

Tostan

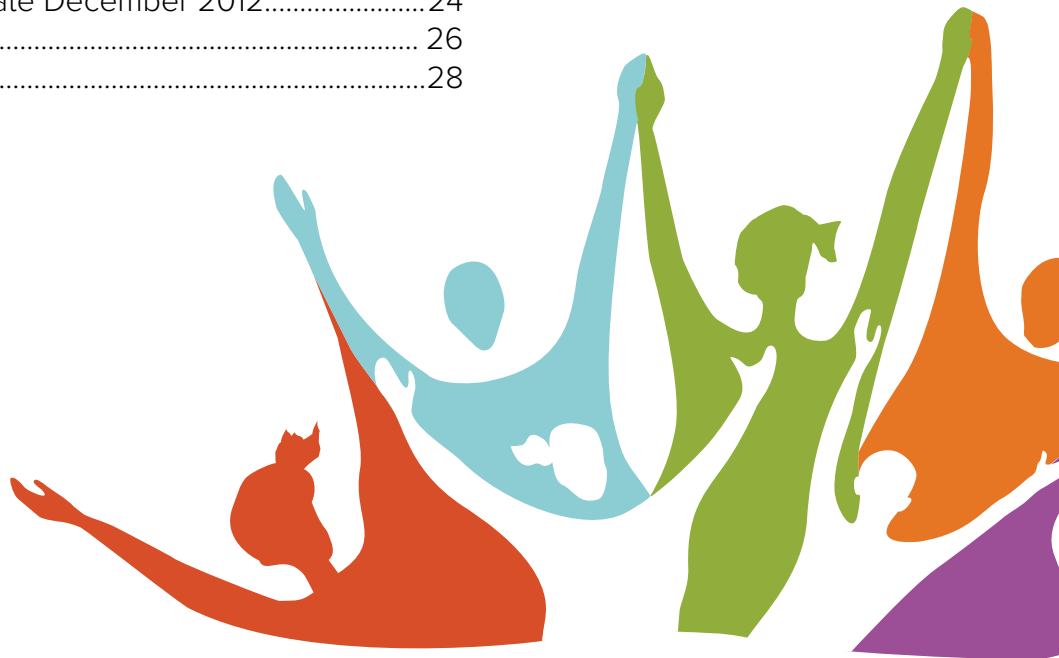
Dignity for All



Annual Report 2012

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Our Focus

Tostan is a US 501(c)(3) non-governmental organization headquartered in Dakar, Senegal. Established in 1991, our mission is to empower African communities to bring about sustainable development and positive social transformation based on respect for human rights. Our vision is a world where everyone is treated equally and respectfully; where they are able to live a life free from harm and where they have the tools they need to determine their own future and fulfill their potential.

Our unique three-year program empowers community members in six West African and two East African countries with the skills and knowledge they need to lead their own development. The Community Empowerment Program (CEP) is a non-formal education program, based on human rights and is implemented in 22 local languages. It combines modern education techniques with traditional African oral teaching methods and is underpinned by a respectful approach to local beliefs and culture.

Our work uses a holistic approach for community-led development, and our impacts are found across five key areas: governance, education, health, environment, and economic growth.

In addition, our work addresses four cross-cutting themes, which are important for community well-being.

These issues are child protection, the reinforcement of parental practices, the empowerment of women and girls, and female genital cutting. We believe that these cross-cutting issues require holistic and human rights-based solutions, and our program aims to strengthen positive social norms while addressing those which lead to harmful practices.

