



# 2022 ANNUAL REPORT

Images of different women, these images are part of the archive of Solar Sisters, FONCODES, and SEWA.



# A LETTER FROM OUR EXECUTIVE DIRECTOR

Despite the lingering challenges of COVID-19 pandemic, 2022 was a year of scaling up for both our clients around the world and for us at Imago.

Our Imago team has continued to grow to meet the needs of new and expanding projects and partners. We are working with an amazing range of inspiring mission-driven organizations. From iconic grassroots and social enterprises, to grantees of foundations and now more broadly including multilaterals who are focused on scaling – it has truly been an inspiring year.

In 2022, we continued to invest in our knowledge work to deliver on our mission to change development thinking around poverty alleviation. We launched our work on adaptive evaluation which received a lot of interest from Chile to India to international organizations working on scaling up. We started the work on a book on scaling up and integrated our field learnings with the academic research of many of the experts that have inspired our work.

In this period, we also received a grant from the Bill and Melinda Gates Foundation to scale up RUDI, an innovation by Self Employed Women's Association (SEWA), through the State Rural Livelihood Missions (SRLM) in the states of Madhya Pradesh, Uttar Pradesh and Jharkhand in India. The agribusiness RUDI embodies three innovations: (i) replacing the intermediaries with grassroots women who buy from the farmers, process, pack, and then sell products in their villages; (ii) capacity building by master trainers from the grassroots; (iii) and the RUDI app that allows the women selling the products to track availability in real-time as they sell the products in their villages.

Last but not least, we continued to develop the Imago portfolio in Latin America in exciting ways in 2022. In Chile we worked with Fundación Olivo by supporting some of their inspiring grantees, Balloon LATAM and Araucania Aprende, to scale their impact. With Fundación Colunga we hosted Otto Scharmer to work with young leaders from throughout the country to tap into the emerging future and imagine their role within that. In Brazil, we are working with Instituto Gesto and with the Center for Public Policy and Education Evaluation at the Federal University of Juiz de Fora (CAEd/UFJF) to apply adaptive evaluation techniques to assess new education policies.


Our clients are always at the heart of what we do. They are the greatest joy of our work, consistently inspire us, motivate us, and are truly the reason we exist. Throughout 2022, we have worked with a diverse group including (in alphabetical order): BRAC Ultra Poor Graduation Initiative, Fundación Colunga, Fundación Olivo, Bill and Melinda Gates Foundation, IDB Lab, Lever for Change (an Affiliate of the John D. and Catherine T. MacArthur Foundation), the Poverty Stoplight, Pratham, SEWA Bharat, SEWA Federation, SEWA-RUDI, Solar Sister, The Nature Conservancy, Transform Rural India Foundation, and UN Women.

Thank you to our stakeholders for their unwavering support. In 2022 we raised over \$157,761 through the Community Connections Campaign in the World Bank and received our first core support grant from the Sall Family Foundation. Imago grew by 70% in 2022 and so did our diverse team. Our scaling up would not be possible without their passion and commitment coupled with the support we receive from our clients and donors.

Thank you.

**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.



# WE ARE IMAGO GLOBAL GRASSROOTS

Imago works with mission-driven organizations with a focus on grassroots and social enterprises, to co-create the necessary conditions for them to scale impact while respecting their core identity, values, strengths, and context. Motivating our work is the belief that solutions are embedded within local communities.

