Creating a Bigger Future in Rwanda

An important entrepreneurial opportunity

Announcing a unique opportunity to use your leadership and business skills to help build the future of Rwanda, one entrepreneur at a time.
This is a very exciting time in the history of Rwanda, and we invite you to join us in our work with its leading entrepreneurs.

Thank you for your interest in GRDP’s Bigger Future program. This is a very exciting time in the history of Rwanda, and our work with many of its leading business owners is helping to strengthen its foundation for growth.

We believe that if we can inspire and strengthen the capacity and capabilities of entrepreneurs in Rwanda, we can build a sustainable community of leaders that will have a positive effect on that country, its economy, and its future for years to come.

The Bigger Future program is designed around a series of quarterly workshops and direct relationships with experienced entrepreneurs. The Rwandan entrepreneurs sign up for a program of four workshops per year for two years. The workshop curriculum includes valuable tools and concepts from our partner, The Strategic Coach®. Through the workshop they will gain important strategic planning experience, develop practical business skills, and build their personal and professional network.

Each quarterly workshop includes several experienced entrepreneurs or executives from outside of Rwanda, generally from North America and Europe. These executives play an important role in the workshop and will often build strong connections with a few Rwandan entrepreneurs that will become opportunities to mentor, coach, and develop into personal relationships.

In this overview packet you can read about the country of Rwanda, review a typical travel itinerary, and get answers to many of your questions about what to expect from a Bigger Future trip. If you have a successful business, can articulate your unique business process, and are eager to get personally involved in the life and economy of Rwanda, we invite you to contact us.

For more information about GRDP, please visit our website at www.grdpartners.org.
Rwanda is a verdant country in the Great Lakes region of East Africa, with majestic mountain peaks and rolling hills and dotted with rivers and lakes. The high altitude jungle of the Virunga volcanoes in the north of Rwanda is home to many of the last remaining mountain gorillas in the world, and a trek in the footsteps of Diana Fossey to visit one of the gorilla families is an important part of anyone’s first trip to Rwanda.

Along the west border of Rwanda lies Lake Kivu, an enormous body of water teeming with fish and ringed with beautiful freshwater beaches. In the southwest is the famed Nyungwe Forest with the largest montane rainforest in the region and home to 20% of the primates in Africa. And finally to the east is the National Game Park where visitors can see many of the large African animals.

The capital of Rwanda is Kigali, a modern city that is benefiting from significant investment. Office buildings, new residential neighborhoods and international hotels are springing up all over town, and the culinary scene of new restaurants and outdoor cafes has never been better. A new international airport is under construction and many of the roads are being upgraded to accommodate the anticipated increase in traffic.

One of Rwanda’s goals is to increase access to high-speed Internet throughout the country, and Kigali now enjoys wireless access anywhere in the city. Fiber optic cables have been stretched all across the rural provinces of Rwanda in expectation that communication and availability of online education will accelerate Rwanda’s progress.

The country of Rwanda is often thought of as synonymous with the horrific genocide of 1994. It was a time of violence of historical proportions, and the country will never forget its history. But Rwanda is also committed to moving past its history, and reconciliation efforts continue. Today you can hear the phrase, “We are all Rwandans” and “Never Again” as authentic symbols of a country that is healing and moving towards a new future. To see Rwanda today and reflect on what it was like less than 20 years ago is to marvel at their resilience and resolve.

Today Rwanda is safe and secure. In fact, some say that Rwanda is the safest country in all of Africa. Tourists are warmly welcomed and investors are embraced. It’s a country that is committed to being the first African country to move from poor to middle-income status in one generation, and they are looking for partners and friends to help them achieve that vision.
Introduction and Immersion

We start your week with an orientation to the recent history of Rwanda. You will visit the Genocide Memorial Museum in Kigali, a comprehensive and emotional overview of the 1994 genocide. After a light lunch you will travel south of Kigali through the beautiful countryside to a small town called Nyamata, the site of a church where several thousand Rwandese were massacred. We will reflect and discuss what we saw and heard over dinner with a Rwandan leader involved in reconciliation efforts.

You will visit the offices and work sites of businesses involved in Bigger Future, experience Rwandese art and culture, and sample its fresh cuisine.

The Bigger Future Program

On Monday evening, Bigger Future members gather for an informal reception to meet you and to network with each other. The Year One workshop meets on Tuesday and the Master’s Program meets on Wednesday. On Thursday morning, we schedule a series of 45-minute one-on-one “speed dating” consulting sessions with many of the entrepreneurs. This offers you the opportunity to help diagnose specific challenges and apply your business insight directly to Rwandese businesses.

