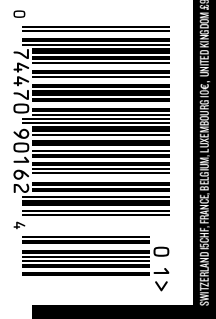
GLOBAL

The Top 100 NGOs 2013.

SPECIAL EDITION

#15



+ THE POST-DISASTER DISASTER IN HAITI
+ REDISCOVERING IRAN
+ THE FUTURE OF PHILANTHROPY
+ A RESILIENT DICTATORSHIP IN BELARUS

SPECIAL FEATURE

Special Feature: The Top 100 NGOs 2013 Edition.

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SPECIAL FEATURE

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On the pages that follow, we are pleased to present the second edition of *The Global Journal's* Top 100 NGOs ranking. In introducing the inaugural list, we began by asking: just what is a non-government organization? On this, our definition remains the same – an operational- or advocacy-focused non-profit organization active at the local, national or international level.

This time around, however, in a climate of financial crisis, reduced aid budgets and economy-wide fiscal austerity, it is probably more appropriate to ask a more fundamental question: in the broader global scheme of things, why do NGOs matter?

To come up with an answer, we need look no further than our top-ranked NGO for this year, the Bangladeshi giant BRAC. While undoubtedly a deserved winner, the sheer size and influence of the organization gives one pause for thought. This is an entity that reaches 138 million people directly through its programs, that provides health care to 92 million people, that employs a growing staff of 122,000, and that has lent $5 billion in micro-loans to over six million borrowers. Yet, for all its benevolence and clear social value, BRAC is ultimately accountable only to its donors – and in that regard, due to an astute foray into social business ventures, will only find this a less and less onerous burden to bear.

Turning to the sector as a whole, the numbers continue to speak for themselves. A Johns Hopkins University study from a decade ago revealed that the global non-profit sector was estimated to be worth $1.3 trillion in the five largest economies alone – equivalent to the total GDP of the United Kingdom (or the combined GDP of the 50 low-income countries at the time). One can only imagine it has expanded even further in the period since. Some may bristle at any mention of an 'NGO industry,' but what cannot be disputed is the critical role that NGOs play in the context of numerous national economies around the world. Profit margins may be non-existent, but the influence of the financial flows involved is undeniable.

And, of course, this does not even account for the fact the sector is in the midst of a fundamental transition – a transition catalyzed, arguably, by the earlier microfinance revolution of the 1970s. BRAC was part of the vanguard then, and remains at the forefront of new developments today. As the lines between NGO, social enterprise and social business blur, the questions of what an NGO should be, which interests it should serve and how it should be regulated by the state, will become more and more relevant.

But back to this year's ranking. As you will see, there have been changes afoot. We have continued to refine our evaluation methodology, which this time around focused on what we believe are the three key criteria relevant to the activities of any NGO – impact, innovation and sustainability. For some organizations, these changes have resulted in a climb up the ranking. For others, a no doubt unwelcome slide. In either case though, we return to the same point as last year: despite our best efforts to ensure the ranking is based on concrete information fed through a rigorous, objective process, there is no science in the measuring.

We invite you to read the feature that follows for what it is – a fascinating global snapshot of an often-overlooked sector. Like last year, we hope this list will inform, stimulate debate, inspire and shine a light on one hundred organizations worthy of your time.

1

BRAC

THE AGILE GIANT OF THE DEVELOPMENT WORLD

$ 3

HQ LOCATION: BANGLADESH

After landing at a more than respectable fourth place in our inaugural Top 100 NGOs ranking, BRAC (formerly the Bangladesh Rural Advancement Committee) – the largest non government development organization on the planet – has claimed this year's top spot. A member of the era-defining 1970s wave of Bangladeshi microcredit and microfinance pioneers alongside the Grameen Bank and ASA, BRAC has since gone on to outpace its old counterparts and assume an unparalleled position in the crowded field of international development.

From the perspective of our ranking criteria – impact, innovation and sustainability – BRAC ticks every box. While still involved in the microfinance space – to the tune of approximately $5 billion – the organization has carefully, but steadily, diversified into a wide suite of activities, from agriculture and food security to education, legal aid, climate change risk reduction, livelihoods support and maternal and child health. Rather than spreading BRAC's resources too thin, this strategy has instead remained faithful to founder Sir Fazle Hasan Abed's vision of a holistic, sustainable approach to poverty reduction. Indeed, BRAC is in a unique position to use its microfinance base as a social platform to deliver innovative scaled up services aligned to a principled, rights-based philosophy. As we noted last year, BRAC is in many ways a microcosm of the entire international development sector in one organization, albeit gaining in independence from donor influence each year as it covers almost 80 percent of its $572 million operating budget through a burgeoning portfolio of catalytic social enterprises – a clear trend positioning the organization in an enviable position of financial and programmatic sustainability.
Yet rather than taking this as a cue to rest on its laurels, BRAC has at the same time used its considerable resources and in-house human capital to build an expansive and dedicated monitoring and evaluation apparatus, with positive flow on effects for the entire sector.

Ultimately, BRAC has evolved into a giant of an NGO in a way that some could see as problematic – a non-public entity that touches the lives of more than 110 million people. Reassuringly, however, while size is not often an indication of quality, BRAC represents a welcome outlier and a continuing force for good at the global level.

© LANE HARTWELL

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Wikimedia Foundation

1

CROWD-SOURCING KNOWLEDGE WORLDWIDE

HQ LOCATION: UNITED STATES

In 11 short years, Wikimedia Foundation's flagship initiative – ubiquitous online encyclopaedia Wikipedia – has revolutionized the way knowledge is collected and shared. By now, most are familiar with the Wikipedia model, which is based around open access for all Internet users, a commitment to multilingualism, and constant edits and updates carried out by an army of approximately 100,000 eager volunteers. Most striking, however, in an age of multi-billion dollar Facebook IPOs, is the organization's bedrock belief in the notion that information should never represent a profit-driven commodity.

In practical terms, Wikimedia Foundation – which topped our inaugural ranking – exists as perhaps the most influential non-government actor in the field of education today. Operating with a shoestring staff of 142, the organization is responsible for managing the platform facilitating the largest collection of shared knowledge in human history – currently 23 million articles and counting. To date, Wikipedia is available in 285 languages, and is visited by more than 470 million people per month. Central to Wikimedia Foundation's future strategy is the continued expansion of Wikipedia in the languages of the developing world, where access to information is seen to represent not only a personal asset, but also an essential dimension in building an engaged citizenry at the societal level.

Ultimately, the Wikimedia Foundation represents a path-breaking example of what an NGO can achieve in the Internet era. Working with relatively meagre resources and committed to a funding model based on mass private donations as opposed to large institutional grants, the organization continues, through an innovative application of new technologies, to have a deep and abiding impact on the lives of millions around the world.

© ACUMEN FUND

3

Acumen Fund

$ 26

THE ALTRUISTIC FACE OF VENTURE CAPITALISM

HQ LOCATION: UNITED STATES

In 2011, New York-based Acumen Fund celebrated a decade long experiment in 21st century charitable giving. Conceived with seed capital from the Rockefeller Foundation, Cisco Systems Foundation and three individual philanthropists, the organization was – at last count – responsible for a diverse portfolio of over $81 million worth of approved investments in 72 countries worldwide. Firmly committed to a belief that social enterprises, emerging leaders and breakthrough ideas hold the key to successfully tackling the challenge of global poverty, Acumen Fund focuses on transformative loan or equity-based investments, recycling returns to feed a growing pool of 'patient' capital.

Partnering in projects estimated to have benefited over 86 million people to date, the key to Acumen Fund's pioneering philosophy is its application of venture capital principles in the pursuit of social value, albeit with a higher tolerance for risk and longer time horizons than its for profit brethren. The result is an innovative – and successful – market-based challenge to traditional modes of grant-driven development and philanthropy.

To complement its angel investor role, the organization has also continued to expand its Global Fellows Program, building a networked "corps of leaders with financial skills, operational know-how, and moral imagination."

The greatest testament to Acumen Fund's influence is the trail of imitators that have sprung up in its wake – more than 200 impact investment organizations now operate worldwide, focused on driving social change by supporting developing world entrepreneurship. With its sustainability assured, and its 'patient' approach demonstrating deepening impact as portfolio enterprises reach maturity, Acumen Fund looks poised to continue to redefine the possibilities of international development as it moves into its second decade.

© DANISH REFUGEE COUNCIL

4

Danish Refugee Council

5

SETTING THE STANDARD IN COMPLEX EMERGENCIES

HQ LOCATION: DENMARK

Formed after the devastation of World War II and the European refugee crises triggered by the Soviet invasion of Hungary in 1956, the Danish Refugee Council has been a constant, trusted presence in the humanitarian sphere for over 50 years. Serving a dual role, the organization's activities revolve around the protection of refugees and internally displaced persons from immediate persecution in acute emergency situations, as well as the promotion of lasting solutions for conflict-affected populations (including via targeted international advocacy).

Currently operating in over 35 countries in service of more than 1.5 million people, the Danish Refugee Council has developed an enviable reputation for itself as a leading actor in insecure environments, including through the respected conflict zone work of the Danish Demining Group, the organization's dedicated humanitarian mine action unit. At the same time, consistent with the trend toward increasing diversification of activities amongst major humanitarian groups, the Danish Refugee Council also works across a number of 'non traditional' recovery-focused sectors, including: housing and small scale infrastructure, income generation, food security, displacement-related law and information, social rehabilitation and NGO networking and capacity development.

As an umbrella body comprising 30 members, the Danish Refugee Council's network and impact is expansive. Perhaps more importantly, the organization's strong commitment to partnership and collective action is symbolized in collaborative innovations like the Joint IDP Profiling Service, which has become a one-stop shop for data-driven humanitarian planning throughout the sector. Ultimately though, one need look no further for evidence of the Danish Refugee Council's reputation amongst those that count than the pattern of significant increases in institutional donor funding it has enjoyed in recent years.

© SUSAN CAYERS, PARTNERS IN HEALTH

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Partners In Health

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MEDICINE THROUGH A MORAL LENS

HQ LOCATION: UNITED STATES

Often linked in the public mind with the critical voice of high-profile co-founder Paul Farmer, Partners In Health has, since its beginnings as a community-based health project in the mountainous Central Plateau of Haiti, come to be recognized as perhaps the pre-eminent public health NGO globally. The organization is guided by the same passion that drove those young adults responsible for its conception – namely an overwhelming sense of solidarity, rather than charity, when dealing with the world's poorest and most underserved populations. In practice, this vision is manifest in Partners in Health's holistic model of patient care, which emphasizes the need to alleviate the economic and social burdens of poverty that exacerbate diseases like HIV/AIDS and multidrug-resistant tuberculosis.

The game-changing Partners in Health approach encompasses five key elements focused on addressing intractable and neglected conditions: universal access to primary health care, ensuring health and education services are free to the poor, hiring and training community health workers, improving access to food, shelter, clean water, sanitation, education and economic opportunities and partnering with local and national governments to guarantee the system-wide scale-up and adoption of new approaches to treating infectious disease. All fuelled by a simple credo: "whatever it takes."

The results, in collaboration with longstanding partners Harvard Medical School and Brigham and Women's Hospital, are impressive in scope. At the beginning of 2012, Partners in Health was providing direct medical care to 2.4 million people in 12 countries, the bulk through local community health workers. Meanwhile, the dream of transformational change embodied in the post-earthquake Stand With Haiti plan was realized with the opening of a state of the art teaching hospital in Mirebalais, with long-term implications for the capacity of Haiti's public health system and future medical personnel.

© CERES

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Ceres

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SHAPING THE FUTURE OF SUSTAINABLE CAPITALISM

HQ LOCATION: UNITED STATES

Judging by the direction of contemporary debate, it can appear at times that the environment and sustainability have fallen off the edge of the map as salient issues of public policy. All the more impressive then to see how since 1989 Boston-based NGO Ceres has managed to lead a parallel normative shift in the corporate world when it comes to climate change, clean energy, water scarcity and supply chain sustainability.

