



सनिता संग्रह अक्षयता  
२-नम्र २५-११-२०१९  
पाल्पा

# ANNUAL REPORT 2019



IMAGO  
Global Grassroots

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# A Letter from our Executive Director

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.

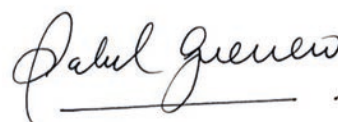
While expanding our client base we noticed a significant interest from our Latin American clients in learning more about scaling up themes in Spanish and it became apparent to us that we needed to work bilingually. So, we immediately began translating all of our content into Spanish and later opened 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



## 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.



## Affordable Services

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



## 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.

# The IMAGO Team



**Isabel Guerrero**  
Co-Founder &  
Executive Director



**Zachary Green**  
Co-Founder & Director of  
Leadership and Training



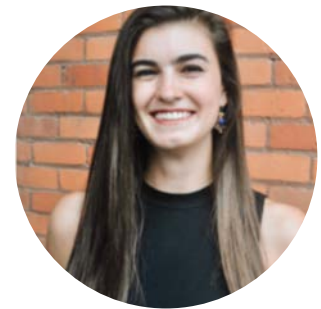
**Michael Walton**  
Director for Economic  
Development, Research, &  
Strategy



**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

# 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 Prenzushi**  
Senior Advisor



**Faizal Karmali**  
Advisor, Fundraising & Livelihoods



**Nicole Hod**  
Senior Advisor



**Ellie Walton**  
Filmmaker

## Board of Directors

### **Patricia Armendariz**

Chairman  
CEO, Financiera Sustentable

### **Shaida Badiee**

Managing Director  
Open Data Watch

### **Praful Patel**

Urban Planner  
Massachusetts Institute of  
Technology

### **Krystin Jones**

Personalization at Scale Lead  
Nestle USA

### **Isabel Guererro**

Co-founder & Executive Director  
IMAGO Global Grassroots

### **John Wilton**

Deputy President  
National University of Singapore

### **Naoko Ishii**

CEO  
Global Environment Facility

### **Vince Jeong**

Engagement Manager  
Mckinsey and Company

### **Alnoor Ebrahim**

Professor  
The Fletcher School of  
Law & Diplomacy

### **Michael Walton**

Director for Economic  
Development, Research, and  
Tragedy

### **Zachary Green**

Co-founder & Director  
IMAGO Global Grassroots

### **Kerry Yang**

PhD Candidate  
Columbia University

### **Ngozi Okonjo Iweala**

Founding Board Member  
Former Finance Minister,  
Nigeria

### **Nisha Agrawal**

CEO  
Oxfam India





# FINANCIAL OVERVIEW

## CURRENT ASSETS

Cash and cash equivalents	\$ <u>114,676</u>
Accounts receivable	<u>207,718</u>
Total Current Assets	<u>322,394</u>

## FIXED ASSETS

Computer equipment	4,290
Website development	<u>3,250</u>
Less: Accumulated depreciation and amortization	7,540 <u>(7,262)</u>
Net fixed assets	<u>278</u>
TOTAL ASSETS	\$ <u>322,672</u>

## REVENUE AND SUPPORT

Fee for services	\$ 194,860
Contributions	174,053
Contributed services	140,250
Total Revenue and Support	509,163

## EXPENSES

Program services	\$ <u>301,946</u>
Supporting services:	
General and administrative	<u>22,689</u>
Fundraising	<u>52,105</u>
Total supporting services	<u>74,794</u>
Total expenses	<u>376,740</u>

# Fundraising Successes

All of the money raised by IMAGO makes 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.



# Fundraising Successes

## 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.



## Taking IMAGO to the next level

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, a 2018 IMAGO fellow who in 2018 spent time in India working with Transform Rural India (TRI), and later led the development of the scaling up strategy as the manager of the Poverty Stoplight at Fundación Paraguaya (FP). 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.



## IMAGO Clinics

Free clinics and on-line content for organizations that want to learn the building blocks of the scaling-up analytical framework and better-understand the different pathways to scale. This allows organizations to start thinking about their scaling up process.

