

Annual Report

2011







Community members of Saam Njaay welcome Tostan during the 2011 Annual Retreat

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Letter from the Executive Director

Dear Friends and Supporters,

2011 was a landmark year for Tostan as we celebrated our 20th anniversary.

When we first began implementing the Community Empowerment Program (CEP) in Senegal all those years ago, I could never have dreamed that now, 20 years later, over 200,000 people in eight countries would have participated in our program, and millions more reached.

Even though we have grown significantly, I am proud that we are still the same organization at heart, dedicated to African communities and our vision of *human dignity for all*.

As we were 20 years ago, we remain grateful to our tireless local staff, especially our community facilitators, supervisors, and regional and national teams whose dedication creates the circle in which our community partners dance. We are also incredibly thankful to our long term donors and supporters and in particular to UNICEF, who has been with this from the very beginning.

In our report, you will see updates from each of the eight countries in which we work across West and East Africa, as well as news from our vital family members in Tostan International and our sister organizations in Canada, France, and Sweden. Ours is truly a collective effort, and the positive evaluations, international accolades, and high-level press coverage we have received in 2011 are a testament to the power of our large and growing family.

While our international recognition grows, it remains so important to have a program that is respected at the local level by our community partners and whose lives are the evidence that positive social change is not only possible, but deeply powerful.

As a community begins to implement Tostan's education program, everyone - women, men, children, and adolescents - decides on a collective vision for their future, and together they work towards that common goal.

Tostan is now undertaking a similar effort as we look to our next 20 years - welcoming all those who share our vision of human dignity for all and our approach of respectful, community-led development to join us in creating an Africa, and a world, that lives up to its full potential.

There is an African proverb that says that the best time to plant trees was 20 years ago, and the second best time is now. I am thankful that, with your support, Tostan's community-led development approach has taken root over the last 20 years, and I very much look forward to our next 20.

Sincerely,



2011 at a Glance







CEP participants in Mauritania

Overview

Tostan is a US 501(c)(3) non-governmental organization headquartered in Dakar, Senegal, with the mission to empower African communities to bring about sustainable development and positive social transformation based on respect for human rights.

Working primarily in remote regions, we provide holistic, participatory education to adults and adolescents who have not had access to formal schooling.

Since we began our work in 1991, more than 200,000 individuals have participated in our Community Empowerment Program (CEP), affecting the lives of at least two million people.

The long-term abandonment of female genital cutting (FGC) and child/forced marriage is emblematic of the transformative effects of our community-led programs. Thousands of communities across Africa have publicly declared their abandonment of these practices following their direct or indirect engagement in our CEP, which is a highly effective multi-sector, cross border program.

Our approach to FGC abandonment has been integrated into national and international strategies including the international Donor’s Working Group on FGM/C and ten UN agencies. Our work has also been recognized and cited as best practice by multiple international organizations and publications, including the International Center for Research on Women, the Center for Global Development, and UNICEF. The Government of Senegal has adopted the Tostan approach in its action plan for the complete abandonment of FGC by 2015 and called for the implementation of the CEP in 900 communities.

Yet FGC abandonment is far from the only impact of our work. Following a major pillar of our strategic plan, we have in recent years built out our capacity and evidence base for using the CEP as a foundation for positive change in other issues and sectors. These include community-led child protection, literacy, women’s empowerment, girls’ empowerment, grassroots democracy, improved maternal and child health, and peace and security at the community and regional level. Even as we work hard to see the abandonment of FGC scaled up, we will continue to explore and expand our work in these and other vital areas.

The CEP currently runs in six West African and two East African nations in 20 languages. We are proud to have our headquarters in Dakar, Senegal and that much of our work is supported at all leadership levels by African staff.

The Community Empowerment Program

The foundation of our work is the Community Empowerment Program (CEP), a three-year non-formal education and community-led development program.

CEP participants represent the community at large, including women and men, girls and boys, elders and youth, and various ethnic groups and social strata. Most have never been to formal school, or have dropped out at an early age.

The three-year program is broadly divided into two phases: the Kobi, which engages communities in discussions of democracy, human rights, health, and problem-solving; and the Aawde, which focuses on literacy, numeracy, and project management skills. It also uses community-led outreach strategies that engage program participants in their own and neighboring villages, an outreach model we call *organized diffusion*.

