



A GLIMMER OF HOPE
ELIMINATE POVERTY. ILLUMINATE LIVES.

GLIMMER'S IMPACT IN ETHIOPIA 2018

ANNUAL REPORT



LETTER FROM GLIMMER'S CEO

2018 was a year of tremendous reflection and growth for Glimmer. With the weighty decisions and bold choices we made as an organization in 2018, I am reminded of my fears and trepidations in stepping in as CEO four years ago. I questioned whether I was up for the job or had the skills and talent it required. When I look at where we are now, so much has changed at Glimmer for the better. I have personally grown and learned so much, especially from leading a team of 40 impeccable human beings as we work alongside the rural poor in Ethiopia.

As we approach Glimmer's 20th anniversary, our vision to lift rural Ethiopian communities from poverty remains unchanged. We know that investing in a holistic, integrated approach has the power to transform lives. We continue to

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build on the impact of our model – an ever-evolving Glimmer constantly invites us to look back, lean in and step up. In 2018, this reflection resulted in a major shift in our theory of change, our dynamic road map for how we achieve our vision and measure progress.

MILESTONES FROM 2018

1. We updated our theory of change.

This was a big task as it invited us to zoom out and reconsider not only who we are and what we stand for, but also how to be more effective in our endeavors for sustainable change. This challenging process led us to closely explore our own experiences, as well as peer organizations, our partners in Ethiopia and the latest research. We allowed for the bold and the new, accepting doubt and failure as an integral piece of learning.

What we believe:

- **Livelihoods is the key to resilience.** One of the greatest struggles for the rural poor is the ability to survive shocks, such as drought and disease, that are a regular, inevitable part of life in remote communities. Updating our theory of change revealed how crucial income generation is in creating lasting resilience. As a result, we have decided to prioritize and expand our investments in this area to empower people to create stable income and food supplies for their families.
- **Integration supports thriving families.** Integration remains the solid nucleus of what we do and how we do it. Glimmer's holistic approach to alleviating poverty is now strengthened with a more intentional focus on designing our work through the family lens. Parents receive loans and training that increase income and stability. Mothers learn about nutrition and pre- and post-natal care. Children with good schools close to home can reach their full potential. Entire communities thrive with growing markets, food availability and healthy, educated people.
- **Strengthening local systems builds sustainability.** Supporting the existing systems in the rural areas leverages the local skills, systems and efficiencies, whilst deepening trust with the people of Ethiopia.
- **We can't do it alone.** Among Glimmer's greatest assets are the partnerships we have developed over two decades from the highest office in the land to the most remote and distant voice of the woman carrying the water jugs. Essential to our work is our alignment with the local, grassroots partner organizations that implement the projects on the ground. Our local partners bring deep insight and connection to the people in the communities where we work and contribute so much to the success and impact of what we do.

2. We improved our monitoring and evaluation.

To support our refined theory of change, we narrowed our focus to measure the key outcomes that we directly influence. We added digital data collection on the ground for local community members to gather information and share it in real time. We will use our findings to improve what we do and to update our supporters on the transformation taking place in Ethiopia.

3. We expanded our team of in-country experts.

We invested in our Glimmer team in Ethiopia to guide and carry out our theory of change in the rural communities. Meet our newest team members later in this report.

4. We received a \$5 million grant from the Helmsley Charitable Trust.

Through this new partnership, Glimmer is applying our updated strategy in a community of 63,000 people in the Amhara region. Everything we do is about partnership and deepening trust with those with whom we work. We are thrilled to have Helmsley as our newest partner and look forward to learning both with and from them.





RISKS AND CHALLENGES

With important strategy changes in 2018, we will be assessing the challenges inherent in our work and the risks in trying new ways of doing things.

- **Investing more in livelihoods.** As we expand our work to build income and food security, we are testing new activities and ideas, such as strengthening rural cooperatives. We hope to leverage these existing financial groups to improve the efficiency and sustainability of our work. Our risk lies in the uncertainty of the time and investment it will take to strengthen rural cooperatives and to determine the measures for when a cooperative is fully sustainable.
- **Gathering and understanding the “right” data.** Part of Glimmer’s journey is the evolution of how we track our progress toward ending poverty. It’s a massive task in an ever-changing landscape. We are continually challenged by the importance and complexities of data in our work. At the same time, data tells only part of the story. The intangible impact of our work cannot be found in a spreadsheet. It is the fire in a woman’s eyes when she is standing up straight, confident in her value and worth. Knowing that she is paving the way for her children, her community and future generations. Women rising up, transforming their lives. How do we share the excitement and satisfaction a woman experiences when she finally unleashes her full power and potential? For me, this is the single, greatest frustration in this work. When women get to experience economic freedom, they are set on a path to transform not just the structure of their families, but that of

entire communities. Yet, it is incredibly difficult to translate this critical piece of change on the ground.