Through an innovative and effective approach based on leveraging the undeniable power of business and capital markets, the organization has succeeded in influencing corporate governance practices to value the competitive advantage promised by sustainable strategies.

Key to Ceres' deep impact is the group's unique position at the nexus of the business, investment and advocacy communities. The Ceres Coalition, which comprises more than 130 institutions, public interest groups and investors, the Company Network, which connects over 80 leading corporations, and the Investor Network on Climate Risk (INCR), which includes in excess of 100 investors collectively managing more than $11 trillion in cumulative assets, together allow Ceres to engage in a robust dialogue with powerful decision-makers in order to mobilize meaningful corporate commitments.

Just some of Ceres' achievements to date include the wide uptake of its Global Reporting Initiative – a de-facto international standard used by more than 4,000 companies for triple bottom line reporting – successful advocacy campaigns requiring companies and insurers to provide climate risk disclosure in financial filings and the use of the Company Network as an incubator for new best practices in corporate sustainability.

Ultimately, Ceres stands alone in the non-profit world as an environmental NGO able to work collaboratively in partnership with the private sector to spur significant and lasting reforms.

© EVELYN HOCKSTEIN

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CARE International

LEADING THE FIGHT AGAINST GLOBAL POVERTY

HQ LOCATION: SWITZERLAND

In the world of emergency relief and international development, there are a handful of organizations that have transcended their inter-war or post-war roots and built a global reputation for effectiveness despite a broadening mandate. Without doubt, CARE International fits within this category. Originally formed in 1945 as a symbol of American empathy for the exhausted populations of war-torn Europe (hence, 'care packages'), the organization has grown into a diverse confederation of 12 national members working in 84 countries to the benefit of 122 million people. Still a first responder in the event of natural disasters or conflict, CARE International has also shifted its mission to embody a holistic approach to fighting global poverty and enhancing human dignity, with a special focus on female empowerment.

In part, CARE International is able to deliver large-scale impact based purely on its size and reach. To see this as the full story, however, would be to discount the true scope of the organization's activities. With a long-term presence in many of the world's most vulnerable countries, CARE International is well-placed to implement a comprehensive approach, involving pre-emergency resilience and preparedness projects, immediate relief operations and longer-term recovery and community rehabilitation. The organization has also been a sectoral leader in its commitment to international standards of accountability and institutional learning.

Looking to the future, CARE International is likely to become an increasingly vocal presence in high-level international debates around strategies to address enduring challenges like maternal health, hunger, gender equality and climate change mitigation and adaptation. This change-focused advocacy represents an important complement to the on-the-ground work of the organization, particularly in a global environment where financial crisis has exacerbated flagging interest in the Millennium Development Goals.

© ROBIN MELDRUM

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Médicins Sans Frontiéres

FIERCELY INDEPENDENT EMERGENCY CARE

HQ LOCATION: SWITZERLAND

Launchpad for the now inescapable 'without borders' movement, Médecins Sans Frontières has developed, over the course of its 41-year history, an enviable – or infamous, depending on one's viewpoint – reputation for combining unparalleled medical assistance in the most fearsome conditions with an outspoken commitment to principled activism in the face of perceived rights violations, dereliction of duty by the international community or threats to the neutrality of humanitarian space due to the merging of civil-military missions.

Founded in 1971 by 13 doctors – including former French Foreign Minister, Bernard Kouchner – the organization is presently active in 68 countries, with operations encompassing close to 32,000 staff.

A key factor in the ability of Médecins Sans Frontières to "bear witness" and take sometimes controversial ethical stands against governments and other actors is its funding model, which unlike most major humanitarian NGOs is predominantly based around private donations rather than institutional grants (the former representing 89 percent of total income in 2011). This independence, which often extends to a tendency to avoid collaboration in the context of its strategic interventions, has at times led to criticism of a pervasive 'lone crusader' attitude.

Nonetheless, never in question is the impact of the organization's operations, which range from addressing the ravages of armed conflict, to emergency action to stem the spread of epidemics in situations of state incapacity.

Médecins Sans Frontières has also been innovative in its approach to dealing with operational challenges, establishing the 'Access Campaign' to reduce prices for medicines, diagnostics and vaccines and stimulate the development of improved treatments, setting up affiliated organization, Epicentre, to conduct epidemiological research and assessments, and partnering in the Drugs for Neglected Diseases initiative.

© CURE VIOLENCE

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Cure Violence

TREATING THE CONTAGION OF VIOLENCE

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HQ LOCATION: UNITED STATES

While the tragic school shooting in Connecticut has added further fuel to the gun control debate in the United States and beyond, it has also diverted attention from an even greater tragedy – the enduring cost of 'everyday' interpersonal violence globally. Aligned with fellow peacebuilding NGOs in spirit, if not in practice, groundbreaking Chicago-based organization Cure Violence (formerly CeaseFire) is focused on addressing this challenge through an innovative model developed by its founder, epidemiologist Gary Slutkin.

Key to Cure Violence's success – and scalability – is the notion that the trajectory of both violence and infectious diseases share similar patterns of contagion. By this logic, it becomes possible to apply a common public health strategy: stopping transmission at the source and altering norms and behavior so fewer people become 'infected' in the first place. In practical terms, Cure Violence achieves this goal by identifying those most at risk and treating this core group via a staff of highly-trained 'violence interrupters' – former perpetrators employed to disrupt conflicts before they erupt and educate the community about the consequences of violent behavior.

By reframing the fundamental problem – and applying traditional mediation strategies with an evidence-based method – Cure Violence has achieved proven results, with 16-34 percent reductions in shootings and killings directly attributed to its programs, and 41-73 percent overall. Already implemented in over a dozen American cities, the model has also been exported successfully to deal with election violence in Kenya, community violence in South Africa and inter-tribal violence in Iraq.

Drawing upon cutting edge research in social psychology and neuroscience to refine 'interruption' techniques, Cure Violence's ultimate aim is no less ambitious than the end of violence as a learned behavior.

© MIGUEL SAMPER FOR MERCY CORPS

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Mercy Corps

THE BRIDGE BETWEEN RELIEF AND RECOVERY

HQ LOCATION: UNITED STATES

"Sometimes you see too much in this business, resulting in horror fatigue," says Mercy Corps co-founder Dan O'Neill. "But you use the nightmare for fuel." The organization he first established as the Save the Refugees Fund in response to the atrocities of Pol Pot's Cambodian killing fields has certainly matched that ethos, growing into one of the pre-eminent international development NGOs in the world today.

Based in Portland but active in over 41 countries, Mercy Corps' pioneering commitment to using relief and recovery programs to strengthen civil society for the long-term has seen the diversification of its high-impact, cost effective activities across a range of program areas and locations.

What sets the organization apart is its leadership in using social innovation as an engine for sustainable development – and unlike other actors focusing on entrepreneurial strategies in 'stable' operating environments, Mercy Corps works in this way with affected communities as a means to accelerate the process of post-disaster or post-collapse recovery. From helping restore local economies in the aftermath of the Haiti earthquake via a mobile banking solution, to fighting malnutrition in Indonesian slums through a micro-franchise system of vendor-managed food carts, the NGO consistently looks to foster indigenous entrepreneurship, re-building social capital and stimulating markets.

Convinced of the value of taking 'responsible risks' – backed by rigorous monitoring and evaluation – Mercy Corps focuses especially on engaging partner communities to identify solutions proven to work in specific contexts and bring these to scale. As such, the organization's greatest impact is arguably linked to its ability to strengthen the resilience of communities with a view to future shocks, beyond the millions of lives touched through immediate relief efforts.

It's your world.
It's your domain.

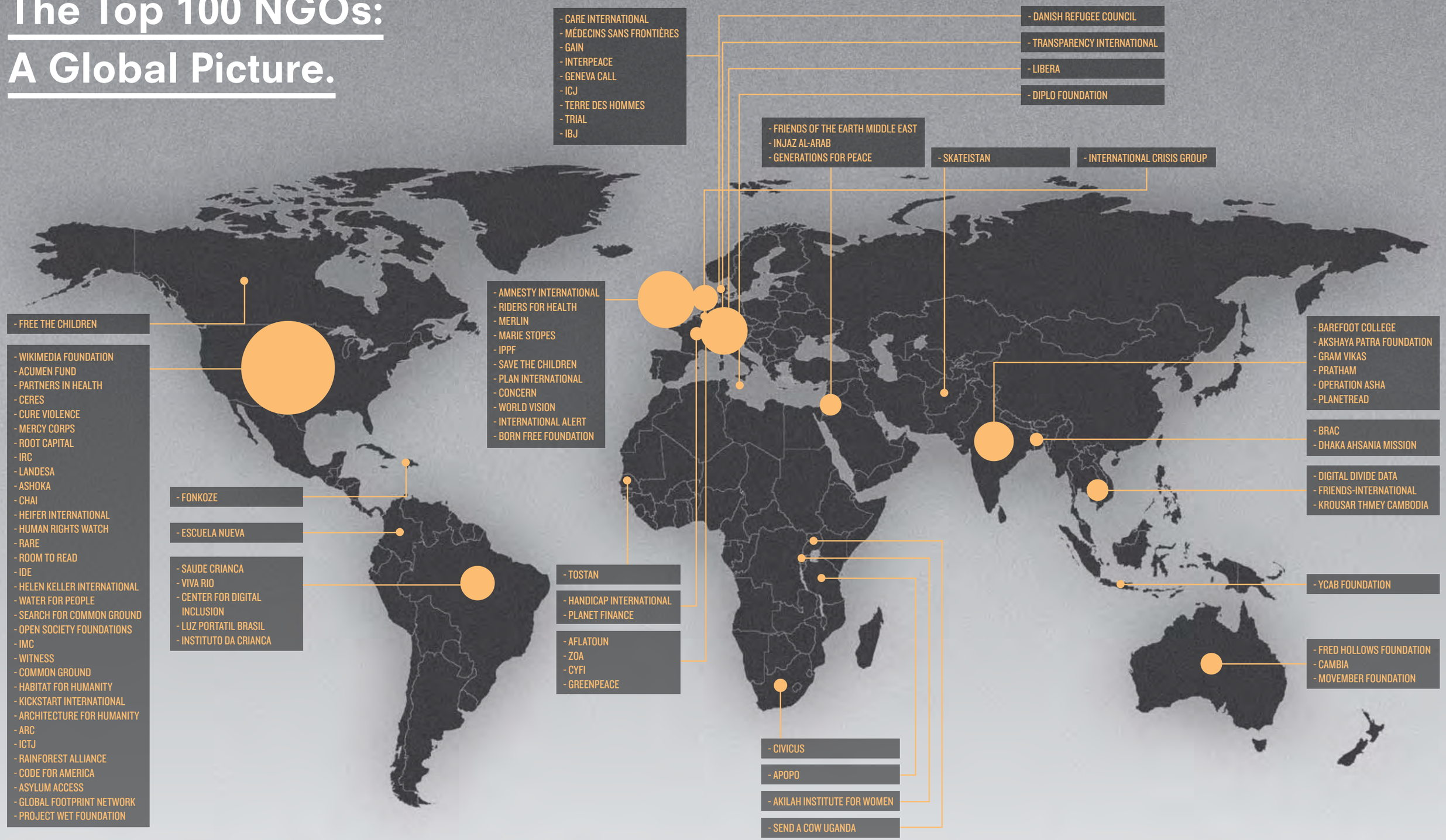
Coming in 2014, two new domain name extensions will make their worldwide debut-
.NGO and .ONG (the romance language equivalent of NGO).
These extensions will be available exclusively to non-governmental organizations.

Learn more about this initiative by visiting www.ngotld.org

.NGO SM
a Public Interest Registry initiative

SPECIAL FEATURE

The Top 100 NGOs: A Global Picture.



