Miller Center Fellowship | Miller Center for Social Entrepreneurship

10-30-2018

PICO Rwanda: Analytical Report on the Accelerator Workshops

Elizabeth Namakula Kamya

Neil Brorsen

Jenny Walsh

Unlocking an Entrepreneurial Spirit
in Rwanda

Elizabeth Namakula Kamya
With Neil Brorsen, Jenny Walsh, and Social Enterprise Interns
October 30, 2018

EXECUTIVE SUMMARY

In July 2018, in collaboration with Miller Center for Social Entrepreneurship, PICO-Rwanda held an accelerator workshop accelerator for over 100 people that emphasized Human Centered Design Thinking (HCDT) as a complementary methodology for economic development. This workshop was led by Miller Center's Social Enterprise Interns, in partnership with young PICO leaders. Members of PICO communities were able to develop their own business ideas and initiatives that would fulfill needs of their communities. These solutions exercise community resources and integrate PICO's core values of collaborative action within communities instead of latently waiting on government assistance.

After the workshop, Global Social Benefit Fellows went into the field to follow up with participants. Seven semi-structured group interviews evaluated the methods and preliminary effects of the workshop. Through analyzing each of the PICO cooperatives interviews emerging themes helped to conclude that the work done was a success. HCDT fostered a creative mindset to develop entrepreneurial activities and 100% of respondents as a result reported feeling an increase in confidence. A critical success factor for these efforts was the ability to engage communities with the help of young local leaders.

Activities for 2019 could build on HCDT to continue engagement through formalizing written business plans that promote social entrepreneurial activities. More of this work could be done in a village setting. Additionally, the plans can be used to connect cooperatives to micro financing and other entrepreneurs. Both of these recommendations for continual engagement will be dependent on collaborating with someone who already has a strong tie to PICO Rwanda and can effectively communicate between the Miller Center and the communities PICO serves.
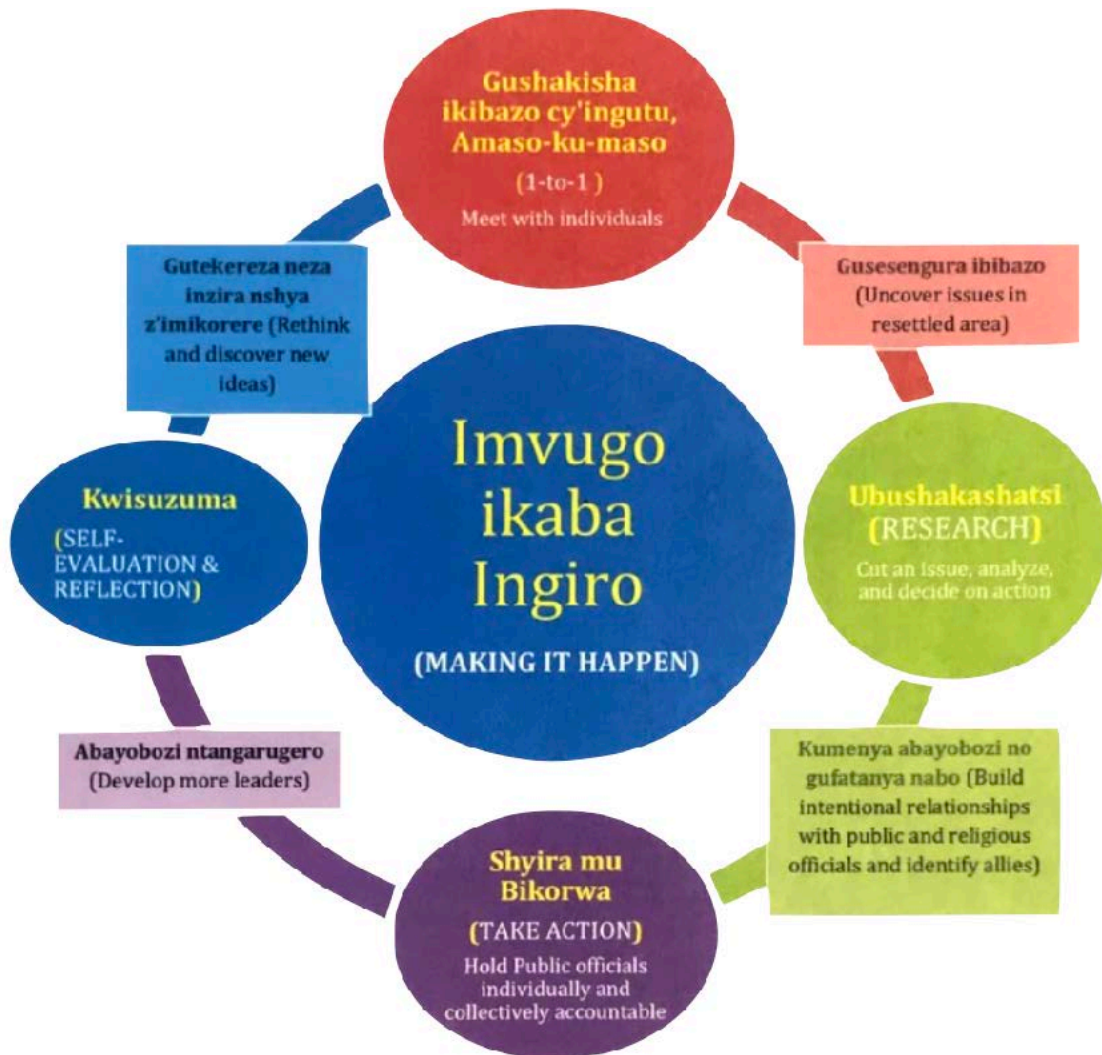
Figure 1.
PICO's Community Development Model

Figure 1. PICO's Community Development Model

Gushakisha ikibazo cy'ingutu, Amaso-ku-maso (1-to-1) Meet with individuals

Gusesengura ibibazo (Uncover issues in resettled area)

Ubushakashatsi (RESEARCH) Cut an issue, analyze, and decide on action

Kumenya abayobozi no gufatanya nabo (Build intentional relationships with public and religious officials and identify allies)

Shyira mu Bikorwa (TAKE ACTION) Hold Public officials individually and collectively accountable

Abayobozi ntangarugero (Develop more leaders)

Kwisuzuma (SELF-EVALUATION & REFLECTION)

Gutekereza neza inzira nshya z'imikorere (Rethink and discover new ideas)

Imvugo ikaba Ingiro (MAKING IT HAPPEN)

A 1-to-1 meeting establishes a sense of intimacy and trust that empowers community members to make big leaps and invest more time towards the most pressing needs. Communities are challenged to research because it enlarges the cooperatives network and encourages people to talk to possible partners that are essential to helping them complete their project. Once laying out the necessary resources needed, PICO communities create an action plan with a timeline to navigate their progress. It is essential that the responsibilities are dispersed to members of the cooperatives to assure communities meet their project goals. As a result of using this development model and reflecting afterward, members feel a sense of accountability to PICO and themselves.