Module	Content	Impact
<p>Kobi</p> <p>A Mandinka word meaning 'to prepare the field for planting'</p>	<p>Discussions on the fundamentals of democracy, human rights, and problem-solving as well as hygiene and health. Specifically, understanding positive and harmful practices to maintain best health.</p>	<p>Participants empowered with knowledge of their human rights and responsibilities. Community dialogue on these rights can lead to the collective decision to abandon harmful traditional practices, such as FGC and child/forced marriage.</p>
<p>Aawde</p> <p>A Fulani word meaning 'to plant the seed'</p>	<p>Literacy and numeracy learning. Training on project management and micro-credit.</p>	<p>People empowered to lead and manage their own development and have access to economic opportunity.</p>

Simultaneous to the CEP classes, each community establishes a Community Management Committee (CMC). The CMC is a 17-member, democratically selected group that coordinates activities in and out of the Tostan classroom. Tostan trains these committees in awareness-raising, social mobilization, and project management techniques. Even after the CEP classes are completed, the CMC remains active and engaged in community development efforts.

Once the CEP has been implemented in the community, our Empowered Communities Network (ECN) helps to facilitate partnerships between Community Management Committees (CMC) that have completed the program and donors, African and international NGOs, and other service providers. Often a group of CMCs will form a federation, which allows them to work collaboratively on development projects.

How We Work

In each country in which we work, we set up a country coordination office managed by a national coordinator with a team of local staff. We currently have country coordination offices in Djibouti, Guinea, Guinea-Bissau, Mali, Mauritania, Senegal, Somalia, and The Gambia. Each coordination has the flexibility to adapt the Tostan approach to the cultural context and environment of the specific country and region.

Our headquarters, Tostan International, is based in Dakar, Senegal with an office in Washington, DC.

We also have sister organizations in Canada, France, and Sweden, which help to facilitate our work with diaspora communities and donors.





Handwritten text on a sign held by the woman, including the words "Kulana" and "Baramin".



Country Updates

Tostan Djibouti

In partnership with the Government of Djibouti and UNICEF, Tostan has worked in the East African country since 2007 and currently implements its Community Empowerment Program (CEP) in 31 communities.

First ever declaration of abandonment of FGC and child/forced marriage.

July 3, 2011 saw the first ever declaration of female genital cutting (FGC) and child/forced marriage in the country, with 92 communities publicly declaring to abandon these practices. The event was endorsed by Kadra Mahamoud Haid, First Lady of Djibouti, and was attended by 200

dignitaries, including government authorities, parliamentarians, religious leaders, civil society associations, diplomatic missions, and Tostan team members from various country coordinations.

In November 2011, Tostan Djibouti launched Tostan's new Child Protection Module, a five-session Community Management Committee (CMC) training designed to provide CMCs with skills and resources to actively protect children in their communities from violence and abuse by creating new 'community laws' based on human rights.

Portrait from Djibouti: CMC member Fatouma Mohamed Dabalé

Fatouma Mohamed Dabalé, 31, lives in the village of Dikhil Somali in the south of Djibouti. She began participating in the CEP in 2009 and became the Assistant of the Social Mobilization Commission of her community's CMC in 2010. As a member of the Social Mobilization Commission, Fatouma played a large part in preparing for the public declaration by organizing awareness-raising events about the harmful consequences of FGC. "Before I thought that it was normal to cut girls," said Fatouma, "we even thought it honored the woman." After participating in the Tostan Program, however, Fatouma now thinks that the women of the community should be honored in a different way. She concluded, "we must communicate with others in order to change this practice."



- 31 communities
- 696 participants
- 29 CMCs
- 84 awareness-raising activities
- 1 public declaration
- 92 communities declaring

Tostan Guinea

In collaboration with UNICEF and the Government of Guinea, Tostan implemented its Community Empowerment Program (CEP) in 76 communities in four regions of Guinea in 2011, reaching 4,312 direct beneficiaries.

The Community Management Committees (CMC) in the participating villages together formed seven federations in order to better support the development initiatives designed at the local level by community members themselves.

76 communities formed seven federations to better support their own development initiatives.

Over the course of 2011, CMCs in Guinea organized over 300 community clean-up activities, 152 awareness-raising activities on the consequences of FGC, six inter-village meetings, and one public declaration for the abandonment of FGC and child/forced marriage.

Held on June 5, 2011, the public declaration attracted local community members as well as government officials, and it was publicized on local and national radio. In total, 197 communities declared their decision to abandon harmful traditional practices on that day.

Portrait from Guinea: CEP facilitator Moustapha Goma Camara

Moustapha Goma Camara, a 46 year-old father of three, is the village chief of Terset-centre, 50 kilometers outside of Conakry. Elected village chief in 2008 for his ability to read and write and his experience working for NGOs, Moustapha was able to continue developing his skills in 2009 when he became a Tostan facilitator. As a facilitator, Moustapha leads class sessions two to three times a week and helps community members organize village clean-up days, vaccination campaigns, inter-village meetings, and social mobilisation events. Acting as a constant resource for community members and a mediator between key stakeholders, Moustapha exemplifies one of the hundreds of Tostan facilitators that form the backbone of our program.

