculation of the SROI	September 2021	PLA, program team, finance, fundraising and communication team		