



Building the bridge begins with a student...

BRIDGE<sup>2</sup>  
R W A N D A

## The Opportunity

We believe that leadership matters and that a small group of dedicated, Jesus-centered, entrepreneurial leaders can change the world. We are committed to creating a demonstration in Rwanda of leadership development and business as mission that has the power to transform Rwanda and Africa.

Africa needs success stories and Rwanda is emerging as the continent's most promising model of hope and economic development. Inspired by Asia's successful emerging economies, Rwanda is committed to developing a high-growth free market economy by aggressively pursuing two interrelated goals – attracting international investors and educating the next generation, including sending some of their best students to study abroad.

Bridge2Rwanda was formed in 2007 to help expand Rwanda's global network of friends and to encourage and facilitate investment in the country. In 2009, President Paul Kagame asked B2R to develop a program to "burst the bottlenecks" that prevent Rwanda's best students from winning scholarships to study abroad. Many of the most talented students were having difficulty competing for international scholarships. They lacked experience in taking standardized English-proficiency and admission tests, as well as completing the college application process. In response, B2R Scholars was launched in 2011.

## The Mission

Bridge2Rwanda is a Kingdom enterprise dedicated to building a bridge to Rwanda and transforming lives at both ends. Its mission is to prepare the next generation for extraordinary lives as entrepreneurial servant leaders modeled after Jesus. B2R promotes entrepreneurship as a divine mission that can transform lives and expand God's Kingdom. [www.bridge2rwanda.org](http://www.bridge2rwanda.org)

## The Strategy

**BRIDGE2**  
R W A N D A



**Identify**  
the most talented  
& promising

**Prepare**  
to compete  
& succeed

**Connect**  
with a lifelong  
network of friends

**Create**  
jobs &  
opportunity

Identify. Prepare. Connect. Create.

B2R Scholars is a rigorous program that identifies and prepares Rwanda's most talented and promising students to compete for international scholarships to universities in the U.S. and around the world. Once connected to a university, the students are introduced to local host families, churches and internship opportunities. The goal is not only to prepare B2R Scholars to succeed as international students, but to live with purpose as representatives and future leaders of Rwanda.

## Identify the most talented and promising

B2R Scholars works with Rwanda's top high schools and the Rwanda Ministry of Education to identify the nation's top performing students from each year's pool of over 25,000 graduating seniors. Applicants are required to provide high school records, an English-proficiency test score and a written essay. Selected students are then invited for personal interviews. The selection criterion includes:

- Excellent academic records and a proven work ethic
- Exceptional leadership skills and a desire to serve
- Ability to articulate a clear vision for their future and the future of their country
- Outstanding recommendations from their high school
- Adequate English skills - minimum of 500 on pre-TOEFL test
- Involvement in extracurricular activities

Class of 2011 (inaugural class) - 17 students selected from over 70 applicants  
Class of 2012 - 28 students selected from over 350 applicants.

## Prepare to compete and succeed

**Leadership & Teachers** - The B2R Scholars program was created by a dedicated team of faith-motivated professionals, committed to continual improvement and growth.

- Anna Reed – Executive Director of B2R Scholars
- Richard Siegler – Academic Director
- Mary Claire Frazier – Head Teacher for ESL/TOEFL and spiritual development
- Blayne Sharpe - Managing Director of Operations for facilities and support



Anna Reed



The program employs several part-time faculty members to teach selected classes. In addition, volunteers serve as academic tutors and mentors for individual students.

**Facilities & Resources** - The Scholars meet at the B2R Training Center located in office space provided by the Rwanda Development Board, a government agency. The center includes two computer labs with a total of 50 online workstations. Classrooms are furnished with white boards, projectors, pull-down screens and ample sound equipment for listening exercises. Kaplan, the world leader in test preparation, has donated test prep books, CDs and other teaching materials to equip B2R to offer test preparation classes for the TOEFL, SAT, GRE and GMAT exams.

**Schedule & Curriculum** - The program operates from March through September and meets Monday through Friday beginning at 10 am. After a 2-3 hour morning class, the students are served a free lunch - which is then followed by an additional 3-4 hours of independent study. The program addresses five primary areas:

- **Academic Preparation:** Interactive classes focus on TOEFL and SAT test preparation and improving English language, reading comprehension and writing skills. Individual coaching is provided to strengthen test-taking skills and overall academic performance. Students sit for their TOEFL and SAT exams in August and October. Exams can be retaken in November.