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APOPO

TRAINING RATS TO SAVE LIVES

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HQ LOCATION: TANZANIA

In the popular imagination, the link between rats and human well-being is a negative one, shaped by fears of disease. In the hands of APOPO, however, the equation has been reversed. Based in Morogoro, the humanitarian organization has spent the last 15 years honing its unique approach to training rats as mine detectors, and exported this 'technology,' despite initial skepticism, to four countries in Africa and South East Asia. Cheaper, quicker and lighter than conventional de-mining methods, APOPO's African Giant Pouched Rats – endemic to sub-Saharan Africa – have helped return more than 6 million square meters of suspected minefields to local populations in Mozambique alone.

The organization has also continued to innovate, diversifying into the field of public health by training the same 'HeroRATs' to detect tuberculosis in human sputum samples – a faster, more accurate diagnostic method capable of screening thousands of patients every month.

© ROOT CAPITAL

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Root Capital

INVESTING IN THE 'MISSING MIDDLE'

12

HQ LOCATION: UNITED STATES

While the global 'credit crunch' has shifted the playing field in recent years, there was a time when it seemed the world was awash in easy capital. As William Foote realized during travels in Mexico, however, small and medium-sized rural businesses in the developing world were often caught in a quandary – considered too small and risky for mainstream banks, and too large for the burgeoning microfinance movement. Returning to Boston, Foote went on to launch Root Capital in 1999 as a non-profit social investment fund targeting grassroots businesses in the "missing middle."

By the beginning of 2012, the organization had disbursed over $460 million in loans to sustainable enterprises in Africa and Latin America, reaching 2.6 million people in poor, environmentally vulnerable rural communities. Beyond managing two innovative investment portfolios, Root Capital has also multiplied its impact by delivering targeted financial advisory services and catalyzing a wider market in rural financing.

© WILLIAM DANIELS/HANDICAP INTERNATIONAL

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Handicap International

PROTECTING THE DIGNITY AND RIGHTS OF THE DISABLED

HQ LOCATION: FRANCE

Imagine living through the devastation and debilitating burden of conflict or natural disaster. Now imagine the same scenario through the eyes of a person with disabilities. Founded on the Thai-Cambodian border in 1982 as a response to landmine injuries suffered by refugees fleeing the Khmer Rouge, Handicap International provides crucial assistance to acutely vulnerable people in dire situations of poverty, exclusion, war and disaster, taking action and raising awareness to respond to their essential needs, improve their living conditions and promote respect for their dignity and fundamental rights.

Comprising a network of eight national associations active in over 60 countries, the organization has been rightly lauded for its deep impact on the lives of a previously underserved constituency – from relief to demining, rehabilitation to social inclusion and anti discrimination – as well as its tireless and transformative advocacy work, including as a co-founder of the International Campaign to Ban Landmines.

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IRC

LIFESAVING ASSISTANCE TO REFUGEES

9

HQ LOCATION: UNITED STATES

Founded in 1933 at the request of none other than Albert Einstein, the New York-based International Rescue Committee offers lifesaving care and life-changing assistance to refugees forced to flee from war or disaster. Evolving into one of the world's leading humanitarian agencies providing emergency relief, rehabilitation, protection, resettlement services and advocacy, the organization works in over 40 countries worldwide, as well as managing the Surge Protection Project in collaboration with the United Nations High Commissioner for Refugees.

Though highly respected for its rapid and reliable response to crisis situations, the International Rescue Committee is also committed to laying the groundwork for lasting peace and economic development. For instance, the organization has been working with Japanese fishermen in the wake of the devastation left behind by the 2011 tsunami, as well as helping undercapitalized local farmers in Zimbabwe access global markets through the 'Tabasco' initiative in partnership with the McIlhenny Company.

© SPRINGBOX FILMS

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Barefoot College

SOLAR MAMAS AND BAREFOOT PROFESSIONALS

HQ LOCATION: INDIA

In the recent documentary Solar Mamas, a 32-year-old, tent-dwelling Jordanian mother with only five years of primary education travels to India for six months of hands-on training, culminating in a return to her desert community armed with the skills to fabricate, install and maintain solar power technology – a journey that would seem scarcely believable, save for the fact it has been replicated by others time and time again. Founded by Bunker Roy in 1972 to provide basic services and solutions to problems in rural communities in his native India, Barefoot College has since nurtured a form of grassroots social entrepreneurship that has won plaudits for its success in helping participants forge their own path out of poverty.

Open only to individuals without a formal education, the organization's innovative – and powerful – model employs peer-to-peer learning, grounded in practical knowledge, to demystify and decentralize sophisticated technology, in the process training an army of 'barefoot professionals': teachers, doctors, midwives, mechanics and architects in the millions.

© DEBORAH ESPINOSA

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Landesa

TRANSFORMING RURAL LIVES THROUGH LAND RIGHTS

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HQ LOCATION: UNITED STATES

An outlier amongst the NGOs making up this ranking, the Seattle-based Landesa works to secure land rights for the world's poorest people – those 2.47 billion chiefly rural individuals who live on less than two dollars a day. Of this group, more than a billion lack legal rights over the land they use to survive, causing entrenched poverty cycles to persist over generations. For more than 40 years, the organization has worked to advance durable land rights to achieve transformational change on a large scale.

More precisely, Landesa works with governments and other local organizations to create tailored approaches to expanding land rights to the rural poor. In all, the NGO has helped bring security of tenure to more than 105 million families, representing a beneficiary pool of over 400 million people. This has included the innovative use of a scalable 'micro-plot' – tennis-court-sized pockets of land – strategy in India, which despite their small size, have been proven to boost family income, enhance nutrition and provide physical security.

© ASHOKA

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Ashoka

THE SOCIAL ENTREPRENEURSHIP EVANGELISTS

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HQ LOCATION: UNITED STATES

When wading through a sea of non-profit annual reports and press material, it can appear 'social entrepreneurship' is the term on everybody's lips. How easy it is to forget, then, that back in 1981 when a 20 year-old Bill Drayton launched Ashoka as an organization dedicated to supporting the dreams of social innovators worldwide, he was walking a solitary path. Thirty years later, and Ashoka has evolved into an association of over 3,000 fellows in more than 70 countries.

Fundamental to the Ashoka model is a tripartite approach identifying and investing in leading social entrepreneurs, engaging communities of entrepreneurs to develop patterns of effective collaboration, and working to deliver necessary infrastructure, such as access to social financing, bridges to business and academia, and the frameworks for effective cross sector partnerships. While the organization's global reach is incalculable, evaluation has show that over 80 percent of alumni are driving systemic change at a national level within ten years, while 96 percent of their ideas have been replicated by independent groups.

© ONE ACRE FUND

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One Acre Fund

SOWING THE SEEDS OF IMPROVED FOOD SECURITY

42

HQ LOCATION: KENYA

After having served as a strategic consultant to Fortune 500 companies, Andrew Youn decided to spend the summer before his second year of MBA studies as an intern in Kenya learning about the root causes of rural poverty and chronic hunger. The experience proved to be transformative. A year later, in 2006, he founded One Acre Fund as a means to improve livelihoods amongst subsistence farmers using market-based methods as an alternative to traditional food aid. From this innovative idea, the organization has expanded to serve over 130,000 farming families in Kenya, Rwanda and Burundi.

At the core of the One Acre Fund program is a 'market bundle' of services – including seed and fertilizer, financing, education and market facilitation – that enables farmers to double their income per planted acre in one year. Committed to data-driven program development and donor accountability, the organization has also pioneered a rigorous system of internal and external performance monitoring used to ensure increased scale is not pursued at the cost of quality of impact and sustainability.

© CLINTON MIKUMI

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CHAI

CATALYZING SYSTEMIC HEALTH CHANGE

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HQ LOCATION: UNITED STATES

Beyond local communities, the key challenge in the sphere of public health has long been to address systemic barriers to (sustainable) progress. In 2002, President Bill Clinton launched the 'Clinton HIV/AIDS Initiative' under the auspices of his Clinton Foundation to not only bring care and treatment to people living with the disease, but also strengthen health infrastructures in resource-poor countries. Ten years later, the renamed Clinton Health Access Initiative has carved a considerable niche for itself as a willing partner to governments committed to improving in-country health systems, and as an active player in the movement to develop the market for medicines and the efficiency of health resource allocation at the global level.

Preferring to focus on organizational and managerial factors – rather than scientific or medical – the organization pursues catalytic, 'game-changing' opportunities for action. Its headline achievement to date was a successful negotiation with companies to secure lower prices for essential HIV/AIDS retroviral drugs, resulting in more than $1 billion in cost savings shared by over 4 million people.

© HEIFER INTERNATIONAL

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Heifer International

ENDING HUNGER ONE COW AT A TIME

8

HQ LOCATION: UNITED STATES

Moved by the plight of the orphans he attended to during the Spanish Civil War, Dan West realized these individuals needed "a cow, not a cup" – the difference between temporary aid and a long-term investment in overcoming poverty and hunger. Returning to the United States, he founded Heifer International on this principle. The organization provides families with a 'living loan' – a donation of livestock, accompanied with training in animal husbandry, care and sustainable grazing methods. The receiving family must "pass on the gift" by transferring their knowledge and donating one or more of their animal's offspring to another family. This practice ensures project sustainability, develops community and enhances self-esteem by allowing project partners to become donors.

A highly-participatory model, Heifer International works with communities to decide what types of animals and production systems they want, and who should receive animals. Since its inception, the organization has helped 15.5 million families in more than 125 countries move toward greater self-reliance, with third-party evaluations confirming a substantive impact on household incomes, assets and family nutrition.

Top NGOs By Sector.

EDUCATION
1. WIKIMEDIA FOUNDATION
2. BAREFOOT COLLEGE
3. ROOM TO READ

PEACEBUILDING
1. CURE VIOLENCE
2. APOPO
3. SEARCH FOR COMMON GROUND

TECHNOLOGY
1. FRONTLINESMS
2. CAMBIA
3. CODE FOR AMERICA

DEVELOPMENT
1. BRAC
2. ACUMEN FUND
3. MERCY CORPS

HUMAN RIGHTS
1. LANDESA
2. HUMAN RIGHTS WATCH
3. AMNESTY INTERNATIONAL

HUMANITARIAN
1. DANISH REFUGEE COUNCIL
2. CARE INTERNATIONAL
3. MÉDECINS SANS FRONTIÈRES

ENVIRONMENT
1. CERES
2. RARE
3. WATER FOR PEOPLE

HEALTH
1. PARTNERS IN HEALTH
2. CHAI
3. AMREF

CHILDREN AND YOUTH
1. AKSHAYA PATRA FOUNDATION
2. AFLATOUN
3. SAVE THE CHILDREN

SHELTER
1. COMMON GROUND
2. HABITAT FOR HUMANITY
3. ARCHITECTURE FOR HUMANITY

LAW AND JUSTICE
1. TRANSPARENCY INTERNATIONAL
2. INTERNATIONAL CENTER FOR TRANSITIONAL JUSTICE
3. INTERNATIONAL COMMISSION OF JURISTS

© MOISES SAMAN FOR HUMAN RIGHTS WATCH

21

DEMANDING JUSTICE ON A GLOBAL SCALE

Human Rights Watch

7

HQ LOCATION: UNITED STATES

After the watershed events of 2011, human rights did not quite enjoy the same global exposure in the year just gone. If anything, however, this only served to further highlight the crucial role played by the New York-based Human Rights Watch. With Cold War roots stretching back to 1978, the organization has a long track record of 'muscular' advocacy to achieve sustained, positive behavioral change by governments, law-makers, judicial systems, corporations and rebel groups. Unafraid of courting controversy, unlike mass membership movements Human Rights Watch focuses on targeted advocacy, insider access and deft utilization of media headlines to raise pressure on those in positions of influence.

