



Miller Center

for Social Entrepreneurship

Name of Social Enterprise: [PICO-International/Rwanda](#)

Mission Statement: PICO-Rwanda believes that lasting improvements are dependent upon Rwandans working side-by-side, developing capacity as they take on critical community needs. We envision a future Rwanda where Rwandans are equipped with the skills to solve any and all problems they face.

International Headquarters: Oakland, California

Local Headquarters: Kigali, Rwanda

Location(s) of Research: Rwanda

Background: PICO is the institutional home for community organizations in the United States, Rwanda, Central America, and Haiti that train grassroots leaders. Miller Center partners with PICO to integrate community organizing and social entrepreneurship strategies PICO-Rwanda is located in Kigali at [Centre Christus](#) (a Jesuit social ministry center), a leadership training facility.

The Challenge: In 2018, Miller Center collaborated with PICO-Rwanda to provide community enterprise development workshops, using human-centered design thinking to foster business planning. See [2018 portfolio](#). This was done with several community groups in rural and urban Rwanda, who created oral plans for community-serving social enterprises. To build upon this, PICO-Rwanda has asked for action research to translate these into written plans, and to identify microfinance sources.

Action Research Products:

1. Work closely with several PICO community coops to formalize business plans into written form, in English and Kinyarwanda.
2. Develop strategies that use these written business plans to raise start up funding for these community-serving social enterprises.

Student Skills Needed: social science interviewing, business writing, writing skills, financial planning skills, excel.

Keywords: community organizing, business plans, microfinance, crowd funding, community development.