Prepared by:
Global Social Benefit Fellowship | Santa Clara University

Figure 2.
Human Centered Design Thinking Model
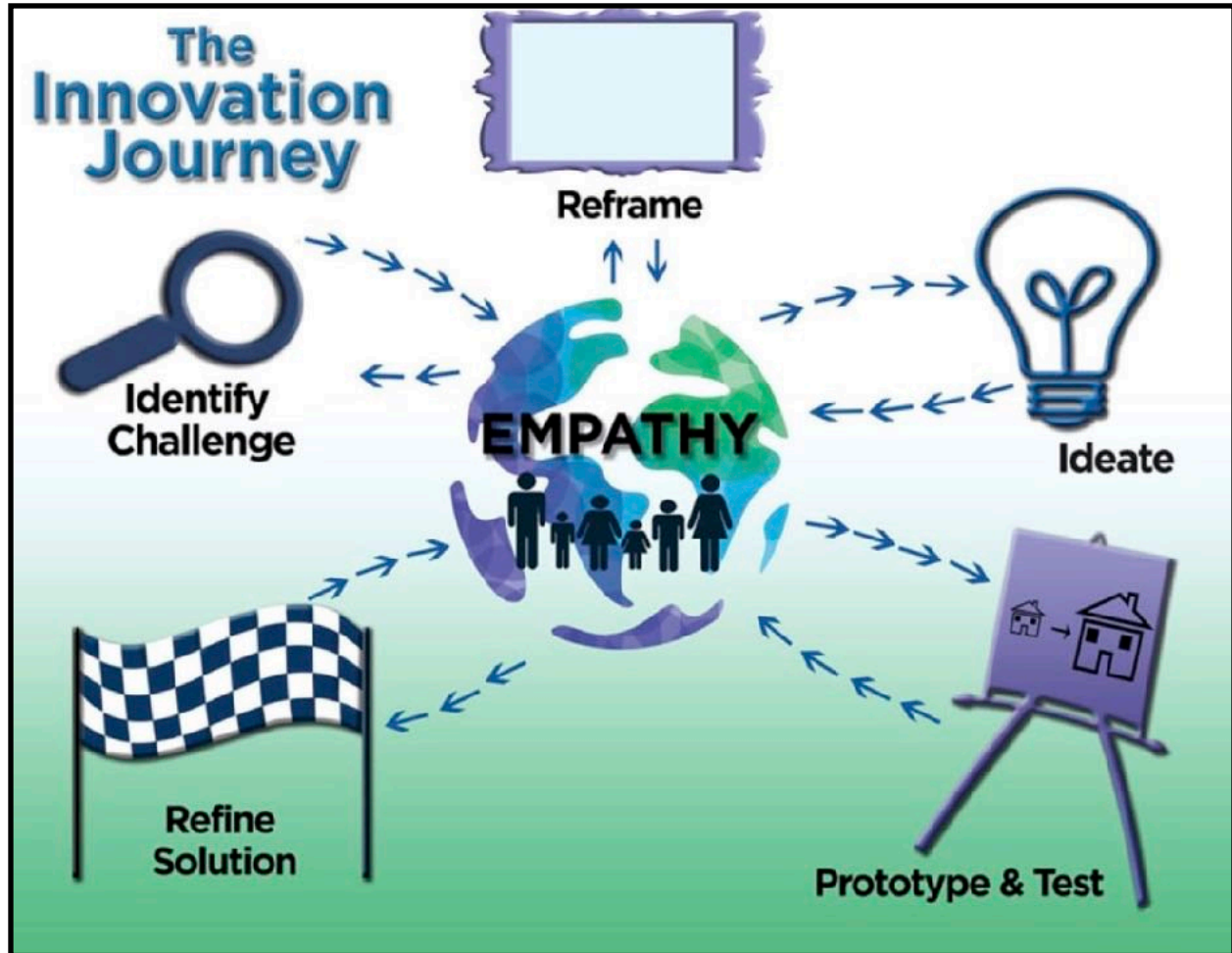
"Human-centered design thinking (HCDT) is a helpful tool that guides interdisciplinary teams to create viable solutions to social and environmental problems. At its essence, human-centered design thinking is an innovation mindset and a problem-solving methodology used in the public, private, and nonprofit sectors. It is also increasingly taught in colleges and universities. HCDT focuses on the needs of the end user or beneficiary and can be used to tackle any problem. The fast pace of change and the complex problems of our world demand new ways of innovating solutions, and HCDT is a game changer for social enterprises." - Dr. Michelle Stecker

Table of Contents

Integrating an Entrepreneurial Spirit

Leadership Development Principles

1. Never do for others what they can and should do for themselves
2. When in doubt, do a 1-to-1
3. People cannot be held responsible for what they do not understand or decisions they did not make
4. People learn through their own experience
5. Take people from where they are, not from where you want them to be
6. The first revolution is internal
7. There is no nice way to make a change
8. Empowerment is developmental
9. If people cannot say no, what good is their yes
10. Leaders have followers

11.

PICO community leaders seek economic development with entrepreneurial activities. To promote sustainable economic growth in villages, PICO leaders seek to integrate an entrepreneurial spirit within their communities. Each of the communities working with PICO Rwanda has unique skills, strengths, and resources that can be strategically leveraged for business. For instance, PICO Nyange is a tight-knit community with an abundance of mud and diligent members who have the abilities to turn clay into commercial goods. Through the community organizing models emphasis on gathering research, PICO Nyange determined the best way to uplift themselves from poverty was by selling roof

tiles and bricks. Despite acquiring the ability to mass produce their products they struggled to generate a sustainable income.

