

Imago Global Grassroots 2024 Fellowship Opportunities

ABOUT US

Imago works with mission driven organizations around the world to scale up impact in a way that respects their unique identity, values, and context. Our work seeks to support organizations in unlocking constraints that may hold them back, including articulating a strong theory of change, creating a sustainable business model, nurturing a culture of evaluation and learning, embracing an agile way of working, and enabling collective leadership.

Since 2014, Imago has successfully supported some of the most iconic organizations around the world, such as SEWA and Pratham in India, Teaching at the Right Level and Solar Sisters in Africa, Lever for Change and UN Women globally, and Financiera Sustentable and Fundación Paraguaya in Latin America. We have partnered with over 70 organizations in 12 countries that together impact the lives of more than 12 million people, mostly women¹.

SUMMER FELLOWSHIP

The Imago Summer Fellowship Program is an 8–12-week opportunity for inquisitive, and entrepreneurial graduate-level students who are working towards a graduate degree in international development, business administration, or a related field. Based on their unique skill sets and interests, fellows are matched with an Imago office/project team² and assigned to one or multiple projects in one of the Imago offices³.

The project(s) will focus on a particular challenge in an organization's scale up process. This could include developing knowledge products that provide insight on our clients' processes and theories of change, market analyses and product testing, unpacking scaling up pathways, among others. The fellowship will begin with an in-person onboarding process (likely in Washington D.C.) to learn about Imago's approach and way

¹ Visit <https://imagogg.org/> for more information.

² The specific assignment of a fellow to a client or project will happen during the application process and will be based on the applicant's skill set, fit with the organization and personal interest. The possibilities described below are to provide applicants with the most accurate information available now, but do not exhaust possibilities. Flexibility is also highly desired from Imago fellows. As a dynamic environment, Imago projects might be subject to change or additions since the drafting of these ToRs.

³ Imago offices engage remotely from different locations with a marked proclivity for remote work, nonetheless some projects will aim at in person experiences for 2023. Below, you will see potential projects and if they entail a fully in person, remote or hybrid approach.

of working, take an in-depth look into the client(s) within whom they will be working, and understand the activities that will be undertaken throughout their fellowship.

Imago India Office (5 fellowship positions)

1. SEWA: Scaling Up Women Led Agri-business (1 fellowship position).
2. SEWA: Adaptive Evaluation: enterprise support system for women enterprises (1 fellowship position).
3. MLE Convergence project. Adaptive Evaluation- Convergence (1 fellowship position).
4. Office Growth Strategy (1 fellowship position).
5. Communications (1 fellowship position).

Imago Global Office (6 fellowship positions)

1. Bold Solutions Network (BSN) (1 fellowship position).
2. Diversity Equity and Inclusion (DEIJ) (1 fellowship position).
3. IMAGO Knowledge Area. (1 fellowship position)
4. Chile (1 fellowship position):
5. Brazil (1 fellowship position):
6. Peru (1 fellowship position):

The details for each of the 2024 summer fellowship opportunities are included at the end of the document.

QUALIFICATIONS

- Current graduate-level student in a field related to international development or business administration.
- Background in Economics or related areas
- Experience living or working in a developing country.
- Data management skills strongly desired
- Experience working with communities or social enterprises is strongly desired.
- Knowledge of Spanish, Portuguese and/or Hindi is strongly desired.
- Commitment to working with the poor to help them become agents of their own destiny.

TERMS AND LOGISTICS

- Imago does not provide economic compensation, but strongly encourages students to apply for grants to cover travel and living expenses where applicable. Imago will support these applications with documentation, letters, etc., as needed.
- Imago covers travel and food expenses for the in person on boarding experience, as well as field work related travel. For in-person working experiences outside the US, Imago will cover travel expenses to new duty stations, however Imago does not cover living expenses in said locations.

APPLICATION PROCESS

The application process will be **open between January 9th and February 15th, 2024. Applications will be reviewing on a rolling basis after February 2nd**, so we **highly encourage candidates to apply as soon as possible**. Fellows will be notified if they advance in the selection process by February 16, 2024.

To apply, **email the following documents to (arestrepo@imagogg.org)** with the subject line: IMAGO Summer Fellowship 2024, Name of applicant.

