ANNUAL REPORT 2019
IMAGO Global Grassroots
# Table of Contents

**Introduction**

Letter from Executive Director...............................3  
About IMAGO..........................................................4  
The IMAGO Way..........................................................5  
Who is IMAGO...........................................................6  

**The 2019 Year in Review**

Financial reports.........................................................9  
Time for IMAGO to scale.............................................12  
Client updates.............................................................14  
Summer 2019: Fellows and Interns..............................19  
Thank you to our Donors..............................................20  

**Looking Ahead**

What’s next for IMAGO.................................................22  
Get Involved...............................................................23
For IMAGO, 2019 was a year of growth, refocusing, and preparation for the future. During the past year, we became more resilient as an organization, investing in what was needed to scale up our internal foundation to better support our grassroots clients.

While expanding our client base we noticed a significant interest from our Latin American clients in learning more about scaling up themes in Spanish and it became apparent to us that we needed to work bilingually. So, we immediately began translating all of our content into Spanish and later opened our first regional branch in the Southern Cone. Finally, we developed a new foundation course, Scaling Up for Social Impact, successfully held in Spanish for the first time.

Our work in 2020 would not have been possible without the generosity and dedication of our donors, partners, board, and the amazing IMAGO team. We were able to quickly step up the work with all our clients during the COVID-19 pandemic with the peace of mind that we had all our fixed costs covered. This stability allowed us to stay focused on our mission, to be available for our clients, with full staff engagement and all hands on board.

We view this time as an IMAGO moment, with a chance for reflection and transformation

I would like to thank all of you for the invaluable support that has allowed us to quickly respond to the needs of so many grassroots organizations around the world facing this unprecedented challenge.

We view this time as an IMAGO moment, with a chance for reflection and transformation. This crisis is a call to change, to reset the system in which we were living. Influential leaders across the world are calling for a diverse, inclusive, slower, and more local new normal. This crisis came at a time when there were many seeds of that new system already germinating around the world. These prototypes of the new world and the massive engagement of young people in articulating what they want to see in the world, give us hope that we may be witnessing the beginning of a new era.

Isabel Guerrero
ABOUT IMAGO

IMAGO Global Grassroots is a woman and minority-led non-profit working with grassroots organizations, social enterprises and governments around the world to transform people’s lives from poverty into dignity and material well-being. IMAGO helps clients who have proven solutions and are ready to advance to the next level, designing a path to scale while remaining true to their core values and identity. Through this partnership, we help organizations increase their impact through both markets and government to address critical challenges. These include finding a strong business model, nurturing a culture of evaluation and learning, mainstreaming agile methods for process innovation, and enabling collective leadership to tackle adaptative challenges.

Our Mission

Changing development thinking and practices around poverty alleviation

Our Vision

A world in which the innovations and solutions developed at the grassroots can reach global scale

Our Approach

This year, we worked towards scaling up our brand, expanding to the Southern Cone and learning to function bilingually.
The IMAGO Way

Multidisciplinary Expertise
We bring multidisciplinary expertise that allows us to solve both technical and adaptive challenges that require deeper changes in values, mindsets, and behaviors.

Affordable Services
We focus on an undeserved market at affordable rates for organizations that don't have access to traditional management support services.

High-touch relationships
Scaling up requires an organizational transformation that takes 3-5 years. We engage in high-touch, long-term relationships with our partners and their local communities.
The 2019 IMAGO Team

Isabel Guerrero
Co-Founder & Executive Director

Zachary Green
Co-Founder & Director of Leadership and Training

Michael Walton
Director for Economic Development, Research, & Strategy

Sandra Naranjo
Director of Operations

Johanan Rivera
Former Manager of Programs; Now COO

Greta Sloan
Associate

Jimena Vallejos
Southern Cone Manager

Martha Wandera
Business Development Representative
Thank you to three of our founding board members who are transitioning off of the board. We appreciate all of you indispensable service.