PICO Leaders recognizes that commitment to the long-term success of villages is not enough without sustainable economic development. Communities can unlock more social entrepreneurial solutions to problems by integrating an innovative methodology with community organizing. A new method, Human Centered Design Thinking (HCDT), could act as a supplemental instrument to help cooperatives analyze crippling issues. Solutions, as a result, will fit the needs of their communities and will lay down the initial groundwork needed to develop a promising business plan.

Beneficiaries of PICO help to develop the communities through support, partnership, and Social Entrepreneurial expertise. The Miller Center for Social Entrepreneurship provides mentorship on PICO Rwanda's capacity development and helps identify social entrepreneurial opportunities to grow. Through the partnership with PICO Rwanda, the Miller Center sent three Global Social Benefit Fellows and three Social Enterprise Interns to Rwanda during the summer of 2018. The students provided a social enterprise acceleration workshop for rural communities and urban women that benefited the growth of PICO communities. Additionally, Fellows conveyed these workshops and impactful encounters of community engagement in videos that as a result will significantly increase awareness of PICO Rwanda's inspirational work.

A partnership is only as strong as the values the organizations share. Miller Center works for a more just and sustainable world. Just like PICO the Miller Center strongly believe people can make a real difference for themselves and their community through their own efforts. Together through continual engagement, PICO Rwanda and the Miller Center for Social Entrepreneurship can make more powerful transformations.

Engaging Communities Through A New Methodology

Human Centered Design Thinking provides a straightforward methodology for PICO leaders to develop social entrepreneurial activities. Human Centered Design Thinking (HCDT) unlocks a creative mindset that is essential to finding real appropriate solutions that fit the needs of an organization, community, or individual. During the July 2018 workshop, we utilized HCDT and the concepts of creative confidence, empathy, and ideation to help rural and urban entrepreneurs to discover innovative solutions.

HCDT becomes the perfect tool for the communities to apply to their efforts after doing 1-1's in the PICO development model. Cooperative members know their community better than anyone else. They know who lives there, what the

"This was the hardest thing we did during the workshops. It was difficult for us to understand because it was something new to us (the entire concept) but when you all kept asking for more we realized you could find a solution if you keep thinking. You have to look for all the possibilities and ways. Even those ways that I think might be crazy ideas or impossible actually might work. You tricked us because you made us not use money or government as a solution, but then we found another way finally" (Betty, PICO

their community better than anyone else. They know who lives there, what the

goals of their village are, and what needs to happen to foster a resource-rich environment. This natural empathy integrates perfectly with the methods of HCDT allowing them to attack any challenge regardless of its complexity.

The universality of HCDT makes it an attractive methodology to apply but it was also crucial for the Miller Center and PICO workshop team to acknowledge socio-cultural differences. By designing culturally relevant modules that explain the concepts outlined in the methodology, entrepreneurs collaboratively developed action plans to overcome obstacles. The workshop team completed a design cycle alongside 150 workshop attendees, with drawings and translations prepared in advance. The prep work allowed the team to present a model and then give immediate feedback to participants, specific to each unique project. Although HCDT was a challenging new concept to teach, the workshop team knew from all the 12 visits into the communities how capable and resilient they were.

Solutions, as a result, exercised community resources and emphasized development within their villages, instead of advocating for government assistance. Global Social Benefit Fellows and Pico Rwanda Interns returned to each village and conducted a total of seven group interviews to evaluate the efficiency and preliminary impact of the workshop. Findings show there was a strong positive relationship between HCDT and development in rural and Urban Communities. The methodology helped push cooperative members to search for alternative options for growth in their communities or business other than asking for money.

The push HCDT provided unlocked a creative mindset that created impressive ideas and solutions. After going through the design cycle, participants reported

how eye-opening this new methodology was. They were surprised that the answer could be right at your feet, or a crazy idea that seems impossible. The workshops helped ignite a drive for action for the cooperative members that attended.

"I think it has already helped us to realize you don't only do things in one way there are many other ways to do things. You expand and find more ways and if one way doesn't work you rethink it or reframe or find a different way. There's no one solution to a problem" (Franciose, PICO

One man felt so compelled and inspired after the lessons that he went to the Bank of Africa to open a bank account. Through experiencing validation and knowing that PICO

Rwanda believed that man and many others were able to put their energy into overcoming economic barriers. Human Centered Design Thinking ultimately left a powerful mark on the communities of PICO Rwanda because by finding solutions to their own needs it showed them all that they were capable of making a difference.

By finding solutions to their own needs it showed participants they were capable of making a difference.

During the workshops, there was an emphasis on the strengths that are unique to each. For some, the workshops gave them a chance to realize the talents and skills they have to offer. HCDT became an opportunity for their cooperation to come together as a team. Everyone was able to contribute the brainstorming and ideation to find a solution.

"I learned more about the importance/benefit of working together in groups/coops/ communities … sometimes people underestimate themselves and their capabilities but when they come together, exchange ideas and work together to find solutions for their problems that's when they realize their strengths and what they are capable of achieving" (François, PICO Rusumo).

The importance of working together as a cooperative while using HCDT reminded and taught many participants that individual growth is just as paramount as community development. One hundred percent of participants who attended the workshop left gaining a greater appreciation for themselves and for some participants, this new confidence means a new future. From

evaluating the participant's perception of themselves after the workshops it revealed to us that those who find solutions to their own needs develop agency and more confidence to build, teach, and work on future ventures.

"I see a good and better future because as I told you before I used to be very timid, and I didn't have confidence. Now I can see I am confident and from where I was I am now different. And I can see the changes happening that are going to positively affect my future and family (Florence, PICO Nyamatta)".

Overcoming Barriers With Young, Local Leaders

The fellows and interns were dependent upon the capacity development of PICO-Rwanda to engage young, local leaders in a co-presentation delivery model. PICO-Rwanda successfully delivered workshops to 150 people from 6 communities to find solutions to the various social challenges that hindered their economic growth.   It had an enormously positive impact in overcoming language barriers, time constraints, and cultural differences.

Miller Center students cannot speak Ki Rwandan, and almost all of our participants didn't understand English, thus our co-presenters, who also spoke

English, became the bridge between the lingual divide. We relied on them to present the material and help the participants during activities. Many of the participants would frequently have questions, and the co-presenters were readily able and equipped to answer them.

