



Evolving the Approach to Philanthropy

Shifting values to catalyze
systems change – **Together.**



Educate.
Empower.
Transform.



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systems change – **Together.**

Introduction

Over the past twenty years, global development practitioners have increasingly challenged the traditional top-down approach to philanthropy in which the international development organization is the active agent of change, the aid recipient plays little or no part in decision-making, and progress is measured solely in terms of economic prosperity.

Many, including the World Bank, the International Monetary Fund, the Brookings Institution, and Catalyst 2030 are now deeply engaged in an ongoing discourse about a new paradigm of development that takes a more critical look at how practitioners realize and measure sustained change. The questions being explored include:

- the definition of development beyond economics,
- the power dynamics governing the relationship between aid giver and recipient,
- the essential capabilities required to sustain change at the local level, and
- the collaboration of civil society, business, and government in scaling change.

Mona Foundation has been learning about these same questions for the past twenty-five years and welcomes the opportunity to contribute its experience and insights to the global discourse.

Since 1999, our mission has been to address the root causes of global poverty by partnering with grassroots organizations that educate children, empower women and girls, and foster ethics and

service to develop change agents who uplift themselves, their families and their communities. In this journey, we are committed to learning about and practicing a **unique approach to philanthropy grounded in the core belief that we are members of one human family.**

Beyond the mechanics of philanthropic practice, we believe it is this conviction about our shared humanity, and the **value shift** in how we see individuals and nations, that reshapes the nature of relationships and the power dynamics amongst people. **In practice**, this belief guides us to view each person as the main actor in their own development in a partnership based on trust, reciprocity and mutual respect. Within this framework, the dynamic force of our shared mission unleashes the latent capacities of each participant, irrespective of geography or economic standing, to systematically effect and sustain positive social change.

Mona Foundation's approach to philanthropy is the expression of this conviction in action. Our experience over 25 years – partnering with **41 grassroots organizations** in **23 countries**, guided by a core set of values and principles, Bahá'í-inspired¹ and universal in nature, and informed by the cumulative experience of the global development community – indicates that this approach is unique, effective, efficient and transformative.

This paper describes the framework for Mona Foundation's evolving approach to philanthropy, the lessons we have learned from more than two decades in the global development field, and our impact with sustaining and scaling systems change at the level of the individual, organization, and community. Examples are also provided to illustrate our approach and impact in practice.

The Evolution of Philanthropy

The concept and practice of philanthropy has evolved over the past century from *Colonial-Charity* to *Prescriptive-Development* to *Community Driven-Sustainability* (see table below).

In the more traditional **Colonial and Prescriptive top-down models**, development is viewed as a product delivered from those in “developed” countries in the “global North” to people in “underdeveloped” ones in the “global South” to improve their economic quality of life. In these models, the philanthropic organization is the active agent of change charged with delivering economic aid to a passive recipient population.

About 30 years ago, the World Bank initiated the **Community-Driven approach** to engage aid recipients more directly² In this step towards a **bottom-up model**, the development organization continues to remain the active agent but shifts some control over decisions and resources for implementing its programs to the local community.

In 2015, an organized movement for “**Community-Led Development**”³ took the bottom-up model a step further, emphasizing the importance of empowering communities to identify their own needs and priorities and to design and implement solutions that are tailored to their specific context. More recently, some international development organizations have engaged in “**Trust-based philanthropy**”⁴ in which they work to build trust with their grantees to drive collective, inclusive, and sustainable

1 Bahá'í activity in the field of social and economic development seeks to promote the well-being of people of all walks of life, whatever their beliefs or background. It represents the efforts of the Bahá'í community to effect constructive social change. Its purpose is not to teach the Faith nor convert, rather, as an expression of a deeply held set of beliefs, to engage in indiscriminate service to the world of humanity for the betterment of our collective world.

2 “Building Urban Resilience by Empowering Communities.” World Bank, October 2016. Accessed April 19 May 2024.

3 The Movement for Community-led Development. MCLD, <https://mclld.org>.

4 “How Can Philanthropy Redistribute Power?” Trust-Based Philanthropy, <https://www.trustbasedphilanthropy.org>

impact. In pursuing the promise of these approaches, many philanthropists are now exploring ways to build trusting relationships and change existing practices and organizational structures to shift decision-making power to local communities.