Welcome to our two newest board members. We look forward to a mutualistic relationship with you both.
Our Advising Team

Mohini Malhotra
Senior Advisor, Leadership

Elena Serrano
Senior Advisor, Coaching & Communications

Jeni Klugman
Senior Advisor, Gender

Shafiq Lokhandwala
Senior Advisor, IT

Salman Zaheer
Senior Advisor, Energy & Leadership

Ana Revenga
Senior Advisor, Gender & Poverty

Carlos Chango
Advisor, Indigenous Issues & Leadership

Giovanna Prennushi
Senior Advisor

Faizal Karmali
Advisor, Fundraising & Livelihoods

Nicole Hod
Advisor

Ellie Walton
Filmmaker

Surili Sheth
Advisor
## FINANCIAL OVERVIEW

### CURRENT ASSETS (end-2019)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$114,676</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>$207,718</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td><strong>$322,394</strong></td>
</tr>
</tbody>
</table>

### FIXED ASSETS (end-2019)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer equipment</td>
<td>4,290</td>
</tr>
<tr>
<td>Website development</td>
<td>3,250</td>
</tr>
<tr>
<td><strong>Less: Accumulated depreciation and amortization</strong></td>
<td>(7,262)</td>
</tr>
<tr>
<td><strong>Net fixed assets</strong></td>
<td>278</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS (end-2019)</strong></td>
<td><strong>$322,672</strong></td>
</tr>
</tbody>
</table>

### REVENUE AND SUPPORT (2019 year)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fee for services</td>
<td>$194,860</td>
</tr>
<tr>
<td>Contributions</td>
<td>174,053</td>
</tr>
<tr>
<td>Contributed services</td>
<td>140,250</td>
</tr>
<tr>
<td><strong>Total Revenue and Support</strong></td>
<td><strong>509,163</strong></td>
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</tbody>
</table>

### EXPENSES (2019 year)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program services</td>
<td>$301,946</td>
</tr>
<tr>
<td>Supporting services:</td>
<td></td>
</tr>
<tr>
<td>General and administrative</td>
<td>22,689</td>
</tr>
<tr>
<td>Fundraising</td>
<td>52,105</td>
</tr>
<tr>
<td><strong>Total supporting services</strong></td>
<td><strong>74,794</strong></td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>376,740</strong></td>
</tr>
</tbody>
</table>
All of the money raised by IMAGO makes it possible to sustain and complement our work with organizations that have demonstrated impact working on the very front lines of eliminating poverty. In our fundraising efforts in 2019, we raised $144,582, a key part of what has allowed us to be resilient and respond quickly to support our clients during the COVID-19 pandemic, waiving and deferring costs so that we could focus on our continued contribution to shifting international development practice.

Community Connections Campaign

Each year, we participate in the World Bank’s campaign which collects staff donations and is matched by the World Bank Group. These generous gifts support our core operations and capital projects. This year, we raised $140,150.46 through the donations of the CCC.
Through a Different Lens

Through the World Bank's Community Connections Campaign, we held a photography exhibition fundraising event to raise money for our clients, raising $3,431.40!

McKinsey Gives Campaign

Each year, we work with this campaign addressing some of the world’s most pressing societal challenges. This year, we raised $1,100, which helps us continue to solve critical problems at a global scale by providing funding and support from the McKinsey & Company community.
This year, we opened our first regional branch in Paraguay, having been motivated by our Latin American clients’ incredible drive to improve the lives of their communities. Having a presence in the region will allow us to better identify clients and help them scale, hire and develop local talent while tapping into IMAGO’s senior resources and fellows community, and contribute to research and knowledge production to inform the needed shifts in development thinking.

Leading this effort is Jimena Vallejos, MPA-DP from Paraguay, who, as the manager of the Poverty Stoplight at Fundación Paraguaya (FP), led the development of the scaling up strategy. In 2018, she joined IMAGO as a fellow and spent time in India working with Transform Rural India (TRI) before joining the team full time. Jimena brings the experience of collaborating with IMAGO as a client and facing the critical questions that organizations often go through in the process of scaling up.