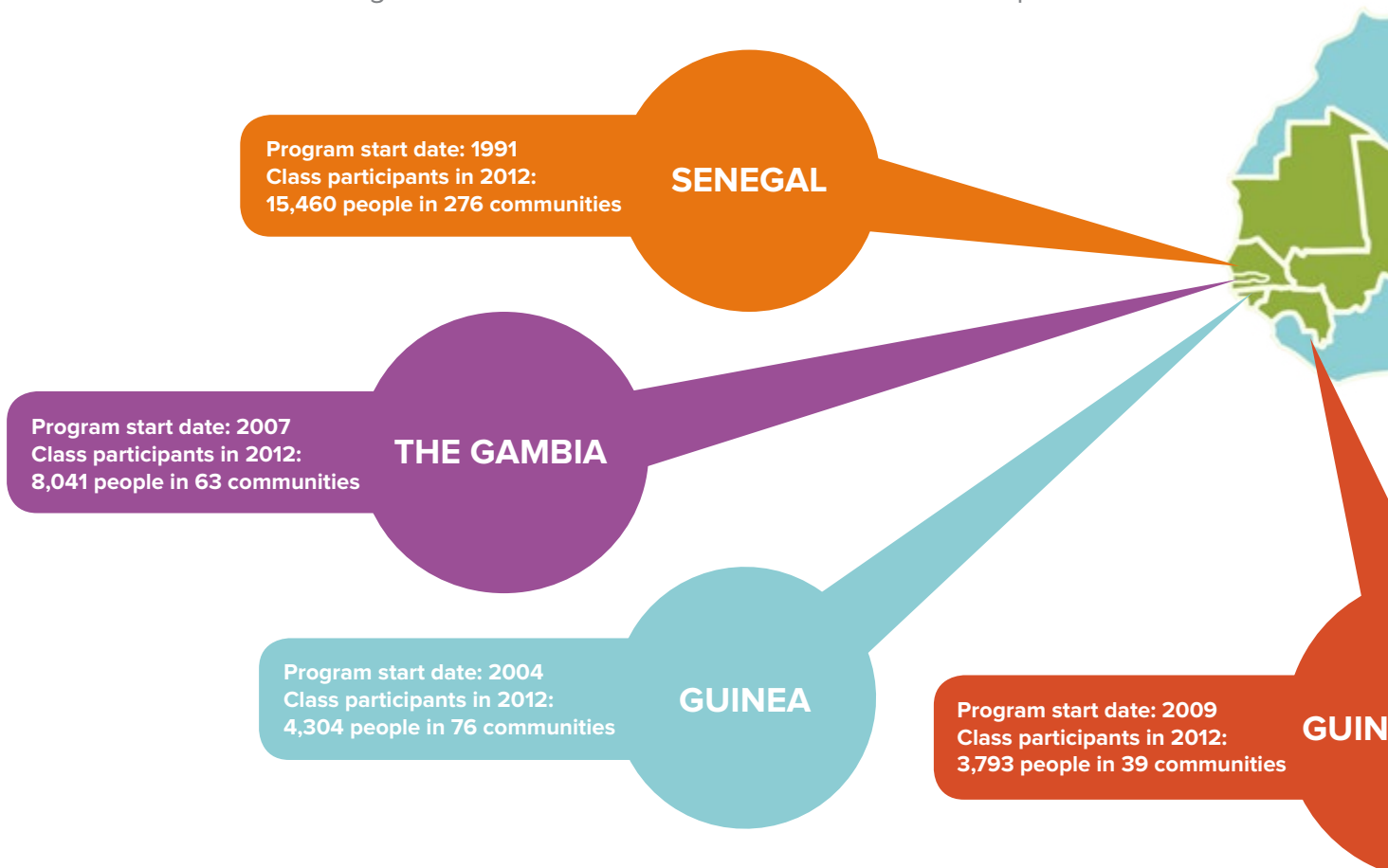
In order to ensure the sustainability of our program, 17-member Community Management Committees (CMCs) in each of our partner communities are democratically selected and trained in management skills to implement their own development projects. At least half of committee members must be female. The CMCs embody our vision for sustainable development - democratic, community-based organizations working to meet community needs and improve the wellbeing of all community members. Over time, many register as official community-based organizations in their respective countries, helping to ensure local ownership and sustainability of projects.