- **Changing deeply held attitudinal beliefs.** The remote communities where we work have seen little change since the beginning of time. Beliefs and traditions are tightly held and preserved in rural Ethiopia. For true sustainable change to occur, we understand the need for attitudinal change at its root, particularly as it relates to establishing equality for women and girls. I recently visited one of our girls’ clubs, a student-led group that empowers and educates girls to stay in school, avoid child marriage and support each other. One male teenager I met joined the girls’ club after seeing the injustices his sister dealt with every day. He wanted to share all he learned with his mother and start helping her at home by preparing meals, but she quickly ushered him out of the kitchen, saying it’s no place for a male. He began to talk with her each day about the lessons from the girls’ club. She now welcomes his help at home and shares her experiences with other women in the village. I was so impressed listening to these young men and women who are daring to do it differently, refusing to accept the social norms.

“Every decision is in support of the rural life being improved, it’s that simple and that important.”

WHERE WE’RE GOING IN 2019

- **Build on change driven by women.** In 2018 we saw Ethiopian women rise to national leadership positions at an unprecedented level. Ethiopia’s first female president and a gender-balanced cabinet are setting an example for most countries in the world. Gender equality at the top will eventually affect change for the women and girls in the rural communities, allowing for more opportunities to reach their greatest potential.

Glimmer is headed into 2019 with more focus on empowering women. I recently spent time with members of the Women’s Development Army, an innovative volunteer network of women formed by the Ethiopian government. This army of women goes hut to hut to share lifesaving information that is changing the face of health care for women in the most remote corners of the country. The stories they shared with me illustrated the incredible power of women stepping up to and for women. By strengthening this existing network of women volunteers, Glimmer can make greater strides in reducing child deaths, improving life expectancy for women and eliminating preventable diseases.

- **Focus relentlessly on the people of Ethiopia.** This year Glimmer invested \$4.5 million and impacted more than 21,000 families. As we roll out our new strategy developments, we will be able to reach more families and increase our effectiveness as we move toward our vision to eliminate poverty. Every decision is in support of the rural life being improved, it’s that simple and that important.

All in all, it’s an incredibly humbling journey, and I am eternally grateful to be surrounded by a team of brilliant, passionate, driven and compassionate people. Together, and across continents, we teach and support each other whilst guiding Glimmer in reaching new and exciting frontiers.

And, finally, to all our partners on the ground, investors and contributors, and, of course, the beautiful, refined and dignified people of Ethiopia, our greatest teachers of all, we are humbled and inspired to rise to the challenge together today and tomorrow.

With Love,

Donna Berber
CEO & Founder



WHO WE ARE
GLIMMER
EMPOWERS
FAMILIES
AND
STRENGTHENS
COMMUNITIES

We partner with the people of Ethiopia to develop integrated, holistic solutions to ending poverty. Glimmer envisions a future where all families in rural Ethiopia have the skills, resources and opportunities to be resilient and thrive.



HOW WE WORK SUSTAINABLE CHANGE

We build sustainability into every step of our process. By involving the community, building strong partnerships and using an integrated approach, we can have a long-lasting impact.



INTEGRATED APPROACH

Glimmer brings together a holistic set of interventions in **livelihoods, health and education** to establish a **foundation for economic growth and resilience**.



GOVERNMENT ALIGNMENT

Glimmer designs our programs around national priorities and works in **collaboration with local and regional government**. To maximize our impact, **we leverage existing networks and systems** established by the Ethiopian government.



COMMUNITY INVOLVEMENT

Glimmer engages the **people of Ethiopia** in deciding **where and how we do our work**. Community members contribute cash and labor to support Glimmer's work.



LONG-TERM COMMITMENT

Glimmer invests in communities over five years. During that time, we **build sustainability** through **trainings and ongoing monitoring** to ensure community ownership.