The inaugural class achieved impressive results with a median TOEFL score of **593**  
All students scored above the **550** minimum TOEFL required by most U.S. universities  
The median SAT score was **1610** (the U.S. average is 1500)

- **Spiritual Development:** Scholars are encouraged to be Jesus-centered, purpose-driven and to live a life of meaning. Readings and discussions include *Lead Like Jesus* by Ken Blanchard and *Explore* and *College Ready* by Robert Lewis. Activities include Bible studies, group activities and individual mentoring.
- **College Counseling:** Individual tutoring and guidance help students navigate the U.S. university application process. From October through January, Scholars complete complete applications, which they then submit to ten or more U.S. universities for admission the following fall.
- **Servant Leadership and Entrepreneurship Training:** Classes focus on developing the heart of a servant, leadership skills, an entrepreneurial mindset and character strengthened by love, faith and hope. The Scholars study *Seven Habits of Highly Effective People* by Stephen Covey. Entrepreneurship is taught using *Who Owns the Ice House?* by Clifton Taulbert and Gary Schoeniger.
- **Community Service:** Student-initiated projects teach Scholars the value of serving. The students arrange and implement service projects, which address a community need they care about. They are required to serve at least six hours per month.

**Graduate Scholars Program** - This fall, B2R began offering a four-month program to prepare Rwandan and African college graduates to take the TOEFL, GRE and GMAT tests in order to compete for admission and scholarships to graduate schools in the U.S. and around the world.



# Connect with a lifelong network of friends

Each B2R Scholar is prepared and encouraged to become a “bridge to Rwanda” by gathering a lifelong network of friends everywhere they go in America - at the universities where they earn their degrees, with the host families who care for them, at the churches they attend and in the business communities where they intern.

**Universities** - The results of the inaugural 2011 B2R Scholars class were extraordinary – 15 students were awarded scholarships with a total value of more than \$2 million over four years. The Scholars were admitted to a number of quality universities in the U.S., U.K. and France:



**Host Families** - Each B2R Scholar is connected with a number of local U.S. host families. The role of host families is to welcome students into their homes during school breaks and to create opportunities for them to broaden their network of friends and experience America. Host families also provide and help raise financial support for their Scholars.

For the inaugural class, host families have already committed over \$200,000 of private financial support over four years.



**Career Planning, Internships & Job Placement** - B2R Scholars plan their academic and professional careers with an eye on the African marketplace. Students are encouraged to understand their God-given talents and discover their divine calling. B2R will connect its Scholars to internships in the U.S. and the best jobs and entrepreneurial opportunities in Rwanda. Some of the opportunities will be with companies that B2R is helping to create.

## Create jobs and opportunity

B2R is committed to building successful businesses in Rwanda that make a profit, create jobs, deliver a positive social impact and hold up Jesus in everything they do. Rwanda is an ideal place to demonstrate the transformational power of business as a divine mission. It is becoming one of Africa's most promising emerging economies – an "African Lion"- by fostering entrepreneurship, encouraging private enterprise and attracting foreign direct investment. Foreign investors are valued because in addition to investment capital, they bring management talent, industry expertise, training, technology, competitive standards and access to global markets and networks.

**B2R Services Ltd.** was formed to facilitate foreign investment and to build human capacity in Rwanda. It is a Rwandan for-profit corporation that is wholly-owned by and fulfills the charitable mission of Bridge2Rwanda, Inc, U.S. nonprofit corporation. B2R Services operates three divisions:

- **B2R Training Center** - Dedicated to offering results-driven training programs, B2R prepares Rwandans to compete academically and professionally at an international level. Using training materials provided by Kaplan, the center has prepared 115 students over the last 18 months for TOEFL, SAT, GRE and GMAT exams. In partnership with Training The Street and JPMorgan Chase, B2R has provided financial analysts training for over 110 Rwandan financial professionals employed by over 30 private sector and government entities.  
[www.b2rtrainingcenter.com](http://www.b2rtrainingcenter.com)
- **B2R Accounting Services** - Launched summer 2012, B2R provides outsourced accounting and administrative services to admired enterprises like Rwanda Trading Company, Musanze Opportunity Center and HisChase Foundation. An accounting internship program offers six months of practical training for outstanding accounting graduates.
- **Business Advisory Services** - Building a successful business is hard work, but it is particularly challenging in a developing country. B2R has been working in Rwanda for many years and has acquired extensive market experience, a dense network of friends and a reputation of getting things done.



