Annex VII: Project level interview questions

This Annex presents the questions that were discussed during the interviews with project implementers and EKN staff members. The interview formats consist of general questions, which are the same for all projects, supplemented with specific questions per project. The specific questions are based on reviews of each project's BeMo, the baseline assessment, reports on the project's progress, and the questionnaire completed by project implementers (if available). In addition, the general interview format for interviews conducted with EKN employees is provided in the last chapter.

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1. Project 19160 - Skills Development and Employment Protection

Organization

- What is your function? What was your role in the project?
- What is the mission of the organization?
- Do you work with other donors?

Monitoring and Evaluation

- What tools were used for monitoring the project?
- How did your organization follow the development of the project?
- Did your organization periodically evaluate the project?
- Was any external evaluation done? If yes, what were the main results of this external evaluation? Did you use these results to adjust aspects of the project?

Beneficiaries

- What were the main beneficiaries and their roles? Were they all targeted so far?
- In which way did the project affect the beneficiaries?
- Survey: "*The scope of the project covered the whole country of Rwanda*".
  How did the project cover the whole country of Rwanda?
  Are there any specified number of beneficiaries?
  Did only the trainees benefit from the project, or did people who were not trained also receive benefits from the project?
- Did the project target food insecure people? Do you think the food security of these people is in any way improved?

Activities

- What were the main activities of the project that contributed to food security?

Project implementation

- What is the scope of the project and is the scope similar as planned?
- Is the project implemented in all the locations proposed? If not, please explain the difference.
- How did the implementation of the project go? What challenges and difficulties did you encounter?
- Did the obstacles encountered affect the impact of project?
- Is there any (unexpected) risk affecting the project? How do you deal with this risk?
- How many times did the project implementers meet with EKN? How was the overall contact with and support from EKN?

Project objectives + relation with food security

- Formulate the objectives of the project. Are the objectives achieved so far?
- Which logic was used? Does the proposed logic proved to be useful/was the logic achieved?
- Outputs: which outputs were achieved and which not? How come?
- Outcomes: which outcomes were achieved and which not? How come?
- What were the expected impacts on food security (next to outputs and outcomes)? Are these expectations met so far?
- Did the project contribute to food security in ways that were not expected? If so, in what ways?
- Part of the overall objective stated in the baseline assessment is the following: *promote employment opportunities outside the agricultural sector.*

Why do you want to promote employment specifically outside of agriculture?
Why do you not also promote employment in the agricultural sector?

Results – Global/Survey

- The survey states the following: *10.000 people are targeted.*
  While the Giz report states: *69,342 jobs created in 2013.*
  Could you please clarify this?
- In the survey the following is stated: *9,034 people, including 4,657 women (52%), received training.*
  The results in the matrix in the Giz report states the following: *10,087 people, including 4,815 women (48%), received training.*
  Where does this difference come from?
- Some information given by the two pie charts (in the questionnaire) is unclear to us. The benefits after the training are portrayed relatively, but concrete numbers would be more useful instead of percentages for us to assess the impact of the training.
  For example, the second pie chart states that new job creation is 16.6%, could you please explain to us what this 16.6% relates to?
- The baseline assessment states the following: *'Training for technical skills of students will increase their knowledge and employability, which will decrease youth unemployment and thus increase food security.'*
  The Giz report states the following: *'the programme was not primarily aimed at poverty reduction, but it did make a contribution to improving the qualifications of young men and women, who therefore have better access to more productive employment and a more secure income.'*
  Do you think youth unemployment did decrease in the long run? And did this lead to higher food security of the participating youth?

Costs

- Did the project utilize its entire budget? If not, clarify this.
- The survey states: *The total amount of the Co-financing was 5 Mio EUR. There was a total expenditure of EUR 4.493.594. The amount of EUR 506.406 was not spent and also not claimed for.*
  Did the Dutch government subsidize the project as a part of a larger programme? If so, how much did the Dutch government contribute of the total amount of 5 million euro? And how was the amount of EUR 506.406 spent?

Sustainability

- Was the project influenced by other factors such as environmental, political, financial, or socio-economical aspects that had an impact on the sustainability of the project?

Lessons learned

- Which aspects of the project could have been done differently to increase the project's impact on food security?
- What are strengths of the project? What went well? Why?
- What are weaknesses of the project? What did not go so well? Why?

2. Project 19462 - PAREF II (NL-1)

Organization

- What is your function? What was your role in the project?
- What is the mission of the organization?
- Do you work with other donors?

Monitoring and Evaluation

- What tools were used for monitoring the project?
- How did your organization follow the development of the project?
- Did your organization periodically evaluate the project?
- Was any external evaluation done? If yes, what were the main results of this external evaluation? Did you use these results to adjust aspects of the project?

Beneficiaries

- What were the main beneficiaries and their roles? Were they all targeted so far?
- In which way did the project affect the beneficiaries?
- How many beneficiaries were (directly and indirectly) influenced by the project? The survey does not state a clear number for every group.
- Survey: *unemployed youth and women are directly targeted.*
  Do you have some specific numbers of how many youth and women were targeted? How were they targeted? Did they get jobs in fuelwood industry or in another way? Did their food security increase?

Activities

- What were the main activities of the project that contributed to food security?

Project implementation

- What is the scope of the project and is the scope similar as planned?
- Is the project implemented in all the locations proposed? If not, please explain the difference.
- How did the implementation of the project go? What challenges and difficulties did you encounter?
- Did the obstacles encountered affect the impact of project?
- Is there any (unexpected) risk affecting the project? How do you deal with this risk?
- How many times did the project implementers meet with EKN? How was the overall contact with and support from EKN?

Project objectives + relation with food security

- Formulate the objectives of the project. Are the objectives achieved so far?
- Which logic was used? Does the proposed logic proved to be useful/was the logic achieved?
- Outputs: which outputs were achieved and which not? How come?
- Outcomes: which outcomes were achieved and which not? How come?
- What were the expected impacts on food security (next to outputs and outcomes)? Are these expectations met so far?
- Did the project contribute to food security in ways that were not expected? If so, in what ways?

Results – Global/Survey

- Survey: *"As the forest law and rules/regulations to base the development of management tools on were not yet approved and/or developed, training and making of training material (modules, guidelines) could not be implemented and training on the topic not implemented*."
  Is the necessary knowledge on the rules and regulations already available? If so, is it now possible to create the trainings?
- Survey*: Issues without solutions:*
  - *Timely payment of labour, causing problems in hiring staff. This is related to long procedures and the fact that district staff are busy with district obligations;*
  - *Bad quality seeds delivered by CGF (forest-tree seed centre);*
  - *Inefficient audits, which are expensive and time-consuming. The audits caused a lot of anxiety and negatively influenced the project's effectiveness;*
  - *Weak institutional anchoring: constant change in department institutional settings and lack of trained staff.*

  Are solutions found for these issues? (If not, it will be worth asking if the problem moved to PAREF NL-2)
  Survey: *The workforce selected came from the poorest of the rural population and half of them were women. This contributed significantly to the improvement of food security and education*.
  How was this measured? How is the link to food security and education established? Did their income increase and in this way their food security and access to education increased? Could you please clarify.
- Final report 2008: *PAREF NL-1 decentralized decision-making, planning, and implementation of its activities to the district and sector levels (p. 29).*
  How did this decentralization work? What people had a role in the decision-making and planning? Was this approach effective?