18 YEARS
ON THE
GROUND

\$100 MILLION
INVESTED

MORE THAN
10,000
PROJECTS

SINCE WE STARTED
OUR WORK IN
2000, ETHIOPIA
HAS EXPERIENCED
REMARKABLE CHANGE

LIFE EXPECTANCY
INCREASED

13 YEARS

PRIMARY SCHOOL
ATTENDANCE

DOUBLED

ANNUAL CHILD
DEATHS CUT IN

HALF

OUR UPDATED STRATEGY TO END POVERTY

In 2018, we updated our theory of change – Glimmer’s road map to eliminating poverty in rural Ethiopia. Glimmer strengthened and honed our approach through collaboration with peer organizations, research and lessons learned from 18 years on the ground.

GLIMMER’S THEORY OF CHANGE

THE PROBLEM

Rural Ethiopian families remain stuck in the cycle of poverty due to a lack of life’s most basic needs: income, food, clean water, health care and education, as well as the capacity and resources to cope with frequent environmental and economic shocks.

ACTIVITIES

LIVELIHOODS

Engage in and equip community members to manage production of value chain commodities (i.e., animal fattening, dairy, vegetables).

Strengthen rural savings and loan cooperatives.

HEALTH AND WATER

Equip local health workers with knowledge and skills to support healthy behaviors at the household level.

Establish new health facilities and community-managed, clean water sources.

EDUCATION

Establish and strengthen girls’ clubs, build gender-segregated latrines and construct new schools and improve existing campuses.

BEHAVIOR CHANGE

Community members produce and sell value chain commodities and cooperative membership grows.

Families consistently practice healthy behaviors and clean water sources are effectively managed and maintained.

Girls engage in girls’ clubs. Students access and utilize new facilities.

OUTCOMES



LIVELIHOODS

Increased income, food security and family savings, and strong, self-sustaining rural cooperatives.



HEALTH AND WATER

Improved maternal and child health, nutrition and access to clean water.



EDUCATION

Increased access to improved, gender-sensitive learning environments.

THE GOAL

Sustainable, resilient communities are equipped to absorb, anticipate and overcome shocks and break the long-term cycle of poverty.

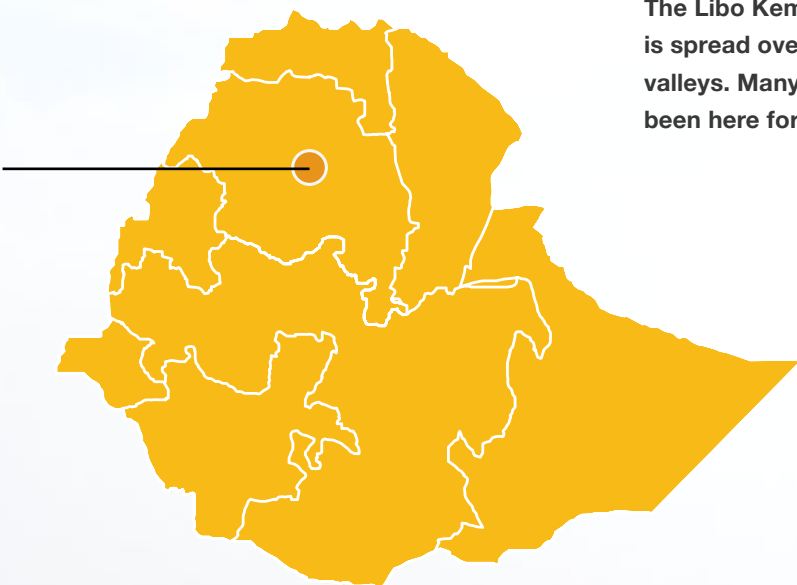
2018 | SPOTLIGHT

CULTIVATING RESILIENCE

Glimmer brings our integrated work in livelihoods, health and education to the Villages of Libo Kemkem.

PROGRAM OVERVIEW


63,000
PEOPLE CALL
LIBO KEMKEM
HOME




The Libo Kemkem community is spread over plains and valleys. Many families have been here for generations.


Rural Life

Family farms dot the landscape in between fields of rice and maize. Market days draw crowds from across the area to buy, sell and catch up with neighbors. While rural life has its challenges, community members work together to build a better future for their children.

95% 
OF RESIDENTS
WORK IN
AGRICULTURE

98% 
BELIEVE IN THE
IMPORTANCE
OF EDUCATION

Rich Irrigation Potential

 Many water resources from ground water, perennial rivers and Lake Tana.