© RARE

22

CONSERVATION THROUGH SOCIAL MARKETING

Rare

34

HQ LOCATION: UNITED STATES

According to Rare, conservation ultimately comes down to people – their behavior toward nature, their belief about its value and their ability to protect it without sacrificing basic community livelihoods. Based on this principle, the organization has developed an innovative model in which it partners with local conservationists around the world to implement behavior-changing social marketing campaigns aimed at protecting biodiversity while providing new avenues for sustainable development. Since 1988, Rare has trained more than 200 local conservation leaders from across the globe in its signature method – the 'Pride' campaign – with subsequent campaigns reaching nearly 10 million people living in 57 of the world's biodiversity hotspots.

© AKSHAYA PATRA

23

A MIDDAY MEAL FOR MILLIONS

Akshaya Patra Foundation

NEW

HQ LOCATION: INDIA

In July 2012, the Akshaya Patra Foundation quietly reached a significant milestone – its one billionth midday meal served to schoolchildren in India. Despite these intensive efforts, malnutrition remains a real challenge, with an estimated 42 percent of children suffering from lack of food. Founded in 2000 in Bangalore – feeding 1,500 children in five schools – through constant innovations in preparation and distribution the organization has continued to drive down program costs and now reaches 1.3 million kids on a daily basis, including in otherwise neglected remote rural areas. Beyond the immediate impact on child health, the work of Akshaya Patra Foundation has also been fundamental in boosting lagging school enrolment and attendance.

© GRAM VIKAS

24

THE UNTAPPED POWER OF SANITATION

Gram Vikas

27

HQ LOCATION: INDIA

As Joe Madiath is fond of reminding people, "shit" is not a glamorous issue. At the same time, the organization he founded in 1979 has had a marked impact in delivering and scaling a holistic village development model that uses entry point concerns over clean water and sanitation as a tool to unite and empower communities. Requiring 100 percent 'buy-in' as a precondition for commencing new projects, Gram Vikas' participatory and sustainable 'MANTRA' approach has achieved impressive results – eliminating 85 percent of water-borne diseases in participating villages, and boosting school attendance from ten to 90 percent. From its origins in remote rural India, the model has been replicated in Tanzania and Gambia.

© DIGITAL DIVIDE DATA

25

AN INCUBATOR OF HUMAN CAPITAL

Digital Divide Data

3

HQ LOCATION: CAMBODIA

At the vanguard of the 'impact' outsourcing movement, Digital Divide Data successfully straddles the boundary between business and NGO while providing a proven model for future innovation. Founded by Jeremy Hockenstein in Phnom Penh in 2001, the organization provides disadvantaged youth in Cambodia, Laos and Kenya with the education and training necessary to deliver competitively priced technology services to a range of global clients. With revenues reinvested back into the enterprise as a means to fund continued expansion, Digital Divide Data can point to concrete impact on the lives of its 'graduates,' who go on to earn more than four times the average regional wage.

© ROOM TO READ

26

LITERACY AS THE VEHICLE OF PROGRESS

Room To Read

40

HQ LOCATION: UNITED STATES

Every day, over 139 million children are denied the right to go to primary school, a figure that increases significantly during adolescence. Founded in 1999 by former Microsoft senior executive John Wood, Room to Read operates in ten countries in Africa and Asia based on the conviction that investing in childhood literacy represents the best vehicle to facilitate learning and ensure participation in today's global society. The organization partners with communities and local governments to promote literacy and gender equality in education by establishing libraries, constructing classrooms, publishing local-language children's books, training educators and supporting girls' education. To date, over six million children have benefited from Room to Read's innovative approach.

© PANITHAN KITSAKUL/AMNESTY INTERNATIONAL

27

THE SOUL OF THE HUMAN RIGHTS MOVEMENT

Amnesty International

8

HQ LOCATION: UNITED KINGDOM

By now, Amnesty International needs no introduction. Established by lawyer Peter Benenson in 1961, the organization has amassed more than three million supporters, members and activists in over 150 countries. The popular touchstone of the global human rights movement, Amnesty International engages with governments, armed political groups, companies and other non-state actors, seeking to disclose human rights abuses and mobilize public pressure to address both individual cases and normative change. Though less innovative in its methods as they have become organizationally entrenched over time, Amnesty International remains an important independent voice in the international arena, speaking fearlessly to power and pursuing a new focus on overlooked economic, social and cultural rights.

© AMREF

28

LASTING HEALTH CHANGE IN AFRICA

AMREF

53

HQ LOCATION: KENYA

A seeming rarity in today's crowded public health field, AMREF is an African-led NGO focused on developing indigenous solutions to African health challenges. Founded in 1956 as part of a plan to provide mobile medical assistance to remote regions in the east of the continent, the organization has evolved into a multifaceted institutional actor working on a diverse range of health issues with over 100 poor and marginalized rural and urban slum communities – from HIV/AIDS and malaria, to water and sanitation, surgical outreach and practitioner training. Committed strongly to building the capacity of local health systems, AMREF has emerged as a pioneer in community-based health care, as well as a regional leader in maternal and child health.

© PRATHAM USA

29

LOW COST EDUCATIONAL INTERVENTIONS

Pratham

7

HQ LOCATION: INDIA

Now the largest educational NGO in India, Pratham was founded in 1994 to address teaching gaps in the slums of Mumbai. From those humble beginnings, the organization has expanded in scope and geographical coverage, teaching English and computer literacy, establishing libraries, publishing books and offering comprehensive learning support. Since its inception in 2007, Pratham's flagship program, 'Read India' – which aims to catalyze existing resources at the village level to train teachers and harness domestic volunteers – is active in 38,000 villages, reaching over two million children in 2011 alone. Similarly, the organization's 'Annual Status of Education Report' has become a crucial influence on evidence-based state policy planning.

© IDE

30

HARNESSING IRRIGATION TECHNOLOGY FOR GOOD

iDE

NEW

HQ LOCATION: UNITED STATES

One of the leading voices in the 'appropriate technology' movement, psychiatrist turned social entrepreneur Paul Polak founded iDE in 1982 as an organization devoted to the manufacture, marketing and distribution of affordable, scalable micro-irrigation and other low-cost water recovery systems throughout the developing world. Envisioning the rural poor as potential entrepreneurs and customers rather than charity recipients, iDE relies on local manufacturing, retailing, and maintenance resources to make affordable technologies available to farmers. The organization's emblematic success has been the 'treadle pump' – a more efficient and user-friendly technology than traditional manual pumps. More than 1.5 million have been sold in Bangladesh alone, creating $1.4 billion in net additional income per year.

© RIDERS FOR HEALTH

31

THE 'LAST MILE' OF HEALTH CARE DELIVERY

Riders for Health

NEW

HQ LOCATION: UNITED KINGDOM

As in many other impoverished regions, the majority of the population of sub-Saharan Africa lives in rural areas where the best roads are little more than dirt tracks. Without reliable transport, the millions invested in health materials and training will be wasted. Identifying this crucial gap, husband-and-wife team Barry and Andrea Coleman established Riders For Health in 1996. The organization manages over 1,400 motorcycles, ambulances and other four-wheel vehicles used in the delivery of health care in eight countries across Africa, including local training and preventive vehicle maintenance. Charging partners a fee to ensure the sustainability and scalability of the model, Riders For Health has already improved access to health care for over 12 million people.

© SAM PHELPS

32

HEALTH WORKERS ON THE FRONTLINE

MERLIN

7

HQ LOCATION: UNITED KINGDOM

At the age of 30, Christophe Besse left his job treating the rich and famous in an exclusive London clinic, to "do some proper work." Founding MERLIN in 1993 with two friends, the organization went through a baptism of fire in war-torn Bosnia. Twenty years later, it numbers 6,000 staff reaching an average of 20 million people per year in 17 countries, including operationally challenging locations like Afghanistan, Pakistan and the Democratic Republic of the Congo. More than a humanitarian relief actor, MERLIN stays on to assist recovery in the long-term, building the capacity of local health care workers and embedding best practices to increase the resilience of at-risk communities in the face of future shocks.

An Eye On The Sector.

ETIENNE EICHENBERGER
EXECUTIVE DIRECTOR, WISE PHILANTHROPY ADVISERS

© ZIYODA KURBANOVA FOR THE GLOBAL JOURNAL

What is your interest in NGOs?

I have worked with civil society for the last 15 years. In the past I collaborated with the Avina Foundation in Latin America in the field of social entrepreneurship, and supported the Schwab Foundation while at the World Economic Forum. Today, I am the co-founder of a leading boutique philanthropy consultancy. We advise a range of clients in fulfilling their philanthropic aspirations. I am also Vice President of Sustainable Finance Geneva and a board member of several foundations. Many paths lead me to NGOs as you can see.

What do you see as the biggest trend in the sector over the last 1-2 years?

There are more long-term underlying trends that remain key, such as accountability and related issues of transparency. However, another interesting trend is the fact that social innovations in transition countries – or so-called 'poor' countries – have begun to be replicated in developed economies. Let me give two examples. One of your Top 100 NGOs of last year, Friends International, has been asked to test a model – developed originally in South East Asia – in the United States. Their approach to working with disadvantaged youth is seen as standard-setting. Another example is the 'Fight for Peace' model developed in Brazil being exported to prisons in the United Kingdom.

Have you observed any challenges for NGOs linked to the financial crisis?

NGOs have grown more professional due to numerous factors, though the influence of limited financial resources is certainly one key element. This has been caused by the diminished performance of foundations, and the financial constraints imposed on public funding. At the same time, the financial crisis has also brought new ideas and talent into the sector. In a certain way, the crisis has provided an opportunity to rethink our status quo.

What is the most innovative NGO you have worked with?

I often think we fool ourselves by equating social innovation with technical innovation. At the last European Venture Philanthropy Association meeting in Dublin, a speaker suggested "social innovation is not what is new, but what works better." I like this quote because it helps us to move beyond the paradigm that only new is better. I think, however, that Arc en-Ciel in Lebanon is a very innovative model in its context – it is very interesting to see how an organization can create great value in a tense environment. Arc-en-Ciel began operations after the civil war with wheel chairs, but today pursues six development streams, including medical waste management and eco-agriculture. Its founders have seen a weak state as an opportunity to create social value.

What do you think is the NGO model of the future?

NGOs, like businesses, are all about diversity – from small and medium size enterprises to global corporations. Their respective challenges are hardly the same, and neither are their models. Future models will depend on numerous factors, driven by an NGO's mission. For instance, an advocacy NGO will need to further strengthen its independence, an NGO focused on service delivery will need to continue to innovate with regard to generating revenues. But both small and large NGOs will need to be more accountable in terms of impact and the quality of their delivery. The time when NGOs had a blank check to "do the right thing" is gone.

© CASSIDY RUSH

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AN ALTERNATIVE BANK FOR THE RURAL POOR

Fonkoze

NEW

HQ LOCATION: HAITI

When asked why he created a microfinance institution focused on women, the founder of Fonkoze, Father Joseph Philippe, was clear: "women are the backbone of the Haitian economy and the doorway into the family unit." The largest organization of its kind in Haiti, serving more than 56,000 women borrowers – most of whom live and work in the countryside – and over 250,000 savers, Fonkoze is committed to offering its clients a range of services that not only recognize the different points at which individuals can start their climb out of poverty, but also acknowledges that progress is not always linear. Much more than a bank, the organization also delivers critical programs in education, health, insurance and client protection.

© TREVOR SNAPP

34

ERADICATING PREVENTABLE BLINDNESS

Helen Keller International

NEW

HQ LOCATION: UNITED STATES

For much of the 20th century, the name Helen Keller was synonymous with courage in the face of overwhelming odds. Left blind and deaf as a baby, she went on not only to become a leading advocate for the blind, but also to found Helen Keller International in 1915 as a premier organization dedicated to preventing blindness and reducing malnutrition. Today, Helen Keller International's cost-effective and sustainable programs span 22 countries, focusing on basic eye care, vision correction, vitamin supplementation, food fortification, infant and young child feeding and community malnutrition surveillance. Committed to productive partnerships, the organization is also active in conducting and sharing research through a vibrant network of leading international institutions.