Tom Allen, Clay Parker, Dan Larson, Phillip Mulari, Anna Reed, Blayne Sharpe & Sosthene Ndayisaba

**Poultry Industry** - For the last 3 years, Tyson Foods has been providing technical advice to Ikiraro Farm, a commercial egg producer in Rwanda owned by Tom Phillips of Memphis, TN. Tyson is now helping B2R develop plans to build a commercial feed mill, model farm and additional poultry businesses.

**Product Sales & Distribution** - The goal of this business is to establish a nationwide distribution network at the base of the pyramid (BOP) for a variety of products. B2R will partner with a distributor of fuel-efficient cook stoves and Urwego Opportunity Bank, which has extensive market knowledge of Rwanda's BOP and can offer product financing.

**Biomedical Equipment Services** - The lack of reliable maintenance and repair services for medical equipment presents a significant challenge to healthcare in Africa. B2R is developing plans to build a private, for-profit provider of these services for East and Central Africa in collaboration with TriMedX (Indianapolis), an industry leader in biomedical equipment services.

**Hotel Management** - Hospitality is Rwanda's fastest growing industry and the largest generator of foreign currency into the country. Southern Hospitality Services, a successful hotel management company from Alabama, and B2R are developing plans to offer management services to small- and medium-size hotel owners in Rwanda.

## Time to grow - three year plan

The work at B2R Scholars and B2R Services has really just begun, but recent results have been excellent and very encouraging. B2R is well positioned to grow and significantly increase its impact in Rwanda and the region. Over the next three years, B2R's specific objectives are:

- Increase the placement of B2R Scholars at U.S. universities to 50 or more a year (15 undergraduates were placed from the 2011 class. The current class has 28 and a new graduate class has 17).
- Make B2R Services financially sustainable and expand B2R's portfolio of Kingdom enterprises by successfully launching the four incubated businesses.
- Establish programs that offer the B2R Scholars career planning, internships and, upon graduation, good jobs and entrepreneurial opportunities in Rwanda.

To achieve these goals, B2R is launching a drive to raise commitments of \$1,550,000 to fund its growth over the next three years.

	Total	B2R Scholars	B2R Services
2012	\$450,000	\$325,000	\$125,000
2013	\$550,000	\$475,000	\$ 75,000
2014	\$550,000	\$550,000	\$ - 0 -

With your help, B2R can create a demonstration in Rwanda of leadership development and business as mission that has the power to transform Rwanda and Africa. Together, we can raise up a generation of Jesus-centered entrepreneurs equipped to expand the Kingdom and change the world.

Dale Dawson  
Founder & CEO

# ISOKO

I N S T I T U T E

In 2011, with encouragement from President Paul Kagame and his Presidential Advisory Council, B2R launched ISOKO Institute, a free market think tank to promote entrepreneurship and private enterprise to build strong societies across Africa. [www.isoko-institute.org](http://www.isoko-institute.org)

Over the last ten years, Rwanda has become a model of effective nation-building in Africa. While based in Kigali, ISOKO is charged with highlighting and encouraging private sector developments across all of Africa. ISOKO's primary research themes are:

- Entrepreneurship offers the opportunity to deliver significant economic, social and spiritual impact
- Africa is the last frontier with the potential to become a major global market
- Government's highest role is to create an environment for private initiatives to flourish and grow

ISOKO Institute is led by Jay Hein, former Director of White House Office of Faith-based and Community Initiatives under President George W. Bush. As a results-driven think tank committed to converting ideas into action, ISOKO operates independently from B2R. However, its research themes complement the B2R Scholars by promoting the growth of foreign direct investment and entrepreneurship among Africa's next generation.



Dale Dawson, Rwandan President Paul Kagame, Jay Hein & Michael Fairbanks  
launching ISOKO Institute in NYC in September 2011



# Rwanda Presidential Scholars

*(The First Rwanda Scholars Program)*

In 2006, to increase the number of students studying in the U.S., the Rwandan government initiated the Rwanda Presidential Scholars Program (RPS) in partnership with a group of U.S. universities, including Oklahoma Christian University, Hendrix College, California Baptist University and William Penn University. Subsequently, Hendrix assembled a consortium, including 18 schools and the Clinton Foundation, to support the program. Under the RPS Program today, the U.S. schools provide full tuition scholarships for four years of undergraduate studies to a limited number of Rwanda's top math and science high school graduates. The Rwandan government pays all non-tuition costs, including room and board, insurance, books, travel, ESL training and other expenses. After completing their studies, the students are required to return to Rwanda to work for five years.

