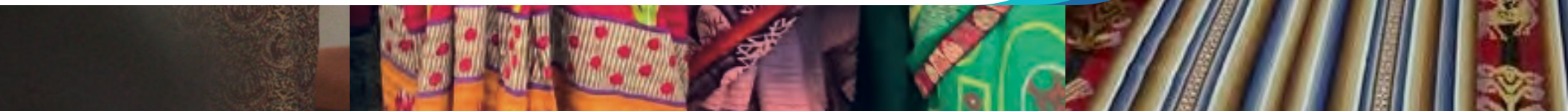


**IMAGO**  
Global Grassroots

**2021**

**ANNUAL REPORT**



# WE ARE

# IMAGO GLOBAL

# GRASSROOTS

Imago works with innovative grassroots organizations, non-profits, and social enterprises all over the world to co-create the necessary conditions for them to be ready to absorb the funding they need to grow exponentially while respecting their core identity, values, strengths, and context. Motivating our work is the belief that solutions are embedded within local communities. For Imago this is both a core value and instrumental for greater impact as we believe the most difficult development problems need to tap into a diversity of experiences and always have the end user at the center.

We have regional teams in the United States, India, Chile and Paraguay, and an extensive network of experts in different countries that bring their multidisciplinary and regional expertise on a project to project basis.

Our team is made up of experienced professionals from different cultural backgrounds, ages and areas of expertise. We are also supported by phenomenal and likeminded partners that believe in the power of scaling up solutions developed at the grassroots.

# A LETTER FROM OUR EXECUTIVE DIRECTOR

As we continue to navigate through the challenging years of the COVID-19 pandemic, we can see a different world emerging which has impacted us and the life of our partners across the world. Throughout 2021 we accompanied so many of our partners and their members through their personal and collective grief and loss. However, the communities we work with have come out more resilient than ever, showing their enormous capacity to adapt and respond to the never-ending challenges that are coming our way. In many ways the pandemic years were also an Imago moment where a transformation was taking place in many grassroots and other organizations that used the opportunity to shed old ways of doing things to open a space for the new world that is emerging.

Our Imago team has been growing very quickly to engage with new projects and partners. We are working with an amazing range of inspiring organizations as well as with Foundations that are looking to support their grantees to scale up their impact. In 2021 we started to invest in our knowledge work to deliver on our mission to change development thinking around poverty alleviation.

In this period, we also started the exciting work which embodies our dream: to scale up innovations from the grassroots to reach global scale. We received a grant from 3ie in 2021 to scale up RUDI, an innovation by Self Employed Womens Association (SEWA), through the National Rural Livelihood Missions (NRLM) in the states of Madhya Pradesh, Uttar Pradesh in India. In Latin America, we worked closely with Poverty Stoplight to support the design, systematization and implementation of a community program that recruits volunteers to deliver the program in diverse communities across Paraguay. In Peru, we supported the Cooperation Fund for Social Development (FONCODES) in their work with rural entrepreneurs that are bringing positive change to their communities. Our clients are our greatest joy, always reminding us that the work that we do matters and igniting a fire to change development thinking more broadly.

Thanks to everyone who donated to Imago in 2021 for their unwavering support. In 2021 we raised over one hundred thousand dollars through the Community Connections Campaign in the World Bank Group. Our scaling up would not be possible without their passion and commitment as well as the support we receive from our clients and donors.

**Isabel Guerrero**  
Executive Director  
Imago Global Grassroots





# ABOUT US

Since 2014, we have been working with incredible organizations that are transforming their communities, helping them build the scaffolding to scale their impact in a way that respects their unique context and strengths.