76 communities
4,312 participants
70 CMCs
7 CMC federations
152 awareness-raising activities
1 public declaration
197 communities declaring



Moustapha (far right) with CEP participants in Guinea

Tostan Guinea-Bissau

In partnership with UNICEF, UNFPA, and the Government of Guinea-Bissau, Tostan has been implementing the Community Empowerment Program (CEP) in Guinea-Bissau since 2009. The CEP is run in 39 communities across three regions with classes directly involving 4,139 participants.

These communities, the first to participate in the CEP in Guinea-Bissau, completed the first part of the Aawde on literacy and project management skills in 2011. The ideas presented in the CEP were reinforced throughout neighboring zones in 2011 through 318 community-led awareness-raising activities in adopted villages, 301 radio broadcasts on human rights themes, the training of 39 community health agents, and social mobilization trainings for Tostan facilitators. Tostan Guinea-Bissau also installed 250 solar panels across three regions.

Five grandmothers trained in partnership with the Barefoot College to become solar engineers.

In 2011, Tostan facilitators strengthened their collaboration with CMCs to encourage women to attend pre- and post-natal visits and vaccinate their children, an initiative started in 2010.

Many of the awareness-raising activities that took place in 2011 addressed a wide range of health-related topics including the importance of hygiene in disease prevention - specifically in regard to malaria, diarrhea, tetanus, and sexually transmitted diseases - and the negative health consequences of female genital cutting (FGC) and child/forced marriage.

Portrait from Guinea-Bissau: Solar Sisters

In September 2011, the Guinea-Bissau Coordination welcomed back five Tostan participants from the Barefoot College in India where they had trained to become solar engineers. These grandmothers now install and maintain solar panels in the three regions where Tostan operates. The panels are used by families to light health centers, schools, and homes at night, providing a heightened sense of security and allowing children to finish homework and nurses to treat patients after sunset. A solar-powered cellphone charging station maintained by the solar engineers acts as an income-generating activity. The money generated from the monthly maintenance fee and the charging station goes to the CMCs, and the funds are used to pay the solar engineers and contribute to community projects. In 2012, the five women will train new solar engineers ensuring the sustainability of Tostan's Solar Power! Project.



Solar Sisters at work in Guinea-Bissau

39 communities
4,139 participants
318 awareness-raising activities
301 radio broadcasts
39 community health agents trained
250 solar panels installed

Tostan Mali

In partnership with USAID and the Government of Mali, Tostan began working in Mali in 2009 and currently implements the Community Empowerment Program (CEP) in 38 communities in two areas of Mali, directly reaching 2,622 participants.

In 2011, Community Management Committees (CMC) mobilized their communities to organize registration for 118 students in formal schools, polio vaccinations for 1,405 children, 41 social mobilisation events, and the construction of a health clinic and a school in the village of Banankoro. Thirty-eight CMCs formed three federations in 2011, allowing them to collaborate on development projects.

Local CMCs construct health clinic and school in Banankoro, Mali.

Using technology to reach new audiences, Tostan Mali also organized 24 live radio broadcasts of content from the CEP in 2011. The radio broadcasts gave those not directly connected to the CEP an opportunity to hear and discuss human rights topics, furthering Tostan's approach to learning through organized diffusion.

In Mali, Tostan collaborates with Project Muso, an NGO dedicated to reducing poverty and disease in Mali. In 2011, Project Muso reported that since 2008, the percentage of children treated for malaria within 24 hours of their first symptom increased from fourteen to forty-five percent, and the prevalence of fever among children under five decreased from forty-six to twenty-six percent. Additionally, in areas where Project Muso implements its program, child mortality rates decreased from 161 per 1,000 deaths in 2008 to 17 per 1,000 deaths in 2011.

Portrait from Mali: CEP participant Thérèse Sogoba

Thérèse Sogoba, a 55 year-old woman from Garantiguébougou, first learned about the Tostan program through a radio broadcast. Eager to learn more, Thérèse sought out the closest Tostan community and became an 'adopted learner', meeting with a Tostan participant once a week to discuss themes from the CEP. She now travels 17 kilometers twice a week to attend Tostan classes in the village of Couloubléni as a full-time participant. Thérèse says the CEP has changed her life. She has noticed that the women she knows now feel more respected and comfortable expressing their opinions and contributing to the decision-making process with their husbands and children.

38 communities
3 CMC federations
2,622 participants
41 social mobilisation events
118 school registrations
24 radio broadcasts
1 health clinic constructed
1 school constructed



Thérèse Sogoba



Tostan Mauritania

In partnership with the Government of Mauritania and UNICEF, Tostan began working in Mauritania in 2007. It now implements the Community Empowerment Program (CEP) in 30 communities in the region of Brakna through classes involving 1,629 direct participants.