The co-presenters went above and beyond to engage and facilitate discussions, allowing more participants to share and open up to others attending the workshop. As a result, the lingual abilities of the co-presenters was necessary to prompting dialogues that enabled the participants to develop a deeper understanding of the material. The co-presenters were able to understand cultural norms and differences that we couldn't fully grasp as outsiders who had only spent a month in Rwanda. Their cultural expertise proved to be crucial in making and presenting relevant lessons with examples that participants living in villages would understand.

Local young leaders like Donatha (Kiki) Rwamuhinda and Alexis (Amani) Simbayobewe demonstrated exemplary community engagement. They understand the PICO model and have formed a deep relationship with the communities, making their presence essential for the workshops. With Kiki's conclusively knew the messages our team wanted to convey through the workshop and her business expertise was essential for teaching and explaining the entrepreneurial lessons. During the workshop, we were dependent on her education and local knowledge to adapt the material to resonate with the people who would be attending the workshops. Additionally, her excellent interpersonal communication skills were indispensable when participants needed to talk to the SEIs or vice versa.

Amani is organized, and passionate about PICO Rwanda. He has a unique talent for uncovering people's needs and helping them express their interests. When

Amani speaks, he captivates the room and has a presence that calms worries and empowers confidence. During the workshops we were dependent on his voice and empathy to connect and engage with the community members.

Deepening engagement by PICO Rwanda calls for the collaborative work of young leaders and communities. This starts with diligently choosing solution-oriented and community-focused youth to train as co-presenters. The right co-presenters are the difference between a successful and unsuccessful workshop, as their cultural savviness, communication skills, and leadership abilities create an environment for growth and development. Collaborating with youth like Kiki and Amani creates immediate impact at the workshops they lead and long-run impact by empowering them to be a force for positive change.

When identifying options for the continual engagement in 2019, the Miller Center's needs to collaborate with people who are trusted an known amongst the villages. Bellow are suggestions of a few options for engaging communities.

Options for Deepening Engagement 2019 and beyond

1. Global Social Benefit Fellow collaborate with PICO Rwanda to formalize written business plans that build on the HCDT done in 2018.

2. Global Social Benefit Fellows collaborate with PICO Rwanda to build connections for cooperatives: micro-finance, entrepreneurs, and untapped markets.

3. Global Social Benefit Fellows collaborate with PICO Rwanda to utilize local leadership in cooperatives and further PICO method/business skills training through young leaders

Prepared by:

Global Social Benefit Fellowship | Santa Clara University

APPENDIX A
Human-centered Design Thinking in Rwanda
By: Social Enterprise Intern Kelly Grunewald

Human-centered Design Thinking was a critical tool during our time in Rwanda. It allowed us to guide the PICO cooperatives in creating innovative and creative solutions to problems within their communities. The Design Thinking model allowed the PICO communities to take large obstacles they faced, and simplify them and establish feasible solutions and business plans.

During the workshop, we quickly realized there was not enough time to facilitate an entire Design Thinking cycle. Due to the time constraint, our team decided to pick out what we thought were the most critical aspects of design thinking and teach those. We decided to focus on four main steps of Design Thinking: define, empathy, ideate, and prototype. After going through a SWOC analysis with each of the cooperatives, we had each team narrow in on a specific obstacle their cooperative faced in achieving their goals. Having each of the cooperative members agree on a problem and physically write it down was simple, but an essential aspect of the process. Next, we moved on to the empathy stage. During this phase, we paired different cooperatives together and encouraged them to facilitate honest and open-minded discussion around their problems. In doing so, it allowed cooperative members to learn from each other in a non-judgemental and innovative space.

After the empathy stage, the cooperatives began the ideate stage. During ideation, they worked to build bridges of insight by taking what they learned in the empathy stage and connecting problems to create one solution. During this stage, we encouraged the teams to work together and build on each other's ideas to develop innovative solutions to their problems. Keeping in mind the concept of "Yes And," each of the cooperatives came up with creative business ideas that would help solve their initial challenge. The final stage was prototyping. In this stage, the participants of the workshop were able to draw out their solutions. This stage was vital in allowing the PICO communities to give format to their idea and continue to improve upon it.

Our use of human-centered Design Thinking allowed these cooperatives to work together to develop creative solutions for problems within their communities. They took large issues that at first seemed daunting, but with the help of design thinking we narrowed each one down to focus on something specific in their communities. Design Thinking helped these cooperatives find solutions while also allowing individuals to build on their creative confidence and recognize that they have the power to create a better life for themselves and their communities

APPENDIX B

Evaluation of The July 2018 PICO Rwanda Workshops

Investigating The Methodologies For Creating Self-Sustaining Community Based Businesses

INTRODUCTION

In July of 2018, The Miller Center for Social Entrepreneurship collaborated with PICO Rwanda to hold a week-long workshop, so those rural cooperatives could work on challenges and prepare a business plan and pitch for potential investors. These workshops were presented by Miller Centers Social Enterprise Interns, and These workshops, presented by Miller Center interns, were made possible through local young leaders who assisted in a co-presentation delivery model. With the help of Global Social Benefit Fellows, Dr. Michelle Stecker, and Keith Warner, the interns, and local co-presenters delivered a workshop to five PICO cooperatives.

A unique feature in the workshops was the incorporation of Human Centered Design Thinking, which is a methodology that uses empathy as a key resource to aid individuals in finding solutions to their needs. HCDT is used in many workspaces, classrooms, and groups in the United States. HCDT is an ideal methodology because it is universally accessible, and requires only a creative mindset and a motivated group of people. This methodology was tested in the village of Mumeya in 2017 but was never used in a full workshop setting or to address a particular problem for a community.

In order to understand how the workshops and the addition of HCDT went, the fellows conducted group interviews to evaluate the efficiency and preliminary impact of the workshop. The ultimate goal of the workshops was to help members of rural villages and urban women create self-sustaining community-based businesses. While there have been trainings for the members of PICO Rwanda in the past, we wanted to gain an in-depth knowledge of how the new methodologies of the 2018 workshops were perceived by participants.

RESEARCH QUESTION

1. How effective are PICO workshops with the incorporation of HCDT?
2. What impact did these workshops provide to rural and urban Rwandans living in poverty?

METHODOLOGY AND DATA

Study Design

This is a qualitative study based on group interviews with PICO Rwanda's community members who attended the workshops. We used qualitative methods as

Prepared by:

Global Social Benefit Fellowship | Santa Clara University

they can allow people with language barriers and low literacy rates to participate. Additionally, using qualitative methods can expose emotion, thoughts, motivation, and provide insight into different elements which are crucial in evaluating the workshops. The interviews were conducted in July of 2018 in various location throughout Rwanda.

