



2007

ANNUAL REPORT

THEIR FIRST STEPS

OUR MISSION Trickle Up empowers people living on less than \$1 a day to take their first steps out of poverty, providing them with resources to build microenterprises for a better quality of life. In partnership with local organizations, we give very poor people business training and seed capital of \$100 to launch or expand a microenterprise, and savings support to build assets.

THE NEED One fifth of the world lives on \$1 a day or less. With so little to get by on, many families eat only one meal a day, children go to work instead of school and people cannot afford medicines for treatable illnesses. Start-up support for microenterprises is inaccessible to many people living in poverty, and saving is nearly impossible when every penny is needed for basic necessities. No matter how hard they work, many people see no end to the cycle of poverty — until Trickle Up.

OUR SOLUTION Trickle Up provides **business training** to microentrepreneurs who want to plan and build a sustainable livelihood. Our **seed capital grant** of \$100 is a risk-free financial kick-start to a microenterprise. We disperse capital as a grant, not a loan, because we want to enable people who cannot access other capital to initiate their own successes without the burden of debt.

Finally, **savings groups** give participants an ongoing pool of capital to reinvest in their microenterprises or to keep as a financial cushion against shocks such as bad weather or illness.

WHAT WOULD HAPPEN WITHOUT TRICKLE UP? Trickle Up is almost always the only external investor in the livelihoods of the very poor people we serve. Trickle Up participants are using their profits to send more children to school and improve their standard of living — adding protein to a diet, purchasing bed sheets, building a better roof, installing a sanitary latrine. Without Trickle Up, more than 10,000 people each year would continue to struggle with the challenges of living on less than \$1 a day. Trickle Up offers the financial hand-up people need to take their first steps out of extreme poverty.



Tiku Meskele of Gejagadamba, Ethiopia used her Trickle Up seed capital to purchase a cow and start a business selling butter. With her profits, she has been able to purchase better food for her five children and put iron sheeting on her roof to protect her home from bad weather.



< FRONT COVER: Bundibugyo, Uganda — As a woman, and as a person with a disability, Biira is representative of our focus on the poorest populations — people living on less than \$1 a day. Biira started a Trickle Up business tailoring and selling clothing when she was 22 years old. Like so many Trickle Up microentrepreneurs, she has found success running her own microenterprise, employing two people and paying the school fees for the children in her family.



OUR IMPACT

9 of 10
microenterprises succeed past the first year.

7 of 10
households increase their food intake.

5 of 10
households increase spending on education.

5 of 10
microentrepreneurs can better clothe their families.

*Based on data collected over a three-year period from 9,000 microentrepreneurs.

2007 ACCOMPLISHMENTS

11,141 microenterprises were launched with Trickle Up support.
55,705 family members benefited from the increased earnings of Trickle Up microentrepreneurs.

We completed a strategic plan that will guide Trickle Up through 2012. Page 3.

85% of Trickle Up businesses were led by women, exceeding our goal of 66%. Page 4.

We developed rigorous poverty measurement tools to demonstrate Trickle Up's impact. Page 5.

Our Mali office marked the formation of its 400th savings group, an important part of the sustainability of Trickle Up businesses. Page 6.

We opened a field office in Uganda, building on our successful field office presence in Mali and India. Page 7.

84 cents of every \$1 raised directly supported our program. Page 9.

Throughout this report, you will find links to our website where you can read more about our programs and strategic vision. www.trickleup.org

2007: A YEAR OF FOCUS AND GROWTH



The Wall Street Journal recently challenged nonprofits to tell their stories more fully and candidly. "It's been said that we expect too much of charities," Sally Beatty, the *Journal's* philanthropy columnist, wrote. "Perhaps the real problem is that we expect too little." She urged nonprofits to set high standards of transparency and accountability.

We agree. In this 2007 annual report, and in the additional annual report information we've added to our website, we are committed to giving you the facts that you need to inform your support of our work.

Of our many accomplishments in 2007, two stand out: **Trickle Up helped start or expand 11,141 businesses and enabled nearly 60,000 people** — Trickle Up microentrepreneurs and their families — **to take the first steps out of poverty.**

We completed a five-year strategic plan that will be our roadmap to a dramatic increase in our scale and impact, focused on serving people living on \$1 a day or less.

The most significant change in 2007 was our decision to concentrate our work in eight countries in Africa, Asia and Latin America. This will enable us to strengthen our partnerships with the local community agencies that deliver the Trickle Up program, decentralize program administration to our regional field offices, and improve efficiency. As a result, we discontinued Trickle Up's program in the United States, where we have helped more than 4,000 poor

people start or expand businesses since 1994. This was a difficult decision for our staff and board, but we concluded that returning to our roots as an organization focused on extreme poverty internationally was the best path to maximum impact.