1. Your CV
2. A statement of purpose detailing why you are interested in working with Imago, as well as a ranking of the three preferred project engagements you would be interested in as a possible placement. The statement of purpose should not be more than 500 words.
3. Please label the documents in the following format: CV_First Name_Last Name & SOP_First Name_Last Name.

If your application moves forward, you will have a first virtual interview with Nicole Carpentier and Andrea Restrepo, and, if successful, a final interview with your potential program manager. For more information, please email arestrepo@imagogg.org.

IMAGO 2024 SUMMER FELLOWSHIP POSITIONS

Imago India Office (5 fellowship positions)

All positions require fellows to be in Delhi⁴, India, and available for fieldwork travel within India. Fluency in Hindi is highly desired but not essential.

SEWA. 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. Imago has been working with SEWA for nearly seven years focusing on building the necessary pre-conditions for scaling in a way that is consistent with their values. Our work has included strategy work, capacity building, advice on IT, preparation for data integration and livelihood surveys. Currently, Imago is supporting SEWA in two projects:

SEWA: Scaling Up Women Led Agri-business (1 fellowship position).

The fellow would contribute to the work that Imago Global Grassroots, along with Self-employed Women's Association (SEWA), is currently implementing. The project is focuses on the creation of a women-led agro-processing enterprise model with rural market linkages, with the cluster level federations (CLF) of the State Rural Livelihood Mission (SRLM) in two states in India.

The pilot enterprises have been set-up in Madhya Pradesh (MP) and Uttar Pradesh (UP), and the model is currently being scaled to other locations in MP, UP and Jharkhand, with the support of Bill & Melinda Gates Foundation (BMGF) and the respective SRLM.

- Role:
 - Assist in creating standardized toolkits as support structures for scaling up the enterprises planned for this year.
 - Help update the theory of change of the program to prepare for the next phase.
- Towards the end of fellowship, the candidate should have:
 - Developed a practical understanding of the steps involved in scaling up women owned enterprises.
 - Developed an understanding of how development interventions are designed and scaled up.
 - Exposure to methods such as theory of change.
 - Practical field exposure.

⁴ Imago India Office maintains a "work from home" policy but will regularly hold in person meetings during the summer fellowship process.

SEWA: Adaptive Evaluation: enterprise support system for women enterprises (1 fellowship position).

Imago is working with SEWA Bharat and BMGF to help scale some of the SEWA owned Social Enterprises (SEs) through testing discrete and impactful interventions. Imago is working on building a grassroots accelerator for SEs to increase both their revenues, as well as women's empowerment, over a period of 5 years.

- Role:
 - Assist in creating mini briefs of the journey of enterprises.
 - Help document research findings thus far and create dissemination materials.
- Towards the end of the fellowship the candidate should have:
 - Exposure on application of adaptive evaluation.
 - Exposure to methods like process tracing, usage of evidence maps in a mixed method research context.
 - Practical exposure to the research information gathering process.

MLE Convergence project. Adaptive Evaluation- Convergence (1 fellowship position).

MLE Convergence Project is a three-year BMGF grant to evaluate the impact of system-level interventions on women's income and agency. The project focuses on assessing the systemic shifts and increased participation of women collectives in the planning and implementation of the Mahatma Gandhi National Rural Employment Guarantee Act. The fellow would be contributing on the research activities Employment Guarantee Scheme (MGNREGS), the world's largest social welfare scheme.

- Role:
 - Help document research findings thus far and create dissemination materials.
 - Work closely with research associates to help update Theories of change.
- Towards the end of fellowship, the candidate should have:
 - Exposure on application of adaptive evaluation in the context of intervention designed to improve large government programs.
 - Exposure to methods like process tracing, usage of evidence maps in a mixed method research context.
 - Practical exposure to research information gathering process.

Imago India Office. Imago's India team oversees managing all programs in the South Asian continent and is a pivotal part of Imago's growth and origins. As our work has continued to expand and diversify throughout India, more emphasis has been made on consolidating strategies and communications that enhance the magnitude of the impact that is being scaled. Working with the India team will involve supporting country office director and team closely in 2 areas:

Office Growth Strategy (1 fellowship position).