Selection of Participants

The study consisted of six focus groups of rural and urban Rwandans who had previously participated in the workshops two weeks earlier. Participants for the first two group interviews consisted of 12-13 women, all of which were from the Kigali Women cooperative. After these initial interviews, we made a point to start more purposive sampling of participants, as the number of interviewees proved to be too large and time-consuming to gather effective data. We reduced the number of participants to 4-5 per group, which allowed for a more productive and intimate setting. Participating groups contained an equal number of men and women, with ages ranging from the late twenties to mid-seventies.

Data Collection

We used semi-structured interviews which lasted for an average of 40 minutes. They were conducted in Kirwanda by co-researchers and local Rwandans, Donatha (Keke) Rwamuhinda and Alexis (Amani) Simbayobewe. Fellows would ask the question and the co-researchers would translate to the group. If co-researchers felt that the participants needed to elaborate on a question, they would initiate a follow-up question that was more specific and prodded further details. We recorded the participant's audio with their consent, and later translated and transcribed recordings.

Interview Guide

1. Tell us and the group your experience with the workshops?

2. What was most striking about this experience? (surprising, exciting, different)

3. Given what you now know how do you feel about the future?

4. What was something you didn't like about the workshops?

5. Tell us about your experience doing SWOC?

6. What were some of the weakness?

7. What was the challenge you decided to work on?

8. How did you like doing the Human Centered design thinking sprint?

9. What was your favorite part of the process?

10. Do you think you would ever use this process again to help you find solutions? (Why)

11. What was the solution you found using Human Centered Design Thinking?

12. Do you feel like you have a solid business plan now?

13. How do you think these lessons will help you move to the next stage of your business?

14. What was the most useful lesson for you: Customers, Cost, and Revenue, Measuring Success, Accountability, or Saving? (Why?)

15. How did you like working with other PICO communities?

Data Analysis

To analyze all the data from the group interviews, we went through the transcriptions and created domains. For example, one domain was Human Centered Design Thinking. In each domain, we developed certain themes, which was done through an open coding process. By selecting certain quotes and keywords, we discerned that multiple people from different interviews felt similar ways about different occurrences. This coding aided us in the generation of multiple themes (as seen from an excerpt from our domain and themes worksheet), which allowed us to organize and analyze our data.

Prepared by:
Global Social Benefit Fellowship | Santa Clara University

Table 1.

Domain: Human Centered Design thinking

Theme: Would use HCDT again

Gender	PICO Cooperative	Quote
Man	Nyamatta	*"Yes we would like to use this again because I think it has already helped us to realize you don't only do things in one way there are many other ways to do things. You expand and find more ways and if one way doesn't work you rethink it or reframe or find a different way. There's no one solution for a problem."*
Women	Kigali	*"You kind of tricked us because you made us not use money or government as a solution but then we found another way finally so I think it kind of worked so maybe we would try it again."*
Man	Nyange	*"Any time we have something challenging them we will use this process"*

Ethics

To make sure we upheld the dignity of the Rwandans who participated in our study, we made sure to ask them for permission and made sure they knew that their responses would be used for analyzing the workshops. We waited for a vocal answer of "Yego" (Yes) to signify that they gave their full consent. To ensure confidentiality we hid their names from the study and conducted these interviews away from those who taught the workshops, so participants would feel more comfortable and candid.

FINDINGS

<u>The Energizer Bunny</u>

It was the last group interview and we were 30 minutes late speeding down a dirt road. I was crammed between the camera equipment and my teammates. It was a hot day that was only getting hotter as the clock was ticking to noon. I rolled down the window to provide some relief to the sweltering heat. My legs not only were glued to the seat but were bound by sweat to my partner's thighs. Despite what sounds like an awkward situation it was my seventh week in Rwanda, and I felt completely comfortable. We were headed to the village of Nyamatta home to the newest members of PICO Rwanda. I was eager and anxious to see how they would respond to the Workshop Evaluations.

When we arrived, I walked into the church where they hold their cooperative meetings, and upon my first footstep, my ears flooded with the noises of an electric piano playing an African beat. The people of Nyamata were waiting for us and sprung up to their feet. They clapped their hands, and the drumming began. I knew what I had to do. I put down my bag and started swinging with a woman singing. She had a soft yet powerful voice, and it was ever so welcoming. Midway through the dance as beads of sweat started to form on my forehead, I realized how much energy these men and women have. All of whom could have probably danced for three more hours if it wasn't for the group interview.

The previous week had been one of Nyamatta's first experience at a workshop. For older cooperatives the workshop was exciting but not completely new but, for Nyamatta, the workshops represented so much more than just acquiring more knowledge. It meant finally being given a chance. Pastor John R always said think about what Nyamatta could do if they put all their energy into a project of building their

community. The workshops allowed them to see what he meant. One man said with glee that he's going to save and work with others to help his community.

>"I am thankful to PICO Rwanda and all the people involved in making these workshops possible you help ignite the confidence within us. You gave us a chance to meet up altogether, you helped us meet with entrepreneurs like from the bank of Africa and people from the Bank of Africa. When they came, they explained to us what they do and how they do it, so I decided right after the workshops that I was going to open a bank account… I think my mind is opened I am now starting to see that my future is going to get better. I think I am going to work hard and work with entrepreneurs/investors".

It is with that energy he had along with the boost of confidence the workshops ignited within him that helped him develop the drive to take action.

The Dark Horse

Every Cooperative reported feeling more confident in their interviews. For some this new confidence meant a new future. "I see a good and better future because as I told you before I used to be very timid, and I didn't have confidence. Now I can see I am confident and from where I was I am now different. And I can see the changes happening that are going to positively affect my future and family (Nyamatta #3)", said one woman. This boost in confidence that she and everyone else left with is because of the delivery model of the workshop. For example, Co-Presenters had each group after lessons and activities present what they did and their thoughts. Hearing that people wanted to listen to them and then further receiving praise and applause was something unfamiliar to poor rural Rwandans.

