

2018

## Recommendations for PICO's Sustainable Impact

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**Miller Center**  
for Social Entrepreneurship



**PICO International**  
Unlocking the Power of People™

## Community Organizing for Sustainable Economic Development: Growth Opportunities



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# EXECUTIVE SUMMARY

**Problem:** PICO Rwanda requested Miller Center’s help to determine opportunities to support the economic development of its cooperatives.

**Methods:** To design a set of strategic initiatives, our team held interviews with PICO Rwanda staff, seven group interviews with cooperatives, and twenty-four on-camera interviews to develop a better understanding of the successes of PICO training and to identify aspects in need of improvement.

**Results:** Our research revealed that, while cooperative members benefited from learning the PICO model, and from leadership trainings, a lack of business-skills training and funding for PICO Rwanda has resulted in a reduced capacity for long-term economic development among the cooperatives.

**Conclusions:** Our team developed a set of strategic initiatives designed to increase PICO Rwanda’s capacity for developing the economic prosperity of its cooperatives and to generate revenue for PICO Rwanda.

**Recommendations:** We recommend incorporating four strategic initiatives in order to increase PICO Rwanda’s capacity for economic development:

1. Developing Young Leaders in community organizing, an initiative to provide further entrepreneurial training and advice to the cooperatives.
2. Enhance Local Leadership among PICO Cooperative Leaders by developing of a PICO ambassador initiative that mobilizes cooperative leaders to train other cooperatives.
3. Create PICO Microfinance, a loan program in which PICO partners with a microfinance organization and issues loans to cooperatives.
4. Launch PICO Coffee, a social enterprise to generate revenue for PICO Rwanda operations.

For a report on 2018 activities, see “Unlocking an Entrepreneurial Spirit in Rwanda.”

Prepared by:



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## Overview

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Much like the Jesuit philosophy of education, the PICO model develops whole people who recognize the agency they have over their lives, produces inspiring leaders, and increases standards of living and overall happiness in the process. The strategic initiatives that follow are designed to take the cooperatives to the next step in the PICO process: stable economic development. The initiatives are based a goal of a 20% increase in PICO Rwanda funding for 2019 set by the PICO Rwanda leadership and are meant to build on one another to first increase capacity for economic development, and then to begin the process of reducing PICO Rwanda's reliance on foreign donations.

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# Strategic Initiatives

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<p>1. Develop Young Leaders in Community Organizing</p>	<p>This initiative is designed to educate and empower young leaders within the PICO organization to provide cooperative members with the business and entrepreneurial education needed for sustainable economic development.</p>
<p>2. Enhance Local Leadership among PICO Cooperative Leaders</p>	<p>The goal of this initiative is to empower cooperative leadership to use its knowledge and experience with the PICO model to teach and advise other cooperatives. Once provided further instruction regarding the PICO model, these cooperative leaders will act as PICO ambassadors, educating and advising others.</p>
<p>3. Create PICO Microfinance/ Crowdfunding</p>	<p>This loan program develops PICO Rwanda as a bridge between large microfinance organizations and PICO cooperatives in need of seed capital.</p>
<p>4. Launch PICO Coffee</p>	<p>This initiative creates and develops a social enterprise to generate revenue for ongoing PICO Rwanda operations, reducing its dependency on foreign donations.</p>

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# 1. Develop Young Leaders in Community Organizing

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## The Initiative:

The young leaders within PICO will go through a multi-step formation process that builds on existing business education and PICO model training. The participants will further develop their understanding of the PICO model and enroll in an entrepreneurial development program from a potential partner organization, such as the African Entrepreneurship Collective or ENVenture. Taking on larger roles in PICO Rwanda, the young leaders will be responsible for providing further business trainings to the cooperatives.

## Impact:

PICO thrives on its leadership and communication development training that, when combined with the PICO method, produces capable leaders ready to meet the needs of their communities. However, PICO is limited by its capacity for involvement in the communities, given that Pastor John and Father Innocent can only be in one place at a time. The development of PICO's young leaders is an investment worth making, because it will increase the number of PICO model experts available to the cooperatives and, by means of entrepreneurial development, will provide the cooperatives with teachers and advisors who can help walk them through the economics of the businesses they hope to bring to their communities.