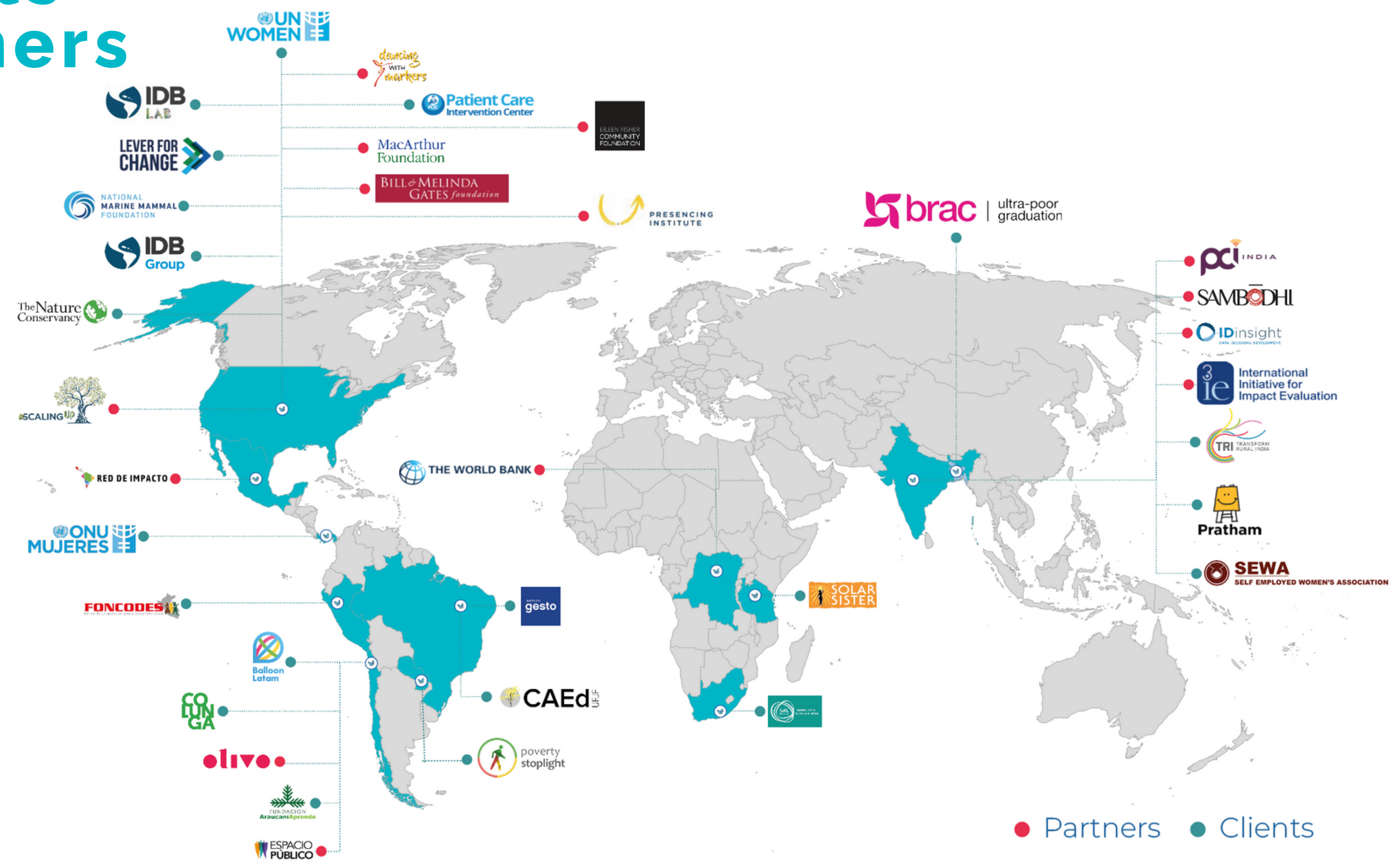
For Imago this is both a core value and instrumental for greater impact as we believe sustainable solutions to the most difficult development problems must tap into a diversity of experiences and always have the end user at the center.

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.



# Our clients and partners in 2022





# SCALING UP OUR WORK IN 2022

As we continue to scale up, we have deepened our commitment to work alongside mission-driven organizations to scale their impact.

We primarily work with three categories of organizations: iconic grassroots organizations and social enterprises, grantees of foundations, and multilaterals involved in scaling. All are committed to and working on innovative solutions with and for the poor and are ready to scale their services and impact while remaining true to their core values.