Costs

- Did the project utilize its entire budget? If not, clarify this.

Sustainability

- Was the project influenced by other factors such as environmental, political, financial, or socio-economical aspects that had an impact on the sustainability of the project?
- Do the newly-created jobs still exist even after the project has finished?

Lessons learned

- Which aspects of the project could have been done differently to increase the project's impact on food security?
- What are strengths of the project? What went well? Why?
- What are weaknesses of the project? What did not go so well? Why?

3. Project 19815 - PROSKID

Organization

- What is your function? What was your role in the project?
- What is the mission of the organization?
- Do you work with other donors?

Monitoring and Evaluation

- What tools were used for monitoring the project?
- How did your organization follow the development of the project?
- Did your organization periodically evaluate the project?
- Was any external evaluation done? If yes, what were the main results of this external evaluation? Did you use these results to adjust aspects of the project?

Beneficiaries

- What were the main beneficiaries and their roles? Were they all targeted so far?
- In which way did the project affect the beneficiaries?

Activities

- What were the main activities of the project that contributed to food security?

Project implementation

- What is the scope of the project and is the scope similar as planned?
- Is the project implemented in all the locations proposed? If not, please explain the difference.
- How did the implementation of the project go? What challenges and difficulties did you encounter?
- Did the obstacles encountered affect the impact of project?
- Is there any (unexpected) risk affecting the project? How do you deal with this risk?
- How many times did the project implementers meet with EKN? How was the overall contact with and support from EKN?

Project objectives + relation with food security

- Formulate the objectives of the project. Are the objectives achieved so far?
- Which logic was used? Does the proposed logic proved to be useful/was the logic achieved?
- Outputs: which outputs were achieved and which not? How come?
- Outcomes: which outcomes were achieved and which not? How come?
- What were the expected impacts on food security (next to outputs and outcomes)? Are these expectations met so far?
- Did the project contribute to food security in ways that were not expected? If so, in what ways?

Results – Global/Survey

- *Survey: very low rate in the loan repayment and high defaulting rate.*
  Did any further problems occur during the implementation period?
- P.1 Survey: "*450 businesses have been selected and benefited from the project*"
  P.20 Final Report: "*157 have been selected and trained as winners*"
  Where does the difference come from? Please clarify this.

- P. 1 Survey: '*561 TVET graduates has been placed as an intern of which 48% received employment after this'.*
  P.3 survey*: Only a few found employment at the host company of the internship.*
  To what extent has the internship programme decreased overall youth unemployment? Do you think these graduates would otherwise not have find a job? Why did only a few received a job at the company where they also did the internship? And how do you think this increased food security? Were these graduates food insecure before?

Costs

- Did the project utilize its entire budget? If not, clarify this.

Sustainability

- Was the project influenced by other factors such as environmental, political, financial, or socio-economical aspects that had an impact on the sustainability of the project?
- P.4 Survey: *All 988 jobs that have been created were permanent jobs.*
  P.5 Survey: "*Not more than 13% of the beneficiaries of a loan after the first intake have succeeded in developing and maintaining their business*".
  This implies that the jobs created were not in a stable position. Please clarify this. Is the project sustainable?
- The loan aspect of the BPC seemed to be very weak, as most loan-takers defaulted or assumed it was a gift. What could be done to 'save' the project and to make sure the businesses stay alive?

Lessons learned

- Which aspects of the project could have been done differently to increase the project's impact on food security?
- What are strengths of the project? What went well? Why?
- What are weaknesses of the project? What did not go so well? Why?

4. Project 19940 - Electricity Access Roll-out Program (EARP)

Organization

- What is your function? What was your role in the project?
- What is the mission of the organization?
- Do you work with other donors?

Monitoring and Evaluation

- What tools were used for monitoring the project?
- How did your organization follow the development of the project?
- Did your organization periodically evaluate the project?
- Was any external evaluation done? If yes, what were the main results of this external evaluation? Did you use these results to adjust aspects of the project?

Beneficiaries

- What were the main beneficiaries and their roles? Were they all targeted so far?
- In which way did the project affect the beneficiaries?

Activities

- What were the main activities of the project that contributed to food security?

Project implementation

- What is the scope of the project and is the scope similar as planned?
- Is the project implemented in all the locations proposed? If not, please explain the difference.
- How did the implementation of the project go? What challenges and difficulties did you encounter?
- Did the obstacles encountered affect the impact of project?
- Is there any (unexpected) risk affecting the project? How do you deal with this risk?
- How many times did the project implementers meet with EKN? How was the overall contact with and support from EKN?

Project objectives + relation with food security

- Formulate the objectives of the project. Are the objectives achieved so far?
- Which logic was used? Does the proposed logic proved to be useful/was the logic achieved?
- Outputs: which outputs were achieved and which not? How come?
- One of the main outputs, as stated in the baseline, is: “1 MW off grid renewable generation”. What does this mean exactly and has this output been reached?
- Outcomes: which outcomes were achieved and which not? How come?
- What were the expected impacts on food security (next to outputs and outcomes)? Are these expectations met so far?
- Did the project contribute to food security in ways that were not expected? If so, in what ways?
- As mentioned in the baseline report (annex II), there are three pillars in overall energy programme: connections, biomass and hydrocarbons. 19940 supports connections and project 19462 supports biomass. There are no projects mentioned with a focus on hydrocarbons. Therefore one may wonder if this should not be supported as well? Can a sufficient energy system be established without a project focusing on hydrocarbons? Or are these indeed installed through another programme? How are these other programmes doing? If for example

the connections are successfully implemented, but the biomass and hydrocarbons project lag behind, does this deter the overall results of electrifications?

Results – Global/Survey

- *In the survey is written that, because of delays in the project due to two suppliers who are not willing to perform additional work for the same price, remaining funding was affected (survey p.3: "The remaining funds were affected in similar activities"). However it is also written that all funds were used.*
  What is the end conclusion? Are the remaining works executed or not? It would be helpful to get more clarity on how the issue with the suppliers were solved, and if all funding has actually been used.
- There is no description of the quality of cooperation with local authorities.
  In what way did the project cooperate with local authorities? Do you have any concrete examples?
- The survey is not elaborate enough on how the project increases food security and production. Could you please elaborate on this? <u>(Maybe already answered under project objectives + relation with food security!!)</u>
- *P.4: According to the survey, other food producers can improve their production because they are supplied with raw materials for transformation.* What does this mean and how does this increase/improve because of electrification?
- The baseline report mentions a tariff study by the Ministry, to see what the most sustainable tariff would be. At the time of writing no details on the study were provided. Perhaps these are available now? It will be interesting to see what tariff the Ministry came up with, and how this relates to the previous (high) tariff.
- Baseline report states two contradicting outputs:
  - Outputs: "30,000 rural connections"

    and

  - "The project is doing well in terms of the number of connections and grids. Number of connections is above target and 390,000 connections have already been set up".