## Resources (potential and required):

- Entrepreneurial development programs
  - African Entrepreneur Collective: entrepreneurial advising training
  - ENVenture, sales, business development and loan officer training opportunities
  - Other local organizations that offer entrepreneurship development courses
- Marketing components (to raise revenue and awareness for the initiative)
  - Photos/films made by PICO fellows that highlight the work already being done by PICO's young leaders
- Participants:
  - Amani Alexis Simbayobewe, PICO intern, BS in Business logistics and operations
  - Kiki Rwamuhinda, PICO intern, MBA in International Business

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## 2. Enhance Local Leadership Among PICO Cooperative Leaders

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### The Initiative:

The initiative locates cooperative leaders who have a deep understanding of the PICO model and are interested in becoming more involved with the organization. New PICO ambassadors, will go through trainings to develop their understanding of the model and complete exercises to turn their experiences into playbooks for other cooperatives. These ambassadors will then be mobilized to provide supplemental trainings to cooperatives, providing the cooperatives more face time with PICO staff.



### Impact:

This initiative will benefit all cooperative members by providing them more opportunities to interact with PICO-model experts and increased agency to cooperative leaders involved in the initiative. These leaders can offer their own experiences developing their cooperatives, teach the model, and relate to the cooperative members in a way that even PICO Rwanda leadership cannot.





Resources (potential and required):

- Funds for stipends to cover the expenses of the cooperative leaders when working with other cooperatives
- Marketing materials
- Films made by Miller Center Fellows that highlight the experience of cooperative leaders

Participants:

- Specioza (Mumeya Cooperative President)
- Mediatrice (Nyange Cooperative President)
- More participants to be chosen by Pastor John and Father Innocent

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### 3. Create PICO Microfinance/Crowdfunding

## ACTION STEPS

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PICO MICROFINANCE

### IDENTIFY KEY PARTNERS



### DEVELOP LOAN SERVICING STAFF POSITION

*A dedicated staff member focused on managing the loan issued by the Microfinance institution and responsible for determining the responsible use of the funds for cooperative projects to ensure repayment*

*An advisor to the cooperatives focused on developing the outputs of each small business to ensure that sufficient revenue is being generated to repay the loans in a timely manner and to promote the long-term economic development of each cooperative.*

### CREATE COOPERATIVE ECONOMIC DEVELOPMENT STAFF POSITION

#### The Initiative:

While cooperatives would have a difficult time seeking micro finance loans and capital, PICO Rwanda has the infrastructure, impact, and capital reserves to secure such loans. A partnership with a micro finance organization, such as Kiva, could provide PICO Rwanda with a significant amount of capital to be distributed among cooperatives and then repaid to PICO Rwanda.

#### Impact:

With micro-financing support, PICO Rwanda can pursue its goal of helping people help themselves by securing the funding necessary for sustainable economic development among its cooperatives. PICO's understanding of the needs and resources of each cooperative reduces risk and increases impact, because PICO Rwanda can guide the use and repayment of the loans with more care and accuracy than a traditional micro finance institution.

#### Crowdfunding:

A crowdfunding campaign on an online platform, such as Kickstarter.com or Omaze.com, have the potential to generate the seed funds to develop PICO Microfinance. Crowdfunding websites provide an opportunity for individuals from across the globe to make a contribution of any size help fund a specific project. With a simple and well-run crowdfunding campaign on one of these websites, PICO could benefit from the same global community that has helped to start many tech companies and nonprofits alike. A campaign can be created in just minutes using the available information on the PICO website, combined with the media content created by the fellows. I would recommend starting with omaze.com, because this site is typically more associated with Non-profit organizations, which means the user base is more likely to contribute to a PICO campaign.

## 4. PICO Coffee

### PICO Coffee: Action Plan

#### 1. Identify key partners

- Coffee processors
- Business operations team
- Existing Coffee farmers within existing cooperatives

#### 3. Develop necessary infrastructure

- Network of growers
- Transportation team to collect from growers
- Partnership with processing center
- Develop core business team to manage PICO coffee

#### 2. Market Analysis

- Volume, Pricing, Specific markets
- Begin by analyzing interest among PICO (US) members
  - Low customer acquisition cost due to existing vested interest in PICO's success.
  - Utilize networks to expand customer base without incurring heavy marketing costs.

#### The Initiative:

This initiative creates and develops a social enterprise to generate revenue for ongoing PICO Rwanda operations, reducing dependency on foreign donations and providing opportunities for development. Pastor John has a vast network to create and sell PICO Coffee in the United States using the PICO (USA) network. PICO Coffee focuses on the sustainable development of rural communities in Rwanda. Coffee beans would be purchased from its cooperative members who already grow coffee, transported by cooperative members to Kigali where it can be processed and packaged, and then sent to a distribution center in the US.

#### Impact:

In addition to reducing PICO Rwanda's dependency on foreign donations, PICO Coffee provides empowerment opportunities for cooperative members. Coffee growers, transportation staff, and business administration positions provide opportunities for personal and professional growth for PICO beneficiaries with a wide range of skill levels, and educational backgrounds.