APPROACH	EVOLUTION OF PHILANTHROPY	MONEY AND POWER	DECISION MAKING	OUTCOME MEASURES	RESULT
Colonial	Charity Giving what you don't need to those who do	Dominant	Providers decide	Short-term – people fed	Fish delivered
Prescriptive	Development Providing tools and training to solve other's problems	Maintain and reinforce imbalances	Providers decide with community input	Longer term – people trained	Fishing rod, people trained
Community-Driven	Sustainability Working with communities to realize their own aspiration	Rebalance for greater good	Shared decision making	Independence, food security	Sustainable food supply
Trust-based Philanthropy	Empowerment Providing flexibility to allocate funds where it is needed most	Redistributing power to local organization or community	Mutual accountability	Ongoing capacity building	Innovation and growth

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As steps in the journey of development, we applaud the efforts of all people of goodwill in learning how to effectively advance the goal of building a more equitable and prosperous world for everyone.

Mona's evolving approach to philanthropy

Since its inception in 1999, Mona Foundation has practiced a different approach to philanthropy rooted in the **core belief that we are members of one human family**. This conviction about our human reality and the resulting **value shift** in how we perceive individuals and nations – not as “North” or “South”, “developed” or “underdeveloped,” but as part of one human family, has shaped and influenced the way we think of social action and change.

Within this framework, every person irrespective of geography and economic standing has the **right to self-determination** and to fully participate in the social and economic development of their communities.

Central to this framework is **capacity building** at the individual, organization, and community levels, developed through experience, to initiate and lead more complex development activities over time.

We see our role as bringing together a community of change makers – individuals, businesses, foundations, and entrepreneurs—**as partners in support of grassroots organizations' capacity building efforts to address their own needs**, leading to lasting societal change.

A brief review of Mona's core values and guiding principles as the underpinnings of our approach provides context about why and how we do what we do, followed by a summary of our learnings in the field, and the results we are seeing.

Core Values

Oneness – We believe we are all members of the same human family. Our diversity is our strength.

Equity – We believe we are all created noble with the capacity to learn, explore, create, and contribute to building a more prosperous and just society.

Integrity – We faithfully apply and practice ethical values and principles in all aspects of our work.

Empathy – With love and compassion in our hearts for every child, we take action to advance the overall well-being of all members of our human family.

Partnership – We connect individuals, philanthropists, businesses and nonprofits, and partner with grassroots organizations in a common mission to address the root causes of poverty and inequality.

Guiding Principles

Universal participation – Every person on the planet has a part to play in contributing to the betterment of the world. **In practice**, this principle guides us to view those we partner with as the main actors in their own development.

Gender equality – As members of one human family, women and men must enjoy equal rights and opportunities and, as two wings of one bird, to fully participate in all aspects of society's life and activities. **In practice**, this principle guides us to give focused attention to educating and empowering women and girls.

Balance between the material and spiritual – Human reality is multi-faceted with both material and spiritual dimensions. **In practice**, this principle guides us to educate the whole child—academically, artistically, morally, and socially—and to view development beyond a concern for economic prosperity but in terms of the population's overall wellbeing.

Leadership in service – We emphasize indiscriminate service to others as a way of life and as an expression of our twofold purpose: to develop our individual talents and capacities, and to contribute to the well-being of our communities. **In practice**, this principle guides us to engage with humility and a selfless mindset to foster community and self-Development for the benefit of others.

Continuous learning and adapting – We pursue our work in a humble posture of learning and engage in an ongoing process of consultation, action and reflection to improve year on year. after year. **In practice**, this principle guides us to seek broad and diverse points of view to evolve and sustainably develop our own ability to serve.

Approach and practices

Rooted in our values and guiding principles, Mona's approach to philanthropy involves a **multi-dimensional process** in which **communities build capacity to lead their own development and direct their own affairs**. Mona, as a philanthropic nonprofit, is a partner in this process. In addition to channeling funds, this entails ongoing consultation with our local partners, learning from and with them, and sharing observations, insights, ideas, and resources gleaned from our global perspective that may otherwise not be accessible to them.