In 2011, Tostan Mauritania hosted several seminars and trainings with Community Management Committee (CMC) members, local officials and local NGOs. These addressed key topics including partnership development with local NGOs, best practices for working in regions with high rates of female genital cutting (FGC), and how to support 'adopted' communities and social mobilization efforts.

30,000 extra people reached through radio programs and inter-village awareness-raising activities on themes from the CEP.

As a result, the CMCs of the 30 villages organized three inter-village meetings and 200 awareness-raising discussion sessions on topics such as FGC, children's vaccination, and school enrollment. To date, 85 percent of all children in communities where Tostan Mauritania implements the CEP are vaccinated. Radio programs and inter-village awareness-raising activities spread Tostan's message to approximately 30,000 indirect beneficiaries.

Tostan also distributed six 'solar suitcases' to CEP centers in the Brakna region. These solar suitcases consist of a solar panel capable of charging 15 cellphones per day. The suitcases are managed by the village CMC and serve as an income-generating activity with the funds going towards community development initiatives.

Portrait from Mauritania: CEP participant Fatoumata Bocar Dia

Fatoumata Bocar Dia, 44, is a mother of nine. She lives with her husband and children in the village of Sinthiane Diama in southern Mauritania. Fatoumata never attended formal school, but she was able to gain the necessary literacy and management skills to start her own business through CEP class sessions in her village. After receiving a micro-credit loan, she started several profitable income-generating activities such as selling fresh fish, dyeing cloth, and growing and selling vegetables. "Before I began my activities," Fatoumata said, "I conducted a feasibility study. I did market analysis, which I learned in a Tostan seminar... as a result of my activities, I have become financially independent from my husband who is not able to take care of the whole family by himself." She concluded, "I feel like I am engaging less with domestic work and I have a whole new direction to my life."



CMC distributes micro-credit funds in Mauritania

- 30 communities
- 1,629 participants
- 3 inter-village meetings
- 200 awareness-raising activities
- 6 solar panels distributed

Tostan Senegal

Tostan partnered with the Government of Senegal and twelve organizations to implement the Community Empowerment Program (CEP) in ten of Senegal's fourteen regions in 2011.

With 468 CEP centers and 25,150 direct participants, Tostan Senegal furthered its mission of empowering African communities to bring about sustainable development and positive social transformation based on respect for human rights. In addition to working in villages, Tostan also continued to conduct a modified version of the CEP in five Senegalese prisons with the aim of reducing sentences and the rate of re-offending.

Early release program in five Senegalese prisons.

In 2011, nine public declarations took place involving 749 communities declaring abandonment of female genital cutting (FGC) and child/forced marriage. These communities joined the national movement for complete abandonment of FGC, increasing the total number of communities to declare abandonment of the practice in Senegal to 5,002.

Tostan Senegal continued efforts to promote the protection of children in 2011 with a new Community Management Committee (CMC) training on children's rights. Sixty-four of Senegal's 1,624 CMCs completed the five-day training. Through the training, the CMCs became equipped with the knowledge and skills to organize campaigns that encourage birth registration, vaccination, and school enrollment for children. They also put systems in place to protect children from violence and abuse.

Our partners in Senegal

Anti-Slavery International
CEPAIM
Comunidad de Madrid
Forum Syd
Johnson & Johnson
Muslim Women's Fund
Nike Foundation
Radio Sweden
UNICEF Senegal
US Embassy
Wallace Global Foundation
William and Flora Hewlett Foundation

Portrait from Senegal: CEP facilitator Ayda Ndaay

In 1988, Ayda participated in a non-formal education program that would later become Tostan's CEP. She learned to read, write, and actively participate in discussions on human rights, hygiene, and health. After speaking to Molly Melching about her desire to share what she had learned with her peers, Ayda became a Tostan facilitator in 1992. For nearly two decades, Ayda's work and dedication helped spread the Tostan program from her own village to five others where Ayda spent three years in each village. Along the way, Ayda met with different government officials and dignitaries, including then-First Lady Hillary Rodham Clinton. Ayda was always at the forefront of the Tostan team, leading the way for other women and community members. In December 2011, Ayda passed away from breast cancer, but her legacy of tireless work for peace and human dignity for all will live on in the goals Tostan aspires to achieve.



Ayda Ndaay

468 communities
25,150 participants
1,624 CMCs
56 CMC federations
9 public declarations
749 communities declaring
64 CMCs trained in child protection

Tostan and UNICEF:

A unique and powerful 20 year partnership

In 2011, Tostan not only celebrated its twentieth anniversary, but also the many supporters that have helped us survive and thrive along the way. Among the many individuals and organizations that have brought Tostan to this point, none perhaps stands out more clearly than our first and longest-standing partner, UNICEF.