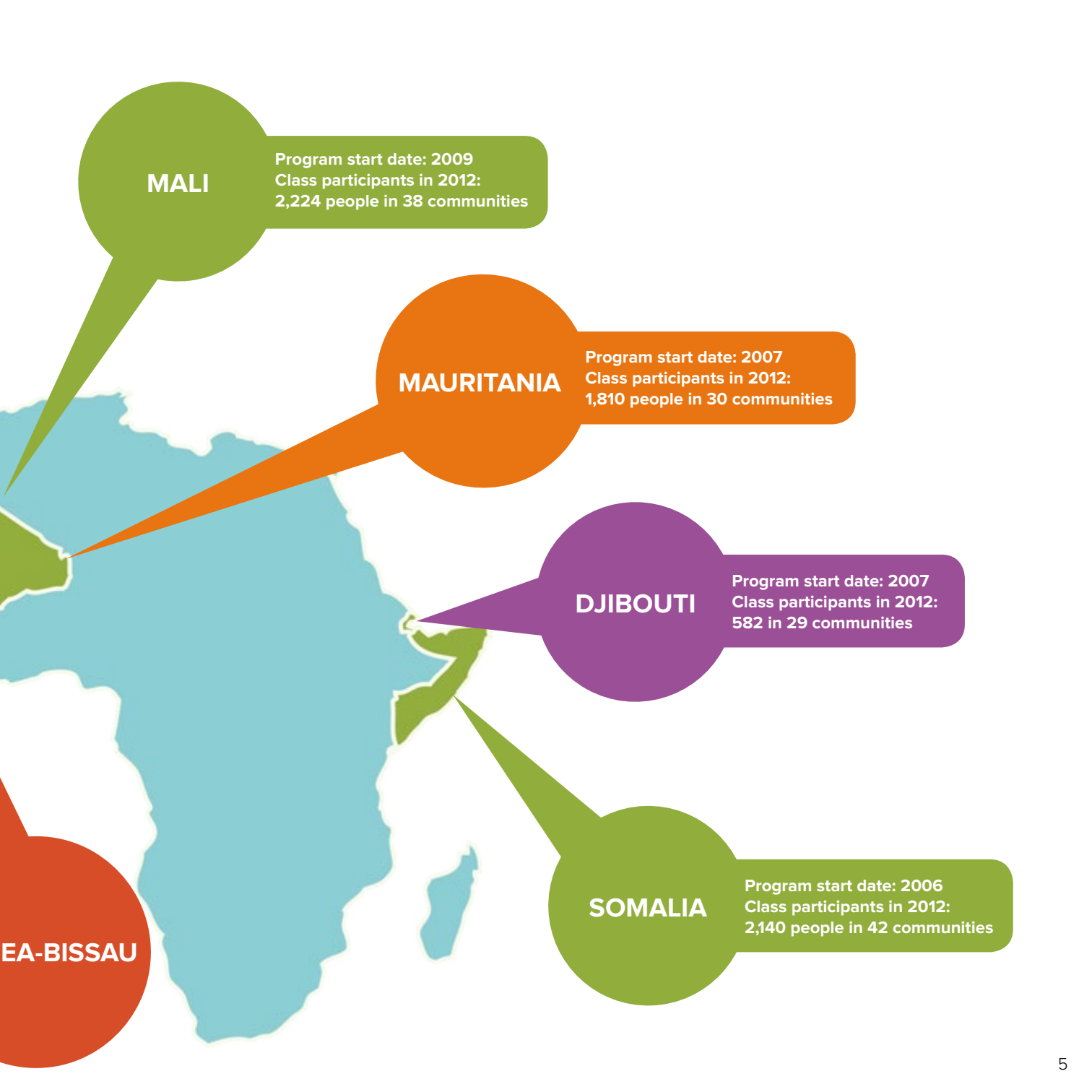


Where We Work

Tostan is headquartered in Dakar, Senegal and has a small office in Washington, D.C., USA. In each of the six West African and two East African countries in which we implement our programs, a National Coordinator leads a team of local staff in adapting the Tostan approach to the context of the specific country and region.

