EXECUTIVE SUMMARY

PURPOSE & CONTEXT
Why do we exist? What guides our work?
- Glimmer’s Origin
- Executive Leadership Team
- About Ethiopia
- Progress in Ethiopia
- The Problem We Are Addressing
- Glimmer’s Guideposts

STRATEGIC APPROACH
What is our approach? How do we measure impact and progress?
- Guiding Principles
- Theory of Change
- Sector Strategies
- Resilience Framework
- Monitoring, Evaluation, Research & Learning
- Resilience & Outcome Indicators

STRATEGIC FOCUS: 2020-2025
What is our near-term focus?
- Current State: SWOT Analysis
- Priorities & Goals

APPENDIX
- Sector Strategy Action Plans
- Organizational Charts
- Acknowledgements
EXECUTIVE SUMMARY

we are incredibly proud of the progress in sustainable development in Ethiopia—from strides in education to improved life expectancy to reductions in poverty. Now, we look ahead to even greater change that builds on this momentum in Ethiopia.

In 2018, Glimmer updated our strategy, drawing on the lessons learned from our work on the ground in Ethiopia since 2000. We refocused our efforts to place greater emphasis on livelihoods as the central driver of change. Glimmer’s strategic approach is based on the belief that families with steady and dependable income have greater capacity to send their children to school, make choices that support health and well-being, and withstand economic and environmental shocks.

Glimmer’s 2020-2025 strategic plan highlights how we are implementing and testing our revised strategic approach with an eye toward expansion and growth. Over the next five years, we are focused on the following priorities:

• Implementing, testing and standardizing our updated theory of change to deepen impact and build scalability.
• Increasing the depth and reach of impact on the ground in rural Ethiopia, supported by increased and diversified funding.
• Developing a comprehensive system of learning and improvement, and continually applying findings.
• Operating using global systems and connecting every staff member to the mission.
• Mitigating threats and seizing opportunities to strengthen the organization to continue work for the next 20 years.

As the Covid-19 pandemic adjusted our plans in 2020, we revised our strategic priorities to reflect the new and shifting situation on the ground. While Covid-19 is a shock at a global scale, it has the greatest impact on vulnerable communities, and we anticipate it will have ripple effects for years to come in rural Ethiopia. Covid-19 reinforced the importance of strengthening the resilience of both rural Ethiopian communities and our organization during and after the pandemic.

As we look ahead to the next 20 years, Glimmer envisions Ethiopia with a thriving rural population that is both holding up and benefiting from the country’s economic growth. Opportunity exists for all girls to attend school and all women to earn a fair income. Families and communities are resilient, supported by local systems and resources. Through the efforts of Glimmer, our partners, and the government and people of Ethiopia, the country’s most vulnerable communities will progress and prosper—allowing Glimmer to create a roadmap to ending poverty at a global scale.

AS GLIMMER MARKS 20 YEARS SINCE OUR FOUNDING,
we are incredibly proud of the progress in sustainable development in Ethiopia—from strides in education to improved life expectancy to reductions in poverty. Now, we look ahead to even greater change that builds on this momentum in Ethiopia.
FOUNDER’S STORY
When the images of the great Ethiopian famine emerged in the mid-1980s, Donna Berber was shaken to her core. Inspired by Live Aid, the global concert that brought attention to the devastating famine, the seed was planted that later inspired a vision that would change the lives of millions of rural Ethiopians.

COMMITMENT TO THE MOST VULNERABLE
A Glimmer of Hope was born in 2000 with the mission to improve lives in the most remote areas of Ethiopia. It was important to Donna and Philip, her husband and co-founder, to go where no one else was willing to go and help the people with the greatest need.

AN INNOVATIVE SOLUTION TO ENDING POVERTY
Donna and Philip’s vision led to Glimmer’s new model for community development. With an endowment from the Berbers to fund operating costs, they established Glimmer with the promise that all donations would go directly to projects. Glimmer employs a full staff of Ethiopian development experts and works with indigenous development partners to address the needs of the people through an integrated approach.

Since 2000, Glimmer has invested $110 million, reached 5 million people and completed 10,000 projects in rural Ethiopia. See the impact of our current approach at http://www.glimmer.org/results-in-mz.
EXECUTIVE LEADERSHIP TEAM

Glimmer’s executive leadership team guides the organization’s vision, operations and implementation in consultation with the board of directors.