## Our Mission

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

## Our Vision

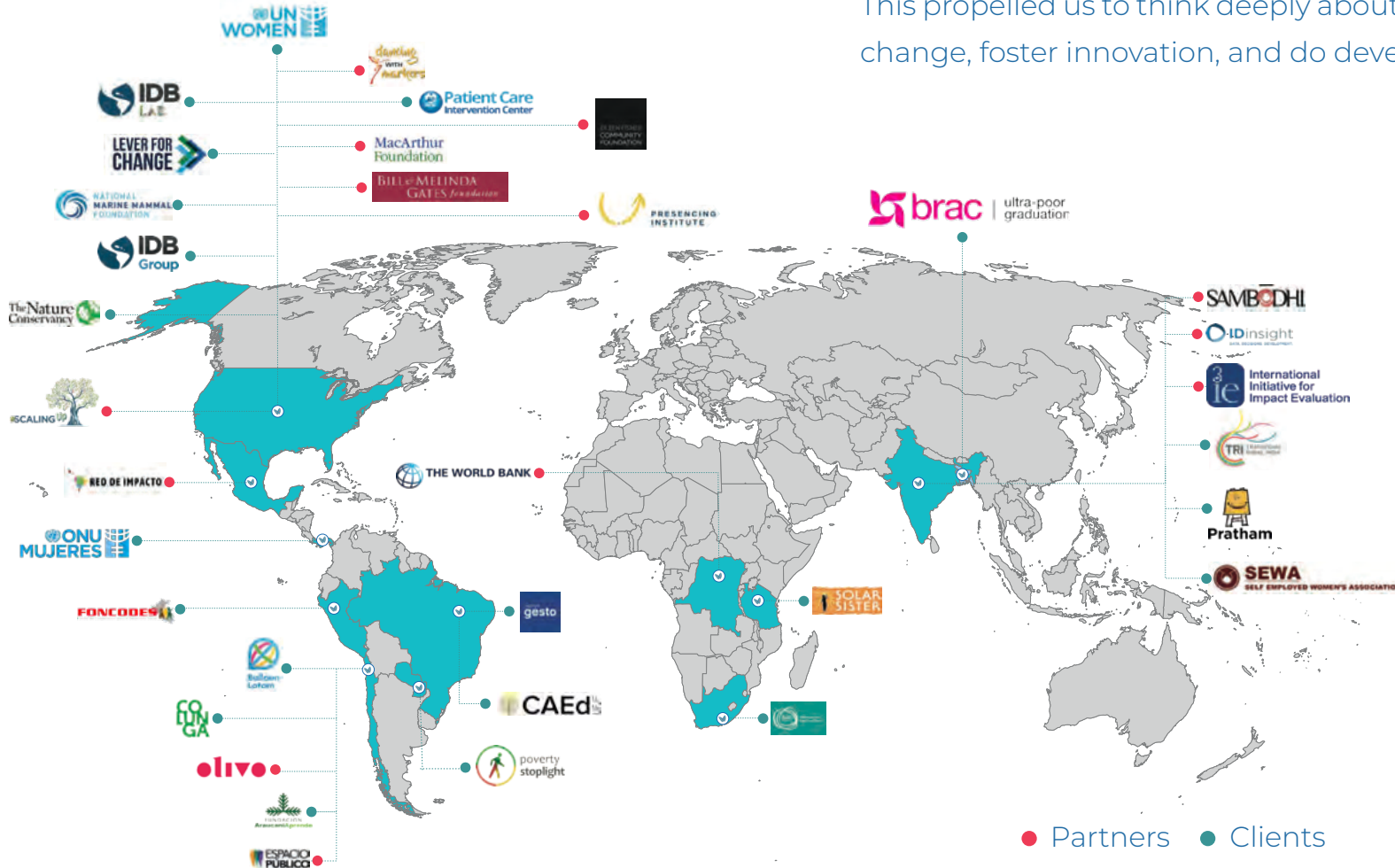
Changing development thinking and practices around poverty alleviation.

# ACTIVE CLIENTS AND PARTNERS

## 2021

Over the past year Imago worked directly with 21 organizations in over 7 countries, we diversified some of our services to be able to impact more organizations through partners like Olivo in Chile and Lever for Change.