© WATER FOR PEOPLE

35

CREATIVE AND SUSTAINABLE WATER SOLUTIONS

Water for People

18

HQ LOCATION: UNITED STATES

Every day, nearly 6,000 people die from water-related illnesses, the vast majority children lacking access to safe drinking water and adequate sanitation facilities. Recognizing that part of the problem is the prevalence of good-hearted but unsustainable interventions, Water For People has developed an innovative model based on close collaboration with local communities and full coverage across entire districts and regions, rather than ad hoc projects at the household and village level. Local groups must be willing to not only contribute in-kind labor and funding to an entire project, but also participate in planning, implementation, operations, maintenance and repair. Across ten countries, Water For People is transforming the lives of over 300,000 people – for the long-term.

© AFLATOUN

36

THE DOLLARS AND CENTS OF FINANCIAL LITERACY

Aflatoun

14

HQ LOCATION: NETHERLANDS

Inspiring disadvantaged children to know their rights, practice saving and launch enterprises, Aflatoun began in 1991 in Mumbai as an action research project affiliated with the Tata School of Social Studies. By leveraging a large network of implementing partners – ranging from local community groups to large international NGOs – Aflatoun has since provided social and financial skills to over 1.3 million children and youth in more than 90 countries via an innovative, activity-based program. The organization has also worked effectively in an advocacy context, with an Aflatoun module being included in UNICEF's Child Friendly Schools curriculum, and its annual 'Children & Change' publication serving as an authoritative source of data and research for the broader child finance movement.

© FRONTLINESMS

37

MOBILE TECHNOLOGY FOR SOCIAL CHANGE

FrontlineSMS

10

HQ LOCATION: KENYA

Launched in 2004, FrontlineSMS is the brainchild of Ken Banks. During his work at Kruger National Park, Banks noticed that instead of the Internet, outlying communities used mobile phones for all communication needs. Following six weeks of "recoding on the kitchen table," the FrontlineSMS interface was born. With a diverse range of functions – including FrontlineSMS:Credit, which allows users to send and receive mobile payments, as well as FrontlineSMS:Radio, enabling two-way dialogue between broadcasting companies and listeners in marginalized communities – FrontlineSMS is able to constantly evolve to match the development of mobile technology. Validating the organization's commitment to a free, open-source platform, users downloaded the software 20,000 times in 2011 alone.

© MARIE STOPES INTERNATIONAL

38

FAMILY PLANNING ON A GLOBAL SCALE

Marie Stopes International

1

HQ LOCATION: UNITED KINGDOM

Founded in 1976 on the basis of a vision to make family planning available to women and men around the world, Marie Stopes International is active in 42 countries, delivering reproductive health care and maternal health services to some of the world's poorest and most vulnerable people. Though the organization operates over 600 service centers, the bulk of its work is carried out in remote, inaccessible and underserved communities via a pioneering system of clinical outreach teams. Marie Stopes International has also been an innovator in using a social franchise network – clinics, midwives and pharmacies – to scale up access, assure quality and leverage economies of scale to achieve pricing savings for clients.

© JENNIFER WOODSIDE

39

PROMOTING SEXUAL AND REPRODUCTIVE HEALTH

IPPF

NEW

HQ LOCATION: UNITED KINGDOM

International Planned Parenthood Federation promotes sexual and reproductive health as well as an individual's right to make their own choices regarding family planning. Founded in 1952 in Mumbai, it has since expanded to over 180 countries, and exerted an important influence on global reproductive policy. Striving to stay aware of unfolding trends, the organization maintains a youth presence on its executive board, while new initiatives like 'Girls Decide' focus on empowering women and girls to take control of their own sexual health. Similarly, International Planned Parenthood Federation's research partnerships ensure that patients, especially those living with HIV/AIDS, receive the care they deserve. In 2011 alone, the organization's 65,000 global facilities reached over 89 million people.

© JAN GRARUP

40

LASTING CHANGE IN CHILDREN'S LIVES

Save the Children International

22

HQ LOCATION: UNITED KINGDOM

One of the original international NGOs, Save the Children International was founded in 1919 to assist 'children of the enemy' following World War I. Comprising an alliance of 30 national organizations, it is now a global movement active in 120 countries and reaching 125 million people. In pursuit of its simple mission – saving children's lives and protecting their rights – Save the Children International engages in diverse and effective programming, from emergency relief (co-leading the education cluster under the auspices of the United Nations) to nutrition, education, protection, poverty alleviation and spirited global advocacy. A highly respected and visible organization, Save the Children International has only recently completed a sustained period of internal transition and consolidation.

© PLAN / WARISARA SORNPET

41

PUTTING CHILDREN FIRST

PLAN International

6

HQ LOCATION: UNITED KINGDOM

Celebrating 75 years of working for children's rights, PLAN International was established when John Langdon-Davies and Eric Muggeridge sought to provide food, accommodation and education to children whose lives had been disrupted by the Spanish Civil War. Today, the organization has reached more than 56 million children in 50 developing countries, with the majority of its operating income derived from its pioneering child sponsorship scheme. Framed by the principle of child-centered community development – a model that emphasizes inclusion, gender equality and youth empowerment – PLAN International has most recently launched the 'Because I am a Girl' campaign to tackle cultural barriers like child marriage and gender-based violence that prevent females from completing a quality education.

© ANNA VANDERKOOY

42

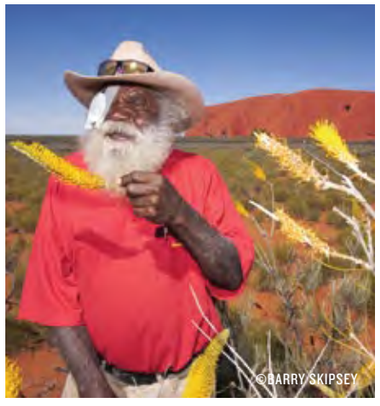
COMMUNITY-LED SOCIAL TRANSFORMATION

Tostan

1

HQ LOCATION: SENEGAL

On 20 December – the same day the United Nations adopted a resolution calling for a global ban on female genital mutilation – 40 communities in Guinea-Bissau, where Tostan delivers a number of educational projects, declared they would abandon harmful practices like female genital cutting and promote human rights. Although ending cutting was never one of Tostan's original goals, the Dakar-based organization has been a major driver of change in many African villages. Rather than blaming or criticizing, Tostan – Wolof for 'breakthrough' – promotes community dialogue on a wide range of topics through its 30-month 'Community Empowerment Program,' based on the conviction that genuine democracy and development must always be rooted in and emerge from existing cultural practices and local knowledge.


© BARRY SKIPSEY

43

REVERSING AVOIDABLE BLINDNESS

Fred Hollows Foundation

NEW

HQ LOCATION: AUSTRALIA

In Australia, ophthalmologist Fred Hollows was lauded for his commitment to restoring sight to thousands living with avoidable blindness in remote indigenous communities and abroad. Established just before his death in 1993, the Fred Hollows Foundation is expanding this activity. Rather than 'fly-in, fly-out' surgery, the organization works to build local skills and in the past five years has trained over 38,000 eye surgeons and clinical support staff. By building intraocular lens factories in Eritrea and Nepal to lower the global price of lenses (required in cataract operations) it has contributed to the production of over five million lenses, reducing the cost of surgery to as little as $25 and helping to restore the sight of more than one million people.

© TRANSPARENCY INTERNATIONAL

44

FIGHTING THE PLAGUE OF CORRUPTION

Transparency International

28

HQ LOCATION: GERMANY

Corruption can happen anywhere, silently exacerbating poverty, inequality and social instability. According to the latest Corruption Perceptions Index, not one country is free from corruption, with the majority scoring below 50 out of 100. There is a serious plague that must to be cured. For the past 18 years, Transparency International has strived to place, and keep, corruption high on the political and business agenda. By measuring and reporting on this deleterious activity, the international movement – which includes more than 100 independent national chapters and partners around the world – has both raised awareness of its devastating effects, as well as worked with governments, business leaders, local communities and other civil society organizations to fight for its eradication.

© JENNIFER WOODSIDE

45

BREAKING THE CYCLE OF CHILDHOOD DISEASE

Saúde Criança

7

HQ LOCATION: BRAZIL

Working as a pediatrician in a public hospital in Rio de Janeiro in 1991, Vera Cordeiro was shocked by the number of children successfully treated for an infectious disease who then returned after being re-infected at home. Creating Saúde Criança to provide low-income children and families with effective long-term health care, the organization offers a holistic response to address both diseases and the socioeconomic factors that serve to aggravate their symptoms. Saúde Criança has developed an innovative two-year 'Family Action Plan' that targets specific areas of family wellness necessary to achieve sustainable good health, such as education, housing and income. Testament to its success, the model has been replicated across Brazil, reaching 40,000 people per month.

© ESCUELA NUEVA

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SWITCHING THE FOCUS OF LEARNING

Escuela Nueva

4

HQ LOCATION: COLOMBIA

Drawing upon her educational experiences in the region, Vicky Colbert returned to Colombia in the mid-1970s to introduce Escuela Nueva – 'new school' – a unique pedagogical model aimed at addressing the dysfunctional approach of the conventional school system, especially in rural and low-income areas. The organization's cost-effective and scalable strategy includes a focus on active learning centered on student participation, a revamped role for teachers as facilitators of cooperative learning, more interactive materials allowing for self-instruction, and a curriculum that combines life skills with academic subjects. Ultimately adopted formally at the national level in Colombia, the innovative Escuela Nueva model has since been replicated in 16 countries, reaching over five million children.

© JOERN STEINZ/PANOS PICTURES

47

STRIVING FOR TOLERANT AND FREE SOCIETIES

Open Society Foundations

$ 1

HQ LOCATION: UNITED STATES

When multi-billionaire hedge-fund manager George Soros decided in 1979 to invest his money in philanthropic activities, he was probably inspired by Henri Louise Bergson – the first to describe "open societies" based on universal principles seeking the good of all mankind. Encompassing a network active in over 80 countries, Open Society Foundations operates as both a grant-making and implementing entity supporting a variety of projects – from governance to justice reform, minority rights, education and public health. A key recent initiative has focused on eliminating discrimination and prejudice against Europe's Muslims. The 'At Home in Europe Projecta' documents daily experiences to identify issues that residents in Europe's urban spaces share as common concerns.

© KIERAN OUDSHOORN

48

MOBILIZING COMMUNITIES TO ELIMINATE TB

Operation ASHA

NEW

HQ LOCATION: INDIA

Founded in 2005, Operation ASHA has the ambitious goal of achieving a tuberculosis-free India. Motivated by the inability of her patients to receive proper care, Shelly Batra partnered with Sandeep Ahuja to develop a cost-effective treatment now delivered by 240 clinics. Having recently expanded to Cambodia, Operation ASHA continues to grow at an impressive rate. The organization dedicates significant energy to finding efficient medication delivery methods. The most successful strategy has been the 'DOTS' (Directly Observed Therapy Short Course) program, which increases accessibility for poor patients. More innovative is Operation ASHA's rigorous patient tracking model, eCompliance. A partnership with Microsoft, the software represents a key breakthrough replicable by other organizations dealing with antibiotic resistant diseases.

©INTERNATIONAL MEDICAL CORPS

49

BUILDING CAPACITY IN UNSTABLE ENVIRONMENTS

International Medical Corps

4 ⬆

HQ LOCATION:UNITED STATES

Inspired by the Soviet-Afghan war, Robert Simon sought to find a way to provide children with basic health care amidst conflict. Yet he realized quickly that small clinics were insufficient – the real problem was "how to reconstruct [an] entire medical system." This experience shaped the mission of International Medical Corps, which focuses on the path from 'relief to self-reliance' via sustainable health interventions. The organization's pillars of humanity, neutrality, impartiality and operational independence mean it is able to reach emergency zones rapidly – it was one of the first NGOs to enter Haiti just 22 hours after the earthquake hit. With 96 percent of field-based staff and health professionals drawn from local communities, the organization is committed to ensuring skills and knowledge are passed on.