Getting that acknowledgment makes one feel important and valued but for many of our participant's society doesn't show they value them. For instance, PICO Nyange faced ignorance from a Chinese construction company that dumped mounds of dirt on the land their community planned to build toilets on. When they tried to address the problem they were dismissed. It is that kind of similar treatment that makes people feel hopeless and disempowered. Nyange ultimately gained their strength back and said, "The training helped us to unleash our talents and our skills. They helped us fight back against poverty and ignorance, and also they helped us look at how to develop ourselves (Nyange #1)".

Besides the incorporation of participation from the communities in workshops, other things were found to be a source of confidence such as SWOC (Strengths, Weaknesses, Opportunities, Challenge). It was the first lesson of the workshop and participants discussed and assessed themselves and their communities. It was very impactful to some who claimed that it became a great learning tool for them. "I would say personally I learned from the lesson because it made me think that I need to evaluate myself to get a better understanding of who I am and knowing what people see in me (Mumeya #2)," said a woman who found the lesson to be significant. SWOC allowed them to really look at their Co-op and themselves with a magnifying glass. It challenged these men and women to not just look at their most significant challenge but the things that are preventing them from moving forward.

> "Whether at work or even in just everyday lives, people can see some good or bad things in us. Those are our strengths and weaknesses. Learning this lesson reminded me that wherever we are and in whatever we do, people are watching us, judging us or evaluating us, so that makes us work harder. These workshops helped us realizing our own weaknesses and wanting to work on them to become better. It was good to have a lesson about SWOC because it kind of pushed us to work harder (Rusumo #1)."

It was important to reassure them that every human has weakness and those who are from the united states have a fair share too.

Something the participants found comforting was knowing they were not alone. Every group had to share their weakness and strengths including the presenters facilitating the workshops. In this way, weakness isn't as daunting and/or possibly embarrassing to share. We told them as well weakness is not a bad thing and help people find what area they need to address in their communities. This really stood out to one man who told us,

> "Before I didn't think of my weaknesses and I was okay with it. Even when I probably felt weak or thought I was weak, I didn't think to change it or find a solution for it I just thought it was how things were. But whenever I have a problem now, I need to think where are my weaknesses and try to change for the better … Realizing my weaknesses is great it helped me because if I know what they are I can think what am I going to do for them? And if I am

going to work on them, I can now think of how am I going to address these weaknesses? (Nyamatta, #3)."

His new way of thinking emulated the message, the had hoped to convey on how when assessing individuals and communities there needs to be a balance of both strength and weaknesses.

Identifying key positive characteristics that set them and their village apart from everyone else was surprisingly hard for most groups. All of our participants were extraordinarily humble and some lacked confidence. This clouded their ability to see the strengths within them and their community. The most humble of communities was the members who fought to get the dirt off their lands, PICO Nyange.

They were the second oldest PICO community and the first to steal my heart:

It was the first Saturday in July when we left at the crack of dawn to do our Umaganda day with Nyange. At our last visit to the village, community members explained to us that they were going to be expanding a small narrow path they use to retrieve clay to make their bricks and tiles. The mud was located at the bottom of a hill, and the village hoped that by expanding the path and building a road it would be easier to bring up the clay by cart. When we arrived, the whole community was already out working on expanding the path, but some came to greet us from the roadside. They were covered in dirt, making the whites of their teeth stand out with their big smiles. I felt instantly comforted by their warm welcome. The women advised me to cover my recently braided hair from the dirt like they had, shielding the dust and grime with a kitenge headwrap. I was amazed I had only been in this community for less then 10 minutes, and they were looking out for me as if I was one of their own. I wasn't used to this hospitality, and I found it interesting that despite all the cultural barriers between myself and these women, there was still a strong feeling of support.

I can recall staring at the men and women and noticing how frail and light they looked compared to the pickaxes they were holding to dig up the earth. This perception of them being weak though was quickly squashed by a blind man named John. During Umaganda day he came up to me and grabbed my hand. I couldn't understand what he was saying but I went off with him, and everyone followed behind. We came to a halt right at the place we were going to dig. I wondered how he had decided that this was

the right place to dig. I looked down at the ground and noticed his bare feet wiggling in the burnt auburn looking soil. We were both handed hoes, and as I tried to lift mine up, he had already swung ten strikes into the dense clay. He was a machine. They all were, and they all worked in sync. They were far from being weak and nimble. Within less than half the day they cleared a significant portion of the trail and surpassed their goal. Nyange villagers individually might be small, but collectively I realized they are just extremely determined people who will power through and work in unison to achieve their goal.

Nyange is resilient and with all their clear strengths one would think that listing them would be an easy task, but when it came time for Nyange to write their strengths down they appeared stumped. Observing them struggle the presenters decided to investigate. They said they don't know and can't think about their strengths. All of this seemed hilarious to the co-presenters because out of all the groups they were the only ones to show up on time with their entire team present before the exercise started. The co-presenters explained to them they demonstrated accountability and reminded them that showing up on time tells others that you are responsible!

From the group interviews and observations of groups like Nyange, the fellows found that people do things naturally and assume that it's just what they supposed to do, rather than viewing it as strengths. One woman, excited by her discovery said, "I realized there are strengths that my Co-op and I have that other people don't know and are incapable of. There also some strengths that we don't pay attention to and we are glad to recognize them now (Kigali #1)". Another woman who is a very gifted signer from Nyamata looked more inwards to her own strengths, "I didn't know that even being in front of people and being confident to stand in front of others to teach would be a strength. I never took it as something of value (Nyamatta #2)". She found that singing and being able to perform another strength in itself that show many desirable traits.

Doing SWOC gave all the participants a lot more confidence that made them then feel that they are capable of goal setting and taking action. And this is monumental for villages like Nyange who were puzzled about what was so amazing about showing up on time. When asking them about SWOC one man proudly shared, "we found that we all have strengths and that if we can bring them together, we can all

reach higher (Nyange #2)". This lesson ultimately became the source of his ambitions and confidence which was more than we had hoped for and indicates it's value

Unlocking The Creative Mindset

The Human Centered Design Thinking (HCDT) was a new methodology for the presenters to teach and participants to learn. It was unclear how it would work, but everyone came out of the design thinking process with new solutions they could take back to their communities. Observations were carefully taken during the HCDT lesson. The most notable was that the material was too complex to have as short of delivery time as it did. The presenters had to simplify aspects of the curriculum because it was confusing and for a couple of people the pace made it felt like they were learning at a higher level than they could handle. I saw a few people getting frustrated at points or resting their heads on the desk due to fatigue.