  Which one is the correct? Is perhaps the first bullet point related to the FS Rwanda project/EKN, and the second point to the project *as a whole* (which is also supported by major donors such as the World Bank)?

  Other numbers of connections are also stated in the survey (6,500). Are these the same kind of connections? If so, which one is correct? If not, maybe specify the different kind of connections.

Costs

- Did the project utilize its entire budget? If not, clarify this.

Sustainability

- Was the project influenced by other factors such as environmental, political, financial, or socio-economical aspects that had an impact on the sustainability of the project?

Lessons learned

- Which aspects of the project could have been done differently to increase the project's impact on food security?
- What are strengths of the project? What went well? Why?
- What are weaknesses of the project? What did not go so well? Why?

5. Project 23168/23214 - Support for land tenure regularisation

Organization

- What is your function? What was your role in the project?
- What is the mission of the organization?
- Do you work with other donors?

Monitoring and Evaluation

- What tools were used for monitoring the project?
- How did your organization follow the development of the project?
- Did your organization periodically evaluate the project?
- Was any external evaluation done? If yes, what were the main results of this external evaluation? Did you use these results to adjust aspects of the project?

Beneficiaries

- What were the main beneficiaries and their roles? Were they all targeted so far?
- In which way did the project affect the beneficiaries?
- Survey: *Intended beneficiaries are the people of Rwanda.*
  How many people have been targeted? How many people got land rights? How many women got land rights? How many jobs in land administration system are created?
- Bemo: *Several vulnerable groups of women, children, Batwa (nomads) and returnees will be secured in the programme. However, unmarried women are not supported due to lack of legal protection. (p. 5)*
  Vulnerable women are more likely to be food insecure. Did the project find a way to also secure the rights of these women?

Activities

- What were the main activities of the project that contributed to food security?

Project implementation

- What is the scope of the project and is the scope similar as planned?
- Is the project implemented in all the locations proposed? If not, please explain the difference.
- How did the implementation of the project go? What challenges and difficulties did you encounter?
- Did the obstacles encountered affect the impact of project?
- Is there any (unexpected) risk affecting the project? How do you deal with this risk?
- How many times did the project implementers meet with EKN? How was the overall contact with and support from EKN?
- Survey: *states that the project already ended on p1. And on p. 2 that project is still ongoing.*
  Please explain.

Project objectives + relation with food security

- Formulate the objectives of the project. Are the objectives achieved so far?
- Which logic was used? Does the proposed logic proved to be useful/was the logic achieved?
- Outputs: which outputs were achieved and which not? How come?
- Outcomes: which outcomes were achieved and which not? How come?

- What were the expected impacts on food security (next to outputs and outcomes)? Are these expectations met so far?
- Did the project contribute to food security in ways that were not expected? If so, in what ways?

Results – Global/Survey

- Bemo (p2): one of the outcomes: *increased food security through higher productivity of land.*
  Did you find any results on increased productivity of land for 2015? Does this increase because prior unused land is now used for agriculture? Or because people have a higher sense of ownership and invest more in their land?
- Bemo (p2): one of the outcomes: *agricultural development funded by land-secured credit.*
  Do you have specific number on how many farmers were able to access land-secured credit? How did this increase food security?
- Bemo (p2): one of the outcomes: *increase in rural people's wealth through rising land values*
  In which way does this make people more food secure? Only if they sell their land they would have more income, does this actually happen?
- BEmo: Outputs:
  - all rightful landholders will receive legally valid land title documents and land disputes will be minimized by 2015 [indicators : 8 million plots by January 2013 and another 2 million between 2013 and December 2015]
  - establishment of institutions and systems for land management and adequately accommodated with required skilled people and equipped at the district level and below [indicators : 30 District Land Bureaus in 2013 and 416 Sector Land Bureaus in 2015 ; post holders trained in land management]

  Could you please give the total number of land title documents and how many District land bureaus have been created in the entire project until now?
- Did the creation of district land bureaus lead to the creation of new jobs? Are these jobs occupied by food insecure people? Are the district land bureaus managed in a sustainable way? And are the jobs sustainable?
- Risks related to food security
  - Agricultural input and output markets do not respond to demand
  - In spite of having land as collateral, farmers still have no access to finance because they do not generate enough cash flow.
  - Intra family disputes over land ownership related to sharing inheritance.

  Have these risks occurred? Do you have any specific numbers on how many farmers received access to finance? How are women affected by these intra family disputes?
- Survey: *Improved income: access to finance, more productive use of time for land owners, increased labour market activity, increased land market activity.*
  Do you have any specific numbers? How many people got access to finance? Why did the productive use of time for land owners increase?
- Survey: *Land owners substitute away from household labour to others.*
  What is this link between land rights and increased labour market activity because of substitution away from household labour? Did this increase food security?
- Survey: *Organization shifted focus and did a cost extension to respond to the problems of informal transactions and capacity of RNRA to implement.*
  Please explain further.

Costs

- Did the project utilize its entire budget? If not, clarify this.

Sustainability

- Was the project influenced by other factors such as environmental, political, financial, or socio-economical aspects that had an impact on the sustainability of the project?
- Bemo: *Perfomance indicators for sustainability/lasting impact (p. 3): performance in 2015 should be as follows:*
    - *More than 83% respondents agree that LTR encourages investment in agricultural output*
    - *More than 96% respondents agree that LTR strengthens women's ability to assert their land rights*
    - *More than 91% respondents agree that LTR makes land disputes more likely to be resolved*
    - *More than 80% of arable land is sustainably managed against soil erosion*

  Annual review August 2014*: Respondents agreeing that LTR:*
    - *Encourages investments in agricultural inputs: 63% (goal 83%)*
    - *Strengthens ability to assert their land rights: 95% (goal 96%)*
    - *Makes land disputes more likely to be resolved: 96% (goal91%)*
- First goal is behind schedule? Do you have specific numbers for this year?
- *Risks relating to sustainability project:*
    - *when a family member dies, it is needed to make sure that the information is transferred to the administration.*
    - *there could be gaps between the information in the system and reality if people do not communicate changes or if the system is not efficient*

  What are your experiences with these risks? Did these issues occur?