We have started the Southern Cone office to work alongside organizations to answer these and many more questions. This year, we already met 8 outstanding organizations from Paraguay through our Scaling Up for Social Impact course and we held conference workshops in Colombia and Paraguay.
Scaling Up for Social Impact, a two-day course with IMAGO, is our newest proposal for organizations that want to take the time to think about building and strengthening the foundations that organizations need to take their project, business or organization to reach more people, better. This year we held:

- 2 two courses in Washington, D.C.
- 1 course in Asuncion, Paraguay in Spanish
We work with organizations in South Asia, Latin America, the United States and Africa that together reach more than 10 million people. Our clients have innovated solutions with and for the poor and are ready to expand their services. We partner with them to design a path for how to scale their services and impact, while remaining true to their core values. We support their growth process every step of the way.
In 2019, IMAGO led workshops every four months with the whole PCIC team, focusing on a mixture of strategic choices, stress management, organizational transitions, and leadership training. These were very valued moments providing a space to work through such issues and maintain a deep knowledge of their issues through our continuous work. IMAGO and PCIC’s leadership also hold a weekly meeting to work through strategic choices, organizational changes, and personnel issues that emerge year-round.

In 2019, IMAGO worked with 8 organizations in 4 countries.

SEWA Bharat

All India Federation of Self-Employed Women’s Association

SEWA was the first client of IMAGO and for over five years we have continued to support the organization in multiple ways, from building training capacity for master trainers at the SEWA Manager ni School, supporting the development of their information system, and co-creating strategies for the growth and sustainability of their women social enterprises, primarily RUDI which whom we worked from 2014 to 2017. This year, we extended our reach to SEWA Bharat, a federation arm of SEWA Union, based in Delhi. SEWA Bharat is implementing a 5-year project funded by the Bill & Melinda Gates Foundation that aims to discover interventions that support women-owned collective enterprises in achieving the twin goals of achieving financially sustainable growth and improving women’s economic well-being and agency. SEWA Bharat approached IMAGO to both support the design and implementation of accelerator-type interventions, building on the RUDI experience as well as the development of an adaptive evaluation of the MOVE project.
analysis and (b) a catalyst for concrete actions at the family level to eliminate poverty. Over the past 4 years, the strategy has excelled and PS has completed all stages of customer development. Having previously focused on customer validation, refining the business model, and developing a market, in 2019, the team shifted towards customer creation, aiming to increase PS usage. They now have 13 hubs and 21 special projects, reaching 316 organizations (50% outside of Paraguay) with over 100K having a total of 186,000 stoplights. Currently, we host bi-monthly coaching sessions with the leadership team as well as regular workshops.

In August 2019 IMAGO partner with an additional program of Fundación Paraguaya (FP). Emprende Paraguay is a program that aims to support young entrepreneurs start a business through different training modules and coaching. We carried out a three-day deep-dive workshop to:

- Understand the program and its essential components in depth
- Assess FP’s capacity to manage it at the end of its funding cycle, by arbitrating the means and resources to make it sustainable over time.

The workshop had a preparation process consisting of: (a) an analysis of best practices and lessons learned from youth entrepreneurship accelerators in Latin America and the world; and (b) interviews with each of the members of the Emprende Paraguay team. By the end, we drafted a minimum viable product and a business model to ensure the continuation and sustainability of Emprende Paraguay beyond its initial funding cycle.
In 2019, TRI continued their core work in supporting village level development in some of the poorest parts of India, through linking women’s self-help group, civil society support programs and government, with TRI staff playing a coordinatory role. For a second year TRI also maintained an important TRI maintained an important supportive role in the recruitment and management of fellows for the Aspirational Districts Program. Fellows are highly-motivated young leaders embedded in district government offices to solve complex development problems on the ground. During our third year with TRI, IMAGO had three types of engagements:

- Two IMAGO fellows from the Harvard Kennedy School provided support and analysis in the field for TRI’s operations and strategy development over the summer,
- Zachary and Michael ran 4 workshops for middle management, top leadership, key board members, embedded teams, and the aspirational district fellows, and,
- We supported TRI in concluding their initial engagement with a main donor, facilitating an event that brought together high level government officials, civic society, and funding actors to share lessons on TRI’s theory of change.