## New Services!

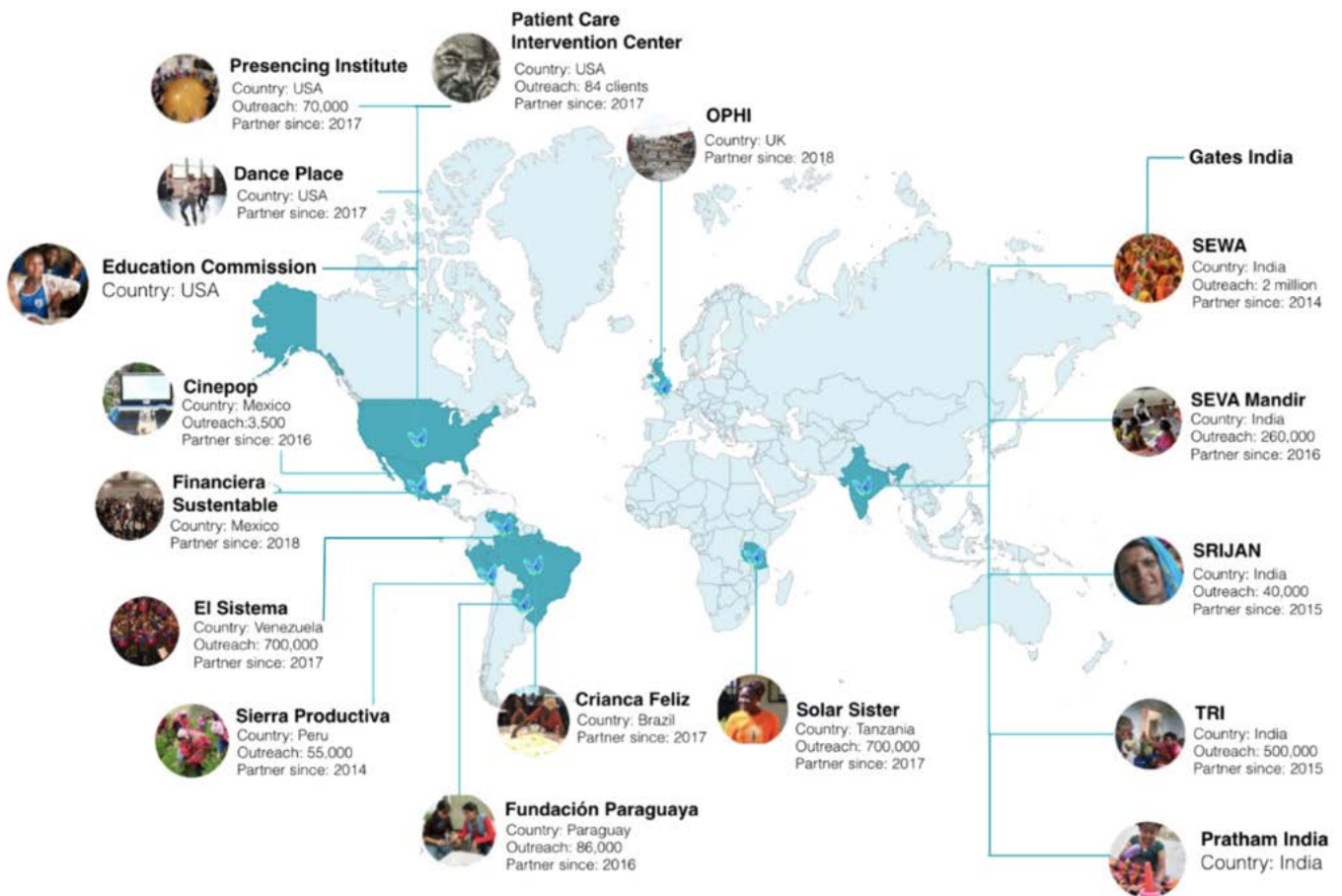
### Scaling Up Course

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



# Our Clients

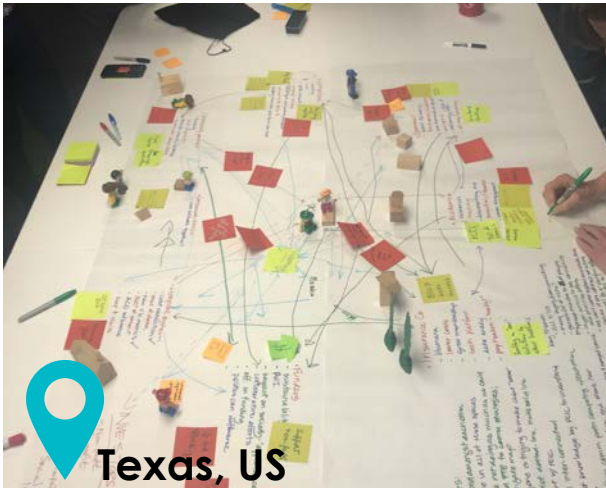


We work with organizations in South Asia, Latin America, the United States and Africa that together reach more than 10 million people. Our clients have innovated solutions with and for the poor and are ready to expand their services. We partner with them to design a path for how to scale their services and impact, while remaining true to their core values. We support their growth process every step of the way.