Lessons learned

- Which aspects of the project could have been done differently to increase the project's impact on food security?
- What are strengths of the project? What went well? Why?
- What are weaknesses of the project? What did not go so well? Why?

6. Project 23743 - HIMO PDED II consolidation

Organization

- What is your function? What was your role in the project?
- What is the mission of the organization?
- Do you work with other donors?

Monitoring and Evaluation

- What tools were used for monitoring the project?
- How did your organization follow the development of the project?
- Did your organization periodically evaluate the project?
- Was any external evaluation done? If yes, what were the main results of this external evaluation? Did you use these results to adjust aspects of the project?

Beneficiaries

- What were the main beneficiaries and their roles? Were they all targeted so far?
- In which way did the project affect the beneficiaries?

Activities

- What were the main activities of the project that contributed to food security?

Project implementation

- What is the scope of the project and is the scope similar as planned?
- Is the project implemented in all the locations proposed? If not, please explain the difference.
- How did the implementation of the project go? What challenges and difficulties did you encounter?
- Did the obstacles encountered affect the impact of project?
- Is there any (unexpected) risk affecting the project? How do you deal with this risk?
- How many times did the project implementers meet with EKN? How was the overall contact with and support from EKN?

Project objectives + relation with food security

- Formulate the objectives of the project. Are the objectives achieved so far?
- Which logic was used? Does the proposed logic proved to be useful/was the logic achieved?
- Outputs: which outputs were achieved and which not? How come?
- Outcomes: which outcomes were achieved and which not? How come?
- What were the expected impacts on food security (next to outputs and outcomes)? Are these expectations met so far?
- Did the project contribute to food security in ways that were not expected? If so, in what ways?
- About the relationship between better roads and food security: are roads indeed used for food transportation? Do farmers own the equipment (transport, such as cars, and food conservation equipment) to utilise the roads efficiently?

Results – Global/Survey

- The survey states that there is an increase in crop yields and availability of agroforestry products, such as fruit, fodder and firewood. How is this increase generated? And does it lead to increased food security?

- The effects of the new roads were summarised as follows in the survey: easier movement of people and goods, easy access to markets for local products, increasing producer income, supply of raw materials, creation of income-generating activities.
  Do you have any concrete numbers on how this improved food security?

Costs

- Did the project utilize its entire budget? If not, clarify this.

Sustainability

- Was the project influenced by other factors such as environmental, political, financial, or socio-economical aspects that had an impact on the sustainability of the project?
- Survey: *The following jobs created are sustainable:*
  - *86 female entrepreneurs found sustainable jobs*
  - *72 cooperatives will be performing maintenance work (3,009 people, 1,596 women)*

  Survey: *26,278 poor people (including 13,785 women) were employed under the HIMO approach*
  Baseline: *The extra income can allow people to start a business or buy some land (indirect link).*

  86 female entrepreneurs and 3009 people working in cooperatives is only a small proportion from 26,278 people that were employed under HIMO. So how sustainable was the project? Did it increase food security for the poor people employed in the long run or only during the project?
- Survey: *indirect impact: Reinvestment of income from labour-intensive work in other economic activities (trade, livestock).*
  Do you have any indication of how many beneficiaries reinvested their income?
- Survey: *Public and private institutions have been technically strengthened through trainings related to the implementation and monitoring of programme activities and rational management of HIMO (72 cooperatives ,4 SMEs, 17 committees of developed sites (?), 76 technicians and 100 female entrepreneurs organised in 5 networks)*
  What are the results of these training? Are the roads maintained properly by these public and private institutions?
- Survey: *The land and soil activities, through agroforestry and fighting erosion, contributed to the improvement of the fertile ground and increased the quantity and quality of agricultural production.*
  Do you have any concrete numbers on how much the agricultural production increased? And did this effect food insecure people of were the farmers for which production increased already food secure?

Lessons learned

- Which aspects of the project could have been done differently to increase the project's impact on food security?
- What are strengths of the project? What went well? Why?
- What are weaknesses of the project? What did not go so well? Why?

7. Project 24371/25542 - Infrastructure investments (in-depth evaluation)

Organization

- What is your function? What was your role in the project?
- What is the mission of the organization?
- Do you work with other donors?

Monitoring and Evaluation

- What tools were used for monitoring the project?
- How did your organization follow the development of the project?
- Did your organization periodically evaluate the project?
- Was any external evaluation done? If yes, what were the main results of this external evaluation? Did you use these results to adjust aspects of the project?

Beneficiaries

- What were the main beneficiaries and their roles? Were they all targeted so far?
- In which way did the project affect the beneficiaries?
- *Projects have been identified on the basis of priorities set by the population in local forums.'(BEMO 25542, p. 4) The proposed LED focused will follow the locally-based approach, which is participatory, owned by the stakeholders and suited to the local context. Funding is on district-level (BEMO 25541, p. 5).*
  Which people participated in these local forums? Where those the most marginalized people/people that are food insecure?
- Does the project target farmer's income and production?

Activities

- What were the main activities of the project that contributed to food security?
- Did the activities differ for the two projects? Were activities removed/added after the first implementation period?

Project implementation

- What is the scope of the project and is the scope similar as planned?
- Is the project implemented in all the locations proposed? If not, please explain the difference.
- How did the implementation of the project go? What challenges and difficulties did you encounter?
- Did the obstacles encountered affect the impact of project?
- Is there any (unexpected) risk affecting the project? How do you deal with this risk?
- How many times did the project implementers meet with EKN? How was the overall contact with and support from EKN?
- How do the projects related to each other? How where the lessons learned of the first project (2012-2013) taken into account in deciding on the second project implementation period.

Project objectives + relation with food security

- Formulate the objectives of the project. Are the objectives achieved so far?
- Which logic was used? Does the proposed logic proved to be useful/was the logic achieved?
- Outputs: which outputs were achieved and which not? How come?
- Outcomes: which outcomes were achieved and which not? How come?

- What were the expected impacts on food security (next to outputs and outcomes)? Are these expectations met so far?
- Did the project contribute to food security in ways that were not expected? If so, in what ways?
- Bemo 25542: *EKN not involved in selection of projects at district level. RLDSF will provide list of projects that EKN has to approve.* (p. 6)
  Did EKN give feedback on the list of project relating to food security? Are all the projects related to food security?
- As districts can decide on their own priorities for the investments, how do you assure their priorities are in line with the food security objective?

Results – Global/Survey

- *Projects have been identified on the basis of priorities set by the population in local forums.'(BEMO 25542, p. 4)*
  To what extent did the projects actually take into account these priorities set by population in local forums. Do you think the outcomes of the project are as desired by the population?
- *Outcomes include decentralization of implementation and maintenance of infrastructure projects to local governments at the district level. (Baseline assessment)*
  How do you evaluate the implementation and maintenance of the infrastructure projects at the local level? Are the roads maintained properly? Does this led to more jobs for food insecure people? And are these jobs sustainable?
- Bemo 25542: *Performance indicators for outputs:*
  - *Target of 95% of budget execution for district investment in the planned infrastructure projects*
  - *Target 2016: 248 projects in LED that are completed per district.*
  - *Target 2016 :169 local government staff trained and proper management of LED infrastructure projects. (p. 7)*

  Are these targets reached? If not, how come?