Our financial condition remains strong. We take great pride in reporting that 84% of our 2007 budget went toward program-related expenses, a percentage that places Trickle Up among the most efficient nonprofits measured by rating agencies such as Charity Navigator.

Meeting a high standard of transparency and accountability also means acknowledging that events don't always go as we hope or plan. We faced one such challenge this year when we discovered that several of our local partner agencies in Mali had taken money from some of the microentrepreneurs and savings groups they had pledged to help. We have terminated these partner agencies, as well as added new controls and oversight procedures in all of the regions where we work.

In closing, we would like to share a comment from Rose Asia, a Trickle Up microentrepreneur in Uganda. As a single parent of six children, Rose struggled to meet the basic needs of her family. When Rose's children joined a rehabilitation program for street children, run by one of Trickle Up's local partners, Rose learned about the Trickle Up program and seized the opportunity to start a microenterprise. Now she has a successful business selling rice in the local market, and is able to feed her family, send her children to school and even save every week. When asked how she felt about her future, Rose said, "I look forward to tomorrow with a lot of courage."

Rose and the more than 11,000 other Trickle Up microentrepreneurs we served in 2007 inspire us every single day.


William M. Abrams, President


Wendy Gordon Rockefeller, Board Chair

A ROADMAP FOR THE FUTURE

This year, we completed an ambitious five-year plan to double the number of people we serve by 2012 and enhance the business services we offer. With donor support over this five-year period, Trickle Up will improve the lives of nearly 400,000 people worldwide, including microentrepreneurs and their families.

OUR FUTURE WILL BE DEFINED BY:

A single-minded focus on serving **people living on \$1 a day or less**, who face a high degree of vulnerability and are unable to access microcredit. Women and people with disabilities will be two primary focus populations.

Doubling our impact by helping to start or expand more than 23,000 businesses a year, improving the lives of more than 125,000 people, while reducing our average cost per business.

Increased impact and efficiency, concentrating our program on the **poorest areas of eight very poor countries** in four regions: West Africa (Mali, Burkina Faso), East Africa (Ethiopia, Uganda), Asia (India, Nepal) and Central America (Guatemala, Nicaragua).

Strong partnerships with more than 100 local agencies that efficiently and effectively deliver our program to their communities and strengthen their own capacity to serve the very poor.

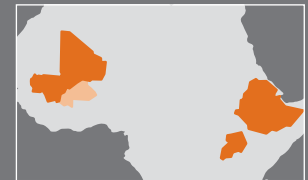
Three high-impact inputs: **business training, seed capital grants, and savings support** that help microentrepreneurs build assets and protect against the shocks of bad weather, illness or other setbacks that can threaten a business.

Effective **"monitoring and evaluation"** that enable us to demonstrate Trickle Up's impact. For example, a poverty assessment tool that provides an objective measurement of poverty, and an outcomes assessment tool that gives in-depth information on how microentrepreneurs' assets and empowerment change as they progress through the program.

A vibrant **"second steps"** program that helps microentrepreneurs gain sustainable access to microcredit or other capital for their business or family needs.

To view a comprehensive version of our Strategic Plan, visit trickleup.org/about/mission.html.

WHERE WE WORK



AFRICA

Burkina Faso, Ethiopia, Mali, and Uganda



ASIA

India and Nepal



LATIN AMERICA

Guatemala and Nicaragua

STRATEGIC PLAN HIGHLIGHT

SERVING WOMEN AND PEOPLE WITH DISABILITIES

Serving women and people with disabilities is a core part of Trickle Up's poverty targeting strategy. These populations are disproportionately represented among the world's poorest people, with women making up 70% of the world's poor, and 80% of all people with disabilities living in poverty. However, Trickle Up's 29 years of experience show that women and people with disabilities can be powerful engines of economic development in their communities.

Over the next five years, we will deepen our support of those most vulnerable to extreme poverty and economic exclusion. By 2012, 15% of all Trickle Up microenterprises will be led by people affected by disabilities. More than two-thirds of the microenterprises we support will be led by women.



"I have learned to leave behind my fears. We learned that as women we are all the same and we all have value. Women are the first to wake and the last to sleep, and now we value what we contribute."

