A Year in Review

Elevating Achievements: FY23 Milestones

Acknowledgments

Financials
This document reports on B2P’s 2023 fiscal year (09/01/2022 - 08/31/2023)
We envision a world where poverty caused by rural isolation no longer exists.

We work with governments and isolated communities to create access to essential health care, education, and economic opportunities by building trail bridges over impassable rivers.
We’ve both had the privilege of leading tremendous growth and shifts within the organization, not the least of which is an unwavering commitment to a bold strategic plan. During our 2023 fiscal year, we made leaps and bounds in our strategy to not just build bridges, but support governments and other key stakeholders in their efforts to achieve safe access for rural communities at scale.

In Rwanda, we completed construction of almost all the bridges being studied as part of the randomized controlled trial, and look forward to the results of that study being published in 2025. The interim findings are already helping governments make more informed decisions about their investment priorities. 2023 marked the start of our shift from doer to enabler in Rwanda; we worked with the Government of Rwanda to develop the vision for a more government-led next phase of partnership.

Our Uganda team started designing a collaborative program with the Government of Uganda and Mount Elgon Labor-Based Training Center, a technical training center that develops capacity in the public and private sectors for planning, implementation, and maintenance of infrastructure.

In Ethiopia, we saw the completion of the first TRAIL Program bridges, built by the private sector with the support of B2P and our partners at Helvetas. The program secured more than $5 million from regional governments across four districts in Ethiopia - a huge success for our advocacy investments, a strong indication of how well technical assistance and trainings have positioned the government and private sector to deliver, and an acknowledgement of the compelling impact of safe access.
We also continued progress on Fika Map, a suite of AI tools for rural access planning, and saw our advocacy and strategic partnerships efforts coming to fruition with new opportunities in Kenya and Zambia.

And despite our new and exciting investments in creating an enabling environment to get bridges built by others (12 bridges supported by B2P, serving more than 230,000 people), we are still bridge builders at heart: in FY23 we constructed a record-breaking 76 program bridges, creating safe access for 246,000 people.

A big thank you to everyone who has worked alongside us: first and foremost to the communities we serve, who inspire us every day; every member of the B2P team who show time and again how passion and purpose are central to everything we do; the civil servants in government we work with who exemplify commitment to their rural citizens; our board for their strong stewardship and advocacy for B2P (we said a fond farewell to our outgoing board members Jan Tuchman and Carole Bionda and welcomed Jon Dale, Eric Mwangi, and Ibraheem Sanusi who have brought with them a breath of fresh air); our UK Trust for their quiet but unwavering support; and our funders big and small who make all this possible.

We are proud and honored to present our FY 2023 Annual Report to show you where we’ve been and more importantly, what that means for where we’re going. Stick with us on this impactful journey, because we’re here to change the world!

Regards,

Nivi Sharma
CEO

Jonathan Nash,
Board Chair
Strategic plans should be ambitious. In 2020, when the world changed and the bottom dropped out of our existing plan, we created a new strategic plan that was more than ambitious: it was a pivot we had been working toward for years, born from a revelation that we can’t do it alone. That a bridge-by-bridge approach, with B2P as the implementer, would do a lot of good but wouldn’t put even a dent in the global problem. The new plan leveraged our twenty years of experience in rural access to create systems change on a global scale, and determined three critical areas of work beyond bridge building: Advocacy, Evidence, and Technical Advisory.

As of 2023, in addition to breaking our annual bridge-building record, we made major strides in each of these key areas:

**Advocacy:**

In Rwanda, our strategic partnerships efforts led to the ideation of a new phase of government partnership geared toward long-term government ownership and stewardship of a rural access program, and the integration of trail bridges into the Feeder Roads Development Project.

In Uganda, we worked with partners across the sector to envision and initiative a new coalition approach to addressing rural access at scale.

In Ethiopia, our work with our partner Helvetas secured more than $5M in government commitments to rural access across the country.

Globally, we elevated the visibility of the rural access problem at key forums, including the International Conference on Sustainable Development and Autodesk University. We were also able to set the stage for emerging partnerships in new geographies across the continent.
**Evidence:**

Our 2023 fiscal year saw the last major construction push for bridges being studied in the Rwanda randomized controlled trial, and early results that suggest significant gains in agriculture for rural communities following trail bridge construction.

We worked with our research partners to make major progress with travel time and waterways models fundamental to Fika Map, and our ability to predict impact and bridge locations using remote sensing tools.

Our field team conducted over a thousand catchment surveys to better understand how trail bridge end-users move across not just communities but regions, and initiated a qualitative study on how gender influences transport challenges and decision-making in the rural context.