You will also have the opportunity to participate in the workshop sessions, including presenting a 45-60 minute module in an area of your expertise.

Mountain Gorillas

For those wishing to extend their trip an extra two days, we highly recommend an excursion to Virunga National Park for one of the greatest wildlife experiences on earth. Accompanied by an experienced tracker, you will trek for 1-4 hours through dense mountain jungle to spend an hour with a family of mountain gorillas, one of the most endangered species in the world. Less than 700 mountain gorillas are alive today, all located in this high mountainous region bordering Uganda and the DRC.

A side trip to Lake Kivu can be included in this excursion where you can stay at the beautiful Lake Kivu Serena Hotel.
ITINERARY

Our recommended way to get to Rwanda is through Brussels or Amsterdam via KLM or Brussels Air. Our program begins on Saturday night in Kigali, so we will ensure you arrive in one of the gateway European cities by early Saturday morning to catch the non-stop to Rwanda. A typical GRDP | Bigger Future trip begins in the United States on a Friday afternoon, arriving in Kigali by Saturday evening. A sample itinerary:

<table>
<thead>
<tr>
<th>United Airlines</th>
<th>UA972</th>
<th>Chicago to Brussels</th>
<th>Fri 6:00pm – Sat 8:20am</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brussels Air</td>
<td>SN465</td>
<td>Brussels to Kigali</td>
<td>Sat 10:40am – Sat 7:45pm</td>
</tr>
</tbody>
</table>

Upon arrival in Kigali, you will be met by Cyusa Leandre, GRDP’s Country Representative. He will transfer you to the Kigali Serena Hotel, an elegant international hotel in the center city. After checking in and enjoying a complimentary glass of fresh juice in the lobby, you will have the chance to freshen up before gathering together again for a light supper at the hotel. During supper we will introduce the entire team, review the itinerary for the week, and answer any questions.

The Serena Hotel offers many five-star amenities including a fitness club, spa, swimming pool, a business center, and two restaurants. You will enjoy its warm hospitality. [http://www.serenahotels.com/serenakigali/](http://www.serenahotels.com/serenakigali/)
If you are interested in joining us on an upcoming workshop trip, please download an application from our website and return it with a US$1,000 deposit. Applications and deposits need to be received at least 30 days prior to departure.

Within 30 days of departure you should visit your local travel center to get your yellow fever shot and review any other recommended vaccinations for other diseases such as malaria.

There will be pre-trip conference call two weeks before the trip to introduce the team, review the itinerary and answer any last-minute questions.

TRIP REQUIREMENTS AND RECOMMENDATIONS

The total cost for five nights in Kigali including hotel, all meals, transportation, cultural events, and in-country support is US$3,000. Air travel from the United States averages $2,200. The Mountain Gorilla excursion cost for two nights hotel, transportation, meals and the US$500 entrance fee to the national park is a surcharge of US$1,200.

GRDP can make recommendations on flights to Kigali, but travelers will be responsible for making their own flight arrangements. GRDP will take care of you from your point of arrival until departure from Rwanda.
Travel Tips

Temperature/Weather: The temperature in Rwanda is quite consistent at around 75 degrees during the day, dropping down to around 65 degrees at night. The mountains are cooler, and if you are planning to track gorillas, be sure to pack a light jacket.

Attire: For most meetings business casual is fine, but men should pack one suit and tie and women will need one business outfit. Jeans and a polo shirt are acceptable for sightseeing and informal meetings. I do not recommend wearing shorts outside of the hotels in Kigali; however, it seems perfectly acceptable outside of Kigali.

For gorilla trekking, please bring strong hiking boots and long lightweight pants (Gore-tex or breathable pants ideal). A good lightweight waterproof jacket over a T-shirt is appropriate, along with a hat. During the rainy season, the jungle will be muddy.

Medications: Please bring a good insect repellent (with active ingredient DEET). We recommend that you take malaria medication as prescribed by a doctor. We also recommend bringing Pepto-Bismol (not in liquid form). Bottled drinking water will be provided every day. Please see your doctor or travel office at your local hospital to consider vaccinations. The only shot that is required is yellow fever, and you should be sure to bring your yellow immunization card with you in case there is an unlikely breakout.

Currency and personal costs: The current exchange rate is 570Frw to the US $1. Although the Serena Hotel will take Visa and Amex, cash must be used most everywhere else. Bills must be no older than 2006 issue and $50 and $100 notes will get you the best exchange rate. Typical costs on items you may be interested in: a 250ml bottle of Coke costs around FRW500. Rwandan baskets range from $25-$50; jewelry from $5-$50. We will be taking you to a gallery that displays the work of local artists, with pricing in the $25-$200 range.