The Mona Way: key elements of our approach to development

Grassroots organizations.

We select and partner with proven grassroots educational organizations that empower women and girls to address the root causes of poverty and inequality.

Whole-child education.

We invest in developing the full range of students' academic, artistic, social, and moral capabilities to raise change agents who uplift themselves, their families and their communities.

Ethical leadership.

We lead with and champion integrity, trustworthiness and genuine concern for others as critical imperatives for sustainable development.

Long-term support.

We provide long-term support to our grassroots partners as they build their capacities through experience, grow organically, and scale their programs to create and sustain change.

Trust and collaboration.

We sustain relationships of trust and respect, collaborating with all of our partners as equal members of one human family.

Service.

We emphasize indiscriminate service to others as a way of life and as an expression of our twofold purpose: to develop our individual capacities, and to contribute to the betterment of our communities.

In this partnership, the grassroots organizations tap into the vast capabilities of the people in their communities, empower them as the protagonists of their own progress, expand their network to scale reach and impact, and unleash individual and social transformation.

The relationship between Mona and our local partners **is one of respect, trust, collaboration, reciprocity, and mutual support** in which we all grow, develop, and learn.

The power structure in this approach to philanthropy is neither top-down, bottom up, nor shared. Rather, this reciprocal partnership forges and releases the dynamic power of a shared mission that empowers individuals and organizations to create, sustain, scale and **catalyze systems change**⁵ in collaboration with civil societies, governments, businesses, and concerned citizens.

Beyond a concern for economic prosperity, this approach considers progress in terms of a population's overall wellbeing—materially, socially, and spiritually—as measured quantitatively and by documenting “most significant change stories.”⁶

Our experience partnering with scores of grassroots organizations around the world over the past 25 years, and the results we are witnessing, indicate that Mona's approach to development and partnership is **unique, effective, efficient, and transformative**.

⁵ “Addressing Root Causes Rather Than Symptoms: Collaborative Approaches for Societal Improvement.” *Embracing Complexity*, Ashoka, Catalyst 2030, Co-Impact, Echoing Green, McKinsey & Company, Schwab Foundation, Skoll Foundation, and SystemIQ, January 2022.

⁶ *Better Evaluations*. Bronwen, McDonald-Kaye Stevens, Theo, 2018.



Mona Foundation’s approach to philanthropy

APPROACH	EVOLUTION OF PHILANTHROPY	MONEY AND POWER	DECISION MAKING	OUTCOME MEASURES	RESULT
Transformational	Systems Change – Addressing root causes and accelerating impact and reach by engaging a network of change-makers to partner with grassroots organizations as the protagonist of their own development.	Community autonomy, partners support.	Community decides on path to development.	Capacity built to sustain, increase reach and impact, and expand network for policy advocacy and service delivery at scale.	Transformative and enduring change to improve the overall wellbeing of the community – socially, economically, and spiritually.

Our Experience and Learning

Years of experience have taught us how to effectively select and collaborate with local organizations, how to invest in initiatives that address the root causes of poverty and inequity, change lives, and transform communities, and how to support sustainable growth through grassroots capacity building and expanded collaborative networks, including with governments and other NGOs, that leads to broader societal impact.

Addressing the root causes of poverty to create system change

To effect systems change, Mona works to address the root causes of poverty using the key strategies of universal education and gender equality. These twin levers of progress are proven essentials to alleviating poverty as well as many other social ills.

Education, gender equality, and economic prosperity are inextricably linked. Educated communities are healthier, more sustainable, and less vulnerable to economic volatility. The World Bank and UNICEF confirm: *“Education is a human right, a powerful driver of development, and one of the strongest instruments for reducing poverty and improving health, gender equality, peace, and stability”*⁷.

