## SECTION 1: OVERVIEW.

<table>
<thead>
<tr>
<th>Title of project/programme/initiative</th>
<th>Integrated Improved Livelihoods Programme (IILP) of Ejo Heza (Kinyarwanda for “Brighter Future”)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementing/responsible organisations(s)</td>
<td>Global Villages (Formerly CHF), Save the Children, FEG Consulting, Agland Investment Service Consulting Inc, Local partners</td>
</tr>
<tr>
<td>Geographical Coverage (region, country, area)</td>
<td>8 districts in Western and Southern provinces in Rwanda</td>
</tr>
<tr>
<td>Duration of project/programme/initiative:</td>
<td>Start date: 2011</td>
</tr>
<tr>
<td>Contact person (name, e-mail):</td>
<td>For Save the Children, Jeanne D’Arc Nyirajyambere – <a href="mailto:jnyirajyambere@rw.globalcommunities.org">jnyirajyambere@rw.globalcommunities.org</a>.</td>
</tr>
<tr>
<td>Humanitarian context (i.e. emergency response, post-crisis, resilience-building):</td>
<td>Resilience building, development</td>
</tr>
<tr>
<td>Type of context (urban, rural, camps, ...):</td>
<td>Rural</td>
</tr>
<tr>
<td>Phases of humanitarian project cycle. Please tick boxes in the list below (several choices possible)</td>
<td></td>
</tr>
<tr>
<td>Situation analysis</td>
<td>☑</td>
</tr>
<tr>
<td>Response analysis</td>
<td>☑</td>
</tr>
<tr>
<td>Project design</td>
<td>☑</td>
</tr>
<tr>
<td>Not relevant as this is a development project</td>
<td></td>
</tr>
<tr>
<td>Number of household beneficiaries and target groups (i.e. women, pastoralist, children under five, etc)</td>
<td>75,000 rural poor, particularly women</td>
</tr>
<tr>
<td>Main topic(s). Please tick boxes in the list below (several choices possible)</td>
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<tr>
<td>☑ Livestock and Nutrition</td>
<td>☑ Urban settings and nutrition</td>
</tr>
<tr>
<td>☑ Cash Transfer Programming and Nutrition</td>
<td>☑ Joint Food Security and Nutrition assessment</td>
</tr>
<tr>
<td>☑ Nutrition counselling / education</td>
<td>☑ Multi-sectoral planning for nutrition</td>
</tr>
<tr>
<td>☑ Diversifying local production</td>
<td>☑ Joint implementation</td>
</tr>
<tr>
<td>☑ Supporting local livelihoods</td>
<td>☑ Others. Please specify:</td>
</tr>
<tr>
<td>☑ Nutrition sensitive value chains (including biofortification)</td>
<td></td>
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<tr>
<td>☑ Micronutrients-rich food and crops</td>
<td></td>
</tr>
<tr>
<td>☑ Income Generating Activities and nutrition</td>
<td></td>
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<tr>
<td>☑ Food aid and nutrition</td>
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</tbody>
</table>
**SECTION 2: PROJECT/PROGRAMME/INITIATIVE DESCRIPTION**

<table>
<thead>
<tr>
<th>Main objectives of the project including nutritional objectives (please specify if these objectives are included in the logical framework)</th>
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</thead>
</table>
| • To increase rural household income at a level that will allow those households to successfully weather shocks.  
• To improve agricultural practices and farm management leading to sustainable increases in food production on rural farms.  
• To increase rural farmer access to and utilization of financial services.  
• To improve outreach by financial service providers delivering appropriate products  
• To improve literacy, numeracy and financial literacy that contributes to improved farm management and access to loans  
• To improve access to agriculture extension and business development services  
• To increase consumption of balanced and diversified diet through purchase and/or production  
• To increase the number of women providing agriculture extension services (All objectives in the log frame) |

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<tr>
<th>Main food security and nutrition issues addressed by the project (including issues of target groups, causes of food insecurity and malnutrition)</th>
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</table>
| • 21% of food insecure households in Rwanda (CFSVA 2012) with largest number in Western province (37%).  
• 42% of children 6-59 months suffer from chronic malnutrition (stunting) (DHS 2010). They have young, lowly educated mothers who are themselves stunted  
• Poor dietary diversity especially for children less than 2 years  
• small land holdings combined with poor production practices  
• Limited resources and economic opportunities in rural southern and western provinces which negatively impact the potential for expanded agricultural production  
• Low demand for goods and services due to the low incomes of the community members, inhibiting alternative livelihoods opportunities  
• illiteracy rates are disproportionately high in rural areas, particularly among women  
• poor access to agricultural extension services  
• Limited private sector engagement  
• Limited access to financial services for the rural poor |

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<tr>
<th>Implementation process and activities</th>
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| The Ejo Heza program (Kinyarwanda for “brighter future”) aims to improve the livelihoods and food consumption of Rwanda’s very poor, particularly women, by building the capacity of low income households to position themselves effectively to access the appropriate financial services necessary to grow their enterprises. Simultaneously, Ejo Heza works with financial service providers to recognize and approach rural market opportunities, while increasing their capacity to foster linkages between opportunities and products. The Ejo Heza program takes an approach that targets benefits to individuals and families based on their specific needs rather than having pre-determined “packages” of services. This allows resources to be used more efficiently to create the desired impact on income/welfare.” It is assumed that not all individuals will be reached through all interventions. Participation is on a “self-selecting” basis.  