Pratham is in the third stage of growth, creating a collective leadership team to standardize the organization. Leadership has created a model of “go slow so we can go further,” which was materialized with improved human resource policies helping managers get results as well as learning and helping each other. Furthermore, Pratham is going through an important organizational transition with several shifts happening simultaneously. During 2019, we worked through some of these adaptive challenges with their leadership, as some are the result of its successful scaling up and include:

- The first leadership transition, executed smoothly and widely accepted.
- A change in the composition of funding, from a few large institutional donors to many donors with different expectations and demands.
- The launching of Pratham in Africa and a broader international work agenda.
- The reception of the Nobel Prize by Pratham’s most important long-term partner (J-PAL), resulting in the organization’s stepping into the global spotlight.
Financiera Sustentable (FS) started its scaling up work with IMAGO in February 2018 to systematically prepare to achieve its goal of becoming a bank in 2027. Throughout multiple workshops we have:

- Helped understand the potential of FS and clarify the long-term vision by identifying institutional values, and priority actions for becoming a solid company,
- Collaborated with the board to build healthy governance and diversify investment,
- Developed the 2027 strategy at the organizational level with specific goals at all levels of the organization, and,
- Strengthened construction of the organizational culture towards scale.

In 2019, we continued to play a strategic role in their work scaling up, guiding the organization in the streamlining of organizational processes and addressing bottlenecks to work more efficiently as a team. We focused primarily on the critical points that could slow down their scaling goals.

IMAGO has had the privilege to witness the impressive transformation that Financiera Sustentable has made. Today, FS is at a pivotal point, needing to multiply the volume of processing and distributing its products in a scalable and profitable way. This is one of the most complex phases in the development of a company that requires investment in processes, systems, and teamwork to achieve the speed that the market needs.

Knowledge Products

IMAGO won a research grant through the International Initiative for Impact Evaluation Inc (3ie) funded by BMGF to explore the functioning of self-help groups in Madhya Pradesh, India.

The task was a qualitative study on the Sustainability of Self-Help Groups (SHGs) under the National Rural Livelihoods Mission (NRLM). This government program has been implemented in many states for many years with varying degrees of success. This ongoing qualitative study is part of broader evaluation efforts aiming to understand the impact of NRLM and distill lessons for future implementation, with an emphasis on understanding what has worked and what has not. The research by IMAGO complements an earlier quantitative study on the performance of SHGs, with the specific goal of understanding why some SHGs become defunct or perform poorly.

For this work IMAGO organized a team of researchers, including from PRADAN and University of California, Berkeley and worked in collaboration with the Institute of Social Studies Trust (ISST). The team of researchers includes: Michael Walton, Surili Sheth, Nivedita Narain, Arundhita Bhanjdeo, Mubashira Zaidi (ISST), and Monika Banerjee (ISST).
Our Summer Fellowship Program engages talented, inquisitive and entrepreneurial graduate-level students who are working towards a degree in a field related to international development or business administration. Fellows are placed for two months in the field with one of IMAGO’s partner organizations and most of the organizations we currently work with are located in South Asia, Latin America and the United States.

**Fellows**

- Vaishnavi Bala
  MPA-DP | Columbia
  Poverty Stoplight

- Anais Anderson
  MPA-ID | HKS
  Transform Rural India

- Claudia Caceres
  MPA-ID | HKS
  Transform Rural India

**Interns**

- Emily Zislis
  Philanthropy & Grant Writing

- Zara Khan
  Marketing & Story Telling

- Rae Grant
  Fundraising
Collaboration is at the heart of our work. It is our donors’ continued dedication and generosity that allows IMAGO to work with the most innovative grassroots organizations across the globe to strengthen their capacity and serve the communities in need.

Unbeknownst to us during our campaigns, we have been faced with an unprecedented crises causing worldwide uncertainty during 2020. Thanks to our generous donors, we have not had to scramble during the pandemic.

Instead, we have been able to waive or defer our fixed costs for our clients and stay focused on our mission to support the growth of our clients. We view this time as an IMAGO moment, a time of transformation and growth.

We would like to express our sincere appreciation to all who have supported IMAGO Global Grassroots and brought us this security during these uncertain times. From all of us here at IMAGO and from our clients, thank you.