Promoting gender equality and girls’ empowerment not only helps guarantee basic rights for half the world’s people, it is one of the most effective ways to build vibrant communities. It is widely accepted that investing \$1 in education adds \$10 in economic growth⁸. **In Mona’s experience, educating a girl improves the lives of 100 others over time.**

Educated women tend to be more informed about nutrition and healthcare, marry at a later age, have fewer and healthier children, earn higher incomes, spend 90% on their families, and share their learning with others to directly impact the development of their communities⁹. In fact, providing equal educational opportunities to girls yields a higher rate of return than any other investment we make in our communities. Girls’ education strengthens economies and reduces inequality. It contributes to more stable, resilient societies that give all individuals –including boys and men–the opportunity to fulfil their potential.¹⁰

Unique insights gained on correlation of girls’ education to social change

From pursuing these strategies in scores of countries and cultures over many years, we have gleaned a few **important insights** about the relationship of education and girls’ empowerment to social change:

- **Education is key** to raising change agents empowered to improve their own lives while also contributing to the betterment of their communities. **Educating girls** multiplies impact a hundred-fold.
- **Positive social change becomes increasingly sustainable** as the value of gender equality and education of girls as important contributors to the social and economic wellbeing of the community is made visible. Community transformation accelerates when the social norms which inhibit the development of capabilities of girls, e.g. child marriage, are eliminated and when men champion equality and the right to education for all as an inalienable human right.
- **To be transformative, education itself must be transformed to integrate lessons of equality, ethics, and service alongside academics and the arts.** Positive social change is only possible when education supports students to develop the full range of their capabilities including their moral capabilities and integrate service to others as a way of life.

Mona’s grassroots partners are leading this transformation. Across cultures and countries, their growing experience involves expanding the scope of their educational programs in surprisingly similar ways. This raises the possibility for our partners to share experience and best practices, discuss questions and challenges, and learn together within the context of their social realities – a step we will explore more specifically in the coming years.

⁷ “Understanding Poverty.” World Bank Group, 25 Mar. 2024, www.worldbank.org/en/topic/education/overview.

⁸ *Education for All Global Monitoring Report*. UNESCO, 2013.

⁹ Global Development Commons: Gender Equality and Girls’ Education during COVID-19 | Webinar, UNICEF, 23 March 2021.

¹⁰ Ibid.



Identifying and selecting proven partner organizations

Learning how to identify and select proven partner organizations has been an essential aspect of building our own capacity as a nonprofit over the years. Since inception, Mona has partnered with **41 community-led organizations in 23 countries** including Brazil, Cameroon, Colombia, The Gambia, Guatemala, Haiti, India, Macau, Mongolia, Panama, Sierra Leone, South Africa, Vietnam, and the United States. Based on experience, we partner with grassroots organizations when the organization is:

- Founded and operated by local residents.
- Addresses a vital and significant deficit in the basic needs of children. These needs must include education, but may also include housing, food, and basic healthcare.
- Serves children of all backgrounds.
- Has a focus on educating girls and women.
- Seeks to develop human resources for the community.
- Established and functioning for a period of not less than three years.
- Enjoys the support of the local community.
- Is committed to the development of its programs.
- Has the capacity to effectively receive and manage funds from external agencies.

To help foster collaborative relationships from the outset, we carry out a site visit prior to adding to our portfolio a new partner organization and every 3-4 years thereafter. Such visits, carried out by members of our Board or designated representatives of the Board, aim to establish and strengthen relationships of trust and mutual reciprocity; facilitate an ongoing process of learning; enable us to tell our partner's stories and share the context of their service with integrity and transparency; and engage donors in learning about development and maintain their trust in our work.

Our Partner Organizations: 1999–2023



Establishing effective partnership with grassroots organizations

We build trust and collaborate. Our relationship with the grassroots organizations we support is naturally governed by the core values and principles that guide our work. As such, we strive to build trust, mutual respect, and reciprocity embedded in a humble culture of learning. This supports collaboration and openness in decision-making and fosters an environment in which innovative programs can be envisioned and implemented.

The responsibility for managing all aspects of the programs we fund rests with the organizations themselves. With the focus of work at the local level, Mona is able to manage its operations with minimal overhead and a staff of just five people. We see our role as the representative and voice of our partner programs, and act as their advocate before our donors.

We do this while also building trust with our donors by honoring our full fiduciary responsibilities: following grant proposal submission, approval, and reporting guidelines, and providing full transparency and accountability for all our actions and decisions.