# Grassroots and Social Enterprises

From the outset, grassroots and social enterprises are at the core of Imago's approach, work, and primary client base. These organizations and their profound local knowledge of their community, inspire and guide our work.





OUR WORK WITH

# BRAC Ultra Poor Graduation Initiative (BRAC-UPGI)

After participating in our Lever for Change course on Scaling Up, BRAC - Ultra Poor Graduation Initiative (BRAC-UPGI) identified the need to involve its wider team in tailoring the scaling-up framework to strengthen organizational alignment.

In 2022 Imago supported BRAC-UPGI through a practical, organization-wide workshop to ensure that there is a shared and owned vision of the BRAC-UPGI approach for scaling up, and to co-create a clear roadmap for the implementation of the Audacious Grant they received to scale to 5 new countries over the next few years.



© BRAC UPGI [2022]

## OUR WORK WITH

# Self Employed Women's Association (SEWA) Federation and Bharat

One of our most intensive and creative engagements in 2022 was with SEWA Bharat and the SEWA Federation as they finalized the design of their Enterprise Support System. We had started the work with them during COVID so it was mostly virtual, with workshops in between whenever there was a space to meet in person before the next wave hit the country. Although we were able to advance during COVID, the consolidation of the work emerged in 2022.

In its start-up phase, the Women's Enterprise Support System (WESS) tested different approaches with the SEs and our work was to help them integrate and design their core interventions as well as to explore options for the business model. The Federation Enterprise Support System (ESS) has been around for many years, but it was also testing the work with specific cooperatives and we helped them through a similar process of identifying their unique value proposition. We worked with 8 inspiring Enterprises/Cooperatives within the SEWA family in a range of sectors including garments, credit cooperatives, Ayurvedic pharmacies, and agricultural products.



# Grantees of Foundations

Working with grantees of foundations has helped Imago scale our impact and reach more organizations. We work with Foundations on a range of activities: from assessing which organizations are most ready to scale, to working with them to define their scaling up pathways, and their business model and helping them use their data to track their progress. Imago has engaged grantees of Fundacion Olivio and members of Lever for Change's Bold Solutions Network (An Affiliate of the John D. and Catherine T. MacArthur Foundation) to help scale up their impact.

2022 was a momentous year for Lever for Change as they surpassed their goal of helping donors award \$1 billion in funding by 2023. Imago first partnered with Lever for Change in 2020 and has worked over the past three years to support its efforts of accelerating social change.

We have had the privilege of working alongside Bold Solutions Network organizations to strengthen the impact of their work, raise their visibility, and increase their potential to secure increased funding through various tracks of capacity building.

**More than 45 members of the Bold Solutions Network were engaged by Imago in 2022 through courses, coaching sessions, and interactive workshops** on Feminine Leadership, and Diversity, Equity, Inclusion and Justice. Courses on Adaptive Evaluation and Scaling Up Social Impact are planned for early 2023.

## Multilaterals Involved in Scaling

As we expanded our work in 2022, Imago had the exciting opportunity to expand our work with multilateral organizations involved in scaling up. These organizations can play an important, intermediary role with the ability to finance innovation and scaling up before it is enabled through larger avenues of support. This intermediary function is essential as we think about how to support grassroots organizations and solutions in reaching global scale.

## OUR WORK WITH

## Innovation laboratory of the Inter-American Development Bank Group



IDB Lab is the innovation laboratory of the Inter-American Development Bank (IDB). It promotes early-stage entrepreneurial innovations that empower poor and vulnerable populations in Latin America and the Caribbean. Imago worked in 2022 with the IDB Lab to enrich and further refine their concept of scale, identify scale success factors and conditions in the current IDB Lab portfolio to learn from and co-develop an implementable approach to assess scalability of projects and improve scaling metrics throughout their lifecycle.



# SCALING IN LATAM

In 2022, Imago worked across Latin America, expanding into new communities and sectors, to co-create and support the development of durable solutions to scale impact. This year we strengthened our alliances in Chile by working alongside two nonprofits in developing scaling-up plans and hosting an event that brought together 100 social leaders from across the country.