The Fellow will play a pivotal role in our India office, contributing to the development of innovative strategies to explore new areas of work and potential opportunities. As part of a non-profit organization that empowers grassroots entities to scale up, the Fellow will delve into the development landscape of India, identifying gaps and exploring how Imago can bring in solutions that drive sustainable growth and impact at the community level. The work would contribute to our external strategy for the next year.

- Role:
 - Help map the donor landscape and find overlapping areas with Imago's work in India.
 - Work with country and global leadership teams to create external collaterals.
 - Contribute on creating project templates for proposals by working with various project managers to create short narrative of the research and implementation projects in India.
- Towards the end of fellowship, the candidate should have:
 - Developed an understanding on how an organization working in development space operates in India.
 - Developed an understanding of donor landscape of India.
 - Worked closely with leadership team of a global nonprofit on country (India) specific strategy.
- **Remote work is possible for this position.**

Communications (1 fellowship position).

In the role of contributing to our communication strategy, the Fellow will be expected to contribute shaping the narrative of our organization. This role requires working closely with various stakeholders to understand the nuances of our work and translate them into compelling stories that resonate with our audience.

The fellow would contribute to the development and implementation of communication plans that effectively convey our mission and impact, thus amplifying our voice in the development sector.

- Role:
 - Coordinate with global and country leadership team on developing the communication strategy for Imago India.
 - Help create project specific communication snippets that can be integrated into next year communication strategies.
 - Bring voices of the community into external collaterals.
- Towards the end of fellowship, the candidate should have:
 - Developed an understanding on the structure and planning of a country communication strategy for a non-profit.
 - Developed an understanding of the work that a nonprofit does in India.

- **Remote work is possible for this position.**

Imago Global Office (6 fellowship positions)

All positions are may be filled from a remote location, but in person work might be encouraged in specific projects based on location.

Lever for Change. Founded in 2019 as a nonprofit affiliate of the John D. and Catherine T. MacArthur Foundation, Lever for Change leverages investment in solutions to the world's biggest problems, from racial and gender equity to climate change. Outstanding organizations that participate in the challenges Lever for Change designs form the Bold Solutions Network (BSN), an initiative that focuses on unlocking their potential and catalyzing further funding.

Bold Solutions Network (BSN) (1 fellowship position).

Imago has partnered with Lever for Change since 2020 to support organizations to strengthen the impact of their work, raise their visibility, and unlock their potential to secure increased funding through various tracks of capacity building. Each year, Imago offers BSN organizations varied courses, coaching sessions, and interactive workshops covering several topics including Adaptive Evaluation, Scaling Up Impact, Feminine Leadership, and Diversity, Equity, Inclusion and Justice over the past two years.

- *Role:* The selected fellow will support program managers in carrying out the activities for the year, as well as begin to develop a new strategy on possible opportunities and areas that could be explored with members of the BSN.
- *Work modality:* remote
- *Desired skills:* stakeholder management, excellent communication skills, highly organized, strong time management, creative and analytical thinking, curiosity for new approaches and scaling up.

Diversity Equity and Inclusion (DEIJ) (1 fellowship position).

Imago has developed a unique line of work to support impact driven organizations strengthen their work towards DEIJ, unique to their context and operating environment(s). Conceptualizing the work as a journey with multiple entry points, we have built a methodology that focuses on belonging. In so doing, this approach seeks to support individuals and organizations in their efforts to actively create, support, and maintain a more diverse, equitable, inclusive, and just world while recognizing the continual learning through multiple stages of awareness and action that is needed to achieve meaningful progress.

- *Role:* The selected fellow would support the development of the DEIJ line in client facing projects as well as in the internal conceptualization. This includes, but is not limited to, supporting the creation of learning sessions and knowledge material.
- *Work modality:* Remote.

- *Desired skills:* Stakeholder management, superb communication skills, highly organized, strong time management creative and analytical thinking, previous work experience or familiarity with DEIJ.

IMAGO Knowledge Area. (1 fellowship position)

Imago's Knowledge team was created to consolidate our thinking and lessons on what it takes to support grassroots on scaling up and the varied challenges the process entails, to aggregate learnings across different projects accomplished over the last years, to develop new cutting-edge thinking and to make this knowledge widely accessible. Working with the Knowledge team will probably involve supporting the development of knowledge products in adaptive evaluation, system mapping or scaling-up, and supporting country office teams in the work with clients (especially projects that are currently facing challenges related to monitoring, learning and evaluation).