THANK YOU TO OUR SUPPORTERS!
THANK YOU TO OUR SUPPORTERS

- Alberto Leyton
- Aleem Mawji
- Alexander Shakow
- Alicia Hammond
- Aloysius Ordu
- Amit Dar
- Anand Seth
- Anna Wellenstein
- Ashish Khanna
- Asmeen Khan
- Barbara Bruns
- Biju Rao
- Bontje Zangerling
- Brian Blankespoor
- Carlos Indacochea
- Caroline Vagneron
- Cecile Fruman
- Charles Jersey
- Cindy Paladines
- Clay Spence

- Dalia Al Kadi
- Daniel Kaufmann
- Daniel Ritchie
- David De Ferranti
- David Elmaleh
- Dorte Verner
- Edward Jaycox
- Elaine Tinsley
- Eric Swanson
- Erik Nora
- Farah Hani
- Flore de Preneuf
- Gail Davenport
- Guillermo Hakim
- Idah Pswarayiriddiho
- Isabel Guerrero
- Jae Young Jin
- Jamie Biderman
- Jena Louis Srabib
- Jerri Dell

- Jill Armstrong
- Jimmy Singh
- Johanan Rivera
- Johannes Linn
- John Wilton
- Jyoti Shukla
- Karina Baba
- Kathie Krumm
- Kathy Lindert
- Kim Jaycox
- Kinley Salmon
- Krystin Jones
- Louise Cord
- Lucas Menout
- Lucero Burga
- Luis Hakim
- Lydia Kim
- Madalina Pruna
- Madelyn Antoncic
- Malena Acuña
- Margot Deferranti

- Maria Castro
- Mark Laprairie
- Mark O’Donnell
- Martin Kessler
- Mehul Jain
- Melissa Sabatier
- Michael Walton
- Mohini Malhotra
- Mpumelelo Nxumalo
- Myla De Guzman
- Myrna Alexander
- Nick Krafft
- Niles Tcheyan
- Norman & Ann Hicks
- Odette Maciel
- Oscar Ishizawa
- Patricia Terra
- Praful Patel
- Priya Basu
- Reza Farivari
- Richard Stern
- Ritva Reinikka

- Ruxandra Burdescu
- Ryan Grossner
- Salman Zaheer
- Saori Imaizumi
- Shaida Badiee
- Silpa Kaza
- Silvia Marquina-Leon
- Stamatis Kotouzas
- Sujata Lambaa
- Susan Goldmark
- Tamar Atinc
- Tania Begazo-Gomez
- Thyra Riley
- Tom Haven
- Tugay Yilmaz
- Veronica Jarrin
- Vicky Segui
- Vikram Nehru
- Vince Jeong
- Vinod Thomas

... among many others,

THANK YOU
Looking Ahead

The coming year holds much uncertainty, but with that uncertainty comes the availability for transformation, a chance to reset the system in which we were living, to not go back to normal but to create a new society. People are ready for real, deep change and influential leaders are calling for a diverse, inclusive, and more local new normal. This call happens to come when there are many seeds of that new system already germinating around the world from young climate activities to grassroots transforming livelihoods, some of which we work with.

As an organization, we are focusing on resilience, continuing to support the local organizations and grassroots communities in order to contribute to prototypes for a new world. Our team is working remotely to continue serving our clients’ scaling up processes through virtual workshops and coaching, as well as research projects run by our summer fellows, aimed to support our clients further.

During this time, we want to reassure all those within our IMAGO community and beyond that we are striving to maintain consistency despite uncertainties about the future. We will continue to provide support to our clients as we enhance their strengths, build their capacity, and scale their impact in a way that aids them through the pandemic as we adjust to the new normal. We have created new workshops tailored towards these challenges and have already begun to see the change in progress.
Stay in Touch!

Follow us on Social Media!
@IMAGO_gg
IMAGO Global Grassroots
IMAGO Global Grassroots

Visit our website!
www.imagogg.org

Sign up for our newsletter!

Donate and invest in organizations working to solve the world's most pressing issues