This propelled us to think deeply about how we can help incite change, foster innovation, and do development differently.





# HIGHLIGHTS OF IMPACT OVER THE LAST YEAR

પ્રશ્નો

- 1) વ્યાજવહી વ્યાજવહી ગણી વ્યાજવહી
- 2) માલ વદાને કમ છે ? તકુમી, વ્યાજવહી ત્રણકાંકે વ્યાજવહી વ્યાજવહી સાચી અને ટકાવે છે!
- 3) આ કોઈ પ્રકાર પ્રકારને વિચારવું? માલના રિક્ષાને કરેલા? માલના સમગ્ર વ્યવસ્થા વિશેષતઃ સંસ્કૃત વ્યાજવહી માલના રિક્ષાનો છે! ઇ.સ. સંગ્રહ વિચારવું, માલના વ્યાજવહી 90 થી 120 રિક્ષામાં (દા.ત. 5/વ્યાજવહી)
- 4) મદદની ઉદ્દેશ્ય  
1) મદદની વ્યાજવહી કર્યે જાત, કરેલા રિક્ષામાં. માલ, વ્યાજવહી માલના છે કે ગણી, વ્યાજવહી જ્યાં મદદની? મદદની વ્યાજવહી વ્યાજવહી વ્યાજવહી/વ્યાજવહી જાત, 30 રિક્ષામાં વ્યાજવહી વ્યાજવહી અને વ્યાજવહી વ્યાજવહી માલ 90/100 ર. જ્યાં માલના માલના ઉદ્દેશ્ય થી મદદની વ્યાજવહી વ્યાજવહી છે.
- 2) વ્યાજવહી વ્યાજવહી

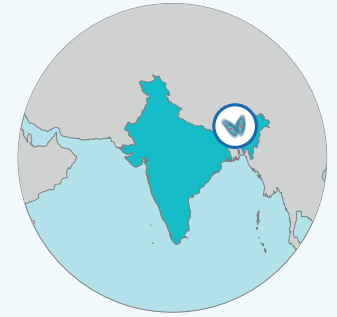
# Adaptive Evaluation:

## Scaling Convergence of Social and Economic Programs in Madhya Pradesh and Bihar

In December 2021, we started an adaptive evaluation, funded by the Bill and Melinda Gates Foundation, to generate evidence on the effectiveness of developing convergence mechanisms between economic and social programs for driving women's economic empowerment in India.

The project involves working closely with our implementation partners, Transform Rural India Foundation (TRIF) and Project Concern International- India (PCI), in two states, Madhya Pradesh and Bihar.

This project offers a novel approach to evaluating government programs. It emphasizes learning over testing, is open-minded with techniques and methods, and understands the role of the system and context. Finally, it is grounded in the idea that change happens through iterative and systematic learning from several experiments.



Location: India

### Partners

Bill and Melinda Gates Foundation

### About Transform Rural India Foundation

Transform Rural India Foundation is a grassroots foundation, deeply focused on challenges faced by marginalized communities and in particular of women in the bottom 100,000 villages of India.

### About Project Concern International

Project Concern International (PCI), is a global development organization that drives innovation from the ground up to enhance health, end hunger and overcome hardship—resulting in meaningful and measurable change in people's lives.



Photo: Scaling Convergence of Social and Economic Programs in Madhya Pradesh and Bihar - Imago Global Grassroots.

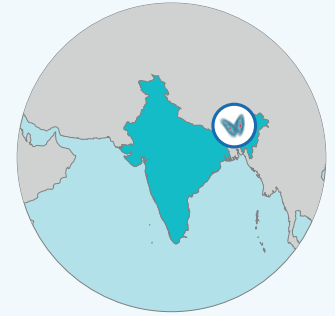


# Scaling RUDI:

## SEWA Women Collective Enterprises from Gujarat scaling through Government

In 2021 we continued with our ongoing work with the Self-Employed Women's Association in Gujarat. Over the last year, Imago built the foundation for the successful replication of the RUDI model, an innovative design that replaces middlemen & retailers in the traditional value chain with a new rural distribution network operated by SEWA women.