On man seemed particularly frustrated when he talked to us about the Human Centered Design thinking. "Here we are still on the low level of learning, and at the same time, you can see where we live in a rural area so the way of giving us lessons should fit us. And we need examples and guidelines" (M3). For this man, the hardest part for him was not being given more instructions or even the answers. "I think there something our teachers wanted to have us understand… " A women excitedly said in response to her fellow group interview participant, M3, " … The HCDT lesson was given to us at a higher level but also got us to think. We did it and struggled, but finally, in the end, you got to see what you could use it for(M2)." HCDT is all about finding the solution to your own needs and the presenters indeed refrained from providing to much help. Solutions, as a result, exercised community resources and emphasized development within their villages, instead of latently waiting on government assistance.

The design thinking sprint was meant to be challenging and push people. Some people like M3 felt unqualified, but other participants reported loving the HCDT process. One woman spoke to the challenges of HCDT saying,

> "This was the hardest thing we did during the workshops. It was difficult for us to understand because it was something new to us (the entire concept) but when you all kept asking for more we realized you can find a solution if you keep thinking you have to look for all the possibilities and ways even those that I think might be crazy ideas or impossible actually might work. You kind

of tricked us because you made us not use money or government as a solution, but then we found another way finally (K1)."

The biggest concern of teaching a new methodology was that it wouldn't be understood and the participant would leave the workshop more confused than before. Fortunately, this was not the case and in every group interviewed, the researchers felt confident with the responses that at least 1-2 people understood it HCDT.

The group interview in Mumeya indicated an understanding of the methodology because community members were excited to show us that they took some steps they learned from the Human-Centered Design thinking process and used it on another problem they were working on. In three group interviews with other PICO communities, they all said they would try using HCDT again. Even for those individuals who struggled more with the process than others they still showed a lot of interest in wanting to be able to try it again and get more lessons. One man had a positive response when being asked if he would utilize the methodology to find solutions again, "Yes we would like to use this again because I think it has already helped us to realize you don't only do things in one way there are many other ways to do things. You expand and find more ways and if one way doesn't work you rethink it or reframe or find a different way. There's no one solution to a problem (N2)." He really got the element of the Human-centered design thinking process and understands that sometimes it a challenge and you have to reframe the problem.

The Human-centered design thinking process helped communities rethink the problems they have in their life. Many people spoke of how beneficial it was to work together as a group. With HCDT everyone in the group's voice is valid. All suggestions get to be heard. Some Co-op's excel in coming together as a group and having everyone participate while others admit to needing to work on that. Mumeya, for instance, is the oldest pico co-op. They are headstrong and led by a determined leader named Speciosa. She in many ways is a firecracker who is fearless and will speak her mind. She admitted that before PICO Rwanda she was afraid to talk to government leaders, and search for solutions. It was hard to imagine though that this fearless woman was once shy and timid since today she proclaims that it doesn't matter if it's president Kagame or an elder in her village she will be able to speak with them with confidence and persuasion.

Her eccentric and admirable spirit is well respected by other members of the co-op, and they often turn to her for guidance. This is a fantastic accomplishment for a woman who once was afraid to even go to a village meeting for fear only men of power were wanted. I could understand how she now is owning her strength and is proud but looking at the other member of her co-op it's clear that her voice is sometimes too loud. In the group interview, she was speaking for her entire group before we politely asked her to leave since we have all the information we needed from her. She was so vocal and expressive answering questions for her community, but the purpose of having a group interview was to hear multiple people experiences. Mumya, the oldest group in PICO has done things a certain way, and it has clearly worked for them. They built a clinic, are overcoming their poverty, a currently helps other PICO communities. Still, adopting a new attitude of thinking can prove challenging. They struggled initially with HCDT because it forced them all to think and contribute. Eventually, though they got into a rhythm and others spoke up.

It is great to have a leader, but human-centered design thinking helped the communities realize a leader can't be the only one to solve the problem it ironically takes a village of diverse minds. One participant spoke to this excitement of having his village members work together in the design thinking process

> "I learned more about the importance/benefit of working together in groups/ coops/communities … sometimes people underestimate themselves and their capabilities but when they come together, exchange ideas and work together to find solutions for their own problems that's when they realize their strengths and what they are capable of achieving. (R1)."

Collectively working with others was a take-home lesson for some and it's an aspect that helps reveal others' talents.

Eye-Opening Lessons

There were a couple of business lessons that really stuck out to our participants. The most talked about and enjoyed was the Marketing and Customer lessons. They particularly liked that they were learning something new and the activities were enjoyable. For example, during the workshops, the presenter had participants role play as a shopkeeper and a customer. One man noted his previous struggles saying, "The most difficult part of all to me was going out to search for

customers. Knowing what to say and build a relationship with them and make them like your products/what you do (R2)". This role-playing activity helped community members develop the ability to apply the lessons to their own shops and know how to confront their particular challenges. With learning about marketing, many communities began thinking about how they can use the teachings to propel their business further.

Nyange decided that they would have their sector leader become an additional source of marketing for them. When interviewing the group they said "The lesson really helped us! The work we do involves making sales and know we have a market at the sector level where we are now in charge of making the tiles that will be used for the poor people who can't afford to build houses so the government is in charge of building the houses and we are building the tile for them." The sector leader acted as their connection. Nyange realized that they not only have to take care of their customers but target other people that can market your product to a bigger market. Eye-opening revelations about customers and marketing indicated that it was an impactful and relevant lesson that was taught.

In other participants interviews, they shared their excitement about how their initial thoughts have shifted. This shift in thinking appeared most when they were asked about Cost and Revenue (another favorite lesson in the workshop).

> "I used to purchase crops to sell but I never included the cost of transportation on the goods I was buying and even when I was going to pick them up I didn't factor in my lunch or the bus money, but I realized during the workshops that those are cost and you have to include them, and you have to get out that money when you are counting the profit. Before sometimes since I never understood how to differentiate those cost and the revenue, I realized I didn't gain any profits. So I was really happy to learn about that!"

This man's honest answer about his mistakes he has made corresponds to yet, another activity the presenters had the participants do. The activity stressed that you need to be careful with spending and selling to make a profit. Prior to the workshops, a surprising number of people didn't think about cost and revenue.