ALICYN YARBROUGH
CHIEF EXECUTIVE OFFICER
Alicyn guides the development and expansion of Glimmer’s strategies. She reviews outcomes, shapes the direction of Glimmer’s approach and works in close partnership with the Ethiopian country director.

GEBREHIWOT RETA
COUNTRY DIRECTOR
Gebre informs the direction of the organization’s strategies and implementation. He leads a team of 20 Ethiopian staff and serves as key contact and advocate with stakeholders, government leaders and local partners.

NASSER HASSEN
SENIOR DIRECTOR OF QUALITY CONTROL & SUSTAINABILITY
Nasser oversees the implementation of Glimmer’s monitoring, evaluation, research and learning strategy, and drives continuous improvement.

STEPHANIE FAST
CHIEF FINANCE & OPERATIONS OFFICER
Stephanie is responsible for organizational finances and operations, including systems and technology and human resources.

KAHSAY GIRMAY
SENIOR DIRECTOR OF OPERATIONS
Kahsay heads the programs and operations team in Ethiopia, which is responsible for the day-to-day implementation and ongoing performance of project activity.
With a rocky history of political unrest, border wars, famines and refugee crises, Ethiopia has often been symbolic of hardship. In recent years, Ethiopia has made substantial progress in the fight against poverty and is one of the most rapidly developing countries in the world. Growth is mainly attributed to the development of the agriculture sector, construction of sound infrastructure, and the commitment of the people and government to achieve middle-income status.

Solving the underlying issues of poverty in Ethiopia can pave the way to global change. Ethiopia’s large labor force, efforts to cultivate international business, and economic growth combine to position the country as a leader on the continent. Creating sustainable change in Ethiopia can set the course for ending extreme poverty and reducing systemic inequality. We envision progress in Ethiopia at a scale that could inform a blueprint for ending poverty globally.
The lives of Ethiopians are improving, but there is still a long way to go, especially in remote, rural areas.

Since 2000, Ethiopia has experienced important progress:

- Child mortality under the age of 5 decreased by half.
- Life expectancy increased by 14 years.
- Primary school enrollment more than doubled.
- Girls giving birth between the ages of 15 and 19 decreased by nearly 40%.

The lives of Ethiopians are improving, but there is still a long way to go, especially in remote, rural areas.
THE PROBLEM WE ARE ADDRESSING

Life for a rural Ethiopian family is defined by hardship. When a drought hits, a family that relies on farming is sent into crisis without enough income or food for months. Safety nets and solutions, such as cash savings and drought-resistant seeds, are simply out of reach in their remote community.

For a family in this position, limited income means the boys stay home from school during harvest season to help work the land. The girls search for water twice a day—taking them far from home along isolated, rough terrain to bring back contaminated water. The eldest daughter will soon drop out of school and be married before she turns 16.

Because every illness or weather shock has the potential to send the family into crisis, they never have a chance to get ahead. This is how the cycle of poverty continues in rural Ethiopia for nearly 17 million families.

More than 80% of Ethiopia’s population lives in rural areas—where poverty is most entrenched.

Nearly 26% of the rural population lives on less than $0.60 a day.

Farming makes up 70% of jobs in rural Ethiopia, but climate change threatens food supply and income for families.

More than 37% of pregnant women do not receive prenatal care.

14% of girls in Ethiopia are married before turning 15.

Nearly 50% of girls drop out by secondary school.
VISION

Eliminate poverty, illuminate lives.

MISSION

Glimmer brings together community-led, integrated solutions that transform the lives of rural Ethiopian families.

CORE VALUES

Put People First
We resolutely listen to the people in our communities, our supporters and partners, and each other.

Look Inward, Share Outward
Transparency is key to our success.

Follow Through
Commitment to our word matters.

Embrace Change
We relentlessly pursue our vision by taking smart risks and always striving to be better.
OUR APPROACH

Glimmer’s strategy positions sustainable livelihoods as the foundation of our holistic model, supported by essential health and education interventions. Glimmer places families at the center of our work, based on the belief that families that are healthy and have access to education are better able to take advantage of economic opportunities and secure steady income streams. Likewise, families with economic opportunities and stable incomes are better able to send their children to school, access necessary resources, and make choices that support health and well-being in the future. Our integrated approach comes together to reduce poverty and build long-term resilience so that families in rural Ethiopia can thrive.

