Join us in creating dignified jobs that raise people out of extreme poverty.

50,000 JOBS BY 2022
The **Uncertainty** of Living in **Extreme Poverty**

Jamuna was married at age 17 and lived for several years with her husband and their son in Shillong, India. During that time, Jamuna’s husband became physically and verbally abusive towards her. He would not allow her to leave the home and forced her to drop out of school. One day, she took her son and left, but she had no source of income.

With a son to feed and no reliable job, every day became a new challenge for Jamuna. She woke up each morning uncertain about how she would earn enough money to make it through another day.

This is extreme poverty.
769 million people on Earth live on less than $1.90 per day.

A third of them live in India.

The World Bank defines those earning less than $1.90 per day as living in extreme poverty. The hallmark of extreme poverty is uncertainty. A person living in extreme poverty struggles to feed herself every day. Employment is limited and inconsistent, and sometimes dangerous.
Since 2011, Upaya Social Ventures has been supporting entrepreneurs who are building businesses that can employ the poorest of the poor. We were founded 10 years ago with an inspiring, if daunting, vision - a world where even the poorest of the poor could break the cycle of poverty by earning a dignified and reliable living.

Our weapon against poverty is the inventiveness and perseverance of entrepreneurs who share this vision. By investing in and nurturing these entrepreneurs, Upaya helps build businesses that create long-lasting jobs that can pull families out of poverty. In the 10 years since Upaya was founded, we have turned this idea into a powerful job creation engine. It’s now time to grow and accelerate job creation for the poor.
In a bold determination to reach **50,000 cumulative jobs created by 2022**, Upaya’s three-year strategic plan is the framework by which we will more than double the portfolio of investments we created in the first 10 years.

Our key metric is the number of dignified jobs that have been created for the poor. **If our investments are successful but the jobs being created do not lift people out of extreme poverty, we have failed.**

### Strategic Plan

**2020 - 2022**

- Identify, accelerate & build a community of job creating companies
- Provide targeted investment, consulting support
- Build financial sustainability to support scalable job creation
Strategic Plan
Identify, accelerate & build a community of job creating companies

ACCELERATOR PROGRAM
The most fundamental element of our success rests on our ability to find scalable early-stage enterprises that can create at least 1,000 jobs within three years. In 2017, we launched an accelerator program to enhance our ability to source these companies and to be able to support more companies than we could or would invest in. This program has been a powerful success. Our accelerator has exponentially broadened our pipeline, giving us sharper perspective on the competitive advantages and disadvantages of potential companies. From 2020 -2022, we will:

1. Continue to run one accelerator per year, although we will opportunistically consider fully sponsored special accelerators.

2. We will establish more intentional strategic partnerships with co-investors and other social enterprise capacity builders. We have benefited from ad hoc and formal partnerships with Villgro, Beyond Capital, and Indian Impact Angel Network, among others.

COMMUNITY
Our active portfolio of investees, along with alumni from our accelerator programs, form the community of “Upaya Entrepreneurs.” A peer support community can create accountability and be a valued source of advice.

We know that this will not occur spontaneously. We are committed to creating regular communications and opportunities for personal interaction at least annually for all Upaya Entrepreneurs.
INVESTMENT & PORTFOLIO SEGMENTATION

In the next three years, we expect to invest in at least 25 additional companies in India, and at least as many companies sourced outside the accelerator as from the accelerator. The companies that align with our mission but are inappropriate for the accelerator are slightly more mature companies, but still very early stage.

We will remain focused on India because we believe that is the most effective way to reach our goal of 50,000 jobs created by 2022.

We expect to maintain a fixed $50,000 investment amount but we will experiment with financial instruments to increase the probability of a return with lower expense in a shorter time.

In 2020, we will structure a working capital facility that can be accessed by Upaya partners for immediate and short-term working capital needs.

NEW INVESTMENTS

- New Partners
- Cumulative Companies
FINANCIAL MANAGEMENT
From our earliest days we have seen that our partners struggle with **building the financial systems needed to provide accurate information**. Without this information, they cannot grow their companies sustainably. Unless the entrepreneur prioritizes this function, it will languish, leaving them with an incomplete picture of their company.

In 2021, we will explore launching a new for-profit company that provides shared financial management services on a fee basis to our portfolio.

The goal will be to make this company a self-sustaining subsidiary of Upaya. This new company would provide affordable financial services needed by early stage companies (tax, compliance, accounting) on a shared services basis. We imagine founding the company with current Upaya chartered accounting staff.

We will complete the business plan for this company by the end of 2020 and plan to launch in 2021, recognizing that it will likely need subsidy in the first year.