© GAIN/OLIVER WILKINS

50

PUBLIC-PRIVATE PARTNERSHIPS FOR NUTRITION

GAIN

NEW

HQ LOCATION: SWITZERLAND

Founded in 2002, the Global Alliance for Improved Nutrition (GAIN) is driven by a simple goal: to end malnutrition. In the decade since, GAIN has partnered with governments and international agencies in 30 countries, sponsoring projects involving more than 600 companies and civil society organizations. Using population-based programs to deliver basic foods fortified with vitamins and minerals, GAIN relies on a simple strategy to reach the maximum amount of people possible. The organization's market-based approach also includes fostering local initiative: In Cote D'Ivoire, for instance, GAIN actively sponsors Protein Kisèe-La, an organization that provides affordable and fortified cereal products for infants and nursing mothers. Ultimately, GAIN's scope is its strongest point, reaching over 610 million people.

Top NGOs By Criteria.

IMPACT	INNOVATION	SUSTAINABILITY
1. BRAC	1. WIKIMEDIA FOUNDATION	1. BRAC
2. WIKIMEDIA FOUNDATION	2. ACUMEN FUND	2. PARTNERS IN HEALTH
3. DANISH REFUGEE COUNCIL	3. APOPO	3. RARE
4. MÉDECINS SANS FRONTIÈRES	4. BRAC	4. AMNESTY INTERNATIONAL
5. ACUMEN FUND	5. CURE VIOLENCE	5. DANISH REFUGEE COUNCIL
6. PARTNERS IN HEALTH	6. CERES	6. HANDICAP INTERNATIONAL
7. CARE INTERNATIONAL	7. RIDERS FOR HEALTH	7. INTERNATIONAL RESCUE COMMITTEE
8. INTERNATIONAL RESCUE COMMITTEE	8. WATER FOR PEOPLE	8. HUMAN RIGHTS WATCH
9. SAVE THE CHILDREN INTERNATIONAL	9. PARTNERS IN HEALTH	9. OPEN SOCIETY FOUNDATIONS
10. HANDICAP INTERNATIONAL	10. BAREFOOT COLLEGE	10. WIKIMEDIA FOUNDATION

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© SEAQRCH FOR COMMON GROUND

51

BUILDING FOUNDATIONS FOR PEACE

Search For Common Ground

1

HQ LOCATION: UNITED STATES

One of the original peacebuilding NGOs of the contemporary era, Search For Common Ground works to transform the way the world deals with conflict – away from adversarial approaches and towards collaborative problem solving. Rather than focus on key individuals to achieve short-term gains, the organization draws upon a diverse 'toolbox' aimed at deep societal change – from media production to mediation and facilitation, training, community organizing, sports, theater and music. Presently active in 26 countries in Africa, Asia, Europe and the Middle East, Search For Common Ground is also committed to improving methods for measuring effectiveness in the peacebuilding sector, establishing a specialized Institutional Learning and Research Division to develop new research methodologies.

© WITNESS

52

HUMAN RIGHTS VIOLATIONS ON VIDEO

WITNESS

31

HQ LOCATION: UNITED STATES

The impetus for the founding of WITNESS as a pioneering advocacy organization in 1992, Peter Gabriel's vision of video as a tool for the advancement of human rights has now become a reality. WITNESS' role is more relevant than ever – from partnering with Central African NGOs to combat the use of rape as a tool of war, to empowering poor families being forcibly evicted from their homes ahead of the World Cup in Brazil. Committed to supporting victims in order to transform their personal stories of abuse into effective tools for justice, the organization works with grassroots groups to bring the power of video into their existing campaigns, trains activists and shapes the safe and ethical use of video online and offline.

© FOEME

53

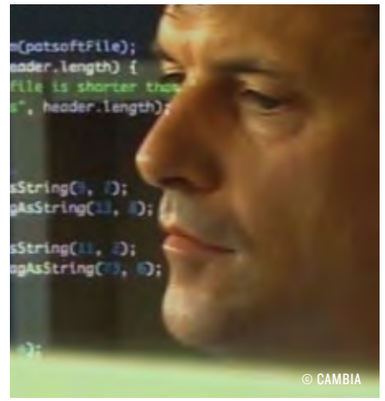
THE ENVIRONMENT AS A FORCE FOR PEACE

Friends of the Earth Middle East

NEW

HQ LOCATION: JORDAN

Originally founded as 'EcoPeace' in 1994, Friends of the Earth Middle East is a unique organization bringing together Jordanian, Palestinian and Israeli environmentalists. Convinced of the need to join forces to promote the integration of environmental considerations into the regional development agenda, the organization is simultaneously committed to creating the necessary foundations for lasting peace. Functioning as a innovative grass-roots actor reaching 500,000 people as well as a dynamic policy advocate, Friends of the Earth Middle East's 'Good Water Neighbors' project has grown from 11 to 28 communities, while the 'Jordan River Rehabilitation' project has been so successful in shifting political attitudes the Iraeli government has agreed for the first time in 60 years to return fresh water to Jordan.


© CAMBIA

54

OPEN-ACCESS INTELLECTUAL PROPERTY

Cambia

32

HQ LOCATION: AUSTRALIA

Founded by molecular biologist Richard Jefferson, since 1992 Cambia has sought to develop and disseminate new technologies and collaborative instruments while fostering transparency and innovation in the life sciences. Increasingly, this has meant the organization has had a significant target in its sights – the complex and closed world of international intellectual property regimes. Across a handful of key projects, Cambia is energetically and ambitiously working to democratize scientific innovation, most notably through the 'Patent Lens' – an open access, Gates Foundation-backed online facility dedicated to mapping global patent landscapes. While that may not seem exciting, the organic and viral nature of the initiative has the potential to redefine the role of IP in the social use of scientific research.

© COMMON GROUND

55

A JOINED-UP APPROACH TO HOMELESSNESS

Common Ground

17

HQ LOCATION: UNITED STATES

Operating in New York since 1990, Common Ground aims to address the needs of the city's population experiencing recurrent housing instability by creating high quality and affordable housing options. The organization's strategic framework recognizes that the chronically homeless, especially those with special needs – such as severe and persistent mental illness – require more than one-time interventions, but rather sustained support to enable them to maintain housing over the long-term, lead more normalized lives, and decrease their use of expensive resources such as in-patient psychiatric or medical care. Salvaging historic buildings, renovating them through creative financing and partnering with other organizations to develop an integrated social program model, the Common Ground approach has been replicated nationwide.

© VIVA RIO

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REDUCING VIOLENCE THROUGH SOCIAL INCLUSION

Viva Rio

8

HQ LOCATION: BRAZIL

A city no stranger to violence, even Rio de Janeiro residents were left shaken after the bloody Candelaria and Vigário Geral massacres in 1993. Viva Rio was founded as a reaction to these and other events, drawing together representatives from various sectors of civil society. The organization is committed to promoting peace and social inclusion through research, innovative on-the-ground projects – encompassing human security, health, education and environment programs – and the design of effective public policies, including in collaboration with law enforcement officials. Following an invitation from the United Nations in 2004, Viva Rio has also exported its expertise to Haiti. What began as a peacekeeping consultancy role expanded into a multi-faceted development operation in the country's most impoverished slums.

© ICG

57

A GLOBAL NETWORK OF CONFLICT PREVENTION

International Crisis Group

24

HQ LOCATION: BELGIUM

Founded in 1995, the International Crisis Group was created with the express purpose of being wholly independent from governments or international agencies. Since then, the Brussels-based organization has helped the international community to mitigate and prevent large-scale deadly conflict. The International Crisis Group employs a three-tiered approach of field-based analysis, policy prescription, and, finally, aggressive advocacy. Yet, it is the sheer scope of the organization's operations that makes it stand out from the crowd, with programs across more than 70 regions. This unique expertise has been used time and time again in especially sensitive contexts, including crisis alerts in Ethiopia-Eritrea, Darfur, Somalia and Pakistan, as well as behind the scenes support for peace negotiations in Sudan, Burundi and Northern Uganda.

© HABITAT FOR HUMANITY

58

AFFORDABLE HOUSING FOR FAMILIES IN NEED

Habitat For Humanity

4

HQ LOCATION: UNITED STATES

Emerging from an interracial Christian community just outside of Georgia, Habitat For Humanity was founded on the premise of "partnership housing" - building sustainable structures alongside volunteers, with beneficiaries offered affordable loan terms and expected to contribute reciprocally with labor. Since expanding internationally in 1973, the organization has experienced impressive levels of growth. By 2012, Habitat For Humanity had successfully built 600,000 houses globally. In lower income countries, the organization partners with microfinance institutions to provide additional flexibility through incremental financing and group saving. Yet, Habitat For Humanity does more than simply build houses – initiatives in Honduras, for instance, have included home and health education, as well as domestic financial management.

© DAVID ESTRADA

59

SELF-SUSTAINING POVERTY ALLEVIATION

KickStart International

5

HQ LOCATION: UNITED STATES

KickStart International began with the basic premise that "a poor person's top need is a way to make more money." In response, its founders developed a cheap and sustainable irrigation pump – the 'MoneyMaker' – to support African farmers in a move from subsistence farming to commercial agriculture. Reflecting the massive effect of a simple idea, the organization estimates that it has sold over 200,000 pumps in Kenya, Tanzania and Mali, lifting almost 700,000 people out of poverty. Beyond this innovative low-cost technology, KickStart International is also demonstrating a strong commitment to refining and improving its model. The organization is partnering with the International Food Policy Research Institute on a three-year study to measure the impact of the pump on family health, nutrition, income, education and farming.

© DIRK JAN VERKUIL

60

FINDING THE HOPE AMIDST DISASTER

ZOA

NEW

HQ LOCATION: NETHERLANDS

Headquartered in Apeldoorn, but active throughout the world, ZOA (formerly 'ZOA Refugee Care') began as a student initiative in 1973 offering assistance to Southeast Asian refugees. The organization now operates in 15 countries providing relief to people affected by conflict or natural disasters, and working with affected communities to recover their livelihoods and boost future resilience. ZOA's three specific fields of expertise encompass livelihoods and food security, basic education, and water, sanitation and hygiene. Where possible the organization encourages collaborative work with NGO partners, and acts as the lead agency of the Dutch Consortium for Rehabilitation focusing on addressing fragility in Burundi, the Democratic Republic of the Congo, Liberia, Uganda, Sudan and South Sudan.

© FRIENDS INTERNATIONAL

61

SECURING THE FUTURES OF MARGINALIZED YOUTH

Friends-International

16

HQ LOCATION: CAMBODIA

Founded in 1994 in Phnom Penh as a local outreach project for street children, Friends International has rapidly expanded its operational scope to encompass the entire Southeast Asian region, as well as Honduras, Mexico and Egypt. Working with marginalized children, their families and communities in urban areas, the organization is dedicated to ensuring this target population becomes productive and functional citizens. 'Friends Programs' are focused on protection, reintegration, prevention and capacity-building, while the 'ChildSafe Network' is a joint advocacy and service initiative educating travelers and reaching out directly to at-risk youth. As a means to offer practical training opportunities to disconnected youth, as well as increase overall sustainability, Friends-International also runs a number of social businesses.

© GERARD REILLY

62

THE SUSTAINABLE FUTURE OF DESIGN

Architecture For Humanity

33

HQ LOCATION: UNITED STATES

With exhibitions at MOMA in New York and dedicated glossy monographs, community-focused 'social' design is everywhere. San Francisco-based services firm Architecture For Humanity, however, has been leveraging the power of design for good since 1999, and presently comprises 52 chapters in 13 countries worldwide, directly serving 100,000 people annually. Based on a credo of inclusive design that spurs lasting change, the organization focuses on poverty alleviation, disaster mitigation and reconstruction, post-conflict community building and spaces meeting the needs of at-risk populations. It has also developed the groundbreaking 'Open Architecture Network' – the first open-source repository of architectural plans and drawings aimed at fostering knowledge sharing.