The comments below by Dr. Urvashi Sahni, Founder and CEO of Study Hall Educational Foundation (Lucknow, India), a Mona partner since 2008, is representative of how the grassroots organizations with whom we collaborate experience our approach:

“I am a huge fan of Mona Foundation. Of course, we are very grateful, but more importantly, I really think that Mona is a very special organization. It is not a condescending charitable organization. They treat their partners with dignity and respect. They are the most selfless, humble, and patient organization that I know. They are not just our funders; they are our partners. There is a relationship of trust. They believe in the cause, and they fight for it alongside us. I have been looking for years to find another organization like Mona and have not found one yet, and so Mona is not only unique, it is really rare.”

We support capacity building. The process of capacity building that enables development has to be carried forward in every part of the world. While communities may need outside support for a period

of time, and resources may flow from more materially prosperous countries to those with less, it is our firm conviction that the local community knows best how to diagnose their needs and direct its own development and overtime build capacity to pursue and sustain progress.

Capacity building is a long-term process with implications for individuals, communities, and organizations.

- **At the level of the individual**, capacity building implies developing interrelated capabilities—scientific, artistic, technical, social, and moral – and the ability to understand not only concepts, but also master skills, attitudes, and qualities required to lead a productive life.
- **At the level of the organization**, capacity building implies acting as channels through which the talents and energies of individuals and groups can be expressed in service to humanity.
- **At the level of the community**, capacity building implies creating an environment in which individuals come together in collective action to serve the best interests of their communities and involve a growing number of people in more complex and sustained ways.

We provide long-term support to enable and sustain community-led positive change year over year. Development, like education, is a long-term process that begins simply and organically grows in scope and complexity over time. Both require a long-term commitment and are essential to sustain positive community change at the local level. The length of our current partnerships ranges from 1-19 years, with an average of 7.7 years. The impact of long-term support to our local partners has been dramatic. Some have grown from quite humble beginnings to become highly effective and well-recognized educational institutions.

Unique Insights gained in sustaining and scaling systems change

The practice of these strategies in scores of countries and cultures over many years has provided us a few important insights into contributing factors to sustaining and scaling systems change:

- Mona's approach to development **transforms traditional power dynamics into true partnerships** that channel and release power in service to the common good.
- **Changing hearts and minds transform outdated social norms** that inhibit progress towards equity, justice, and prosperity as students arise in service to their families and communities.
- **Societies and systems begin to transform as grassroots organizations build capacity** to analyze and address community needs, and collaborate with their governments and others in their network to scale their reach and impact.

The following representative story shows the impact of our approach on transforming lives and changing the hearts and minds of individuals and communities on importance of education and gender equality.

Kali's journey from a disabled village girl to a transformational community leader



Kali was born in a tribal household in rural India. A girl, without means, and disabled by polio, she had three strikes against her before she was twelve. Her life changed when she attended a six-month training and empowerment program on a \$350 Mona scholarship. Following her graduation in 2013, she started her tailoring shop, provided for the education of eight children in her extended family, purchased a red scooter so that she could get around more easily, and formed a “micro-financing group” to help 12 other women grow their own businesses. In time, she purchased a piece of land, becoming the first female landowner in her village, and with assistance from a few friends built a house to expand her business. She now employs five young women and teaches other especially abled girls like her the skills they need to lead a life of their own choosing.

While we were visiting her village, her father approached us and said, “*Thank you for supporting the education of my daughter. She is now a source of inspiration for all the girls in our village, and all the fathers and mothers want their daughters to be like Kali.*”

Today, Kali is a respected community leader and female role model who is improving the lives of hundreds, changing hearts and minds, and bringing positive change to her entire village. Read Kali's full story [here](#).¹¹

Impact and Results

We measure impact using our [Monitoring Evaluation Framework: A field generated view of measuring sustained change](#). This framework was developed with the guidance of an advisory committee and in collaboration with ten of our grassroots partners based on their lived field experience. It aligns with the [2018 World Bank report “Learning to Realize Education’s Promise.”](#)

Our field-relevant indicators consider both quantitative and qualitative outcomes, and measure progress in three areas: **Program Outcomes, Student Outcomes, and Social Outcomes.**