— Trickle Up microentrepreneur, La Dalia, Nicaragua

POVERTY TARGETING A REPORT FROM NICARAGUA

In Nicaragua, the second poorest country in Central America, the majority of people with disabilities are economically dependent on a family member. Those without familial support frequently live in extreme poverty and, like people with disabilities around the world, are underserved by microfinance institutions.

To help deliver microenterprise support to vulnerable populations in Nicaragua this year, Trickle Up partnered with Fundación Solidez, a local organization committed to improving quality of life and protecting the rights of poor women with disabilities. In addition to receiving Trickle Up seed capital and business training, microentrepreneurs learned vocational skills and attended workshops on self-esteem and advocacy issues related to living with disabilities.

In 2007, more than 200 Nicaraguan women with disabilities started Trickle Up microenterprises for financial independence, bringing about major improvements in their own lives. Women consistently use their profits to improve the nutrition, education, and health care of their children first. With microenterprise ownership, people with disabilities can also decrease their dependency on family members and become valued, empowered contributors to household income.

Through innovative partnerships with organizations like Fundación Solidez, Trickle Up served nearly 1,000 people with disabilities and more than 9,000 women in 2007.



STRATEGIC PLAN HIGHLIGHT

MEASURING OUR IMPACT

Serving the extreme poor effectively requires tracking more than business earnings. In 2007, we began enhancing the ways we measure poverty and the effect of our program on people's lives — including changes in income, food security, health, education, and empowerment. We developed poverty measurement questionnaires in India, Uganda, and Mali to ensure that we reach our target population, and to see how participants progress over the \$1 a day line of extreme poverty. Our India and Uganda assessment tools were adapted from tools developed by the Grameen Foundation and the U.S. Agency for International Development. In Mali, where no such tool existed, we created one that we will share with other development organizations.

By 2009, we will have new, rigorous assessment tools in all of our eight countries, helping us respond to people's context-specific needs.

▶ To see a sample Poverty Assessment Tool, visit trickleup.org/ourwork/results.html.

MONITORING RESULTS A REPORT FROM INDIA

In villages like Dogerpara, India, there are few income-generating opportunities for tribal residents who live on infertile, government-owned land. Many people eke out a living through daily wage labor, or by fishing illegally and selling their catch at low prices.

Trickle Up responded this year by conducting a poverty appraisal in Dogerpara and other communities in West Bengal. We identified 300 women living in extreme poverty and provided them with training and start-up assets — goats and other animals — to launch livelihood activities that local markets would support.

In this comprehensive project, funded by the World Bank's Consultative Group to Assist the Poor, local staff visit microentrepreneurs weekly to monitor business growth. To

address other needs, a local health counselor gives nutrition guidance, refers women to medical clinics, and keeps records of immunizations and other health indicators.

All 300 women are now building sustainable livelihoods, saving regularly, and drinking safe water. Through careful monitoring over two years, we will ensure that each household has a profitable enterprise, fruit-bearing trees, a sanitary latrine, and can access loans for business expansion.

"I am more skilled than ever. I feel more secure because we have savings, good food, and can enroll our children in school."

— Raghuvir Singh, Trickle Up microentrepreneur in India

STRATEGIC PLAN HIGHLIGHT

SUPPORTING SAVINGS GROUPS

To enhance the sustainability of our impact, Trickle Up is working to integrate all microentrepreneurs into savings groups. These are self-governing groups that enable poor people to build capital, increase their financial management skills, gain social status, and become positive forces for grassroots development in their communities. Savings group funds may be used for essential household needs and medical emergencies, to expand a business, pay for school, or cushion against nature's shocks, which are destabilizing for the rural poor whose livelihoods depend on natural resources. Savings groups are also a powerful forum for people to share business knowledge and build solidarity.

By 2009, 100% of the people we serve will have a safe means to save.



TURNING \$100 INTO FINANCIAL SECURITY A REPORT FROM MALI

After years of intense drought, the people of Tintelout, Mali could not continue their nomadic way of life. Their primary livelihood activities — herding and trading animals — were no longer viable, and women in the community struggled to find new productive livelihood activities. Three years ago, Trickle Up began offering business training, seed capital of \$100, and savings support to women in the region.

In 2007, these microentrepreneurs proved that our work supporting savings initiatives pays off. Malian savings groups began making crucial investments in the well-being of their communities. In Tintelout, one savings group used \$3,000 of their three-year savings to purchase a windmill for the village, eliminating the burden of manual labor and increasing village crop production. Another group purchased rice in bulk to sell at a communal store, and provided mosquito nets to children under five years old to prevent malaria. All across northern Mali, Trickle Up savings groups are now offering loans to

fellow members for business expansion, and to outside community members in need of financial assistance.