Our guiding principles keep us focused on pursuing the most effective ways to improve the lives of the rural poor and create change that is sustainable long-term. Our learnings since 2000 come together to support programmatic design to create systemic, lasting change.

Our theory of change provides a roadmap for planning, implementation and evaluation by explaining how a group of early and intermediate outcomes sets the stage for producing long-term results.

“To realize our vision, we must dream big, take risks and look at our mistakes.”

- Donna Berber, founder and executive chair
GUIDING PRINCIPLES

Glimmer is focused on pursuing the most effective ways to improve the lives of the rural poor and create change that is sustainable long-term. Our learnings since 2000 come together to support programmatic design to create systemic, lasting change.

Ending poverty requires resilience. We equip families with the tools, training and resources to become more resilient to environmental, economic and social shocks—empowering them to respond and thrive long after we leave a community.

Alignment with government priorities and systems builds sustainability. We take an ecosystem approach by designing plans around national priorities and strengthening local systems and structures in the rural areas.

Community engagement is key to sustainable change. We honor local needs, priorities and culture by listening to the Ethiopian people first. We ensure long-term change by involving community members in every step of the process.

Power lies in integration. We strategically integrate initiatives in income growth, health and education to leverage synergistic impacts and drive deeper change.

Agriculture and income are cornerstones of resilience. Our focus is on providing capital and skill development to farmers while strengthening value chains and financial systems to drive growth in agriculture and family income, stability and long-term food security for rural Ethiopia.

Systemic change takes time. By committing to a community for five to seven years, Glimmer can monitor and support programs and empower the community to create sustainability.
**STRICTIC APPROACH**

**THEORY OF CHANGE**

**Glimmer Supports**
- Provision of loans and market linkages
- Training and technical assistance
- Development of key infrastructure

**By**
- Utilizing principles of community-led development
- Leveraging partnerships with government & local partners

**LIVELIHOODS**
Greater livelihoods opportunity for adults and youth

**HEALTH & WATER**
Better health for families

**EDUCATION**
Greater educational opportunity for children

**within families**

**within the community**
Stronger social networks / Improved infrastructure / Stronger institutions

**Resilience Capacity**
Increased individual, household and community resilience and improved response to shocks

**Improved well-being and reduced poverty**

**Key contextual variables**
- Political context
- Socio-cultural context
- Government responsiveness

**Stressors and shocks**
- Natural disasters/environmental stressors, pest and disease outbreaks, political instability, economic shocks and stressors, health events, and chronic poverty
**LIVELIHOODS STRATEGY**

**Goal:** Increase household income, improve food security and nutrition, and improve savings and resilience.

**TRAININGS & LOANS**
Farmers receive commodity-specific business training (market linkages, available resources, proper care and feeding, value-add production) and financial literacy training (business planning, savings, investment, bookkeeping). Each borrower also receives one-on-one technical assistance from a community facilitator, a locally hired staff person who assesses progress and provides ongoing support.

**MARKET & SOCIAL SUPPORTS**
Borrowers participate in multi-stakeholder platforms to facilitate market linkages. Membership in local village economic and savings associations allows farmers to share best practices; increase knowledge of savings, climate conditions, and gender equality; and strengthen social networks.

**COMMUNITY-BASED FINANCIAL SERVICES**
To support financial access for the entire community, Glimmer strengthens local financial cooperatives to become self-sustained, locally run savings and loan institutions.

**IRRIGATION & ASSET PROTECTION**
Farmers receive support through key infrastructure for irrigation and veterinary services to support sustainable livelihoods.
HEALTH & WATER STRATEGY

Goal: Improve health outcomes for women and children by supporting community outreach and education and increasing access to quality health care and clean water.

TRAININGS
Glimmer provides training to health extension workers and members of the Women’s Development Army on maternal and child health and nutrition. Strengthening these local systems and resources for women and families is intended to lead to better health outcomes over the long-term.

HEALTH POSTS & HEALTH CENTERS
Glimmer creates and improves access to quality health facilities in the most remote communities so that all community members are close to critical health care with skilled practitioners.

CLEAN WATER, SANITATION & HYGIENE
To support health outcomes, Glimmer constructs and renovates community water sources, ensuring families have access to clean water within 1 kilometer of their homes. Glimmer trains water committee members on sanitation, hygiene and maintenance of water sources.
EDUCATION STRATEGY

**Goal:** Change understanding of gender norms among boys and girls, support gender equity, build social networks, and increase access to quality educational environments.