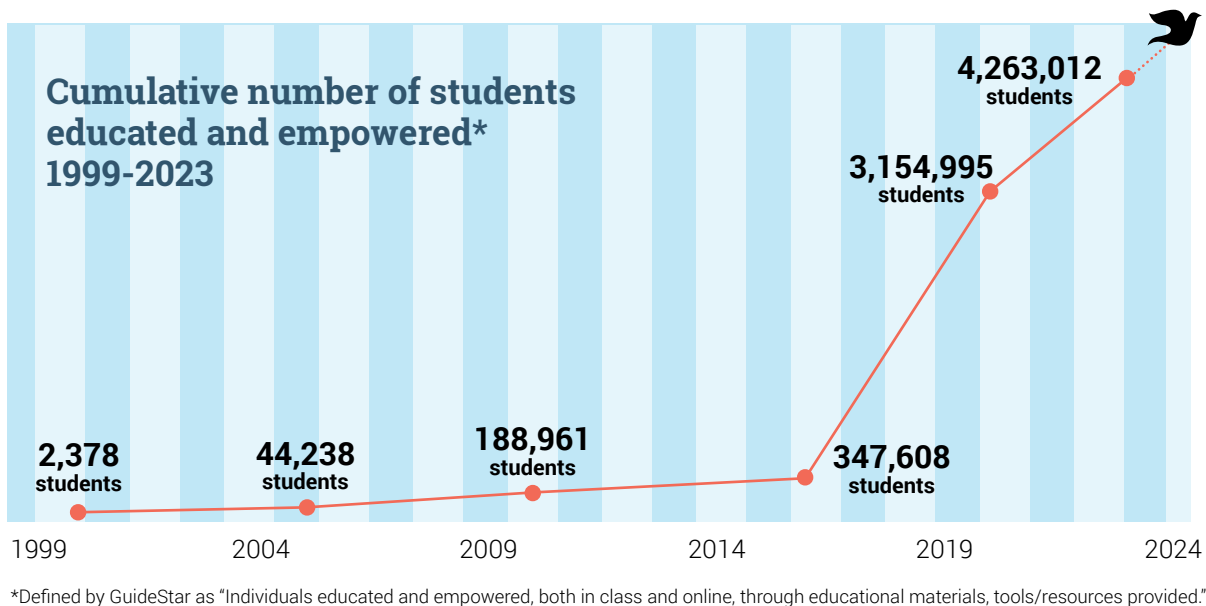
Our growth over 25 years: scaling change

Since 1999, Mona Foundation has provided **4,263,012 students** (over 50% of whom are girls) with access to quality education through **41 partner organizations** in **23 countries**, including the training of **168,643 teachers** in **15,495 schools**.

Within our first decade, the number of students we served grew more than **eightyfold**. A decade later, we were serving **17 times** as many students as in our first ten years.

¹¹ See <https://www.monafoundation.org/meet-kali>

Our growth rate continues to accelerate as our grassroots partners undertake more complex initiatives, expand their collaboration with civil society and governments, and scale their proven programs through existing institutions.



Equally important to quantitative measures of sustained progress is documenting the qualitative impact on the lives of students, their families, and their communities through case studies and **"most significant change stories."**

Such stories let us see the transformative impact of education and empowerment programs on the lived experience of students: how it changed their lives for the better, how it improved the overall wellbeing of their families, and how they contributed to improving the lives of others in their communities.

For qualitative evidence of impact, please see our [Blog](#) and [Grassroots Partners](#) pages on our website for a sampling of the stories of transformation for our students, families, and communities.

Societal outcome: changing hearts and minds to effect systems change

Currently **seven** of our twenty-three partner organizations have reached a **tipping point** where their impact is exponentially multiplied. They are rising to **catalyze systems change, mobilizing to rewrite and reshape the narratives, policies, and social norms which to date have inhibited millions of students, especially girls, from fully participating in the life of society.**

Examples include:

- **Badi School, Panama – Mona partner since 2003**
Founded in 1993 as a kindergarten in the carport of a trailer home it has since grown into one of the finest K-12 schools in Panama, serving over 400 students. Badi integrates rigorous Academics, Arts, and Technology programs with an inclusive Virtues program to develop the full capabilities of each student. Its students are among Panama’s best and brightest with most graduates receiving full scholarships to the finest universities. Teenage pregnancy, a major issue in the country, is nonexistent in Badi.