LISTENING AND LEARNING IN LIBO KEMKEM

We work in our communities over a five-year period, beginning with an intensive assessment and planning phase.

YEAR ONE ACTIVITIES



Program implemented in partnership with the Helmsley Charitable Trust

- In 2018, Glimmer conducted a detailed assessment and value chain analysis to understand the needs and potential of the Libo Kemkem community.
- As we began development of program plans, we worked with our local partners to review assessment findings and conducted a baseline survey.
- We used a global co-op assessment tool to identify strengths and challenges in the area’s rural financial cooperatives. Our findings will inform trainings and support for the co-ops.

THE NEED AND GLIMMER’S PLAN



FOOD SECURITY AND STABLE INCOME

- THE NEED:**
- 95% rely on crop production for food and income, putting families at risk of environmental shocks.
 - 38% of families experienced a food shortage in the past three years.
 - 64% of families have no cash savings and only 27% took out a loan in the past year.

OUR PLAN:

Glimmer assessed the area’s commodities and identified cattle and shoat (sheep and goat) rearing, poultry and vegetable production as those most viable. Glimmer then developed a plan to increase potential of the commodities through agriculture capacity building trainings, market strengthening and irrigation canal construction.

Glimmer will strengthen rural savings and loan cooperatives through trainings on financial literacy, lending practices and internal organization and governance. Our trainings and support will increase the long-term sustainability of local cooperatives and increase access to small, low-interest loans for the community.



EDUCATION AND FAMILY HEALTH

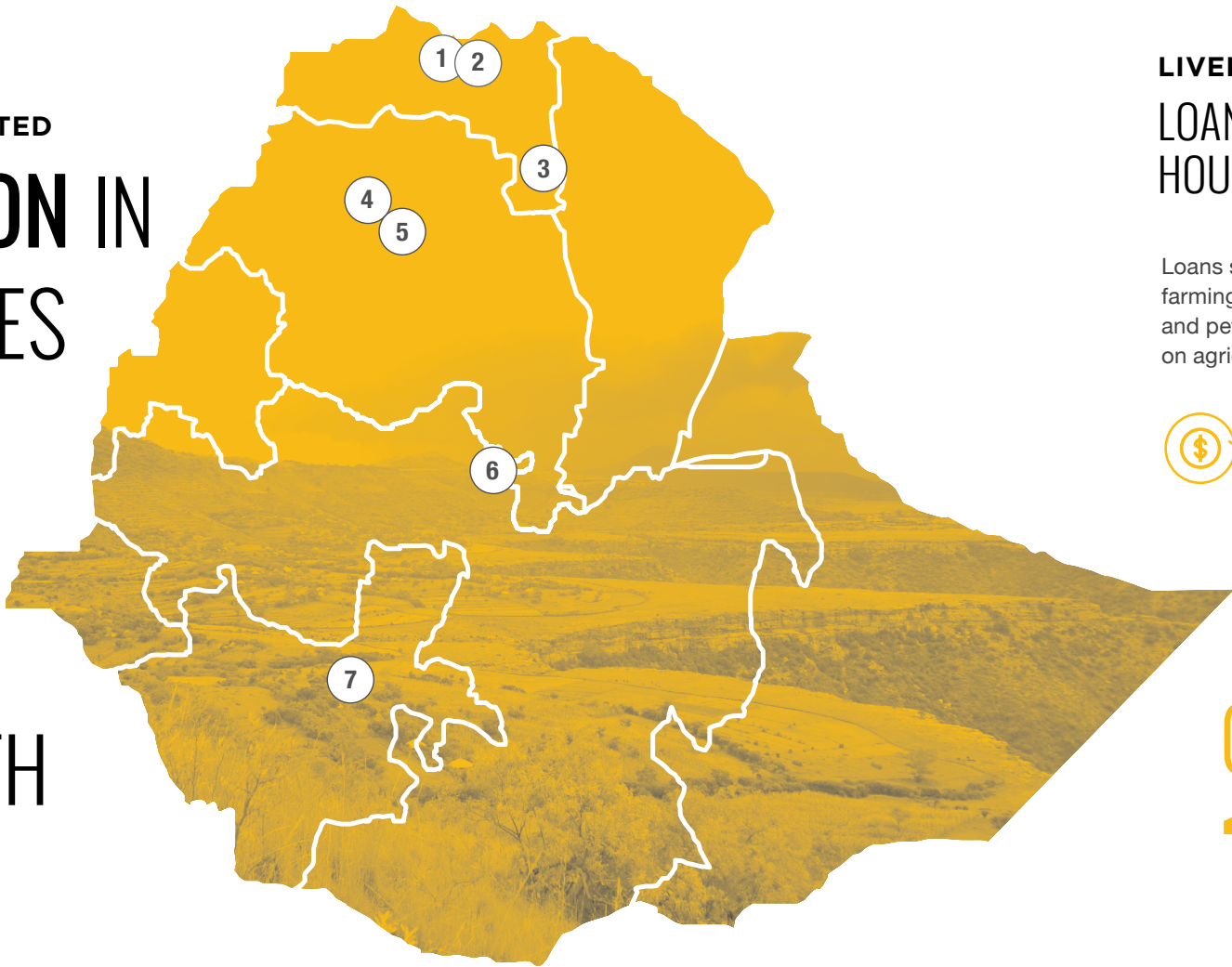
- THE NEED:**
- Poor quality, unsafe primary schools and limited opportunity to attend secondary and preparatory school are the main challenges for children, especially girls, to complete their education in Libo Kemkem.
 - 61% of people do not have access to a latrine, resulting in a high rate of open defecation that compromises family and community health.
 - 54% of births happen at home or without a skilled practitioner.