In Perú we organized a capacity-building workshop to support diverse organizations working with rural and Indigenous communities.

In Brazil we expanded our work on the Adaptive Evaluation framework. Our team actively engaged our partners to assess the impact of new education policies in the country. We strongly believe that this is just the beginning of our journey and we are excited to continue scaling up our work in Latin America with our valued partners.





## OUR WORK IN LATAM

# Alliances in Chile: developing scaling-up plans with Fundación Olivo

In 2022, we started our work with Fundación Olivo, to support two nonprofits in developing scaling-up plans to reach impact at the national and regional levels in the next 3 to 5 years. After carefully analyzing the readiness to scale of 5 different organizations, we selected Auracania Aprende and Balloon Latam to embark on a tailor-made scaling-up deep dive. This work takes these organizations through each step of our scaling-up framework. Together we will co-create a roadmap and build the capacity these organizations need to reach their scaling potential and bring their innovative approaches to many more communities in rural areas.



© [Auracania Aprende [2022]]



# EMERGENTES: Innovation and leadership in Chile

In June 2022, we partnered with Fundación Colunga, Ciudadanía Inteligente, and the Presencing Institute to bring together 100 social leaders from all over Chile to promote the leadership that the ongoing transformation in the country calls for: a leadership capable of representing the interests of citizens in an articulated manner and influencing decision-making spaces so that these changes occur. The event, called EMERGENTES, was a training program in innovation and leadership, seeking to strengthen the agents of change in civil society, to enhance their abilities to work collaboratively and influence social transformation.

After the in person training program, social leaders were offered to participate in the Presencing Institute's U-LAB course (Leading From the Emerging Future).

The 6-week program explored the foundations of Theory U, and together with Fundación Colunga, Imago hosted a hub in Chile to enable an in person space for participants to follow up on course material and reflect together.

Otto Scharmer, Co-founder of the Presencing Institute, led the training program based on his expertise in leadership and social transformations.



## OUR WORK IN LATAM

# Peruvian Cooperation Fund for Social Development (FONCODES)

Imago first started collaborating with FONCODES in 2021, when we were part of the committee that helped select the winners of an annual contest to identify rural entrepreneurs. In June 2022, we developed a capacity-building workshop for the winning entrepreneurs in Peru to help them refine and strengthen their business model. In December we were once again invited to be part of the selection committee to identify the next cohort of winners.