- Bemo 25542: *RLDSF support contributes to an enabling environment that facilitates business especially in agri-business sector, hence attracting investors in the districts. (p. 8)*

  How does the improved business environment affect food security specifically? Do you have any concrete numbers on how many business received investments? Did these business hire more (food-insecure) employees? Or what is the link to food security?

- Bemo 25542: *Risks: Fraud and corruption, lack of adequate operational and maintenance (O&M) and M&E plan at district level, community participation process and procedures need to be documented to improve downward accountability. (p. 9)*
  Is O&M and M&E at district level improved? And how? Also, are the community participation processes now documented? Do the food insecure people participate in these processes?

- *There are specific positive impacts for farmers as the infrastructure projects also focus on building progressive (also known as slow forming) terraces which improve the agricultural production (about 55 times as much as/higher than former production techniques according to RLDSF). Building terraces also contributes to soil preservation.*
  Do you have any specific numbers on how many terraces have been built and how much agricultural production did increase?

- *12.703 loans were given out in fiscal year 2012/2013 to 7651 individuals, 4968 groups and 84 cooperatives (Annual activity report 2012/2013 p.17).*
  How many loans are now given out in total? How many households have received these loan? What effect do the loans have on food insecure people? Do you have any idea how these individuals spent these loans?
- *Direct support reached approx. 430000 beneficiaries with 99817 members. (Annual activity report 2012/2013)*
  Could you please explain who these beneficiaries are. Are these food insecure people? Of what does this direct support exists? Do you also have total number for the entire project.

Costs

- Did the project utilize its entire budget? If not, clarify this.

Sustainability

- Was the project influenced by other factors such as environmental, political, financial, or socio-economical aspects that had an impact on the sustainability of the project?
- Bemo 25542*: Performance indicators for sustainability/lasting impact:*
  - *2016 target of 79% of LED infrastructure projects implemented based on feasibility studies.*
  - *2016 target of 92% of LED infrastructure projects maintained a three years after completion. (p.7)*

  Are these targets reached? Or do you expect the targets to be reached? Does the maintenance of the projects lead to jobs for food insecure people? Are these jobs sustainable?

- *680 project have created 87.000 (temporary jobs).* Do you know if these jobs are sustainable? Did food insecure people get these jobs?

Lessons learned

- Which aspects of the project could have been done differently to increase the project's impact on food security?
- What are strengths of the project? What went well? Why?
- What are weaknesses of the project? What did not go so well? Why?

8. Project 24730 - Linking Farmers to Markets

Organization

- What is your function? What was your role in the project?
- What is the mission of the organization?
- Do you work with other donors?

Monitoring and Evaluation

- What tools were used for monitoring the project?
- How did your organization follow the development of the project?
- Did your organization periodically evaluate the project?
- Was any external evaluation done? If yes, what were the main results of this external evaluation? Did you use these results to adjust aspects of the project?

Beneficiaries

- What were the main beneficiaries and their roles? Were they all targeted so far?
- In which way did the project affect the beneficiaries?

Activities

- What were the main activities of the project that contributed to food security?

Project implementation

- What is the scope of the project and is the scope similar as planned?
- Is the project implemented in all the locations proposed? If not, please explain the difference.
- How did the implementation of the project go? What challenges and difficulties did you encounter?
- Did the obstacles encountered affect the impact of project?
- Is there any (unexpected) risk affecting the project? How do you deal with this risk?
- How many times did the project implementers meet with EKN? How was the overall contact with and support from EKN?

Project objectives + relation with food security

- Formulate the objectives of the project. Are the objectives achieved so far?
- Which logic was used? Does the proposed logic proved to be useful/was the logic achieved?
- Outputs: which outputs were achieved and which not? How come?
- Outcomes: which outcomes were achieved and which not? How come?
- What were the expected impacts on food security (next to outputs and outcomes)? Are these expectations met so far?
- Did the project contribute to food security in ways that were not expected? If so, in what ways?

Costs

- Did the project utilize its entire budget? If not, clarify this.

Sustainability

- Was the project influenced by other factors such as environmental, political, financial, or socio-economical aspects that had an impact on the sustainability of the project?

Lessons learned

- Which aspects of the project could have been done differently to increase the project's impact on food security?
- What are strengths of the project? What went well? Why?
- What are weaknesses of the project? What did not go so well? Why?

9. Project 24871 - Capacity Building for Food Security in Rwanda

Organization

- What is your function? What was your role in the project?
- What is the mission of the organization?
- Do you work with other donors?

Monitoring and Evaluation

- What tools were used for monitoring the project?
- How did your organization follow the development of the project?
- Did your organization periodically evaluate the project?
- Was any external evaluation done? If yes, what were the main results of this external evaluation? Did you use these results to adjust aspects of the project?

Beneficiaries

- What were the main beneficiaries and their roles? Were they all targeted so far?
- In which way did the project affect the beneficiaries?

Activities

- What were the main activities of the project that contributed to food security?

Project implementation

- What is the scope of the project and is the scope similar as planned?
- Is the project implemented in all the locations proposed? If not, please explain the difference.
- How did the implementation of the project go? What challenges and difficulties did you encounter?
- Did the obstacles encountered affect the impact of project?
- Is there any (unexpected) risk affecting the project? How do you deal with this risk?
- How many times did the project implementers meet with EKN? How was the overall contact with and support from EKN?

Project objectives + relation with food security

- Formulate the objectives of the project. Are the objectives achieved so far?
- Which logic was used? Does the proposed logic proved to be useful/was the logic achieved?
- Outputs: which outputs were achieved and which not? How come?
- Outcomes: which outcomes were achieved and which not? How come?
- What were the expected impacts on food security (next to outputs and outcomes)? Are these expectations met so far?
- Did the project contribute to food security in ways that were not expected? If so, in what ways?

Costs

- Did the project utilize its entire budget? If not, clarify this.

Sustainability

- Was the project influenced by other factors such as environmental, political, financial, or socio-economical aspects that had an impact on the sustainability of the project?

Lessons learned

- Which aspects of the project could have been done differently to increase the project's impact on food security?
- What are strengths of the project? What went well? Why?
- What are weaknesses of the project? What did not go so well? Why?

10. Project 25059 - Consolidation Marshlands (in-depth evaluation)

Organization

- What is your function? What was your role in the project?
- What is the mission of the organization?
- Do you work with other donors?

Monitoring and Evaluation

- What tools were used for monitoring the project?
- How did your organization follow the development of the project?
- Did your organization periodically evaluate the project?
- Was any external evaluation done? If yes, what were the main results of this external evaluation? Did you use these results to adjust aspects of the project?