ELEVATE THE ONBOARDING PLAN
In addition to building out a more robust way to support our portfolio companies in financial management, we will formalize portfolio management with a more predictable onboarding plan for each company that includes:

1. **100 Day Operational Plan**
2. Financial Model built on the Upaya template
3. Customized Theory of Change within six months of partnership.

IMPACT MANAGEMENT (IM) ADVISORY SERVICES
In 2020, not only are we on-boarding more new partners, but we are also undertaking more onsite IM advisory work. Our goal is to make a robust IM system and associated training available to our partners in 2022. We will work to embed the capacity within the partner to independently monitor their social impact.
Upaya's own financial stability and replicable model are crucial for our ability to formulate and execute a winning strategy. Our financial sustainability rests on two pillars: the ability to reliably recover investment capital and the ability to build a diverse and committed community of donor support.

**FUNDING OUR INVESTMENTS**

In 2019, we launched our first Pool of Recoverable Grants, $1M to fuel our investments while potentially providing capital return to our funders, along with a 5% premium.

To meet our goal of 50,000 jobs within three years, we expect to launch Pool of Recoverable Grants II in 2021, with fundraising beginning in 2020.

This pool will be structured similarly but will require that participants also provide some funding for operational support.
Strategic Plan

Build financial sustainability to support scalable job creation

BUILDING DONOR SUPPORT FOR OPERATIONS

Upaya has made great strides in the past few years, moving from our bootstrapped beginnings to a more reliable donor base. However, we are still heavily reliant on a small group of generous donors.

In the next three years, we must leverage our increased visibility to build a fundraising program that is diversified across donor types (individuals, foundations, and corporate) and seasonality.

1. We will raise $2.5M in operational support beyond currently committed pledges of $900,000.

2. By the end of 2022, we will aim to fully fund the budget for each fiscal year by the end of the previous fiscal year.

FUNDING THE NEXT THREE YEARS

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<th>RAISED</th>
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<td>$900K</td>
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$900K raised so far
Our Track Record

- **18** investments made in early-stage businesses in India
- **42** companies accelerated through our accelerator program and portfolio
- **15,000** jobs created by the companies in our portfolio
- **$208** cost to create a job by the companies in our portfolio
Kate is a fierce believer that global poverty is not inevitable. For the past several years, she has held leadership positions in international development organizations providing financial services and access to higher education to millions of the world’s poorest citizens.

Kate holds a BA from Stanford University and an MBA from UCLA Anderson.

Amit is passionate about working with early stage social entrepreneurs who are trying to solve global development challenges through a market-based approach. Amit continues to work on his passion by acting as a mentor to number of early stage social entrepreneurs.

He holds a BE from R.V. College of Engineering in Mechanical Engineering and an MBA from Hult International Business School.

Sachi Shenoy has a decade of experience in developing social enterprises to meet the needs of the poor and ultra poor, designing and implementing field interventions, and conducting impact evaluations and investment advisory for a variety of organizations throughout Asia.

Sachi holds a B.A. in Economics and an M.B.A. in Finance and Entrepreneurship with High Honors from the University of Chicago.

Suman is a career relationship builder who works to raise awareness and expand financial support for nonprofits working in the US and abroad. Her past experience was in the transportation industry, where she built customer care teams from the ground up.

Suman holds a BS in International Management from Butler University and an MPA from the University of Washington.
Our Supporters

Peery Foundation

Open Road Alliance

Allen Blue
Co-Founder of LinkedIn

The Delta Fund

Montpelier Foundation
Our Impact

- **94%**
  - Average increase in jobholder household income

- **87%**
  - Of jobholders report their income is more stable than before

- **46%**
  - Of jobholders are regularly saving

- **41%**
  - Of jobholders were previously unemployed
“I am earning on my own and feeding myself.”

Jamuna learned about Upaya’s partner company, Maitri, through a neighbor who also works for the company. She signed up for training to become a childcare provider. Now she is proud to earn money to take care of her son, Anand, and dreams of sending him to school to become a doctor.
BECOME A FUNDING PARTNER
Upaya relies on the support of generous donors, foundations and corporations to help families lift themselves out of poverty through sustainable job creation. We can’t do this without you. Join us as we aim to create 50,000 jobs by 2022.

JOIN OUR POOL OF RECOVERABLE GRANTS II
Upaya has created an initiative that allows foundations and donor advised fund holders to provide restricted grants to be invested into our portfolio of companies. As Upaya experiences successful exits from the investments made from the pool, donors will receive their proportionate share of capital in return along with a modest premium.