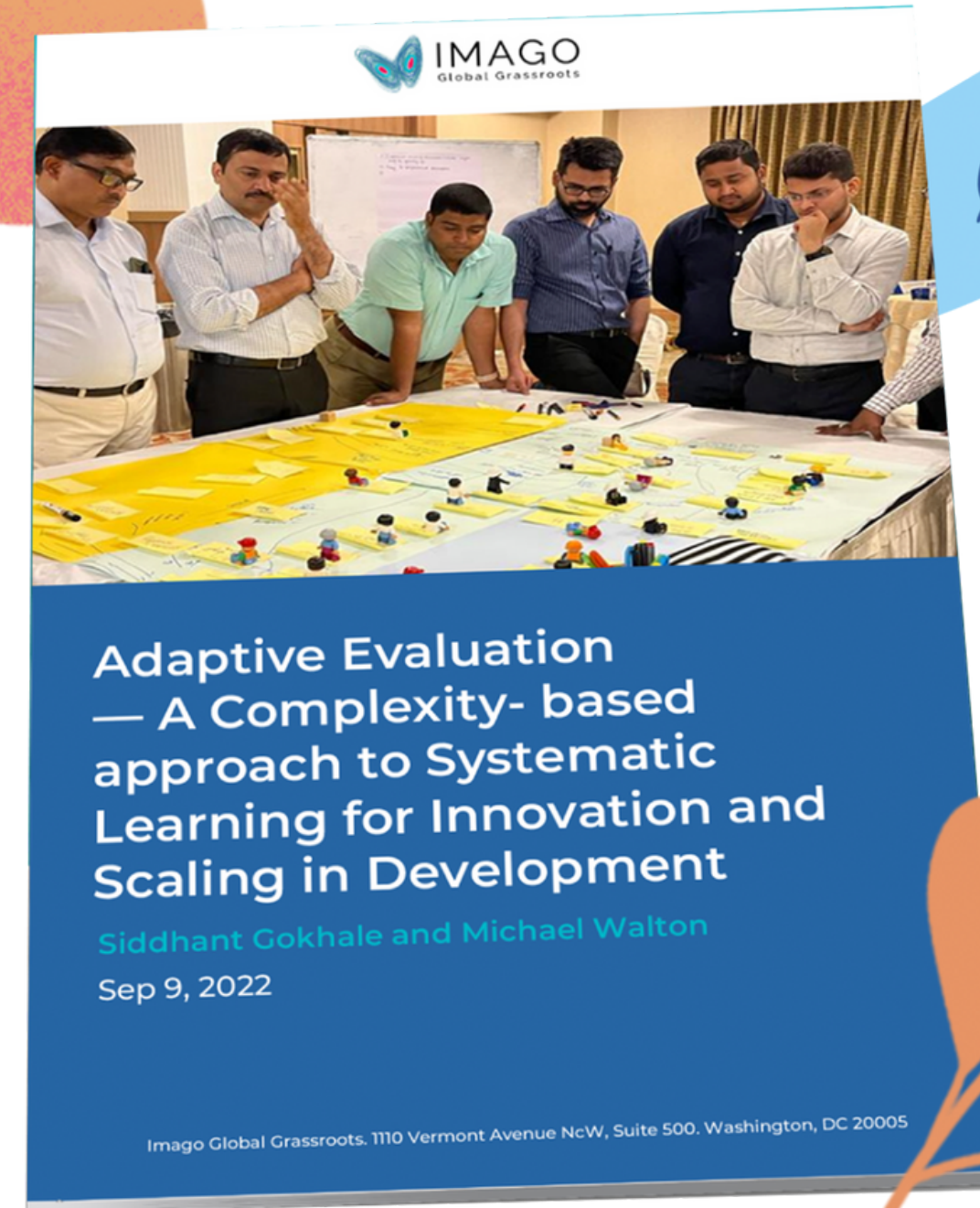
Together with FONCODES, we have identified many opportunities for collaboration in accompanying these local, game changing grassroots organizations to grow their micro businesses and transform their communities.

This important work will generate evidence on what helps rural entrepreneurs become more sustainable and consolidate their enterprises in the medium and long term. This is an opportunity to promote the articulation of actions working towards the same goal and bring sustainable change to rural Peru.



# KNOWLEDGE to support our scaling up

In 2022 we prioritized strengthening our self-publishing capabilities and built an in-house publication capacity. This investment allows us to more effectively share our insights and expertise with a wider audience, and has supported the growth of our internal knowledge sharing practices. By making our research and frameworks publicly available, we hope to contribute to the broader conversation about how best to achieve our collective mission of creating positive social change.



We shared the collective experience of our project work on Adaptive Evaluation and linked it to relevant literature in the publication of a working paper written by Michael Walton and Siddhant Gokhale. The paper has already catalyzed important conversations around how we evaluate our work, and we are excited to see its impact on the field in the years to come.

## OUR PUBLICATIONS

# Adaptive Evaluation

Imago's mission is to change development thinking and practices around poverty alleviation. We have come to realize that scaling up local community-led innovation is fundamentally about system change, involving the transformation of organizations and mindsets. Adaptive Evaluation was born as an attempt to reconstruct how we use existing measurement tools, techniques, and methodologies in social science to support innovation and scaling change processes, and answer some of the complex questions central to development, for which standard impact evaluations are often not sufficient.