Since 2021 Imago has also focused its work in country hubs in Latin America, where it has developed relationships with varied organizations. These countries are:

Chile (1 fellowship position):

Our work in Chile is currently concentrated in one ongoing project:

Fundación Olivo. Fundación Olivo is a local NGO and key player in the civil society ecosystem in Chile that has been working to promote projects that increase quality of life through education, culture and use of public spaces. Fundación Olivo works closely with other smaller civil society organizations supporting social and development innovations.

- **Scaling up roadmap for 4 local organizations.** Since 2022 Imago has partnered with Fundación Olivo to co-create a scaling up roadmap for local organizations in a 1-year process. This process took place successfully in 2022 with 2 local organizations (AraucaniAprende and Balloon) and was renewed for a second year with a new batch of organizations. Since 2023, Imago has been working with 4 new organizations (Trabun, Huella Local, Fundacion 99 and Formando Chile) in the co-creation of a roadmap to scale one of their ongoing programs.
 - *Role:* The selected fellow would support the program manager in the co-creation of a scaling up strategy for 4 local organizations. This includes, but is not limited to, participating in the creation of workshops, check-ins and systematization of each organization's environment and strategy.
 - *Work modality:* remote.
 - *Desired skills:* stakeholder management, excellent communication skills, highly organized, time management, goal setting, resource management, analytical thinking, fluency in Spanish is required.

Brazil (1 fellowship position):

Our work in Brazil is currently concentrated in 3 ongoing projects, mostly focused on adaptive evaluation (Imago's innovative approach to evaluation for impact- you can read more about it [here](#)) :

Instituto Gesto. Instituto Gesto is a nonprofit organization created by the Lemann Foundation and dedicated to the improvement of public management in Brazilian municipalities and state governments. Imago is supporting Instituto Gesto in designing and implementing adaptive evaluation techniques for the implementation of the educational program Teaching at the Right Level (TaRL) in Brazil.

CAEd. Imago is working with CAEd, the Center for Public Policy and Education Assessment from the Federal University of Juiz de Fora, and the Recife Education Department to apply adaptive evaluation techniques to assess return-to-classroom policies in the city of Recife. The whole AE process is co-designed and co-implemented by Imago, CAEd and Recife Education Department, which will allow for capacity building and long-term sustainability. The project includes four main components: diagnosis, design of the assessment and evaluation, data collection and interpretation.

Country Growth Strategy. As our work has continued to expand and diversify throughout Brazil, more emphasis has made on consolidating strategies that enhance Imago's presence in the country. Imago has identified Brazil as a hub for social innovation and is currently developing a looking to spearhead its growth and priorities in the territory.

- *Role:* The selected fellow would support the program manager in both ongoing projects and planning of the in-country growth strategy. This includes, but is not limited to, data analysis, research, evidence gathering and business development outreach.
- *Work modality:* Remote or in Brazil.
- *Desired skills:* stakeholder management, excellent communication skills, analytical thinking, data analysis, previous experience with research, previous experience working in development in Brazil in government or non-profit sector . Fluency in Portuguese is required.

Peru (1 fellowship position):

FONCODES: The Cooperation Fund for Social Development (FONCODES, for its name in Spanish), is a national program of the Ministry of Development and Social Inclusion in Peru that aims at generating sustainable economic opportunities for rural households in extreme poverty. In 2024, Imago will be supporting FONCODES in strengthening their intervention model with rural entrepreneurs. The fellow working in this project In Peru will probably also be involved in business development activities in the country, including the elaboration of a landscape analysis.

- *Role:* The selected fellow would support the program manager in kicking off the rural intervention model with FONCODES and thinking of the in-country

growth strategy. This includes, but is not limited to, data analysis, research, evidence gathering and business development outreach.

- *Work modality:* remote with duty station in Lima, Peru. Travel to rural areas in Peru will also be required.
- *Desired skills:* stakeholder management, great communication skills, data analysis skills, previous experience working in development in Latin America, previous experience with Peru's government and non-profit sector, previous experience in program management, previous experience with quantitative data, fluency in Spanish is required.