**GENDER EMPOWERMENT**
To empower girls around gender issues and ensure more girls stay in school, Glimmer supports and strengthens girls’ clubs. Girl leaders of the clubs educate their peers on early marriage, menstruation and the importance of staying in school. With income-generating opportunities to support the club, girls build confidence and create a permanent safe space to share challenges and talk about issues that they can’t anywhere else. Boys also join the club and learn about gender roles and misperceptions.

**ACCESS TO EDUCATION**
To ensure more children can attend school, Glimmer provides access to better learning environments and education materials. Glimmer also constructs gender-segregated latrines, which help more girls stay in school when they reach the age of menstruation.
Glimmer defines resilience as the capacity of people, households and communities to mitigate, adapt to and recover from stressors and shocks in ways that support reduced poverty and improved well-being over time—while transforming systems and structures to address the root causes of vulnerability. The resilience capacity of families and communities builds with the goal of reaching the stage of lasting transformation.

Resilience is the lens through which Glimmer develops plans and measures impact. Without planning for resilience, we risk investing in change that can’t be sustained over time. Resilience is especially critical for vulnerable communities that are disproportionately impacted by complex issues, including climate change and Covid-19.
The purpose of Glimmer’s monitoring, evaluation, research and learning system is to:

• Clarify and articulate our goals and vision for success.
• Track progress and make ongoing improvements to our strategy to maximize efficiency and effectiveness.
• Better understand our contributions to poverty alleviation in Ethiopia.
• Build an evidence base for an integrated, holistic model of poverty alleviation.
• Share key learnings with stakeholders to secure additional funding to support our continued work in Ethiopia.

The core of the monitoring, evaluation, research and learning system includes:

• Performance Monitoring: Systematic data collection to assess quality and effectiveness of implementation.
• Evaluation and Learning: Ongoing and integrated processes for investigating and understanding progress toward the long-term goals in our theory of change.
• Research: Investigate the broader development space in order to remain strategically innovative and incorporate global best practices.

Glimmer uses a mixed-methods approach to data collection, including household surveys, focus groups, cooperative assessment tools, digital surveys of individual loan recipients, government bureau data and cross-site evaluations.
**Resilience Indicators**

Glimmer gathers data to understand how individuals and communities are prepared to respond to shocks.

<table>
<thead>
<tr>
<th>Resilience Indicators (Selected Sample)</th>
<th>Data Source</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Average asset ownership</td>
<td>Household survey</td>
<td>Baseline, Midline, Endline, Impact</td>
</tr>
<tr>
<td>2 % of community reporting increased bridging and/or bonding social capital</td>
<td>Household survey</td>
<td>Baseline, Midline, Endline, Impact</td>
</tr>
<tr>
<td>3 % of community reporting increased aspirations/confidence to adapt locus of control index</td>
<td>Household survey</td>
<td>Baseline, Midline, Endline, Impact</td>
</tr>
<tr>
<td>4 % of community reporting a change in gender-equitable decision-making</td>
<td>Household survey</td>
<td>Baseline, Midline, Endline, Impact</td>
</tr>
<tr>
<td>5 % of community who have applied improved technologies or management practices</td>
<td>Household survey</td>
<td>Baseline, Midline, Endline, Impact</td>
</tr>
<tr>
<td>6 Response to shocks and stressors among the community (use of savings, social capital, new information, agricultural practices)</td>
<td>Household survey</td>
<td>Baseline, Midline, Endline, Impact</td>
</tr>
<tr>
<td>7 Average household food insecurity scale</td>
<td>Household survey</td>
<td>Baseline, Midline, Endline, Impact</td>
</tr>
<tr>
<td>8 Average ability to recover/rebound from shocks and stressors</td>
<td>Household survey</td>
<td>Baseline, Midline, Endline, Impact</td>
</tr>
<tr>
<td>9 Reported shock or stressor exposure and perceived severity</td>
<td>Household survey</td>
<td>Baseline, Midline, Endline, Impact</td>
</tr>
</tbody>
</table>
## Outcome Indicators

Glimmer gathers data to understand outcomes of our interventions across livelihoods, health and water, and education.