**Technical Assistance:**

Our engineering team piloted a new cost-effective stone arch bridge design that can accommodate heavy vehicles in addition to pedestrians, bicycles, and light motorized transport, expanding our portfolio of climate-smart and innovative design solutions to meet the unique needs of rural communities.

We conducted a record number of trainings with governments and vocational schools across our program countries, and invested significantly in training materials and planning tools to make it easy for governments to integrate rural access planning into broader transportation development plans.
<table>
<thead>
<tr>
<th>Bridges</th>
<th>People Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rwanda</td>
<td>70</td>
</tr>
<tr>
<td>Uganda</td>
<td>6</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>11</td>
</tr>
</tbody>
</table>

People Directly Served: 476,140
Total Bridges: 87
Elevating Achievements

Record-Breaking Bridge Building:
In our 2023 fiscal year, our staff completed a record-breaking 76 new bridges: 70 across 19 districts in Rwanda, with 5,492 meters of bridge serving at least 228,961 people, and 6 across Uganda’s Western Region, with 409 meters of bridge serving at least 17,443 people.

And Record-Breaking Bridges:
One of our key competencies is designing transportation infrastructure that is durable, easily replicable, cost-effective, and able to be constructed safely and efficiently in the most remote parts of the world. The Cyarera bridge in Rwanda’s Southern Province was first assessed in 2013, and ten years later, as our engineering capacity has continued to grow, it’s our longest-ever suspension bridge in Rwanda, at 150 meters.

Building Capacity for Scale:
FY2023 also meant the completion of the first bridges of the TRAIL Ethiopia program, in partnership with Helvetas. The first year of the program focused on planning, needs assessments, government partnerships, and training, leading to the Amhara regional government tendering private sector contracts for 11 bridges that span 1,020 meters and serve 229,736 people. Additionally, regional governments committed $5 million to build 70 bridges in the upcoming year.
Continental Scale:
When we launched our new strategic plan in 2020, we saw the need to go small to go big, reducing our number of country programs to focus on a new model for scaling rural access. We saw that strategy begin to come to fruition in FY2023, with real progress across the African continent.

In Uganda, we worked with a host of eight partners to envision the Transformative Rural Roads Coalition (TRRC), a creative and collaborative multi-stakeholder initiative to bring the right people and organizations together to tackle systems-level challenges in the national rural access network and transform transportation infrastructure in Uganda at scale. The anchor members represent a diverse and critical coalition of partners: Office of the Prime Minister, Ministry of Works and Transport, Ministry of Local Government, Ministry of Finance, Planning and Economic Development, National Planning Authority, Uganda Road Fund, Bridges to Prosperity, and Community Road Empowerment.

National Commitment to Rural Access:
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Dreaming Big:
Since our organization’s inception, we’ve known that data presents a major barrier to solving rural access on a global scale. Fika Map is our commitment to bridging the data equity gap by leveraging leading-edge technologies to map the least-mapped communities in the world, and create new ways to predict, validate, and plan for rural infrastructure. In FY2023 we made major progress toward our first launch, in addition to advancements in remote barrier and impact prediction, waterways detection, and travel time modeling.
**Our Gratitude**

**Board of Directors**
- Jonathan Nash - Chair
- Anne Maria Mahulo - Vice Chair
- Sue Dorsey - Treasurer
- Avery Bang
- Carole Bionda - Outgoing Secretary
- Ben Brahinksy
- Jon Dale
- Ken Frantz - Founder
- Eric Mwangi
- Sridhar Prasad
- Ibraheem Sanusi
- Jan Tuchman - Outgoing Chair

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- Robert Gillon
- Jane Kelly
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A to Z Impact
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Bangs-Russell Foundation
Bastion Life
Cisco Foundation
Dioraphte Foundation
ELMA Growth Foundation
GiveWell
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Isenberg Family Charitable Foundation
Millennium Challenge Corporation
Montpelier Foundation
Mulago Foundation
Pilot House Philanthropy
The Hunter Family Foundation
The Leona M. and Harry B. Helmsley Charitable Trust
The Support Network
The Trafigura Foundation

All contributions on this page were made in B2P’s 2023 fiscal year (09/01/2022 - 08/31/2023)
In-Kind Partners

All contributions on this page were made in B2P’s 2023 fiscal year (09/01/2022 – 08/31/2023)
Bridge Builder Circle members are a special network of philanthropic leaders who pledge three years of generous giving to help us continue our pursuit of a world free from isolation-caused poverty.