In 2007, Trickle Up marked the formation of its 400th savings group in Mali. Nearly 12,000 Malian microentrepreneurs are now saving for the future.

▶ To watch a short documentary about our Mali program, visit trickleup.org.

“Poor people *can* save — even if only a few cents from their scarce income. We want to encourage a culture of savings and this has to start very early on.”

— Zerthun Tefera, founder of Siiqqee Women Development Association, a Trickle Up partner agency in Ethiopia

STRATEGIC PLAN HIGHLIGHT

WORKING WITH PARTNERS

Trickle Up is committed to grassroots poverty alleviation. Our success depends on regional field offices and partnerships with local organizations. Together, they allow us to tap into local knowledge and resources to build cost-efficient programs tailored to local needs.

In 2007, Trickle Up enhanced the community development initiatives of 113 local partner organizations around the world. Our partners provided seed capital, business training, and savings support to more than 11,000 microentrepreneurs while Trickle Up field offices closely monitored outcomes on the ground.

In 2008, we will increase the number of partner organizations with which we work. We will also establish a Latin America field office based in Guatemala. All Trickle Up programs will be managed locally, keeping the marginal cost of serving more people as low as possible.

“I save every month. Eventually, I’d like to take out a loan to open a small shop in the market. When you’re not selling on the streets, that means you have succeeded.”

— Frew Wube, Trickle Up microentrepreneur and candle maker in Addis Ababa, Ethiopia



GROWING FROM THE GROUND UP A REPORT FROM UGANDA

Uganda is among the poorest countries in the world, with an average life expectancy of 49 years. The tragic loss of human life caused by the HIV/AIDS pandemic in the country has taken a toll on rural farming communities, increasing food insecurity, migration, and the number of children living on the streets. Single women and those widowed by AIDS often face barriers to land ownership and access to capital to build livelihoods.

In 2007, Trickle Up opened a regional field office in Kampala, Uganda, to strengthen and expand our work in the region. The East Africa office will increase support to local partners and microentrepreneurs in Uganda and Ethiopia.

This year, the office focused on fortifying partnerships with organizations committed to helping rural women and

youth, including those affected by HIV/AIDS. Partnerships with agencies like Child Restoration Outreach, which helps families start businesses to keep their children off the streets, and Green Home Women’s Development Association, which trains women in sustainable agriculture, helped us provide comprehensive support to more than 800 individuals in the East Africa region.

East Africa partner agencies also developed locally-appropriate savings programs and credit strategies to ensure that every participant has access to financial services to grow her business after the Trickle Up program.

▶ Meet Trickle Up microentrepreneurs on our website at trickleup.org/entrepreneurs/profile.html.

2007 FINANCIAL REPORT

In fiscal year 2007, Trickle Up's total unrestricted operating income was \$5,053,576, an increase of 11% from 2006. As in the past, the bulk of our income (96%) came from contributions from private individuals, foundations, corporations and multilateral institutions. The increased income was primarily due to increased funds for operations in Africa and Asia. Members of the Trickle Up board contributed a total of \$1,328,504.

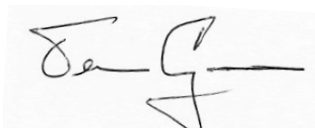
Total expenses were \$4,990,511. Of that total, direct program expenses were \$4,175,684 and accounted for 84% of our overall expenses. This ratio conforms to the nonprofit rating agency Charity Navigator's highest standard for organizational efficiency.

In addition to fulfilling our goal of enabling more than 11,000 people living in extreme poverty to build microenterprises, we have made strategic investments in regional field offices and increased program and fundraising capacity. As a result, Trickle Up is now well positioned to accelerate growth while reducing the average cost of funding Trickle Up business start-ups and expansions. Our long-range plan aims, by 2012, to increase total income by 85% while increasing the number of microentrepreneurs we serve by 165%.

In Fiscal Year 2007, our unrestricted operations produced a surplus of \$230,705. This result, representing less than 1% of operating income, indicates that we had sufficient resources to fund our operations and that we used available resources to their optimal capacity.

Trickle Up's assets total \$3,127,256, the majority of which is held as investments. Our current liabilities of \$337,345 remain low relative to the volume of overall financial activity.

Our financial statements have been audited by Lutz and Carr, Certified Public Accountants, LLP. A copy of our full financial statements is available upon request, or on our web site at www.trickleup.org/financials.