<table>
<thead>
<tr>
<th>Outcome Indicators (Selected Sample)</th>
<th>Data Source</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. % of mature loans repaid</td>
<td>Household survey / cooperative records</td>
<td>Annually</td>
</tr>
<tr>
<td>2. Increased financial literacy</td>
<td>Targeted focus groups</td>
<td>Annually</td>
</tr>
<tr>
<td>3. Increased knowledge of commodity development</td>
<td>Targeted focus groups</td>
<td>Annually</td>
</tr>
<tr>
<td>4. Increased knowledge of best practices and climate-friendly agriculture</td>
<td>Targeted focus groups</td>
<td>Annually</td>
</tr>
<tr>
<td>5. Increased livelihoods diversification</td>
<td>Targeted focus groups</td>
<td>Annually</td>
</tr>
<tr>
<td>6. Increased yield/production levels of targeted commodities - livestock and crop</td>
<td>Household survey</td>
<td>Annually</td>
</tr>
<tr>
<td>7. Increased annual sales (in Ethiopian birr) of targeted products - livestock and crop</td>
<td>Household survey</td>
<td>Annually</td>
</tr>
<tr>
<td>8. Increased savings in local financial cooperatives (in Ethiopian birr)</td>
<td>Cooperative records</td>
<td>Annually</td>
</tr>
<tr>
<td>9. No. of supported local financial cooperatives demonstrating increased capacity</td>
<td>Cooperative assessment</td>
<td>Baseline, Midline, Endline, Impact</td>
</tr>
<tr>
<td>10. Increased knowledge of hygiene and sanitation among health workers receiving training</td>
<td>Targeted focus groups</td>
<td>Annually</td>
</tr>
<tr>
<td>11. Increased knowledge of nutrition and maternal and child health among health workers receiving training</td>
<td>Targeted focus groups</td>
<td>Annually</td>
</tr>
<tr>
<td>12. Increased confidence, sense of control and aspirations for the future among girls’ club members</td>
<td>Household survey</td>
<td>Annually</td>
</tr>
</tbody>
</table>
STRATEGIC FOCUS: 2020-2025
One-country focus since founding in 2000
Community-driven approach
Long-term commitment to communities
Integrated approach to address roots of vulnerability
All-Ethiopian implementation team
Endowment contributes to organizational stability

Complexity of integrated approach challenging in implementation and measuring synergistic impact
Challenges with using shared online systems across both offices
Funding concentrated among a small group of donors

Strengths

Opportunities

• Progress and commitment of Ethiopian government to development
• Partnerships with reputable donors
• Growth of Ethiopian economy
• Alignment with U.N. sustainable development goals
• Participation and commitment of the community members and leaders where we work

Weaknesses

Threats

• Vulnerable communities are susceptible to deep impacts from global health concerns, such as Covid-19
• Government instability
• Climate change and shocks
• Inflation and foreign exchange rate devaluation
• Limited pool of donors that can commit to funding full, integrated model over five years