Allan Brayley
Andrew Hartmann
Benjamin Jablonski
David and Kassy VanMuyden
Hailey and Taylor Joren
Jason Hatcher

Jay Adams
Jeremy and Sarah Hunter
Justin Ramer
Rob and Karen Richardson
Robert Nardi
Seth Moore

All contributions on this page were made in B2P’s 2023 fiscal year (09/01/2022 – 08/31/2023)
SAFE ACCESS NETWORK

The Safe Access Network is a community of monthly donors who are combining forces to create connection for those living in rural isolation.

Aisling Hahessy
Alexandra Swanson
Ashley and Marc Byers
Birgitte Juncher Andersen
Carl Patterson
Cassandra Schnarr
Cortney and Travis Franklin
Damien Faure
Damon Speyer
Donald Beaulieu
Efrosini Drimoussis
Emilia Shaldjian
Garrett Behringer
Gina Kim
Google
Hannah Dryden
Hannah Riether
Jacqueline Shaldjian
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James Bowden
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Kiril Tzenov
Krystal Montgomery
Leo Andrew Fernandez
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Mortenson Construction
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Robyn Chaconas
Ruth Hurlburt
Ryan Wallace
Sridhar Prasad
Susan Parr
The Yamamoto Family
Timothy Lewis
Tommy MacCabe
Trista Chen
Victoria Barstow
William Rogers-Tizard
XBobiJo Meritt
Anonymous Household (4)
Individual, Family, and Organization Donors

American Council of Engineering Companies
Ben Brahinsky
Bill and Janet Ellenbogen
BNP Media
Bridge McDowell
Bruce Denton
Calico Fund
Carole Bionda
Cecilia Berardi
Colliers Engineering Foundation
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Daniel Tassin
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Hailey and Taylor Joren
Hanna Davidson
Hugh Rice and Mary Schaefer
Jacobs Engineering
Jacqueline Shaldjian
Jan Tuchman and Joe Rosta
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Joanne Posner-Mayer
John Armeni
John Nixon
Jon Dale
Kara Carpenter
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McLaren Engineering Group
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Michael Morroni
Mike Motil
Morning Star Lutheran Church
MTE Fund
Nathan Murdoch
Parsons Corporation
Paul Walker
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Robert Luemers
Sarah and John Finn
Scott and Judy McNary
Scott Lynn
Shuman Family Charitable Fund
Stantec
Hailey and Taylor Joren
The Brad and Annie Fund
The Ho Family
Thomas Higgins
Walter and Karen Eggers
Wayne Boggs Charitable Fund
Whitney Family Charitable Fund
WSP Foundation
Anonymous Households (5)

All contributions on this page were greater than $1,000, and made in B2P’s 2023 fiscal year (09/01/2022 - 08/31/2023)
## Statement of Financial Position

### ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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<tr>
<td>Current Assets</td>
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<tr>
<td>Property and Equipment</td>
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<tr>
<td>Noncurrent Assets</td>
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<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>$8,277,639</td>
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### LIABILITIES & NET ASSETS

<table>
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<tr>
<th>Description</th>
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<tr>
<td>Current Liabilities</td>
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<tr>
<td>Noncurrent Liabilities</td>
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<td><strong>TOTAL LIABILITIES</strong></td>
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<td>Net Assets Without Donor Restrictions</td>
<td>$1,808,699</td>
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<td>Net Assets With Donor Restrictions*</td>
<td>$4,570,123</td>
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<tr>
<td><strong>TOTAL NET ASSETS</strong></td>
<td>$6,378,822</td>
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<tr>
<td><strong>TOTAL LIABILITIES &amp; NET ASSETS</strong></td>
<td>$8,277,639</td>
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### FY23 CHANGE IN NET ASSETS

<table>
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<th>Amount</th>
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<tr>
<td>Beginning Net Assets</td>
<td>$7,071,455</td>
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<tr>
<td>Ending Net Assets</td>
<td>$6,378,822</td>
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*Funding from GiveWell and the Leona M. and Harry B. Helmsley Trust, recognized in FY22 but released in FY23
Revenue and Support

$10,379,451

- Individual & Grant Contribution 54%
- Corporate Partnerships 19%
- Government Contributions 15%
- In-Kind Contributions 11%
- Others 1%

Functional Expenses

$11,072,084

- Program 91%
- Administrative 3%
- Development 6%
We extend our sincere gratitude to Envision Rwanda and Robb Hohmann for their invaluable visual documentation, which allows us to showcase the resilience and fortitude of the communities we are privileged to serve to a global audience.

*Images of identifiable children (under 18 years old) always shared with expressed parental consent.*
Bridges to Prosperity (B2P) is a non-profit 501(c)3 organization which envisions a world where poverty caused by rural isolation no longer exists. As rural isolation is a root cause of poverty, B2P believes that connection is foundational to core health, educational, and livelihood outcomes. B2P has built bridges to better lives for over 1.5 million people globally.