OUR PLAN:

Glimmer will build new schools and gender-segregated latrines and fund clubs for girls that provide skills and resources needed to stay in school. Glimmer will equip our health centers with pre-natal, post-natal and maternal delivery support and provide trainings to the Women’s Development Army and health extension workers to promote healthy behaviors with women during home visits.




IN 2018, GLIMMER INVESTED
\$4.5 MILLION IN
COMMUNITIES
WITH THE
GREATEST
POTENTIAL
FOR GROWTH




OUR 2018 COMMUNITIES:

- 1. VILLAGES OF MEDEBAY ZANA
- 2. VILLAGES OF MAICHEW
- 3. VILLAGES OF ADIKEYH
- 4. VILLAGES OF GONDAR
- 5. VILLAGES OF LIBO KEMKEM
- 6. VILLAGES OF SHOA
- 7. TERCHA VILLAGE


ORGANIZATION HIGHLIGHTS




LAUNCHED WORK IN A NEW COMMUNITY
In collaboration with local government and area residents, Glimmer began our first stage of work in the Villages of Libo Kemkem.



NEW PARTNERSHIPS
Glimmer joined the Movement for Community-Led Development, an alliance of more than 50 organizations dedicated to enhancing the power and capacity of communities to take charge of their own development.



TEAM GROWTH
Glimmer added four new staff members to support our growing work.




MOBILE DATA COLLECTION
To better gauge our impact, Glimmer hired locally based community facilitators to monitor and track our progress with mobile tablets for efficient and accurate data collection in remote villages.


LIVELIHOODS

LOANS RECIPIENTS INCREASED
HOUSEHOLD INCOME BY **82%**

Loans supported income generating activities in dairy farming, animal fattening, vegetable and fruit production and petty trade. Community members were also trained on agriculture and business management.



1,765 new loans distributed.




Average loan amount: **\$368.**


EDUCATION

IMPROVED EDUCATION FOR
13,000 STUDENTS

Glimmer updated existing schools and created new educational opportunities through additional facilities, school supplies and teacher trainings.



31 girls' clubs provided support to empower teenage girls.




34 new, gender-segregated latrines for greater privacy and menstruation management.

OUR INTEGRATED APPROACH REACHED
109,000 ETHIOPIANS


HEALTH

BETTER HEALTH CARE FOR
18,000 FAMILIES

Glimmer's health projects improved care for families from preventative services to pre-natal, delivery and post-natal care.



2,618 babies delivered at 10 Glimmer health centers.




2,864 community members received nutrition training.


WATER

2,000 FAMILIES WITH CLEAN
WATER WITHIN 1 KM OF HOME

52 clean water projects expanded clean water access in the Oromia, Amhara and Tigray regions.



1,084 hours saved each day due to reduced walk times for water.



378 community leaders trained in sanitation, hygiene and well management.