CURRENT STATE: SWOT ANALYSIS
**2020-2025 STRATEGIC FOCUS**

<table>
<thead>
<tr>
<th>FOCUS</th>
<th>PRIORITY</th>
<th>FIVE-YEAR GOALS</th>
<th>TIMING</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. IMPLEMENT &amp; EXPAND:</strong></td>
<td></td>
<td>Roll out updated approach to improve well-being and reduce poverty.</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>1.1 Complete current five-year projects and gather learnings in line with outcomes in theory of change.</td>
<td>2020-2024</td>
</tr>
<tr>
<td></td>
<td>1.1a:</td>
<td>North Shoa, Oromia region (population: 50,000).</td>
<td>2020</td>
</tr>
<tr>
<td></td>
<td>1.1b:</td>
<td>Maichew, Tigray region (population: 94,000).</td>
<td>2020</td>
</tr>
<tr>
<td></td>
<td>1.1c:</td>
<td>Gondar Zuria, Amhara region (population: 54,000).</td>
<td>2020</td>
</tr>
<tr>
<td></td>
<td>1.1d:</td>
<td>Medebay Zana, Tigray region (population: 97,000).</td>
<td>2021</td>
</tr>
<tr>
<td></td>
<td>1.1e:</td>
<td>Libo Kemkem, Amhara region (population: 64,000).</td>
<td>2022</td>
</tr>
<tr>
<td></td>
<td>1.1f:</td>
<td>Kola Tembien, Tigray region (population: 95,000).</td>
<td>2024</td>
</tr>
<tr>
<td></td>
<td>1.1g:</td>
<td>Oda Bultum, Oromia region (population: 96,000).</td>
<td>2024</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1.2 Increase current implementation by 20% by launching one new five-year project annually, targeting approximately 60,000-100,000 people per community.</td>
<td>2021-2025</td>
</tr>
<tr>
<td></td>
<td>1.2a:</td>
<td>Explore piloting a new five-year project as a geographic expansion of an existing project area.</td>
<td></td>
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<tr>
<td></td>
<td>1.2b:</td>
<td>Identify new partner for expansion of work in Southern region.</td>
<td></td>
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<td></td>
<td>1.2c:</td>
<td>Prioritize subsequent projects in Amhara, Tigray and Oromia according to situation on the ground.</td>
<td></td>
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<tr>
<td><strong>2. TEST:</strong></td>
<td></td>
<td>Assess key assumptions in theory of change.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.1:</td>
<td>Test components of value chain approach that best support livelihoods outcomes, including village economic and social associations, multipurpose cooperatives, business-to-business meetings, experience sharing, etc.</td>
<td>2020-2024</td>
</tr>
<tr>
<td></td>
<td>2.2:</td>
<td>Test effectiveness of direct support through community facilitators as part of value chain strategy.</td>
<td>2020-2024</td>
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<tr>
<td></td>
<td>2.3:</td>
<td>Pilot modalities for loan delivery to borrowers (microfinance institutions, local financial cooperatives, unions of financial cooperatives) to determine effectiveness and sustainability.</td>
<td>2020-2025</td>
</tr>
<tr>
<td></td>
<td>2.4:</td>
<td>Secure partnership with research institution to complete five-year case study of new model.</td>
<td>2023</td>
</tr>
<tr>
<td><strong>3. ENHANCE IMPACT:</strong></td>
<td></td>
<td>Develop key partnerships and analyze our work to deepen our effectiveness.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.1:</td>
<td>Pilot a digital tool that provides resources and demonstrates the use of locally-available materials for proper hygiene and sanitation and Covid-19 prevention.</td>
<td>2020</td>
</tr>
<tr>
<td></td>
<td>3.2:</td>
<td>Explore partnership with an organization that provides technology solutions that reach rural health workers with trainings and education.</td>
<td>2024</td>
</tr>
<tr>
<td></td>
<td>3.3:</td>
<td>Conduct a gender-analysis of Glimmer’s programming and processes.</td>
<td>2020</td>
</tr>
<tr>
<td></td>
<td>3.4:</td>
<td>Complete an internal analysis of Glimmer’s climate-smart agriculture practices.</td>
<td>2021</td>
</tr>
<tr>
<td><strong>4. STANDARDIZE:</strong></td>
<td></td>
<td>Build replicability and scalability through standardization within and across projects.</td>
<td></td>
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<tr>
<td></td>
<td>4.1:</td>
<td>Finalize and document updated exit strategy.</td>
<td>2020</td>
</tr>
<tr>
<td></td>
<td>4.2:</td>
<td>Develop internal programs manual.</td>
<td>2021</td>
</tr>
<tr>
<td></td>
<td>4.3:</td>
<td>Standardize curriculum for girls’ club trainings in schools.</td>
<td>2021</td>
</tr>
<tr>
<td></td>
<td>4.4:</td>
<td>Standardize program processes across implementing partners.</td>
<td>2021</td>
</tr>
<tr>
<td></td>
<td>4.5:</td>
<td>Roll out digital tracking of borrowers in every community.</td>
<td>2021</td>
</tr>
</tbody>
</table>

**THEORY OF CHANGE:**

- **Improve well-being and reduce poverty**
- **Increase individual, household and community resilience and improve response to shocks**
## 5. GROW:
Increase the depth and reach of impact on the ground in rural Ethiopia, supported by increased and diversified funding.