The Business lessons during the workshop for some did not meet their expectations. Mumeya, for instance, shared that they felt it was repetitive. "Even though this group came recently we have had many other workshops in the past. We did a lot of training and found out how to find what are challenges are and that's how

we found solutions to their problems. I think our leader can tell you that we have already done some of these lessons and already using them (M3)." The comment doesn't come as a surprise since Mumeya is the oldest community to have worked with PICO Rwanda and have received more training than the others.

Limitations

In conclusion, these workshops instilled a sense of hope in the participants, and every interviewee emphasized that they wanted to receive these workshops again. Despite the people's desire to learn more, there were some limitations in the workshops. For instance, respondents expressed dislike towards the repetitiveness and rigor of lessons. One man spoke on the lows of the workshop by saying,

> "What I would say maybe wasn't enough or didn't go the way we wished was time. Sometimes the workshops would start when we felt or probably looked like we were sleeping. Usually, the first day is hard with energy. The second day you feel like they are actually ready for the classes but the next day is the last day and your rushing to get everything done. It was a lot of intense pressure and cause many people not to focus (NY2)."

> The workshops left many participants feeling exhausted because they came from far distances and were tasked with a lot of new information each day. Additionally, the fast pace environment made a lot of people feel like they were under too much pressure. "We wanted to learn more during the workshops but time was minimal. It was too much information in such a short time (K1)," said another woman who felt a similar pressure with the time constraints.

DISCUSSION

From these preliminary findings, the workshops were an overall success. One factor that was essential in making the workshops effective was the incorporation of culturally relevant examples. Participants praised and enjoyed the lessons when they could apply the lesson to their own lives. Another factor was the activities done through the lessons, as these activities were engaging and fun for the participants. Community members raved about doing the improv games and also enjoyed games that encouraged self-confidence and inspired them to think outside the box.

The addition of the co-presenters was another factor that was essential to the workshops' success. Their cultural and lingual expertise advanced the lesson plans tremendously. The co-presenters leadership was incredible, and they truly guided a large number of participants. Since they spoke Ki-Rwandan and collaborated on the construction of the lesson plans, it encouraged productivity and helped clarify any confusing aspects of the lesson.

Though the workshops were an overall success, there were a few weaknesses. While the co-presenters were great, the only downfall of having them was that it led the Miller Center interns to be less engaged in the workshops, and caused some participants to question why they were not participating as much. The presenters tried to fit as much information as they could, which was good and bad. It was good because the participants experienced more variety in what they learned, but bad because some of the villages felt they received too much information too quickly. It was our hope that the communities would retain all information presented, but unfortunately, there were some people who left taking away only bits and pieces from each lesson. If the workshops were to continue, it would be best to lessen the amount of material and make it a priority to hone in on fewer subjects. With a "less is more" approach, a participant could ideally know the information taught inside and out, rather than just knowing a small bit about several topics.

Many participants also complained about the location of the workshops. Many of the communities were miles away, and for them, the drive to Kigali was far and costly. In the future, many communities would prefer to have the workshops held in their villages. They did enjoy meeting and interacting with other cooperatives, but because money is a big stress factor on communities, workshops would be better received if they were more easily accessible. However, it is still important for communities to interact and meet with each other, so we propose that PICO has an annual event that would allow people from different communities to meet and network.

Another challenge we encountered was within the group interviews - when conducting group interviews, it was challenging to get a participant to disclose the complete truth. Typically, one person would speak for the entire group. We tried to reduce this from happening by asking everyone the same questions and allowing them to answer individually. Occasionally, some of their answers would sound very similar as

a result. While conducting the interviews, we also had to keep in mind that participants were going to have a hard time discussing what they did not like, because they want us to come back to do more workshops. As a result, they only gave positive feedback - which, while nice -was not very constructive.

The workshops and the methodology used within them was new to PICO Rwanda. The collaboration between the Miller Center and PICO Rwanda is still in the beginning stages, but there is much promise for continual engagement. All presenters and co-presenters should be proud of the workshop outcomes, and all PICO Rwanda members should be proud of how they are putting their new knowledge into action.

APPENDIX C
Recommendations
By: Social Enterprise Interns Jazmine Low and Megan Sauter

PICO Rwanda successfully delivered workshops to 150 people from 6 communities to find solutions to the various social challenges that hindered their economic growth. Although the workshops were successful, it is essential to share our recommendations for continual engagement with the cooperatives.

Workshop Setting

Instead of having one weeklong workshop in Kigali we recommend that the workshops take place within the communities and cooperatives can convene at another time to network and present their projects. By having the workshops in the villages, it will cut down on expenses and also help presenters shape the curriculum of the workshop to the needs of a specific community. Additionally, participants in the workshop won't have to experience the strain of traveling to the city.

While hosting the workshops in Kigali posed a burden on some of the villages it did have its benefits. PICO cooperative members were able to present their project proposals and business model canvas to entrepreneurs and local Banks. The presentations allowed each community to see the strengths and weakness facing other PICO members and helped them gain experiences doing pitches. We recommend that PICO Rwanda sets aside a period in the year for communities to come down to Kigali to engage with other cooperatives and pitch to investors.

Co-presentation Model

We recommend to PICO Rwanda and any other organization looking to hold workshops in a different cultural context to use young local leaders adverse in the talents of interpretation, cross-cultural competence, and charisma. While we were aware of language and cultural barriers before our arrival, one aspect we underestimated was the classroom culture a. As students, it is possible to blindly project our familiarity of classroom culture onto the PICO community members. Which could then create tension and discord between our teaching style and how the PICO

Rwandan entrepreneurs would best learn. To avoid this, we enlisted our translators to become co-creators, helping us to develop culturally relevant lesson plans, rather than merely translating our work.

By working with our co-creators, we were able to blend our knowledge of business and lesson-planning skills with their cultural understanding and personal experience in Rwandan business/economics to create and deliver the culturally relevant business curriculum. Together we decided topics to teach, what about it to teach, to what level, and which examples would best suit our entrepreneurs. During the delivery method, our Co-presenters were able to smoothly explain the topics as they made sense to the entrepreneurs, instead of attempting to interpret English to Ki Rwandan.

Finally, this strategy allowed our Co-Creators to answer questions and improvise as necessary in the classroom to give our entrepreneurs the best learning experience we could. Engaging our local youth translators were the key to creating and delivering culturally relevant workshops as effectively as we did. Without them, there would have been no successful workshops. We suggest that PICO Rwanda continues to work with our Co-presenters, because the continual engagement in 2019 requires collaborative efforts.