Activities:  
- Promoting internal savings and lending group formation  
- Financial literacy training  
- Adult literacy and numeracy training  
- Expanding business development and extension services through farmer field schools  
- Supporting cooperative development  
- Supporting linkages for increased supply of rural finance  
- Support expansion of mobile money  
- Behaviour change and social marketing  
- Incorporating nutrition into adult literacy education  
- Improving production, storage and handling  
- Establishing kitchen gardens  
- Promoting better food utilization  
- Health and nutrition messaging focusing on the 1,000 days |
### Actors/ coordination mechanisms involved
- linking with existing programmes
- linking with Ministry of Agriculture, Ministry of finance, Cooperatives, linking with academic institutions

### How gender and accountability are taken into consideration?
The project used a gender lens in baseline assessment to help identify specific constraints and opportunities women and girls, and men and boys face in being able to expand economic opportunities. The findings were used in designing interventions that address these constraints and, where appropriate, attempt to balance male and female participation, with a focus on increasing women’s access to economic opportunities. Gender information is also being used in the design of all BCC activities in order to reinforce program objectives as well as provide further opportunities to foster critical reflection on, and transformation, of gender norms and inequalities.

### Specific tools/methodology (developed or used)
- The Household Economy Approach
- Social behaviour change and communication
- Participatory action for community enhancement (PACE)
- Gender gap analysis
- KAP survey
- The Most Significant Change

### SECTION 3: LESSONS LEARNED IN INTEGRATING FOOD SECURITY AND NUTRITION PROGRAMMING

#### How the outcomes/ impacts has been measured (process and indicators; existence of base/endline)
Baseline done, Midterm evaluation planned for later this year. Final evaluation at the end of the project

#### Main results/impacts achieved
**Interim results**
- 7,233 kitchen gardens established
- 105% hectares under improved technologies
- 134% of farmers applying new technologies
- 98% farmers accessing agriculture extension services
- 132% of MSMEs receiving BDS services
- USD 83,000 Value of agriculture and rural loans
- 136% groups linked to financial institutions
- 2 Financial products developed
- 21,931 Beneficiaries accessing financial services
- 37,466 trained in functional and financial literacy
- 42,736 people trained in nutrition
- 566 nutrition groups created
- 78 farmer field schools established
- 1,600 volunteers identified, trained and dispatched
- 450 extension workers trained and providing support to cooperatives
- 42 cooperatives supported in maize, beans and dairy production
- A food recipe booklet was developed in collaboration with MOH and World Relief.
- Conducted 2 breastfeeding week activities in 2013 with 15,000 people reached.
- Conducted the milk consumption campaign in both provinces and 5,000 people reached.
- Promotion materials developed and distributed for both campaigns including posters, fliers and stickers.

#### What has worked and was has NOT worked or difficulties and why?
- Low levels of poverty hence the very poor and poor (category 1&2) do not have enough land and are not able to buy seeds for their kitchen gardens
- It is challenging to sustain the nutrition groups in the absence of income generating activities

#### Main enabling/success and hindering/failure factors
Network of community volunteers called “Be the Change Volunteers” who are responsible for group formation and nutrition education
### Key messages to communicate
To be developed

### Recommendations for the up-scaling of successful practices
Yet to be determined after midterm review

**SECTION 4: REFERENCE/ILLUSTRATIONS**

<table>
<thead>
<tr>
<th>Please provide references for documentation (e.g. reports, surveys, etc.).</th>
<th>An integrated approach...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult Literacy</td>
<td>Increased demand for financial services</td>
</tr>
<tr>
<td>Agriculture production</td>
<td>Increased supply of financial services</td>
</tr>
<tr>
<td>Business Development</td>
<td>Health and Nutrition</td>
</tr>
<tr>
<td>Linkages</td>
<td>Incorporate in literacy education</td>
</tr>
<tr>
<td>Innovations</td>
<td>Kitchen gardens</td>
</tr>
<tr>
<td>Capacity Building</td>
<td>Food utilization</td>
</tr>
<tr>
<td>Messaging: Breastfeeding, hygiene, anaemia prevention</td>
<td>Behavior Change &amp; Social Marketing</td>
</tr>
<tr>
<td>Radio</td>
<td>SMS</td>
</tr>
<tr>
<td>Training modules</td>
<td>Song, drama, dance</td>
</tr>
<tr>
<td>Peer to peer</td>
<td></td>
</tr>
</tbody>
</table>
The 3 dimensions of sustainability

- Savings groups (ISLG’s)
- Cooperatives
- Literacy centers
- Nutrition groups
- Volunteers

- Market research
- Product development
- Local Markets for produce
- New businesses

- Local Partners
- Joint forums: district and practitioners
- Market-linkages
- Agriculture extension services

Community-services
Expansion of Private Sector
Strengthening the Sector