<table>
<thead>
<tr>
<th>FOCUS</th>
<th>PRIORITY</th>
<th>FIVE-YEAR GOALS</th>
<th>TIMING</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1</td>
<td>Increase funding by 20% to support programmatic growth and diversify funding (no funder constitutes &gt;25%).</td>
<td>2025</td>
<td></td>
</tr>
<tr>
<td>5.1a</td>
<td>Secure two new foundation donors (one by 2021 and one by 2023).</td>
<td>2021-2023</td>
<td></td>
</tr>
<tr>
<td>5.1b</td>
<td>Maintain and increase current funding sources to support stability and growth of our work.</td>
<td>ongoing</td>
<td></td>
</tr>
<tr>
<td>5.1c</td>
<td>Develop relationships to support government funding opportunities.</td>
<td>2025</td>
<td></td>
</tr>
</tbody>
</table>

| 5.1a  | Secure two new foundation donors (one by 2021 and one by 2023). | 2021-2023 |
| 5.1b  | Maintain and increase current funding sources to support stability and growth of our work. | ongoing |
| 5.1c  | Develop relationships to support government funding opportunities. | 2025 |

## 6. LEARN:
Develop a comprehensive system of learning and improvement, and continually apply findings.

<table>
<thead>
<tr>
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<th>FIVE-YEAR GOALS</th>
<th>TIMING</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1</td>
<td>Implement and operationalize new monitoring, evaluation, research and learning framework.</td>
<td>2020-2024</td>
<td></td>
</tr>
<tr>
<td>6.1a</td>
<td>Finalize Glimmer’s updated monitoring, evaluation, research and learning framework to inform evidence-based decision-making in line with revisions to theory of change.</td>
<td>2020</td>
<td></td>
</tr>
<tr>
<td>6.1b</td>
<td>Implement and institutionalize system across all new projects and organizationally in job descriptions, performance reviews, policies and procedures.</td>
<td>2020</td>
<td></td>
</tr>
<tr>
<td>6.1c</td>
<td>Expand use of digital data collection system and tools across all new projects starting in 2020.</td>
<td>2020-2021</td>
<td></td>
</tr>
<tr>
<td>6.1d</td>
<td>Design and implement organization-wide data management and reporting strategy: identify software and technical tools, convert and streamline data, configure systems, and design dashboards.</td>
<td>2020-2021</td>
<td></td>
</tr>
</tbody>
</table>

| 6.2a  | Create a professional development plan for internal monitoring and evaluation for staff in Ethiopia to expand knowledge around qualitative data collection and overall data analysis. | 2021 |
| 6.2b  | Hold (virtual) annual strategic planning summit across teams. | ongoing |
| 6.2c  | Develop internal plan focused on Glimmer’s strategic learning questions. | 2020 |
| 6.2d  | Create an internal framework outlining research strategies to inform theory of change. | 2020 |

## 7. UNIFY:
Operate using global systems and connect every staff member to our mission so that they clearly see how their role is critical to success.

<table>
<thead>
<tr>
<th>FOCUS</th>
<th>PRIORITY</th>
<th>FIVE-YEAR GOALS</th>
<th>TIMING</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.1</td>
<td>Implement and manage effective global systems across offices.</td>
<td>2020-2025</td>
<td></td>
</tr>
<tr>
<td>7.1a</td>
<td>Configure and implement NetSuite OneWorld financial and constituent management software across the organization.</td>
<td>2021</td>
<td></td>
</tr>
<tr>
<td>7.1b</td>
<td>Structure and implement Dropbox file sharing across U.S. and Ethiopia offices.</td>
<td>2021</td>
<td></td>
</tr>
<tr>
<td>7.1c</td>
<td>Create organization-wide job description manual that integrates core values and cross-team collaboration.</td>
<td>2021</td>
<td></td>
</tr>
</tbody>
</table>

## 8. SUSTAIN:
Mitigate current and future threats and seize opportunities to strengthen the organization to continue work for the next 20 years.

<table>
<thead>
<tr>
<th>FOCUS</th>
<th>PRIORITY</th>
<th>FIVE-YEAR GOALS</th>
<th>TIMING</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.1</td>
<td>Integrate Covid-19 prevention strategies into our implementation plans in Ethiopia.</td>
<td>ongoing</td>
<td></td>
</tr>
<tr>
<td>8.2</td>
<td>Assess inclusivity around hiring and internal operations and develop a plan based on findings.</td>
<td>2020</td>
<td></td>
</tr>
<tr>
<td>8.3</td>
<td>Formalize and document Glimmer’s updated IT policies and cybersecurity protocols.</td>
<td>2021</td>
<td></td>
</tr>
<tr>
<td>8.4</td>
<td>Conduct enterprise risk management and insurance assessments and document and implement all policy and procedure changes.</td>
<td>2021</td>
<td></td>
</tr>
<tr>
<td>8.5</td>
<td>Spending of the endowment caps at a rolling 6% plus inflation to cover operational costs without drawing on principal.</td>
<td>ongoing</td>
<td></td>
</tr>
</tbody>
</table>
Establish multi-stakeholder platforms
Provision of capital
Training for rural savings and credit cooperative leaders
Rural savings and credit cooperative infrastructure development
Farmers enrolled as members in rural savings and credit cooperatives
Train farmers on value chain commodities
Establish and facilitate village economic and social associations
Provide technical assistance to farmers (community facilitators)
Build irrigation infrastructure
Build veterinary infrastructure