Thanks to the lessons of two current pilots, we will be able to take the model to 100 clusters across Uttar Pradesh (UP) and 100 clusters across Madhya Pradesh (MP) under the National Rural Livelihood Missions (NRLM).



Location: India

### About SEWA Gujarat

The Self-Employed Women's Association (SEWA) is a union of self-employed women in India's informal sector, deeply grounded in Gandhian values, that has grown to more than 1.5 million members over the past 40 years.

# Teaching at the Right Level: Leadership & Organizational Development with TaRL Africa.

During 2021, we continued to accompany TaRL Africa on its journey to the next level of operating capacity and impact while deepening its roots in Africa. After closing the diagnosis phase in 2020, over the past year, Imago and TaRL Africa co-designed the blueprint to guide and support the organization's work over the next few years. This included accompaniment during the implementation phase of TaRL Africa's change management process.

Additionally, we accompanied the organization in the introduction of changes to the extended TaRL Africa team, building up the necessary sponsorship and commitment from key stakeholders, managing resistance, and adjusting along the way.



**Location: 15  
countries in Africa**

## About TaRL Africa

Teaching at the Right Level (TaRL) is an evidence-backed educational approach that helps children develop basic reading and mathematics skills, opening doors to a brighter future. This project was pioneered by Indian NGO Pratham in the early 2000s.

# Poverty Stoplight :

## Diagnosis, Strategy & Action to co-design a community program

In 2021, we worked closely with Poverty Stoplight to support them to design and systematize the implementation of a community program that recruits volunteers to implement the Poverty Stoplight tool in their communities. Our work included working closely with an assigned team to co-design the program, development, and test training materials and assess the first few rounds of implementation.

The program is called Semáforo para Salir Adelante. Imago has provided support and capacity building to the organization since 2016 to create a structure for the program and explore ways of constantly testing the different program components.



Location: Paraguay

### About Poverty Stoplight

Poverty Stoplight is a nonprofit in Paraguay that helps families understand and navigate how to get out of multidimensional poverty



Photo: Our work with the Peruvian Cooperation Fund for Social Development (FONCODES) - Imago Global Grassroots.

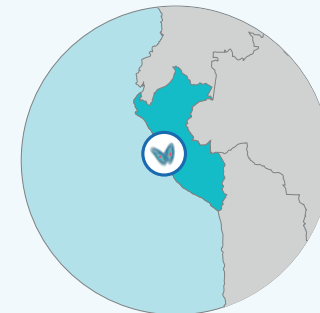
# Collaborations in Latam:

## Our work with the Peruvian Cooperation Fund for Social Development (FONCODES)

In 2021 Imago continued its collaboration with the **Peruvian Cooperation Fund for Social Development (FONCODES)**, a government agency that manages projects aimed at generating sustainable economic opportunities for rural households in situations of poverty.

In December 2021, Imago was part of the committee that helped them select the winners of an annual contest to identify entrepreneurs that have the most potential to bring positive change to their communities. Five rural entrepreneurs from the 25 regions of Peru were selected based on their innovation, impact, business model, and potential to grow.

This collaboration allowed Imago together with FONCODES to start identifying potential opportunities to support the consolidation and long-term sustainability of rural entrepreneurship in Peru.



Location: Perú

### About FONCODES

The Peruvian Cooperation Fund for Social Development is a Peruvian program that generates sustainable economic opportunities for rural households in extreme poverty. This program's objective is to strengthen and improve the sustainability of inclusive rural enterprises.