© JENNIFER O'GORMAN/CONCERN

63

TARGETING EXTREME POVERTY

Concern

NEW

HQ LOCATION: UNITED KINGDOM

Established in response to charity appeals from missionaries working in war-torn Biafra in 1968, Belfast-based Concern has gone on to work in over 50 countries, responding to major emergencies as well as implementing long-term development programs. Today the organization is present in 25 of the world's poorest nations, with a major operational focus on health and nutrition, education, HIV/AIDS and community livelihoods. Over time, Concern has invested in early warning systems for slow onset crises, allowing it to act fast before situations deteriorate and help communities build their resilience. In this vein, the organization has played a leading role in the 'Scaling-Up Nutrition' (SUN) initiative, which promotes improved nutrition during the first 1,000 days of a child's life.

© CENTER FOR DIGITAL INCLUSION

64

EXTENDING DIGITAL TECHNOLOGY TO THE POOR

Center For Digital Inclusion

9

HQ LOCATION: BRAZIL

Founded in Rio de Janeiro in 1995 by 'digital inclusion' pioneer Rodrigo Baggio, the Center For Digital Inclusion aims to use technology as a powerful medium to fight poverty, stimulate entrepreneurship and develop a new generation of change-makers. The organization's innovative model revolves around a decentralized network of 'CDI Community Centers' established with local partners in the most impoverished communities in the region. Three principle objectives guide the activities undertaken at these sites: self management, sustainability and a commitment to implementing the Center For Digital Inclusion's unique pedagogy, which encourages students to use technology as the main tool in completing a 'social advocacy project' in their local community. To date, the model has impacted almost 1.5 million lives across 12 countries.

© ATHIT PERAWONGMETHA/ARC

65

A PATHWAY TO SECURITY AND SELF-SUFFICIENCY

American Refugee Committee

NEW

HQ LOCATION: UNITED STATES

Like a number of NGOs on this list, the American Refugee Committee emerged from the chaos that enveloped Southeast Asia in the 1970s. Moved by the plight of the millions affected by the conflict, Chicago businessman Neal Ball founded the organization to provide medical services to individuals stranded in refugee camps on the Thai border. The American Refugee Committee now works with refugee communities in seven countries providing shelter, clean water and sanitation, health care, skills training, microcredit education and protection. Still focused on refining its programs despite a 30-year history, the organization recently developed the innovative 'I AM A STAR' program, which leverages the influence of the Somali diaspora to help shape its response to the world's most enduring humanitarian crisis.

Most Promising New NGOs.

In the process of producing this year's ranking, four young NGOs stood out for their out-of-the-box thinking and willingness to dream big despite modest beginnings. While it is still too early to gauge the true impact these organizations will ultimately have, each impressed us with their innovation and long-term view. Though markedly different in the thematic space they occupy, Code For America, Child & Youth Finance International, Skateistan and the Akilah Institute For Women are all NGOs with a bright future.

AKILAH INSTITUTE FOR WOMEN - P89

CODE FOR AMERICA - P81

SKATEISTAN - P86

CHILD & YOUTH FINANCE INTERNATIONAL - P82

©CAMILO ALDANA/ICTJ

66

A HEALING INFLUENCE ON TROUBLED SOCIETIES

ICTJ

16

HQ LOCATION: UNITED STATES

Dedicated to restoring civic trust in fractured state institutions, the International Center for Transitional Justice helps heal and rebuild societies devastated by past atrocities. The organization believes sustainable peace can only be achieved via a three-tiered approach: reformation of key institutions, engagement with civil society organizations and careful analysis of recent developments in transitional justice. Yet despite this holistic approach, it is the International Center for Transitional Justice's commitment to civil society organizations that remains the most innovative aspect of its work. Active partnerships with grassroots groups have resulted in an array of solutions, including the creation of an Apartheid Museum in South Africa, and the development of a legal framework for gender based violence in Argentina.

© ANDREW MCCONNELL/PANOS

67

RE-STITCHING THE SOCIAL FABRIC

Interpeace

11

HQ LOCATION: SWITZERLAND

Evolving from its roots as a United Nations pilot project, Interpeace is focused on building sustainable peace in conflict-ridden regions. The organization's peacebuilding principles focus on the local – insisting that peace must first be locally-owned, participatory and long-term. Operating in 16 countries, Interpeace partners with grassroots civil society organizations to develop tailored strategies, leading to a variety of activities, including youth programs to combat gang violence in Latin America, platforms for dialogue to encourage reconciliation in Liberia and changes to agricultural policies in Mozambique addressing societal grievances. Perhaps its most innovative contribution to peacemaking, however, is the initiative 'Constitution-making for Peace,' featuring a handbook guiding national actors involved in the process of creating a constitution.

© GENEVA CALL

68

SUCCESSFULLY ENGAGING ARMED GROUPS

Geneva Call

26

HQ LOCATION: SWITZERLAND

Founded in 2000 with a view to addressing the lack of international attention being paid to the growing influence of non-state actors in situations of violent conflict, Geneva Call focuses on engaging armed groups in a constructive dialogue aimed at persuading members to respect specific humanitarian norms. The organization is perhaps most famous for its innovative use of specially formulated 'Deeds of Commitment' as a means to hold guerrilla groups, liberation movements and other de facto authorities accountable. Currently focusing its efforts on banning the use of anti-personnel mines, prohibiting the recruitment of child soldiers, and ending sexual violence in armed conflict, Geneva Call has already secured the formal commitments of 42 groups to date.

© RAINFOREST ALLIANCE

69

PEOPLE-CENTERED CONSERVATION

Rainforest Alliance

2

HQ LOCATION: UNITED STATES

In 1987, the Amazon was disappearing at a rate of 14,305 acres per day. While other NGOs organized protests and boycotts, Rainforest Alliance realized the better strategy was to provide incentives for forestry, farm and tourism enterprises to manage their land in a sustainable way. Since then, it has worked to conserve biodiversity and ensure sustainable livelihoods via a transformation of land-use practices, business practices and consumer behavior – expanding its original mission to address the social impacts on those who depend on resource-based jobs. Thanks to a partnership with the Sustainable Agriculture Network – which manages the Rainforest Alliance Certified™ standard – the organization has introduced a sustainable agriculture model in 31 countries directly affecting over five million people.

© NANCY WONG/FAWE

70

PROMOTING FEMALE EDUCATION IN AFRICA

FAWE

21

HQ LOCATION: KENYA

More than half of sub-Saharan African countries have not reached gender parity in primary education, while at a secondary level, gender gaps exist in most of the region's countries. It is in this context that the Forum for African Women Educationalists was founded in 1992 to promote female education in the region. Working in 32 countries, the organization is focused on achieving gender equity and equality via targeted programs encouraging partnerships between schools, communities, civil society and governments. Amongst a suite of projects, the Gender-Responsive Pedagogy was initiated in 2005 and has led to an improvement in girls' retention and performance, greater participation and improved gender relations within schools. Over 6,600 teachers have been trained to date.

© CODE FOR AMERICA

71

A PEACE CORPS FOR GEEKS

Code For America

NEW

HQ LOCATION: UNITED STATES

Like many buzzwords, 'Government 2.0' signifies much, but has delivered little of real substance. The idea that the Internet could revolutionize conventional governance processes, however, is worth pursuing. Washington DC-based Code For America is doing just that. Launched at the beginning of 2011, the organization functions on a simple premise – by matching technology fellows with government institutions, not only would new efficiencies be identified, but the public sector would also be placed on the same innovation curve as the rest of society. Two years later, this "peace corps for geeks" has led to a range of innovations, from an 'adopt a fire hydrant' app allowing Boston residents to keep these facilities functional during snow season, to a recently-launched 'civic accelerator' for government-related start-ups.

© CHILD AND YOUTH FINANCE

72

ACHIEVING FINANCIAL INCLUSION FOR THE YOUNG

Child & Youth Finance

NEW

HQ LOCATION: NETHERLANDS

Ninety percent of young people worldwide lack access to basic financial services. Yet, financial inclusion and access is critical in developing financial literacy and building positive financial behavior over time. Established by the founder of Aflatoun, Child & Youth Finance International is pursuing an ambitious 'spider in the web' model by bringing together a global movement of international stakeholders – from financial regulators, to banks, child rights groups and academia – dedicated to increasing the financial empowerment and security of children and youth. Simply by aligning the efforts of existing partners, it has already succeeded in reaching out to 18 million additional children – it is expected that this approach will build a global consensus on child friendly banking services and financial education.

© GEMMA CALDWELL/AA

73

TRAINING REFUGEES TO REBUILD THEIR LIVES

Asylum Access

NEW

HQ LOCATION: UNITED STATES

Fearing persecution or fleeing a crisis, refugees usually land first in a country near their own. There, they often experience further hardships and marginalization. Providing legal assistance and helping refugees assert their rights in their first country of refuge, Asylum Access transforms the traditional approach of endless humanitarian handouts into a sustainable, empowering solution. Refugees find grassroots assistance to navigate the legal process. Asylum Access also trains refugees as translators and community legal advisors for other refugees, delivering lasting change. To further scale its work, the organization is developing a Refugee Rights Toolkit to help advocates customize the Asylum Access model to local contexts and launch their refugee legal aid project anywhere in the world.

© YCAB FOUNDATION

74

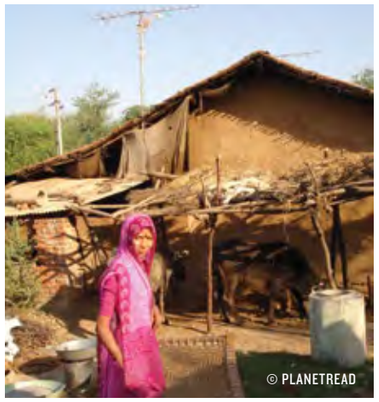
EMPOWERING AT-RISK YOUTH

YCAB Foundation

NEW

HQ LOCATION: INDONESIA

Concerned with the increasing incidence of drug abuse and street crime amongst Indonesia's youth, together with increasing high school dropout rates, Veronica Colondam established YCAB Foundation in 1999 to address issues of youth development. An abbreviation of an Indonesian expression translating to "loving the nation's children," the organization's program consists of three connected activities: the primary prevention of risky behavior, including drug abuse and HIV/AIDS, through education and the adoption of a positive lifestyle; digital inclusion, English literacy and vocational centers; and seed capital for youth entrepreneurship, including micro loans and a job center for graduates. From reaching out to 2,000 youth per year in 1999, YCAB Foundation now benefits over 400,000 and has expanded its model internationally.


© PLANETREAD

75

THE POP CULTURE LITERACY PROGRAM

PlanetRead

48

HQ LOCATION: INDIA

Illiteracy rates in rural India are amongst the world's highest, and the lack of effective educational infrastructure makes it difficult to address such a persistent challenge. Hundreds of millions of people are either illiterate, or 'neo-literates' – possessing only rudimentary skills despite several years of primary school. Realizing the situation demanded out-of-the-box thinking, Brij Kothari devised a very simple, yet cost effective (and scalable) solution using 'Same Language Subtitling' (SLS) – the practice of subtitling television programs, music videos and other audiovisual content drawn from popular culture in the same language as the audio track. This 'karaoke' approach to literacy provides crucial regular reading practice to over 200 million neo-literates, and has prompted another 270 million to begin reading.

© MAMUN MAHMMUD MALLIK/DAM

76

MULTI-DIMENSIONAL POVERTY ALLEVIATION

Dhaka Ahsania Mission

NEW

HQ LOCATION: BANGLADESH

Founded in 1958 by educationist, social reformer and spiritual leader Khan Bahadur Ahsanullah, Dhaka Ahsania Mission has since established itself as one of the largest NGOs in Bangladesh, implementing a range of diverse programs in the areas of health, education, agriculture, technology, human rights and climate change and disaster management focused on improving the quality of life and social inclusion of the urban poor. A key feature of the Dhaka Ahsania Mission approach is its network of 'Community Learning Centers,' which seek to instill a participatory dynamic and partnership with those benefiting from the organization's initiatives, and have also been used as a platform to deliver piggy-backed 'one stop service' points in target communities.