Beneficiaries

- What were the main beneficiaries and their roles? Were they all targeted so far?
- In which way did the project affect the beneficiaries?
- What tools and trainings did the beneficiaries (Cooperative members, hill side users, local government) receive to consolidate the marshlands/take over infrastructure maintenance?

Activities

- What were the main activities of the project that contributed to food security?

Project implementation

- What is the scope of the project and is the scope similar as planned?
- Is the project implemented in all the locations proposed? If not, please explain the difference.
- How did the implementation of the project go? What challenges and difficulties did you encounter?
- Did the obstacles encountered affect the impact of project?
- Is there any (unexpected) risk affecting the project? How do you deal with this risk?
- How many times did the project implementers meet with EKN? How was the overall contact with and support from EKN?

Project objectives + relation with food security

- Formulate the objectives of the project. Are the objectives achieved so far?
- Which logic was used? Does the proposed logic proved to be useful/was the logic achieved?
- Outputs: which outputs were achieved and which not? How come?
- Outcomes: which outcomes were achieved and which not? How come?
- What were the expected impacts on food security (next to outputs and outcomes)? Are these expectations met so far?
- Did the project contribute to food security in ways that were not expected? If so, in what ways?

Results – Global/Survey

- P.2 survey: "*The project baseline study had revealed that most of project beneficiaries had an annual income of less than **1o euro** in 2004*".
  P.3 survey: *Situation at the beginning of the consolidation phase (end 2012): **315 euro**.*

This difference is very large, could you please explain the reason for this difference? Is this a realistic increase? What other factors influenced the increase of income?

- One of the outputs focused on the strengthened influence of women.
  How is this result directly achieved?
- P.19-20 Evaluation Report RWA:
  The table "*Presentation and evaluation of the projects outputs and activities*" is not completed yet. The assessment of the current shows some gaps, which still have to be provided. Could you please provide the missing information? In August 2015 you mentioned that it could be collected at the district level.

  (Edited table from the report, only showing the gaps)

Objectively verifiable indicator	**Assessment of the current status**
Overall objective	
Annual changes in the districts' and sectors' poverty ranking (6 categories)	To be provided
No. in food intakes on family level is increased by 1 per day till the end of the project	To be provided
Provincial and district statistics indicate a reduction in stunting (45% Southern Province) and chronic malnutrition of children (43% all)	To be provided
No. of new projects in the 3 districts due to new sources of support (financial, partnerships, incl. government allocations, private investments)	To be provided
Specific objectives	
In all WUO 42$ of leaders are women by Dec. 2014	To be provided
No. of women having access to SACCO (Saving and Credit Cooperation) family accounts	To be provided

Costs

- Did the project utilize its entire budget? If not, clarify this.
- P.27 Evaluation Report RWA:
  - "*Concerning the cost-benefit ratio of the overall product, it was found that the cost-benefit ratio is high and that the costs of the executed activities were well proportionate to the achieved benefits*".
    - Is the cost-benefit ratio being high a positive effect? It would make sense that a lower cost-benefit ratio is desirable, but the second part of the sentence shows a positive effect. Or is the cost-benefit ratio high compared to other projects? Could you please explain.
  - *Expenses:*
    - *Planned overall expenses for the material support to the consolidation of developed marshlands: €250,369 = €40/farmer*

- *Planned overall expenses for the material support for erosion protection measures: €80,000 = €13/farmer*

No information is given on the final overall expenses. Do you have this information? This will be useful to make a comparison.

Sustainability

- Was the project influenced by other factors such as environmental, political, financial, or socio-economical aspects that had an impact on the sustainability of the project?
- One of the positive influences of the project is the investment in livestock, which can be very beneficial to farmers.
  However, do you have any indication whether the farmers still own the livestock and if they were able to utilise them efficiently? Is it possible that some farmers sold their livestock when they needed 'quick money' or when they could not afford to take care of them?
- The project employed about 20,000 people under Cash for Work during the project period. The CFW component employed about 1,500 people during the project period.
  The survey states that "*long lasting job created as a result of the project are estimated at about 100*".
  In this way, it seems like the project is not very sustainable as it employed a lot of people for three years who became unemployed as soon as the project ended.
  Is this the case or were there possibilities for further employment? If yes, what kind of jobs?
- The rice farmers face two important price risks:
  - The rice price policy of the Government of Rwanda (which sets low prices);
  - Prices of inputs, such as fertiliser, which are likely to rise.

  This issue is a danger to the sustainability of rice farming.
  Do farmers have a way to protect themselves to this, or diversify their incomes?
  Do you know if the government changed their policy during the project and if so, how did this influence the rice yields?
- One of the specific objectives: *Local Government Authorities (and Agents) at all levels and farmers' groups are enabled to manage the infrastructure in a self-determined, reliant, inclusive and sustainable manner. (Proposal WHH, p. 5)*
  And in BeMo: *part of desired outcome is self-reliant continuation of the project and development initiatives (p. 2)*
  To what extent do the Local government authorities and farmers' groups succeed in managing the infrastructure until now? Does this also increase their income and food security?

Lessons learned

- Which aspects of the project could have been done differently to increase the project's impact on food security?
- What are strengths of the project? What went well? Why?
- What are weaknesses of the project? What did not go so well? Why?

11. Project 25195 - Participatory Forest Management (PAREF NL-2)

Organization

- What is your function? What was your role in the project?
- What is the mission of the organization?
- Do you work with other donors?

Monitoring and Evaluation

- What tools were used for monitoring the project?
- How did your organization follow the development of the project?
- Did your organization periodically evaluate the project?
- Was any external evaluation done? If yes, what were the main results of this external evaluation? Did you use these results to adjust aspects of the project?

Beneficiaries

- What were the main beneficiaries and their roles? Were they all targeted so far?
- In which way did the project affect the beneficiaries?

Activities

- What were the main activities of the project that contributed to food security?

Project implementation

- What is the scope of the project and is the scope similar as planned?
- Is the project implemented in all the locations proposed? If not, please explain the difference.
- How did the implementation of the project go? What challenges and difficulties did you encounter?
- Did the obstacles encountered affect the impact of project?
- Is there any (unexpected) risk affecting the project? How do you deal with this risk?
- How many times did the project implementers meet with EKN? How was the overall contact with and support from EKN?

Project objectives + relation with food security

- Formulate the objectives of the project. Are the objectives achieved so far?
- Which logic was used? Does the proposed logic proved to be useful/was the logic achieved?
- Outputs: which outputs were achieved and which not? How come?
- Outcomes: which outcomes were achieved and which not? How come?
- What were the expected impacts on food security (next to outputs and outcomes)? Are these expectations met so far?
- Did the project contribute to food security in ways that were not expected? If so, in what ways?