# Our clients



In 2019, PCIC consolidated both the technology and social intervention teams in a Houston office, complemented by the establishment of practices and a culture of team-based, multifaceted interactions. Furthermore, this was a period of substantial expansion that included new contracts with hospitals and social agencies and continued support of major philanthropists.



Texas, US

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.



India

# Our clients



poverty stoplight

Fundación Paraguaya partnered with IMAGO in 2016 to co-create a strategy for scaling up the [Poverty Stoplight \(PS\)](#) globally. The end goal of this strategy is for the PS to become (a) the reference of choice for participatory poverty

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.



## EMPRENDÉ paraguay

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 Emprendé Paraguay team. By the end, we drafted a minimum viable product and a business model to ensure the continuation and sustainability of Emprendé Paraguay beyond its initial funding cycle.





# Our clients



In 2019, sustainability was crucial for TRI as they closed an initial funding cycle with their main donor and transitioned to other ways of working. For a second year, 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**

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.

# Our clients

Mexico



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



International Initiative for Impact Evaluation (3ie) funded by BMGF to explore the functioning of self-help groups in Madhya Pradesh, India.

IMAGO won a research grant through the International Initiative for Impact Evaluation

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.



India

## Fellows

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.



**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**  
CONFIRM



# THANK YOU TO OUR SUPPORTERS!

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

- Alberto Leyton
- Aleem Mawji
- Alex Shakow
- Alicia Hammond
- Aloysius Ordu
- Amit Dar
- Anna Wellenstein
- Ashish Khanna
- Asmeen Khan
- Barbara Bruns
- Biju Rao
- Bontje Zangerling
- Brian Blankespoor
- Carlos Indacochea
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- Sue Goldmark
- Tamar Atinc
- Tania Begazo-Gomez
- Tom Haven
- Tugay Yilmaz
- Veronica Jarrin
- Vicky Segui
- Vikram Nehru
- Vince Jeong
- Vinod Thomas

# ORGANIZATIONAL Resilience IN CHALLENGING TIMES

ENGAGE  
ASSESS  
RENEW

DESIGNED AND LED BY  
IMAGO for  
BOLD  
SOLUTIONS  
NETWORK



LEVER FOR  
CHANGE

ZACHARY GREEN  
UNIVERSITY OF SAN DIEGO

PERSONAL  
HISTORICAL  
VICARIOUS  
COLLECTIVE

SUPPORT  
STRENGTHENING DISCIPLINE  
MAKING ACCOMMODATIONS  
CONFIDENCE  
GUIDING CONVERSATION  
BREAKDOWN IN OUR CONVERSATION  
GETTING MORE IN DEPTH

there are no others  
OUR OPPORTUNITY  
ambiguity  
curious  
awareness

GUIDE  
COMPASSION  
ACCUMULATIONS

SILENCE IS A FORM OF VIOLENCE  
CONFIDENCE  
ROUTINE  
SUPPORT  
LEADERSHIP  
RESILIENCE

CREATIVE  
GROWTH  
MAKE BEAUTIFUL WITH THE BROKEN HISTORY

REFLECTION  
REGRESSION  
REPRESSION  
REJECTION

how do we become resilient  
7. NETWORKS  
6. ENERGY  
5. SUPPORT  
4. SELF-CARE  
3. ADAPTABILITY  
2. PURPOSE  
1. AUTHENTICITY

TRAUMA SHAKES OUR WORLD VIEW  
INEVITABLE  
& THREAT

A TIME OF TURBULENCE

WHEN WE ARE NO LONGER ABLE TO CHANGE THE SITUATION... CHANGE OURSELVES



prepare proactively  
HOW DO WE BREAK THROUGH?

WE ARE HERE  
VOLATILITY  
UNCERTAINTY  
COMPLEXITY  
AMBIGUITY  
EXPLOSIVE  
PENDING  
UNKNOWN  
UNKNOWN  
WHERE AM I?

FACE THE MOMENT TO BE READY FOR  
10 WORD INTENTION  
transformation

digitally scribed by  
LAUREN GREEN  
dancingwithmarkers

## 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, slower, 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

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Sign up for our  
newsletter!

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