Terence Cryan, Treasurer and Chair, Finance Committee



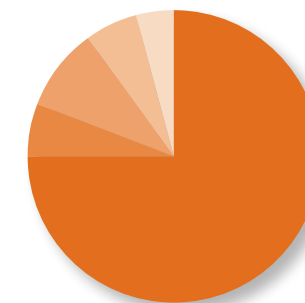
STATEMENT OF FINANCIAL POSITION

As of August 31, 2007

Assets	
Cash and cash equivalents	\$ 410,955
Pledges receivable	
Unrestricted	71,547
Restricted to future programs and periods	219,913
Receivables	25,859
Prepaid expenses and other current assets	64,578
Investments	2,131,010
Property and equipment, at cost, net of accumulated depreciation	178,289
Security deposit	<u>25,105</u>
Total Assets	\$ 3,127,256
Liabilities and Net Assets	
Liabilities	
Accounts payable and accrued expenses	\$ 176,399
Grants payable	15,736
Refundable advance	61,000
Deferred rent	65,724
Gift annuity payables	13,686
Security deposits payable	<u>4,800</u>
Total Liabilities	\$ 337,345
Net Assets	
Unrestricted	1,230,560
Temporarily restricted	663,961
Permanently restricted endowment	<u>895,390</u>
Total Net Assets	<u>2,789,911</u>
Total Liabilities and Net Assets	\$ 3,127,256

Sources of Revenue

- 75% Individuals
- 6% Foundations
- 9% Corporations
- 6% Government/Multilateral
- 4% Other



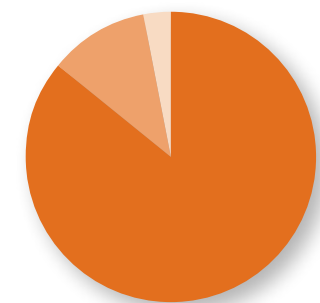
CHANGES IN UNRESTRICTED NET ASSETS

For the year ended August 31, 2007

Operating Support and Revenue	
Contributions	\$ 1,418,058
Government grants and contracts	23,141
Donated legal and advertising services	139,650
Fundraising event income, net of direct expenses of \$76,980	886,651
Net assets released from restriction	2,540,020
Interest income — operating accounts	21,658
Other income	<u>24,398</u>
Total Operating Support and Revenue	<u>5,053,576</u>
Expenses	
Program Services	
Grants and program Components	1,860,812
Public Education	315,539
Other Program Services	1,999,333
Total Program Services	4,175,684
Supporting Services	
Management and general	223,996
Fundraising	<u>590,831</u>
Total Supporting Services	<u>814,827</u>
Total Expenses	<u>4,990,511</u>
Change in Net Assets from Operating Activities	63,065
Non-Operating Investment Activity	
Net investment income	167,640
Increase (decrease) in net assets	<u>230,705</u>

Expenses

- 84% Program Services
- 12% Fundraising
- 4% Management & General



CONTRIBUTORS

Trickle Up is pleased to honor and acknowledge the generous individuals, foundations, and corporations that supported our work from September 1, 2006 through August 31, 2007. On behalf of the many men and women who took their first steps out of poverty in the past year thanks to the support of our donors, we are proud to recognize the following friends:

\$1,000,000+

David H. and Susan T. Russell

\$100,000+

Alan L. Brown
Richard M. and Elizabeth S. Cashin
Mrs. Reginald B. Collier
Consultative Group to Assist the Poor
Elton John AIDS Foundation
Emerging Markets Charity Benefit International Finance Corporation
Thomas S. and Suzanne C. Murphy
Skarlinec Engagement
Walter and Shannan Vines

\$50,000-\$99,999

Joselow Foundation
JPMorgan Chase Foundation
The Learning Annex
Zodiac Fund

\$25,000-\$49,999

Citigroup Foundation
Penelope Foley
David Larkin
Levitt Capital Management, LLC
Jacqueline Mahal and Benjamin Segal
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Pfizer, Inc.
Rite Aid Foundation
Wendy Gordon Rockefeller and Larry Rockefeller
Small Business Administration
Marc and Eva Stern
West Foundation

\$10,000-\$24,999

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\$5,000-\$9,999

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Bob Gerber
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The Malcolm Gibbs Foundation, Inc.
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BACK COVER: Nebaj, Guatemala — On average, each Trickle Up business improves the quality of life of five people, including the microentrepreneur and her children. In Guatemala, where 75% of the rural population lives on less than a \$1 a day, Trickle Up focuses on assisting widows and single mothers in the process of self-empowerment by helping them build sustainable livelihoods.



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