Costs

- Did the project utilize its entire budget? If not, clarify this.

Sustainability

- Was the project influenced by other factors such as environmental, political, financial, or socio-economical aspects that had an impact on the sustainability of the project?

Lessons learned

- Which aspects of the project could have been done differently to increase the project's impact on food security?
- What are strengths of the project? What went well? Why?
- What are weaknesses of the project? What did not go so well? Why?

12. Project 25454 - Cooperatives Support Programme

Organization

- What is your function? What was your role in the project?
- What is the mission of the organization?
- Do you work with other donors?

Monitoring and Evaluation

- What tools were used for monitoring the project?
- How did your organization follow the development of the project?
- Did your organization periodically evaluate the project?
- Was any external evaluation done? If yes, what were the main results of this external evaluation? Did you use these results to adjust aspects of the project?

Beneficiaries

- What were the main beneficiaries and their roles? Were they all targeted so far?
- In which way did the project affect the beneficiaries?
- By introducing paid services for training and coaching services (Bemo, p. 6) are the food insecure people really targeted? Can they pay for these services and does it increase their food security?
- Bemo page 10: *'We are targeting 100 carefully selected coops who have already received extensive technical training (by WFP and others), who have experience in marketing and entering into contracts, some of which even had loans WFP P4P contracts as collateral. So we are talking about advances cooperatives. But still these are not advanced enough to address complex market opportunities and to strengthen their competitive position in Rwanda and in the region, which is what the project is aiming to do.'*
  Does the project in this way really target food insecure people? Or are the people working in the targeted cooperatives already food secure?

Activities

- What were the main activities of the project that contributed to food security?

Project implementation

- What is the scope of the project and is the scope similar as planned?
- Is the project implemented in all the locations proposed? If not, please explain the difference.
- How did the implementation of the project go? What challenges and difficulties did you encounter?
- Did the obstacles encountered affect the impact of project?
- Is there any (unexpected) risk affecting the project? How do you deal with this risk?
- How many times did the project implementers meet with EKN? How was the overall contact with and support from EKN?

Project objectives + relation with food security

- Formulate the objectives of the project. Are the objectives achieved so far?
- Which logic was used? Does the proposed logic proved to be useful/was the logic achieved?
- Outputs: which outputs were achieved and which not? How come?
- Outcomes: which outcomes were achieved and which not? How come?

- What were the expected impacts on food security (next to outputs and outcomes)? Are these expectations met so far?
- Did the project contribute to food security in ways that were not expected? If so, in what ways?

Results – Global/Survey

- Survey: *The challenge is to address the widely differing organizational and business skills, technical knowledge and physical resources of the existing cooperatives and SMEs agribusinesses to increase and improve their competitive position. (p.2)*
  Did the competitive position of the targeted cooperatives and SMEs increase? (How) did this effect food security? Did it lead to the creation of more jobs?
- *2nd approach serving objective 2: targets a much larger cooperative group indirectly through capacity building of the Cooperative Support Network in selected districts. -> targets basic cooperatives to become intermediate. Also work with farmer field schools so farmer groups can evolve into cooperatives.*
  How many cooperatives have been formed by farmer groups/field schools?
- Project proposal: *The final beneficiaries of this programme are the (future) employees of the cooperatives, farms, and started/grown agribusinesses supported and grown through the progamme activities. (p. 16)*
  Did the project lead to the creation of more jobs within the cooperatives, farms and agribusinesses? If so, did these jobs increase food security? And do you expect these jobs to be sustainable?
- Project proposal: *the program will reach out to these cooperatives and agribusinesses through existing cooperative support organizations, government agencies, and relevant financial institutions, ready to provide business support services to them. (p.16)*
  Did business support and financial services for cooperatives and agribusinesses increase? What was the impact of these services on the cooperatives and agribusinesses?
- Project proposal: *The local partners, CSN and agencies, will also be involved in this delivery of services to offer a 'leaning by doing' opportunity. (p. 27)*
  How did this learning by doing approach work? Was the approach effective?
- Survey: *Achievement of goals (so far): business opportunities created for agribusiness cooperatives, entrepreneurship and management capacities enhanced market linkages improved and access to finance. (p.1)*
  How did you measure these achievements? And did this increase food security?
- Mid Term Review Report: *The majority of the 54 cooperatives that are assessed as low to moderate risky by MFIs has undergone cohort 1 which is an indication of the effectiveness and quality of capacity building services provided. (p. 19)*
  How many of the 54 cooperatives have undergone cohort 1? What is the link between the capacity building services and the assessment of being low risk for these organization? Did these cooperatives also actually have more access to finance, e.g. did they receive more loans etc?
  Do you have any specific numbers on how many cooperatives have now been financed by MFIs?
- Survey: *direct beneficiaries: 100 cooperatives and agribusiness service providers.*
  Mid term review report: *29,350 beneficiaries in 99 cooperatives.*
  Survey: *creation of 293 full-time jobs for cooperatives management and 4386 part time jobs for agriculture activities. (p. 4)*
  Are these jobs created within most of the 100 agribusiness cooperatives and service providers? Or do just a few cooperatives/service providers provide all these jobs?
  Also, on what information is are the numbers of beneficiaries based in the Mid term review report? This number is way larger than the number of jobs that have been created as stated in

the survey. Who are these other beneficiaries then?

Costs

- Did the project utilize its entire budget? If not, clarify this.

Sustainability

- Was the project influenced by other factors such as environmental, political, financial, or socio-economical aspects that had an impact on the sustainability of the project?
- Although the programme is not yet completed, do you expect that the jobs created will last after the project? And did the jobs created so far increase food security?

Lessons learned

- Which aspects of the project could have been done differently to increase the project's impact on food security?
- What are strengths of the project? What went well? Why?
- What are weaknesses of the project? What did not go so well? Why?

- Mid Term Review Report: *FGDs showed that degree of engagement and commitment by cooperative memberships to the affairs and programs of the cooperatives is low. This limits their level of accessing social benefit programs from government and donors. This implies that trickle-down effect will stay at management level, does not get down to members.*

  Does the program design that concentrates on capacity building at organization level actually trickle down to the food insecure people (at the member level?) If not, how does the project then target the food insecure people? And what is your strategy to target youth and women better in this trickle-down approach?

13. Project 25457 - Access to Food for Young Children (in-depth evaluation)

Organization

- What is your function? What was your role in the project?
- What is the mission of the organization?
- Do you work with other donors?

Monitoring and Evaluation

- What tools were used for monitoring the project?
- How did your organization follow the development of the project?
- Did your organization periodically evaluate the project?
- Was any external evaluation done? If yes, what were the main results of this external evaluation? Did you use these results to adjust aspects of the project?

Beneficiaries

- What were the main beneficiaries and their roles? Were they all targeted so far?
- In which way did the project affect the beneficiaries?