2018 | STORY

INVESTING IN WOMEN: WAHID’S NEW DAIRY BUSINESS

In rural Ethiopia, earning a reliable income can be difficult, especially for women. At age 41, Wahid faced the additional challenge of being the sole breadwinner for her family. As a widowed mother of three, Wahid struggled to provide the basic necessities. It was a challenge just to put food on the table some days.

A year later, Wahid’s life changed after receiving a loan to start a dairy business.

With a US \$400 loan, Wahid purchased her first dairy cow and farm supplies. Glimmer’s agricultural lending and training program gave Wahid the skills and resources she needed to care for dairy cows, develop a feeding system and create and manage a business plan.

When Wahid’s first cow began producing milk, she started to build a stable income and savings to support her family. By reinvesting in her business, she grew her farm from one cow to five, dramatically increasing her milk yield.

Wahid produces butter, yogurt and buttermilk for both her family and her customers. On average, she makes about US \$13 a day from her dairy products. With this increase in reliable income, she settled her debts, reinvested in her business and opened a bank account to save for her family.

“I want to teach other women on how to lead a better life like me with their business.”

Today, Wahid is a proud leader among the women in her village and a strong contributor to local economic growth. She is changing the path not just for her family, but her entire community.

2018 | OUR TEAM

EXPANDING OUR REACH

Our team is growing to
guide and carry out our vision.

This year, the Glimmer team welcomed new team
members and expanded our areas of expertise.

Two new program experts joined our Ethiopia office
to deepen our impact in livelihoods and increase the
sustainability of our programs. We also welcomed a
new database manager to assist in the launch of our
monitoring and evaluation initiatives.

To facilitate the expansion of our livelihoods programming,
staff members from Glimmer and our partner organizations
completed trainings to become certified in a globally
recognized cooperative assessment, a tool for measuring
the professional capacity of locally run financial groups.



MEET THE NEWEST GLIMMER TEAM MEMBERS



YEMATAYE TESSEMA
Livelihoods Officer

Yemataye's 20-year career in livelihoods and food security is marked by a passion for engaging and empowering rural communities. In his role at Glimmer, he brings together partner organizations, rural communities and Glimmer staff to complete proposals, program audits and capacity building trainings.



TESSEMA FIRDISSA
Project Officer

Tessema has had experience in almost every program management position in his 15-year career in development. His roles in programs, monitoring and evaluation, and capacity building trainings, coupled with his academic background in economics, statistics and business administration, make him uniquely suited to tackle the multifaceted challenges of rural assessments and implementation.



MEKLIT TEFERA
Database Manager

Meklit's extensive experience in application development for private, non-profit and government agencies informs her meticulous data work for Glimmer. She manages and maintains Glimmer's project data and is currently ramping up our monitoring and evaluation tools to improve our field assessments.



ALEMAYEHU TESSEMA
Driver

As Glimmer's newest driver, Alemayehu's addition to our team will help support our program and monitoring field trips. He is often out in the field, expertly navigating the rural, bumpy roads to our program areas. He's also a professional auto mechanic, an essential skill when driving into remote areas.



2018 | OUR SUPPORTERS

ENDING POVERTY TAKES A GLOBAL VILLAGE

Individuals, foundations and companies from across the world supported Glimmer in fighting the cycle of poverty in 2018.

2018 HIGHLIGHTS



A DEDICATED COMMUNITY

Glimmer's individual donors are committed to our vision and support our work year after year. In 2018, half of our donations came from previous supporters.



10,000 PROJECTS MAPPED

Glimmer launched our improved project map. The ERM Foundation donated their GIS expertise to refine the location accuracy of our projects.



NEW PARTNERSHIP WITH THE HELMSLEY CHARITABLE TRUST

With the support of a \$5 million grant from the Helmsley Charitable Trust, Glimmer will reach more than 63,000 people in the Villages of Libo Kemkem.



“In 14 years, I’ve looked and can’t find another organization that does it as well as Glimmer.”

DAVE WELLAND
CO-FOUNDER OF SILICON LABS,
DONOR SINCE 2004


2018 FOUNDATION PARTNERS

IKEA Foundation


THE LEONA M. AND HARRY B.
HELMSLEY
CHARITABLE TRUST

FUNDACIÓN
NETRI

 **Michael & Susan Dell**
FOUNDATION

ERM
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OUR PROMISE



Glimmer applies 100% of donations directly to projects in rural Ethiopia—creating a high return on every dollar invested.



glimmer.org