© SOPHIE JORDI/ICJ

77

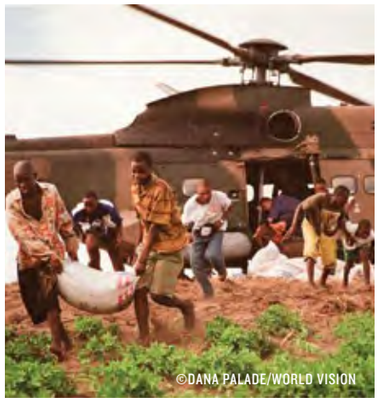
A SEMINAL ACTOR IN HUMAN RIGHTS

ICJ

11

HQ LOCATION: SWITZERLAND

Comprised of an evolving standing group of 60 prominent judges and lawyers, the International Commission of Jurists focuses on promoting the rule of law worldwide. Originally funded by the CIA and established as a counter-point to the Soviet International Association of Democratic Lawyers, the organization has since discarded its ideological ties, instead focused on advocacy, policy work and technical assistance. Throughout a 60-year history, the International Commission of Jurists has remained at the forefront of human rights standards, including a key role in the creation of the International Criminal Court. From ensuring women's access to justice in Botswana to highlighting violations of due process in Sri Lanka, it also works assiduously at the grassroots to build local capacity in the justice sector.


©DANA PALADE/WORLD VISION

78

RELIEF AND DEVELOPMENT ON A GRAND SCALE

World Vision International

NEW

HQ LOCATION: UNITED KINGDOM

World Vision International is one of the largest relief, development and advocacy organizations in the world today. Established in 1950 to care for orphans in Asia, it has grown to embrace the broader issues of community development and policy change, working at the community level to help individuals overcome poverty and injustice. Strongly informed by its Christian values, World Vision International has attracted criticism at times for its child sponsorship model, its 'gifts-in-kind' approach and perceived conflicts stemming from its religious orientation. Ultimately, however, the organization's sheer scale and scope to experiment – for instance with a new LMMS accountability technology during the recent crisis in the Sahel – reflects a level of impact still beyond the realm of most counterparts.

© MOVEMBER FOUNDATION

79

THE POWER OF THE MOUSTACHE

Movember Foundation

16

HQ LOCATION: AUSTRALIA

Movember Foundation's no-shave November, as well as its contingent of sponsored 'Mo Bros,' have become a well-known cultural phenomenon in recent years – Facebook is littered with budding facial hair growth. More than a gimmick, however, or mere fundraising campaign – though $124 million raised in 2011 alone is testament to the movement's reach – the Movember Foundation's mission goes some way to addressing the societal gap regarding men's health by raising awareness of issues like prostate and testicular cancer, and depression. Similarly, the organization's global action plan involves both an annual collaborative research project, as well as 'Promoveo,' a prostate cancer knowledge exchange program. Both initiatives seek to encourage partnerships between men's health experts to inspire solutions to common diseases.

© PLANET FINANCE

80

SOCIALLY RESPONSIBLE FINANCIAL SERVICES

PlaNet Finance

NEW

HQ LOCATION: FRANCE

Established by Jacques Attali in 1998, PlaNet Finance has developed into a group of affiliated organizations delivering a diverse set of services. Based in Paris, its international network includes activities in over 80 countries, focused on improving access to financial services for those trapped in poverty and excluded from the conventional banking system (including in the banlieues of France). More than just a conventional microcredit lender, the organization supports microfinance efforts by federating financial intermediaries and providing them with operational services. It also works with banks and financial institutions, international agencies and governments to facilitate the creation of a more efficient and equitable sector. One part of this effort was the launch of Planet Rating – the first microfinance rating agency.

© FREE THE CHILDREN

81

CHILDREN HELPING CHILDREN

Free The Children

8

HQ LOCATION: CANADA

© HUMAN RIGHTS WATCH

82

WORKING FOR THE RIGHTS OF CHILDREN

Terre Des Hommes International

NEW

HQ LOCATION: SWITZERLAND

© TRIAL

83

ENDING IMPUNITY FOR INTERNATIONAL CRIMES

TRIAL

10

HQ LOCATION: SWITZERLAND

© MICHELLE FERNG

84

PROTECTING ESSENTIAL LEGAL RIGHTS

International Bridges To Justice

1

HQ LOCATION: SWITZERLAND

© SKATEISTAN

85

SKATEBOARDING AS EMPOWERMENT

Skateistan

NEW

HQ LOCATION: AFGHANISTAN

© CAROL ALLEN STOREY FOR INTERNATIONAL ALERT

86

REDUCING CONFLICT RISK

International Alert

7

HQ LOCATION: UNITED KINGDOM

© LIBERA

87

COMBATING ORGANIZED CRIME THROUGH CULTURE

Libera

12

HQ LOCATION: ITALY

© KROUSAR THMEY

88

A 'NEW FAMILY' FOR DISADVANTAGED CHILDREN

Krousar Thmey Cambodia

NEW

HQ LOCATION: CAMBODIA

© ALEX HOFFORD/GREENPEACE

89

HEADLINE-GRABBING ENVIRONMENTAL ACTION

Greenpeace International

NEW

HQ LOCATION: NETHERLANDS

© IISD

90

ENDING ECOLOGICAL 'OVERSHOOT'

Global Footprint Network

7

HQ LOCATION: UNITED STATES

© LUZ PORTATIL BRASIL

91

LIGHTING UP THE AMAZON

Luz Portátil Brasil

NEW

HQ LOCATION: BRAZIL

© KROUSAR THMEY

92

INSPIRING A CULTURE OF ENTREPRENEURIALISM

INJAZ Al-Arab

4

HQ LOCATION: JORDAN

©CIVICUS

93

THE MEETING PLACE FOR CIVIL SOCIETY

CIVICUS

NEW

HQ LOCATION: SOUTH AFRICA

© GENERATIONS FOR PEACE

94

A SPORTING CHANCE AT CONFLICT RESOLUTION

Generations For Peace

NEW

HQ LOCATION: JORDAN

© AGGREY NSHEKANABO/SEND A COW UGANDA

95

TRANSFORMING LIVES THROUGH LIVESTOCK

Send A Cow Uganda

NEW

HQ LOCATION: UGANDA

© PROJECT WET FOUNDATION

96

WORLDWIDE WATER EDUCATION

Project WET Foundation

NEW

HQ LOCATION: UNITED STATES

© INSTITUTO DA CRIANÇA

97

INCUBATING INNOVATIVE SOCIAL INITIATIVES

Instituto Da Criança

NEW

HQ LOCATION: BRAZIL

© DIPLO FOUNDATION

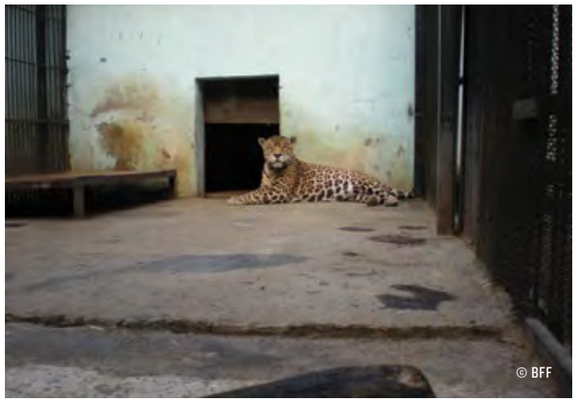
98

TOWARDS A MORE EFFECTIVE DIPLOMACY

Diplo Foundation

NEW

HQ LOCATION: MALTA


© BFF

99

PROTECTING ANIMALS IN THE WILD

Born Free Foundation

NEW

HQ LOCATION: UNITED KINGDOM

© AKILAH INSTITUE FOR WOMEN

100

EMPOWERING A NEW GENERATION OF ENTREPRENEURS

Akilah Institute For Women

NEW

HQ LOCATION: RWANDA

The Top 100 NGOs: A Complete List

EDUCATION
HUMANITARIAN
CHILDREN & YOUTH
LAW & JUSTICE
DEVELOPMENT
HEALTH
HUMAN RIGHTS
SHELTER
PEACEBUILDING
ENVIRONMENT
TECHNOLOGY

1. BRAC
2. WIKIMEDIA FOUNDATION
3. ACUMEN FUND
4. DANISH REFUGEE COUNCIL
5. PARTNERS IN HEALTH
6. CERES
7. CARE INTERNATIONAL
8. MÉDECINS SANS FRONTIÈRES
9. CURE VIOLENCE
10. MERCY CORPS
11. APOPO
12. ROOT CAPITAL
13. HANDICAP INTERNATIONAL
14. INTERNATIONAL RESCUE COMMITTEE
15. BAREFOOT COLLEGE
16. LANDESA
17. ASHOKA
18. ONE ACRE FUND
19. CLINTON HEALTH ACCESS INITIATIVE
20. HEIFER INTERNATIONAL
21. HUMAN RIGHTS WATCH
22. RARE
23. DIGITAL DIVIDE DATA
24. AKSHAYA PATRA FOUNDATION
25. GRAM VIKAS
26. ROOM TO READ
27. AMNESTY INTERNATIONAL
28. AMREF
29. PRATHAM
30. IDE
31. RIDERS FOR HEALTH
32. MERLIN
33. FONKOZE
34. HELEN KELLER INTERNATIONAL
35. WATER FOR PEOPLE
36. AFLATOUN
37. FRONTLINESMS
38. MARIE STOPES INTERNATIONAL
39. INTERNATIONAL PLANNED PARENTHOOD FEDERATION
40. SAVE THE CHILDREN INTERNATIONAL
41. PLAN INTERNATIONAL
42. TOSTAN
43. FRED HOLLOWS FOUNDATION
44. TRANSPARENCY INTERNATIONAL
45. SAUDE CRIANCA
46. ESCUELA NUEVA
47. OPEN SOCIETY FOUNDATIONS
48. OPERATION ASHA
49. INTERNATIONAL MEDICAL CORPS
50. GAIN
51. SEARCH FOR COMMON GROUND
52. WITNESS
53. FRIENDS OF THE EARTH MIDDLE EAST
54. CAMBIA
55. COMMON GROUND
56. VIVA RIO
57. INTERNATIONAL CRISIS GROUP
58. HABITAT FOR HUMANITY
59. KICKSTART INTERNATIONAL
60. ZOA
61. FRIENDS-INTERNATIONAL
62. ARCHITECTURE FOR HUMANITY
63. CONCERN
64. CENTER FOR DIGITAL INCLUSION
65. AMERICAN REFUGEE COMMITTEE
66. INTERNATIONAL CENTER FOR TRANSITIONAL JUSTICE
67. INTERPEACE
68. GENEVA CALL
69. RAINFOREST ALLIANCE
70. FAWE
71. CODE FOR AMERICA
72. CHILD & YOUTH FINANCE INTERNATIONAL
73. ASYLUM ACCESS
74. YCAB FOUNDATION
75. PLANETREAD
76. DHAKA AHSANIA MISSION
77. INTERNATIONAL COMMISSION OF JURISTS
78. WORLD VISION
79. MOVEMBER FOUNDATION
80. PLANET FINANCE
81. FREE THE CHILDREN
82. TERRE DES HOMMES INTERNATIONAL FEDERATION
83. TRIAL
84. INTERNATIONAL BRIDGES TO JUSTICE
85. SKATEISTAN
86. INTERNATIONAL ALERT
87. LIBERA
88. KROUSAR THMEY CAMBODIA
89. GREENPEACE
90. GLOBAL FOOTPRINT NETWORK
91. LUZ PORTATIL BRASIL
92. INJAZ AL-ARAB
93. CIVICUS
94. GENERATIONS FOR PEACE
95. SEND A COW UGANDA
96. PROJECT WET FOUNDATION
97. INSTITUTO DA CRIANCA
98. DIPLO FOUNDATION
99. BORN FREE FOUNDATION
100. AKILAH INSTITUTE FOR WOMEN