While the number of communities Tostan has been able to reach thanks to UNICEF's support is over 1,070 to date, the partnership between the two organizations goes much deeper.

In fact, Tostan's relationship with UNICEF dates back to before Tostan formally existed, when Molly Melching first began to think about expanding the basic education model she and her African colleagues had developed in rural communities in Senegal in the 1980s.

"UNICEF was seeking a community-based and led program that would lay a foundation for future development projects and saw the great potential in the program our team had developed. We initially implemented in villages where UNICEF had projects to insure ownership and sustainability." - Molly Melching

UNICEF continued to support Tostan after its founding in 1991, and when the movement for the abandonment of female genital cutting (FGC) first emerged in Senegal in the late 1990s, UNICEF played an important role. They realized that it was a historic moment and that the grassroots movement needed to be supported, reinforced, and further expanded.

The partnership grew further when UNICEF headquarters in New York and the UNICEF Innocenti Research Center began to more formally collaborate with Tostan, other organizations, and researchers, such as Dr. Gerry Mackie, to better understand and share social norm theory.

Tostan and UNICEF country and international teams have also partnered on numerous international evaluations, as well as country-level collaborations, not to mention innovative programs such as the pioneering use of cellphones for literacy and development.

Building on lessons learned and experiences from the last 20 years of this dynamic partnership, Tostan is today better prepared to expand our model for positive social transformation to many other communities and countries.

"We cannot even talk about Tostan without talking about UNICEF. UNICEF is a big part of why Tostan has been able to successfully reach so many people for more than 20 years." - Molly Melching.





Tostan Somalia

Partnering with UNICEF in Somalia since 2006, Tostan currently implements the Community Empowerment Program (CEP) in 21 communities in Somaliland and 21 communities in Puntland, reaching over 2,000 participants.

In 2011, facilitators, participants, and Community Management Committee (CMC) members of the 42 communities were trained on the Kobi, which specifically looks at hygiene and health. Putting their training into action, they organized multiple social mobilization activities and community-wide discussions that resulted in sharing the information learned with over 5,200 people who were not participating in Tostan's program.

In September 2011, the Somaliland Culture and Sport Association (SOSCA) partnered with Tostan to organize a training workshop for former practitioners of female genital cutting (FGC) in social mobilization techniques to promote the abandonment of the harmful practice. The training was also delivered to adolescent girls so that they could act as peer educators.

Over 2,000 direct participants in the Community Empowerment Program.

Later in the year, Tostan participated in the National Religious Leaders Declaration Conference on FGC Abandonment. During this conference held on November 28, 2011, religious leaders in Puntland promoted the abandonment of FGC and stressed that the practice was not connected in any way to Islam.

Additionally, representatives from the Tostan program in Somaliland attended a public declaration in Djibouti on July 3rd, during which representatives from 92 communities in Djibouti collectively announced their decision to abandon all forms of FGC.

Portrait from Somalia: CMC member Malko Jama

Malko Jama is the chairperson of the Social Mobilization Commission of the CMC in her village of Qoradheer. A former FGC practitioner, Jama now advocates for the abandonment of FGC. During inter-village meetings, Jama presents the needle, thread, and ointment that she used to perform FGC. She confesses that even though she has stopped her former trade, many community members still request her services. Committed to protecting women and girls, Jama has created inspiring awareness-raising songs and directs a theater group that performs at public events to strengthen the movement to abandon harmful practices.

42 communities
Over 2,000 participants
42 CMCs
21 awareness-raising activities



CEP participants perform a skit in Somaliland

Tostan The Gambia

In partnership with UNICEF The Gambia, Tostan began implementation of the Community Empowerment Program (CEP) in 2007. Today, Tostan The Gambia also collaborates with Nike General Managers, the Swedish Postcode Foundation, Orchid Project, and the Government of The Gambia. Tostan runs the CEP in 153 communities in The Gambia's Upper River Region (URR), reaching 12,241 direct beneficiaries.

2011 saw 80 communities complete the CEP in The Gambia and continue development activities through the CMCs established in each village.

80 communities completed the CEP and continued their own development activities.

In June 2011, over 1,800 people representing 117 Gambian communities publicly declared their decision to abandon female genital cutting (FGC) and child/forced marriage.

Also during 2011, Tostan The Gambia collaborated with UNICEF on supplementary development projects and organized more than 150 awareness-raising events, 104 radio broadcasts of CEP themes, and facilitated the birth registrations of over 9,000 children.