Luggage: Please remember that you are allowed two items of luggage on Brussels Airlines but they are very strict on weight (20kg/bag). You are not allowed to bring plastic bags into Rwanda, and if you bring ziploc bags you must take them back out of Rwanda with you. If you bring duty-free items in a plastic bag, you must take them out of the plastic bag on the plane and leave the plastic bag on the plane.

Communications: Wireless Internet service is available at the Serena. Most international cell phone roaming plans work here in Rwanda, and the cell connections are very good throughout the country. However, it is very expensive so we suggest checking with your provider on cost. Chicago is eight hours behind Kigali. There will be time in the schedule both morning and evening to communicate with the US.

Electronics: The power in Rwanda is 220 volts at 60 cycles. Most computer and cell phone chargers will work (but double-check that your devices have an input range from 100-240V). You will need plug adapters with the African two-pronged plugs on them. You can buy them at most travel shops and we have purchased them at the Brussels airport in the past.

Security: Security is good in Rwanda as a general rule, and there is very little violent crime. However, common sense should always be used. Protect wallets and passports as you normally would. All hotels have room safes. We recommend you leave your passports in the safe, but please carry a photocopy of your passport with you at all times.

Cultural/Schedule orientation: On the evening you arrive, you will be briefed on cultural do's and don'ts.

State Department: Before going to Rwanda, you may want to visit the U.S. Department of State’s website at travel.state.gov. On this site you can familiarize yourself with the country as well as entry requirements. It is also a good idea to register yourself in the Smart Traveler Enrollment Program (STEP): https://travelregistration.state.gov/ibrs/ui/
Preparing Yourself

We require that all visitors on a GRDP | Bigger Future trip familiarize themselves with the history of Rwanda, the roots of the genocide, and the basis for its current optimism.

We recommend reading A Thousand Hills by journalist Stephen Kinzer. It’s a gripping story of Rwanda’s genocide and the leadership of its current president, Paul Kagame.

The Bishop of Rwanda by John Rucyahana is a passionate account of efforts to balance justice, forgiveness and reconciliation in this post-genocide period.

Immaculee Ilibagiza was a survivor of the genocide, and her book Left To Tell is a harrowing but inspirational account of her experience and her faith.

Bigger Future 2011

The Bigger Future program includes four quarterly trips to Rwanda. The dates for 2011 are:

- January 8-13
- April 16-21
- August 5-11
- November 4-10

You should plan one extra day before and after these dates for travel. If you expect to visit the mountain gorillas, add two days to the end of the schedule.

Participant experiences

“For those of us who really like to build and transform and create, Rwanda is just absolutely sitting there, ready. Rwanda is saying don’t give us food, teach us how to fish, and they’re doing this from an entrepreneurial point of view.”

Danny O’Neil, owner
The Roasterie

“We thought we were going there to help some poor disenfranchised people but found we had more to learn from them.”

Amy Sailer, TV producer
Seeing is Believing

“Every time I go, I come back more enriched, I grow more than I ever expected, and anything I’ve ever done, I’ve received way more in return.”

Betty Schlachter, owner
Jones Bros. Jewelers
Rwanda was ranked the major reformer, jumping 76 places to 67th position out of 183 countries. Despite progress made to date, an estimated 56% of Rwandans still live below the poverty line, with about 37% classified as extremely poor. Furthermore, with a population growth of about 2.7% annually, Rwanda needs to achieve GDP growth of 8% per annum to make a significant dent in poverty. The economy is still dominated by low productivity subsistence agriculture that contributes over 36% of GDP, 80% of employment and 85% of exports.

Key labor market skills are also lacking—almost 75% of Rwanda’s labor force is unskilled and less than 10% of its working population is educated beyond primary level.

Rwanda’s long-term development goals are embedded in its Vision 2020 that seeks to transform Rwanda from a low-income agriculture-based economy to a knowledge-based, service-oriented economy by 2020. It envisages real growth of eight percent annually, to be achieved through: (i) deepening reforms, including in the business environment; (ii) investing in major infrastructure (power, transport, and ICT); (iii) increasing agricultural productivity; and (iv) investing in skills development needed for economic modernization.

The Government also recognizes the key role of the private sector in accelerating growth and reducing poverty, and is therefore looking for innovative ways to finance its development beyond traditional partners and instruments. It has accordingly been undertaking reforms to improve the business environment and reduce costs of doing business. In the Doing Business 2010 report, Rwanda was ranked the major reformer, jumping 76 places to 67th position out of 183 countries.

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Rwanda’s entrepreneurs are critical to providing the economic leadership to lift the country from its past and set it on a path for sustainable growth.

Would you like to be a part of that story?