Imago's Adaptive Evaluation approach has been honed and refined working with NGOs, state governments, municipalities, and multilaterals. In 2022, Imago supported four ongoing Adaptive Evaluation projects: (1) the design of a social venture enterprise support system for SEWA's women-owned collective enterprises in India; (2) the activation of civil society and government action to empower rural women in two states in India through "convergence" of rural development programs; (3) the design of programs to support learning recovery of children in Brazil affected by the COVID-19 school close-downs; and (4) the development of a monitoring and learning strategy for a portfolio of solutions to address gender-based violence with UNDP in Tunisia.



# OUR PUBLICATIONS

## Inequality in Chile

Inequality in Chile is persistent, and the country remains very unequal by international standards on many dimensions. To explore and understand these inequalities Michael Walton, Director of Economic Development, Research, and Strategy at Imago presented the paper Inequality in Chile: Perceptions and Implications in December 2022. The paper undertakes an analysis of the views of Chilean citizens on inequality and a synthesis of measures of dimensions of inequality.

In addition to the paper being an exciting addition to Imago's knowledge production, it also launched a Research Fellowship program to further support the production of internal knowledge and analysis at Imago.

The working paper was written with support from Ignacia Lecaros, Daniela Paz Cruzat, Ricardo Pommer Muñoz, Pablo Tillan, members of our Research Fellowship program who worked diligently to produce insightful and impactful research that has contributed to advancing knowledge in the field.



Michael Walton, Director of Economic Development, presented this paper "Inequality in Chile: perceptions and implications" at the event Inequality and Poverty in Chile: Urgent Challenges organized by Espacio Público in Chile.

# Financial Snapshot 2022

## CURRENT ASSETS (END OF 2022)

Cash and Cash Equivalents	\$3,005,443
Accounts and Grants Receivable	\$158,757
TOTAL CURRENT ASSETS	\$3,164,200

## FIXED ASSETS (END OF 2022)

Computer and Equipment	\$8,808
Website	\$3,250
Accumulated Depreciation	-\$11,088
NET FIXED ASSETS	\$970

TOTAL ASSETS (END OF 2022)	\$3,165,169
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## REVENUE & SUPPORT (2022)

Program Income	\$1,020,414
Contributions	\$350,000
Unrealized Gain (Loss)	\$2,275

TOTAL REVENUE & SUPPORT (2022)	\$1,372,689
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## EXPENSES (2022)

Program Services	\$1,017,159
General and Administrative	\$35,592
Fundraising	\$157,761

TOTAL EXPENSES (2022)	\$1,210,512
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# Board of Directors (2022)

Michael Walton	Isabel Guerrero	Vince Jeong
Patricia Armendariz	John Wilton	Zachary Green
Praful Patel	Alnoor Ebrahim	Krystin Jones
Shaida Badiee	Kerry Young	

We thank our outgoing Board members who just completed a 6 year term. They were with us at a crucial time when we had no proof of concept for Imago. You all really believed in a dream that was full of risks and being on our Board could have been a waste of your precious time. You helped us believe in ourselves when we were ready to give up, So thank you Patricia Armendariz, Shaida Badiee and Praful Patel. Imago is part of your legacy.

We would also like to thank Alnoor Ebrahim who was our Board member from 2020 and was very helpful in thinking about building our knowledge function. His expertise as a professor on managing Social Entrepreneur and Non-Profits at both at Harvard Business School and now at the Fletcher School was valuable to IMAGO.



# Thank you note

We sincerely thank the Sall Family Foundation for its contribution to Imago's core funds. This generous contribution in 2022 will help us continue to serve grassroots organizations that are closest to the ground or owned by the poor in LATAM. We hope this is the start of a strong and long-lasting partnership. We also thank the American Endowment Foundation, your contribution has also given us the confidence to strive for excellence and reach for even greater heights.

We would also like to thank individual donors Kathie Krumm, Lucy Lytton, Miguel López, Tania Begazo Gomez, Thyra Riley, and John Blaxall that gave generous gifts to Imago through the 2022 Community Connections Campaign in the World Bank. 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 2022.