Portrait from The Gambia: CEP participant Abdoulie Sidibeh

Recognizing his passion for community-led development at a young age, youth activist and Tostan CEP participant Abdoulie Sidibeh, 20, emerged as a leader during the 3rd Annual Gambian Youth Caravan in October 2011. Alongside other Gambian youth, Abdoulie helped coordinate the five-day awareness-raising event which included over 170 youth participants and facilitators from 73 Fula, Mandinka, and Serahule communities. The caravan visited five villages representing the three ethnic groups where community members performed skits, songs, and dances about human rights. The final day included a march from the Tostan office in Basse to the governor's residence to present a manifesto, which asked for the government's involvement in their efforts to secure human rights for all.



153 communities
12,241 participants
153 CMCs
1 public declaration
117 communities declaring
150 awareness-raising activities
104 radio broadcasts
1 youth caravan

CEP participants during the 3rd Annual Youth Caravan in The Gambia

Our Offices

Tostan International

With offices in Dakar, Senegal and Washington DC, Tostan International continues to raise awareness of Tostan's work with supporter and donor audiences worldwide. Through the Tostan website, newsletter, blog, and social media channels, our supporters are kept up to date with the latest Tostan news and initiatives.

Tostan was featured prominently in local and international media in 2011, with a front-page story in the New York Times as well as coverage in the Financial Times, Newsweek, National Geographic, the International Herald Tribune, and others.

Molly Melching, Tostan's Founder and Executive Director, was named in Newsweek as one of the '150 Women Who Shake the World' and by Forbes magazine as one of the 'Most Powerful Women in Women's Rights'.

Tostan International's DC-based Development team also met great success in 2011, exceeding their fundraising goal for the Annual Year End Campaign, which was then matched 100 percent by the Greenbaum Foundation.

In 2011, Tostan International's Dakar office welcomed several new staff members to support the project preparation for Tostan's newest initiatives: the Sida-funded Peace and Security Project, a three-year project aiming to engage local communities in regional peace-building activities, and the William and Flora Hewlett Foundation project 'Contributing to Learner Outcomes,' which will help parents prepare children ages 0-6 for school.



Tostan Canada

Tostan Canada was founded in 2011 to help develop Tostan's infrastructure to attract a wider base of international supporters.

During its first year, Tostan Canada has worked on developing its presence and brand through its website and brochure. In addition, a Tostan Canada Director visited Senegal with Canadian partners instrumental to the scale-up of Tostan's work. They met with community members from the foundation's project in Mauritania, attended an inter-village meeting in the Fouta region of Senegal, and visited a prison in Thiès, Senegal.



Tostan Canada partner visiting Senegal

Tostan France

Tostan France has worked to support Tostan's activities in Africa and extend the Tostan program to diaspora communities in Europe since 2007.

In 2011, Tostan France worked to engage diaspora communities in initiatives in their home communities as part of the Diaspora Project for Peace and Security in West Africa. Tostan France hosted discussion groups and continued to implement a modified version of the Community Empowerment Program (CEP) designed for those communities.

Tostan France also continued to partner with Tostan Senegal in 2011 on the project 'Films for Social Change.' They screened two films, *Walking the Path of Unity* and *Fouta, It is Time to Talk*, to hundreds of adults and adolescents from France and Spain. Twenty-seven screenings for 6,800 people in the Senegalese River Valley were also organized. The films aim to respectfully initiate public dialogue about female genital cutting (FGC) using inclusive and non-judgmental language.

Tostan Sweden

Tostan Sweden was founded in 2004 to raise funds and promote awareness of Tostan's efforts in Africa. Tostan Sweden's donors and supporters have provided financial support for 69 Community Empowerment Program (CEP) projects in Senegal and The Gambia, as well as for Tostan's Prison Project in Senegal.

In 2011, Tostan Sweden raised awareness for Tostan's work by taking part in workshops and lectures organized by Swedish-based governmental and civil society organizations focusing on human rights in Africa.

Tostan Sweden also increased Tostan's visibility by conducting presentations at high schools and universities and developed a newsletter for donors and partners. Representatives of Tostan Sweden visited West Africa three times in 2011; once with a group of Swedish high school students and twice for project monitoring purposes in Senegal and The Gambia.





Strategic Update

Please read this update together with the 2010-2015 Tostan Strategic Plan. The full strategic plan can be found on Tostan's website (www.tostan.org).

Overview

We have made significant progress in many strategic priority areas outlined in our 2010-2015 strategic plan, including growing the movement for the abandonment of female genital cutting (FGC) and child/forced marriage while demonstrating the impact of the Community Empowerment Program (CEP) in other areas – including child protection, peace and security, and education.