# Innovation, Knowledge, and Leadership: Feminine Leadership Coaching Circles

In 2020 Imago became an impact partner of Lever for Change to support and engage organizations in the Bold Solutions Network (BSN) in capacity building opportunities. This year a key tenant of this work has been the expansion of a feminine leadership dialogue series and peer-to-peer coaching sessions, offered in coordination with the Eileen Fisher Leadership Institute. In tandem, these spaces brought women together to promote leadership growth and provided a space for discussion.

Over the course of 2021, Imago engaged 57 women from across Bold Solution Network organizations in eight monthly coaching circles.

Four feminine leadership dialogue series were held, which can be viewed on Imago's YouTube Channel. Topics included: 7 habits that can silence a woman with Deepa Narayan an international advisor on poverty, gender and development with over two decades of experience working at the World Bank, the UN and NGOs, Sensing and Seeing Feminine Leadership in My Context with Anna-Karin Jatfors, the Director of the Strategy, Planning, Resources, and Effectiveness Division at UN Women; and two separate conversations on Feminine Leadership with Maya Penn, an entrepreneur, philanthropist, artist, and the CEO of an eco-friendly fashion company, Maya's Idea; and with Amy Hall who launched and built Eileen Fisher's Social Consciousness practice and is considered a leader in the global sustainable apparel and conscious business movements.



**Location: United States**

## About Lever for Change

Lever for Change is dedicated to tackling the world's biggest problems through customized challenges and tailored funding opportunities. This organization helps to find and fund bold, effective solutions to accelerate social change.

## About Eileen Fisher Leadership Institute

The Eileen Fisher Leadership Institute brings young people together to explore their passions; learn from pioneers of industry, the arts and beyond; and discover their unique leadership style.



Photo: Scaling Convergence of Social and Economic Programs in Madhya Pradesh and Bihar - Imago Global Grassrootsui

# Financial Snapshot

## CURRENT ASSETS (END OF 2021)

Cash and Cash Equivalents	\$1,804,229
Accounts and Grants Receivable	\$500,705
<b>TOTAL CURRENT ASSETS</b>	<b>\$2,304,934</b>

## FIXED ASSETS (END OF 2021)

Computer and Equipment	\$8,808
Website	\$3,250
Accumulated Depreciation	-\$9,579
<b>NET FIXED ASSETS</b>	<b>\$2,479</b>

**TOTAL ASSETS (END OF 2021) \$2,307,413**

## REVENUE & SUPPORT (2021)

Program Income	\$659,383
Contributions	\$330,485
Unrealized Gain (Loss)	\$4,312

**TOTAL REVENUE & SUPPORT (2021) \$994,180**

## EXPENSES (2021)

Program Services	\$691,317
General and Administrative	\$23,287
Fundraising	\$117,381

**TOTAL EXPENSES (2021) \$831,985**



# Board of Directors (2021)

Michael Walton  
Patricia Armendariz  
Praful Patel  
Shaida Badiee

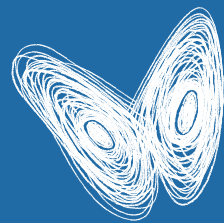
Isabel Guerrero  
John Wilton  
Alnoor Ebrahim  
Kerry Young

Vince Jeong  
Zachary Green  
Krystin Jones

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We are thrilled to report that in 2021, through the Community Connections Campaign organized by the World Bank, **we raised a total of USD 106,370**. This is a testament to the power of collective action and the generosity of our donors, who have helped us make a meaningful difference in the world.

We recognize that your support goes beyond financial contributions. Your commitment to our cause is an inspiration to us all, and it reminds us of the importance of working together to achieve our shared goals. Your belief in our mission has given us the motivation and resources we need to continue our work, and for that, we are truly grateful. Finally, **a very special acknowledgement to Praful Patel, Isabel Guerrero, and Michael Walton** for their dedication in raising the visibility of our organization among partners and philanthropic supporters, their tireless work, and their generous gifts in 2021.



IMAGO  
Global Grassroots