The RPS Program has been an overwhelming success. Under the program, 323 Rwandan Presidential Scholars have attended 21 U.S. colleges and universities. The students' academic performance has been outstanding and all of the U.S. schools have praised the Rwandan students for their positive contribution. B2R has been supporting the RPS Program since 2007 through our board members David Knight (Hendrix College Board Chair) and Tim Cloyd (Hendrix President). The Hendrix consortium has become the largest provider of RPS scholarships. B2R supports RPS students with career planning and helping them find internships in the U.S. and opportunities when they return to Rwanda.

The only drawback of the RPS Program is the significant financial burden it places on the Rwandan government. As a result of these financial restraints, the number of RPS scholarships will remain limited (only 50 scholarships were awarded in 2012 compared to 92 in 2009).



*B2R Scholars builds upon and compliments the success of the Rwanda Presidential Scholars. The most significant difference between the two programs is that B2R Scholars does not require any direct funding from the Rwandan government. As a result, its growth is only limited by the ability to identify and prepare qualified students and to find receptive universities and host families.*

# Rwanda Scholars

(Bridge2Rwanda Scholars & Rwanda Presidential Scholars)

College	Year Started/Year to Graduate							Total		
	2006 2010	2007 2011	2008 2012	2009 2013	2010 2014	2011 2015	2012 2016			
<b>Rwandan Presidential Scholars</b>										
Oklahoma Christian University	Oklahoma	OK								
Undergraduate	10	10	10	10	10	7	7	64		
Graduate	-	1	-	11	10	7	8	37		
Total Oklahoma Christian	10	11	10	21	20	14	15	101		
<b>Hendrix Consortium</b>										
Belhaven University	Jackson	MS	-	-	-	2	2	4		
Birmingham - Southern College	Birmingham	AL	-	-	2	-	-	2		
Harding College	Searcy	AR	-	-	4	4	-	10		
Henderson State University	Arkadelphia	AR	-	-	-	6	-	6		
Hendrix College	Conway	AR	-	4	6	10	4	34		
Lyon College	Batesville	AR	-	-	-	2	1	4		
Millsaps College	Jackson	MS	-	-	-	-	2	4		
Morehouse College	Atlanta	GA	-	-	-	-	2	4		
Ouchita Baptist University	Arkadelphia	AR	-	-	1	-	-	2		
Philander Smith College	Little Rock	AR	-	-	2	2	2	8		
Southwestern University	Georgetown	TX	-	-	-	2	-	2		
Spelman College	Atlanta	GA	-	-	-	-	3	7		
University of Arkansas	Fayetteville	AR	-	-	-	10	-	10		
University of Arkansas at Little Rock	Little Rock	AR	-	-	10	10	2	27		
University of Central Arkansas	Conway	AR	-	-	-	-	3	8		
University of the South	Sewanee	TN	-	-	-	2	1	6		
Washington and Lee University	Lexington	VA	-	-	-	-	2	4		
Wofford College	Spartanburg	SC	-	-	2	2	2	10		
Total Hendrix Consortium			-	4	25	52	30	18	23	152
California Baptist University	Riverside	CA	-	-	12	19	16	7	7	61
William Penn College	Oskaloosa	IA	-	-	4	-	-	-	5	9
Total Rwandan Presidential Scholars (RPS)			10	15	51	92	66	39	50	323
<b>B2R Scholars</b>										
Abilene Christian University	Abilene	TX	-	-	-	-	-	4	4	
U.S. Coast Guard Academy	New London	CT	-	-	-	-	-	1	1	
University of Rochester	Rochester	NY	-	-	-	-	-	1	1	
University of Pennsylvania	Philadelphia	PA	-	-	-	-	-	1	1	
Haverford College	Haverford	PA	-	-	-	-	-	1	1	
La Roche College	Pittsburgh	PA	-	-	-	-	-	1	1	
Letourneau University	Longview	TX	-	-	-	-	-	1	1	
North Central College	Chicago	IL	-	-	-	-	-	1	1	
Northwestern University	Evanston	IL	-	-	-	-	-	1	1	
Grinnell University	Grinnell	IA	-	-	-	-	-	1	1	
California Baptist University	Riverside	CA	-	-	-	-	-	1	1	
London School of Commerce	London	UK	-	-	-	-	-	1	1	
Universite de Franche-Comte	France	FR	-	-	-	-	-	1	1	
University of Arkansas at Fort Smith	Fort Smith	AR	-	-	-	-	-	1	1	
University of Arkansas at Little Rock	Little Rock	AR	-	-	2	-	-	-	2	
Total B2R Scholars			-	-	2	-	-	-	17	19
Total B2R Scholars and RPS			10	15	53	92	66	39	67	342