Our main goal of reaching 3,000 communities with the CEP by 2015 remains feasible. The location of these communities is likely to include fewer new countries and more current countries than initially planned as we have not yet found ideal conditions for adding countries.

Operationally, we have completely transformed our governance, human resource, and finance systems, as well as significant parts of our infrastructure. We have also made important strides in our training, monitoring and evaluation, and programming capacities. Our most urgent challenge is to finish building up our resource development and fundraising systems, which will be integral to reaching our objectives.

1. Build Organizational Capacity

A. Prepare Human Resources for Scale

Complete: All initial activities, including: Hire highly-qualified staff to train and mentor existing staff for growth and promotion; Invest in human resource systems to better evaluate, support and train staff, while ensuring Tostan maintains its organizational culture; and Continue to grow and develop Tostan's Africa Volunteer Program.

B. Build Long-term Financial Sustainability

Complete: Transition project costing from direct to best practice direct and indirect costing; Reinforcing Grant-seeking systems; Explore options to unite donors around pooled funding model; and Leverage impacts in other areas for new funding streams. *In process:* Build innovative retail and major donor fundraising systems; Explore options that allow Tostan to partner with other organizations to deliver the Tostan program.

C. Improve Communications to Tell Tostan's Stories

In process: All initial activities are in process. Progress was noted in large-scale coverage of Tostan's work by the New York Times and other major publications.

D. Reinforce Infrastructure and Resources

Complete: Build IT infrastructure and training; Replace ailing infrastructure. *In process:* Prepare and Publish the Community Empowerment Program; and Package for scaled distribution.

E. Develop Appropriate Training Systems

Complete: Create internal Tostan training system development team; and Research other successful training models worldwide. *In process:* Identify training audiences and priorities; and Develop and test new training pedagogy.

2. Further Strengthen Programs

A. Demonstrate Community Empowerment Program Impact in New Areas

In process: All initial activities are in process. Significant progress has been made in developing program potential in new areas, notably in child protection, peace and security, and education.

B. Support Innovative Additions to the Community Empowerment Program

In process: All initial activities are in process. Progress was noted on the extension of the Solar Power! Project to new communities.

C. Reinforce the Empowered Communities Network

In process: All initial activities are in process. Progress was noted in achieving direct funding for 50+ Community Management Committees and negotiating several key partnerships for future growth.

3. Expand in Efficient and Effective Ways

A. Follow momentum and key strategies in movement to abandon female genital cutting & child/forced marriage

In process: All initial activities are in process. Significant progress was noted in bringing the total number of communities participating in declarations for the abandonment of these practices to over 5,000.

B. Follow momentum in newly-demonstrated impact areas (See 1B, 2A, 2B)

In process: All initial activities are in process. Significant progress has been made in developing program potential in new areas, notably in Child Protection, Peace and Security, and Education.

C. Prioritize existing-presence countries

On Track: Scale up implementation of the Community Empowerment Program in eight current countries. Tostan is currently on track to reach its goal of 3,000 communities within a margin of +/- 300 by 2015. Success will rely heavily upon financial sustainability objectives outlined in 1B.

D. Expand to new countries when conditions are ideal

In process: Tostan is in active discussions with supporters and partners about potential new country expansion.



Khady reads to her grandmother, Ami, in Kolma Peuhl, Senegal

Financials

Balance Sheet

Assets

Current Assets

	2011	2010
Cash and cash equivalents	\$ 4,222,962	\$ 4,506,548
Investments	34,801	34,061
Grants receivable	2,571,047	563,115
Employee receivables	49,151	38,275
Contributions and other receivables	81,820	153,667
Prepaid expenses and other assets	24,548	17,612
Total current assets	6,984,329	5,313,278

Property and Equipment

Land	298,573	303,693
Buildings and improvements	451,750	362,523
Furniture and office equipment	368,688	320,792
Computer equipment	81,224	213,897
Vehicles	779,505	821,075
Less: Accumulated depreciation and amortization	1,979,740	2,021,980
	(1,077,336)	(1,004,940)
Net property and equipment	902,404	1,017,040
Total Assets	\$ 7,886,733	\$ 6,330,318

Liabilities and Net Assets

Current Liabilities

Accounts payable and accrued liabilities	\$ 290,437	\$ 137,517
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Net Assets

Unrestricted	2,259,622	1,854,483
Temporarily restricted	5,336,674	4,338,318
Total net assets	7,596,296	6,192,801
Total Liabilities and Net Assets	\$ 7,886,733	\$ 6,330,318

Expenditures in 2011 (USD)