Activities

- What were the main activities of the project that contributed to food security?

Project implementation

- What is the scope of the project and is the scope similar as planned?
- Is the project implemented in all the locations proposed? If not, please explain the difference.
- How did the implementation of the project go? What challenges and difficulties did you encounter?
- Did the obstacles encountered affect the impact of project?
- Is there any (unexpected) risk affecting the project? How do you deal with this risk?
- How many times did the project implementers meet with EKN? How was the overall contact with and support from EKN?

Project objectives + relation with food security

- Formulate the objectives of the project. Are the objectives achieved so far?
- Which logic was used? Does the proposed logic proved to be useful/was the logic achieved?
- Outputs: which outputs were achieved and which not? How come?
- Outcomes: which outcomes were achieved and which not? How come?
- What were the expected impacts on food security (next to outputs and outcomes)? Are these expectations met so far?
- Did the project contribute to food security in ways that were not expected? If so, in what ways?

Results – Global/Survey

- A trial and error approach was used, how did this work out? Did the approach result in a better defined difference/enhanced knowledge between chronic and acute malnutrition?
- *Bemo: use positive deviation: starting from idea that people within a community will already have adopted good nutrition behaviour with the resources available; these can then teach others how to achieve the same (p. 2)*
  Was the positive deviation approach implemented? And did this have an effect on the behaviour

of other mothers? Did the mothers with good nutrition behaviour in the community have a large influence on the other mothers?

- *Output: Improved functionality of the M+E system to track implementation of evidence based DPEMs interventions and their contribution to the reduction of stunting (bemo, p. 4).*
  Was the M+E system successfully implemented? What are the findings with regards to the effect of interventions on reduction of stunting?
- *Outcome: decrease of 5% of stunting under two years old compared to existing level.*
  The existing level was 44% in 2010 and in 2014/15 it was 38%. Goals was to reduce it by 5% per year. In 2014/2015 (after 4 years) it should then be at 35.84%. -> So is it true that you are behind at goal?
- Do you have any results on the impact of the ANC visits on pregnant women that visited them? What are the percentages of stunted children of these mothers?
- *Survey: intended beneficiaries are 200,000 under-two children and 160,000 pregnant/lactating women in 10 districts (Nyaruguru, Gisagara, Gatsibo, Nyamasheke, Kamonyi, Karongi, Muhanga and Gicumbi plus Rutsiro and Nyamagabe).*
  Are these intended numbers? How many beneficiaries did the project target so far?
- How do you assess whether the children are chronically malnourished or acute malnourished?
- *Survey: through support of community saving/lending groups which increases income generating activities for targeted households.*
  How did this increase income generating activities? Did the support lead to increased funds for beneficiaries? If so, did the beneficiaries actually use these funds to invest in small business? Did this improve their income and their food security?
- Survey: *33.3% (5 indicators) are constrained, 7% (1 indicator) not on track -> now planned for 2015.*
  Why where these indicators constrained? What actions are undertaken to get these indicators on track?

Costs

- Did the project utilize its entire budget? If not, clarify this.

Sustainability

- Was the project influenced by other factors such as environmental, political, financial, or socio-economical aspects that had an impact on the sustainability of the project?
- Did the establishment of kitchen gardens and provision of small livestock (survey, p. 3) decrease stunting for children younger than 2 years old? And do the communities manage the gardens and livestock in a sustainable manner? Do you think it will lead to increased food security in the longer term?
- *Survey: through support of community saving/lending groups which increases income generating activities for targeted households*
  Are these income generating activities sustainable? Will they persist after the project has ended?

Lessons learned

- Which aspects of the project could have been done differently to increase the project's impact on food security?
- What are strengths of the project? What went well? Why?
- What are weaknesses of the project? What did not go so well? Why?

14. EKN interview questions[1]

Composition and motivation of the Dutch FS programme 2012-2015

- Could you tell us more about the highlights of the food security strategy of the Dutch embassy?
- What is the link between the Dutch food security strategy and the (broader) analysis of food insecurity in the country?
- How did EKN incorporate the new policy letter of the Dutch Ministry of Foreign Affairs in the EKN food security programme?
- How did EKN incorporate the new MASP (2014-2017) in the food security programme?

Instruments, coherence and synergy

- What instruments and channels are used (central-decentral, bilateral, multilateral; government, NGO, private sector)?
- What is the coherence and synergy of the Dutch food security programme?
    - Between Dutch FS projects (delegated and central)
    - Between Dutch programme and programmes of the national government and other donors (such as DGGF and NICHE)
    - Between Dutch FS programme and other Dutch policies and programmes? Has the programme also resulted in increased involvement of (Dutch) private sector, (Dutch) trade and (Dutch) investment? What are the conditions for a win-win situation in a public private partnership?
    - What has the Dutch embassy done in terms of 'food diplomacy' or economic diplomacy related to food security?
- What is the synergy of the programme with the policy and objectives of GoR regarding food security?
- What is the relation to other donors of the projects?
- What does the embassy undertake as economic diplomacy for food security (Dutch interest) or in 'food diplomacy' (convincing other donors / governments to join in one same food security approach)?

Portfolio

- How is the division of the portfolio organized among EKN staff?
- In which way did EKN keep in contact with project implementers?
- How often was EKN in contact with project implementers?
- How often was an EKN representative present at activities of projects? How involved is EKN with the project activities at the local level?
- How often are you in contact with GoR?
- Does the EKN have summaries of the impacts per project?

Costs and efficiency

- How many direct and indirect beneficiaries have been reached?
- What was the total programme expenditure?
- How does project expenditure compare to the number of beneficiaries?
- What can be concluded on the value of effects per beneficiary, and about their cost-effectiveness?

[1] In total six EKN employees were interviewed. This chapter shows the general interview format for these interviews.

Effectiveness

- To what extent is the anticipated pathway followed / have results been achieved?
- To what extent can changes be contributed to the project pathway, alternative pathways, or other factors?
- Up to what level (institutional outcome; hh outcome / proxy impact (food production, income, food prices, buffers), impact (food consumption, nutritional status) has the food security of targeted households improved?
- What is the evidence that food insecure people have been reached, directly or indirectly? How have women (female headed households, women in the households) and vulnerable groups benefited?
- Are there any unplanned, positive of negative, effects of the programme?
- Are there any indirect effects, beyond the direct target group? e.g. consumers benefiting from improved food availability due to project support to farmers.

Sustainability

- How likely are benefits continued after project funding ends? In terms of:
    - Institutional sustainability?
    - Environmental sustainability? Especially climate change proof.
    - Political sustainable?
    - Financial sustainable?
    - Socio-economic sustainability?
- Does the programme lead to increased food security in the long term?

Evaluation:

- How was the programme monitored and evaluated and impact measured?
- Was evaluation also done by independent experts?
- Where direct responses of beneficiaries used for evaluation?