In 2022, Badi's experience influenced the Ministry of Education to evolve Panama's standard course on Religion to a more inclusive Moral Education. Through their ongoing collaboration, Badi's Virtues curriculum is now offered throughout Panama, reaching **950,000 K-12 students** in **3,400 schools**.

- **Study Hall Educational Foundation (SHEF), India – Mona partner since 2008**

In 2022, SHEF signed a 5-year Memorandum of Understanding with the Uttar Pradesh (UP) government to bring its highly effective Girl's Education and Empowerment program to **746 public residential schools** for disadvantaged girls. They are now in process of training over **2,000 teachers** in these schools to educate and empower more than **100,000 girls**. SHEF is also negotiating with the UP Ministry of Education to implement the Aarohini Girls Empowerment program as "Gender Curriculum" in all 250,000 government schools in the state, changing the lives of millions of others.



Conclusion

Mona's approach and practice of philanthropy - supporting grassroots organizations to lead their own development, providing long term support, building relationships of trust and reciprocity, and supporting our partners' capacity building to scale their proven programs - has now become the battle cry of credible and recognized development organizations like [Adeso Africa](#).

These organizations are weary of the top-down approach of large aid agencies and the bureaucratic overhead which sends only a very small fraction of the humanitarian aid allocated to them and are calling on the world to redefine how we see and practice philanthropy. At the 2022 GlobalWA Goalmakers Conference, keynote speaker Degan Ali, Executive Director of Adeso Africa and a champion for reforming the global aid and development ecosystem, applauded Mona Foundation as a **"Trailblazer" in the movement to decolonize philanthropy.**

Years of experience have taught us how to effectively select and collaborate with local organizations, how to invest in initiatives that address the root causes of poverty and inequity to change lives and transform communities, and how to support sustainable growth through grassroots capacity building and expanded collaborative networks, including governments and other NGOs, leading to broader societal impact.

Mona's singular gift and our unique contribution to the ongoing global discourse on evolving the approach to philanthropy remains our conviction that the transformation of the practice of philanthropy to one which is effective, efficient, sustainable and transformative cannot be realized without a **fundamental value shift to recognize the oneness of humanity.**

From our experience, it is this spiritual principle, born of love and conviction about our human reality and not mechanics of philanthropic practices that transforms the nature of the relationships between people, organizations, and institutions to galvanize and unleash the latent capacities in each of us to create together more just and equitable communities for all.

Mona's approach to philanthropy and development, its practices, and its achievements are all the expression of this deeply held belief in action.

We are committed to continuing to contribute this perspective to the global discourse in the months and years ahead. May our experience offer a path forward to like-minded organizations to explore and experience this approach and contribute their own learnings. Together, we are confident that we can lead the way in catalyzing systems change to preserve dignity, enable agency, and sustain positive change for all people everywhere.

Videos

[Path to Sustained Change: Badi School \(Panama\)](#), Mona partner since 2003

[Centering Education on Girls Empowerment: Study Hall Educational Foundation \(India\)](#), Mona partner since 2008

[Story of Impact: ADCAM \(Brazil\)](#), Mona partner since 2006

[Story of Impact: Programme for Children \(Sierra Leone\)](#), Mona partner since 2019

Blogs

[Kali's Story: Educate a Girl. Transform and Entire Community](#)

[COVID-19 Impact on Education: Reaping the harvest of capacity building at the grassroots](#)

[Transforming Education to Build a Prosperous, Gender-Just Society](#)

[Programme for Children and the Power of Community-Led Development](#)

Awards and Memberships

[2023 GuideStar Platinum](#)

[2023 Charity Navigator-Four Star](#)

[2023 BBB Accredited Charity](#)

[2023 Top-Rated Great Nonprofits](#)

[Catalyst 2030 Accelerator of Systems Change Award Finalist 2021](#)

[Microsoft Alumni Foundation Integral Fellow](#)

UN DGC Associate NGO

Peter F. Drucker Award for Nonprofit Innovation

Jefferson Award for Public Service

Leadership Council, Brookings Institution
Center for Universal Education



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