Income Statement

	2011	2010
Support and Revenue		
Grants and contributions	\$ 9,964,634	\$ 8,975,024
Interest and investment income	5,857	6,612
In-kind contributions	60,653	317,247
Net Training Center loss	(98,532)	(19,861)
Other	<u>10,426</u>	<u>114,829</u>
Total support and revenue	9,943,038	9,393,851
Expenses		
Program Services	7,600,500	6,229,585
Supporting Services:		
General and Administrative	1,246,094	967,652
Fundraising	<u>140,860</u>	<u>369,975</u>
Total supporting services	1,386,954	1,337,627
Total expenses	<u>8,987,454</u>	<u>7,567,212</u>
Change in net assets before other item	955,584	1,826,639
Other Item		
Exchange rate gain (loss)	447,911	(259,588)
Change in net assets	1,403,495	1,567,051
Net assets at beginning of year	6,192,801	4,625,750
Net Assets at End of Year	<u>\$ 7,596,296</u>	<u>\$ 6,192,801</u>



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Our work would not be possible without the individual and monthly contributions made to us by our supporters. Unfortunately we do not have the space here to thank all those who donated up to \$1,000 but we extend our deepest gratitude to you. We would also like to thank those individuals who organized fundraising or awareness-raising events for Tostan and all those who chose to give via Network for Good, Important Gifts, Good Search, or who supported us through one of the many other online resources. We also acknowledge matching gifts by the Bill and Melinda Gates Foundation, the BP Foundation, the Cleveland Dodge Foundation, the Conrad N. Hilton Foundation, the Goldman Sachs & Co. Matching Gift Program, the Gordon and Betty Moore Foundation, the Merck Partnership for Giving, and the Microsoft Matching Gifts Program. Last but not least, we would like to thank our school partners Austin College, Danville High School and Inglemoor High School for their wonderful work to raise awareness and funds for Tostan each year.

Glossary of Key Terms

Aawde: A Fulani word meaning ‘to plant the seed’. The Aawde is the second and final component of Tostan’s education program, the Community Empowerment Program (CEP). The topics covered during the Aawde include: pre-literacy, literacy, and writing; basic math; and small-project management.

Child/forced marriage: The forced marriage of girls under the age of 18. Young girls who marry as children usually must leave school; therefore, they are unable to reach their full social, economic, and intellectual potential. There are also many physical, emotional, and psychological health risks linked to early sexual activity and childbearing.

Community Empowerment Program (CEP): Tostan’s three-year education program, conducted in African national languages. The CEP provides participants with knowledge, skills, and experience in: democracy, human rights and responsibilities, problem solving, hygiene, health, literacy, math, and project management. The goal of the program is to enable participants to lead the development of their own communities.

Community Empowerment Program (CEP) Center: A specific village in which Tostan directly implements the CEP.

Community Management Committee (CMC): The 17-member, democratically elected group that coordinates activities in and out of the Tostan classroom. The CMC organizes awareness-raising and social mobilization events, leads development projects designed by the community, and remains active after the CEP is completed.

Empowered Communities Network (ECN): A Tostan-organized network that fosters partnerships between successful Community Management Committees (CMCs) that have completed the program and donors, African and international NGOs, and other service providers. Often a group of CMCs will form a federation, which allows them to work collaboratively on development projects.

Female genital cutting (FGC): Sometimes referred to as female genital mutilation (FGM) or female circumcision, it is a range of practices involving the complete or partial removal or alteration of [female] external genitalia.’

Inter-village meetings: Large gatherings where community representatives who are already connected through pre-existing networks of communication and exchange meet together to share experiences and discuss potential solutions to common problems.

Kobi: A Mandinka word meaning ‘to prepare the field for planting’. The Kobi is the first component of the Tostan Community Empowerment Program, consisting of facilitated discussion on democracy, human rights and responsibilities, problem-solving, hygiene, and health.

Organized diffusion (and ‘adopted’ villages): The process that Tostan uses to spread information beyond the walls of the classroom and into families, communities, and regions. All Tostan participants ‘adopt’ a friend, neighbor, or family member with whom they share information about program topics. Simultaneously, the Tostan site village, or CEP center, itself then ‘adopts’ surrounding communities.

Public declarations: Events through which communities come together with their extended social networks to demonstrate their commitment to abandoning harmful practices, present a unified vision for positive change, and celebrate the positive aspects of their cultures and traditions. Attended by religious and community leaders, health workers, government officials, journalists, NGO representatives, women, men, and children.

Social mobilization: Organized information-sharing used to reinforce relationships and allow participants to take on new roles as teacher, facilitator, and community leader. See organized diffusion (and ‘adopted villages’), ‘inter-village meetings,’ and ‘public declarations’ for more information on the components of social mobilization that Tostan uses.

Tostan: A word meaning ‘breakthrough’ in Wolof, a language spoken in Senegal and The Gambia.





Photographs courtesy of
Tostan staff and volunteers.

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