**Resilience Outcomes**
- Increased cash savings
- Increased asset ownership
- Increased bonding social capital
- Increased sense of power and control
- Increased gender-equitable decision-making
- Availability of access to livestock services
- Availability of access to infrastructure
- Increased access to communal resources

**Resilience Outcomes**
- Increased loan repayment rates
- Increased capacity of rural savings and credit cooperatives
- Increased availability of financial services
- Loans provided to enrolled farmers
- Increased commodity-specific knowledge among farmers (e.g., market linkages, available resources, proper care and feeding, value-add production)
- Increased knowledge of financial literacy among farmers (e.g., development of a business plan, savings, investment, bookkeeping)
- Increased linkages to key services (e.g., supplies, vet services, expertise at the woreda level)
- Increased knowledge among farmers of best practices, savings, climate conditions and gender equality
- Increased gender-equitable decision-making
- Increased sense of power and control
- Increased bonding social capital
- Increased asset ownership

**Intermediate Outcomes**
- Increased crop and livestock yield
- Farmers practice value chain activities
- Increased value of sales of products
- Farmers engage in sustainable crop and livelihood strategies
- Farmers engage in new or alternative income-generating activities
- Increased annual household income
- Increased linkages to key services (e.g., supplies, vet services, expertise at the woreda level)
- Increased knowledge among farmers of best practices, savings, climate conditions and gender equality
- Increased gender-equitable decision-making
- Increased sense of power and control
- Increased bonding social capital
- Increased asset ownership

**Glimmer activities**
- Farm to market linkages established between producers and private sector
- Farmers practice value chain activities
- Increased value of sales of products
- Farmers engage in new or alternative income-generating activities
- Farmers engage in sustainable crop and livelihood strategies
- Increased annual household income
- Increased linkages to key services (e.g., supplies, vet services, expertise at the woreda level)
- Increased knowledge among farmers of best practices, savings, climate conditions and gender equality
- Increased gender-equitable decision-making
- Increased sense of power and control
- Increased bonding social capital
- Increased asset ownership
Resilience Outcomes

- Development of health post and health center infrastructure
- Implement clean water systems
- Train water, sanitation and hygiene committee members on maintenance of water system
- Train members on hygiene and sanitation
- Facilitate community financial contribution

Resilience Outcomes

- Increased sense of community ownership
- Ongoing maintenance of water systems
- Increased access to clean water
- Increased use of clean water

Intermediate Outcomes

- Increased nutrition knowledge among women
- Increased maternal and child health care knowledge among women

Glimmer activities

- Increased use of pre-and post-natal care
- Increased birth in health facilities
- Families eat balanced, nutritious meals
- Increased access to basic services
- Increased bonding social capital
- Increased sense of power and control
APPENDIX | Education Strategy Action Plan

- Provide information via PTAs to teachers and parents on the importance of sending girls to school
- Development of school infrastructure (e.g., facilities and supplies)
- Development of gender-segregated latrines
- Establish girls’ clubs
- Provide seed money
- Train girls’ clubs on menstrual hygiene management, importance of staying in school, sexual and reproductive health, family planning, and financial management

Parents and girls believe in the importance of girls attending school

Parents and girls believe schools are safe and clean

Increased implementation of income-generating activities

Increased knowledge about sexual and reproductive health, hygiene and sanitation, as well as gender awareness and norms

Increased knowledge about starting and running income-generating activities (business development and financial management)

Increased access to capital for girls’ club participants

Increased sense of empowerment among girls

Increased financing for menstrual hygiene products

Increased availability of menstrual hygiene products

Increased bonding social capital

Increased gender equitable decision-making

Increased sense of power and control

Increased attendance for youth

Increased attendance for girls
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Austin Office

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Alicyn Yarbrough

CHIEF FINANCE AND OPERATIONS OFFICER
Stephanie Fast

CHIEF INVESTMENT OFFICER
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