We also have sister offices in Canada, France, and Sweden that lead fundraising efforts in these regions and conduct outreach with the African diaspora.





MALI

Program start date: 2009
Class participants in 2012:
2,224 people in 38 communities

MAURITANIA

Program start date: 2007
Class participants in 2012:
1,810 people in 30 communities

DJIBOUTI

Program start date: 2007
Class participants in 2012:
582 in 29 communities

SOMALIA

Program start date: 2006
Class participants in 2012:
2,140 people in 42 communities

GUINEA-BISSAU



Khady Sow, Community Management Coordinator, and Binta Diallo, Assistant Coordinator in Kolma Peuhl, Senegal.

Sister Organizations

Tostan Canada: After being established in 2011, volunteer-run Tostan Canada further developed its presence in Canada with a new website and promotional collateral. Funds received through Tostan Canada in 2012 contributed to the costs of the Community Empowerment Program in Senegal and Guinea, to providing monitoring staff with vehicles, and to staff training. Donations to Tostan Canada also helped to fund the Prison Project and the preliminary research and development of a business plan to establish a Tostan Training Center.

Tostan France: Tostan France has been active since 2007. While fundraising and raising awareness of Tostan's activities, they also work to engage the African diaspora communities in Europe. In 2012, Tostan France members visited the Fouta region on the border of Senegal and Mauritania, and the regional coordinator of the Casamance in Southern Senegal visited Europe. Both activities aimed to build links with diaspora communities in order to gain their support for Tostan's work. In addition, 760 health, education and social workers were directly trained by Tostan France on Tostan's methodology for the abandonment of FGC in France, Italy, Spain and the Netherlands. Tostan France also staged a photo exhibition in Paris to further raise awareness of Tostan's work.

Tostan Sweden: Tostan Sweden was founded in 2004 and is run by volunteers to raise funds and promote awareness of Tostan's efforts in Africa. In 2012, funds through Tostan Sweden financed 45 ongoing Community Empowerment Programs in Senegal and The Gambia and contributed to the Prison Project. Outreach efforts by Tostan Sweden resulted in greater publicity for Tostan in Sweden in 2012 and Tostan Founder and Executive Director Molly Melching was interviewed by Radio Sweden as well as on national television and by daily newspapers. While in the country on a visit, she also met with Government and EU Ministers as well as representatives from key donors.

Our Community Empowerment Program

Our work is centered on our holistic Community Empowerment Program (CEP), a nonformal education program that empowers participants with the skills and knowledge they need to lead positive change in their communities. The program spans three years and is divided into two phases.

Classes are facilitated in national languages in a way that is culturally relevant to participants' daily lives, making them accessible to those who have never had the opportunity to attend formal schooling. Participants come from different ethnic groups and various social strata and range in age from youths to elders, with separate classes taking place for adolescents and adults. More than half of all participants are female.

As part of the CEP, each participating community democratically selects a Community Management Committee (CMC) to coordinate development activities. Each CMC has 17 members, nine of whom must be women. Each committee is made up of several commissions, including health, environment, child protection, education, income-generating activities, and social mobilization, which continue to lead development activities and promote human rights-based development long after the program has finished.

Through organized diffusion, the impact of the Tostan program is multiplied. Each class member commits to sharing their knowledge with at least one person within their family and wider community, ensuring that the new ideas discussed spread quickly through the community and beyond. Each partner community adopts another community within their social network, opening dialogue and allowing neighboring or intramarrying communities to make decisions as one group. Our work often stretches across country borders and the impacts can be seen on a regional scale, such as the international movement to abandon female genital cutting (FGC) and child/forced marriage.

We work with local government, civil society, local NGOs, and international partners to implement our program in eight countries in Africa. We have also set up our Empowered Community Network (ECN) to support communities to partner with other organizations on development initiatives. Through the ECN, we connect trained CMCs with nonprofit partners, microfinance institutions, businesses, government authorities, and other service providers so they can access resources and funding to continue their community-led development projects. The ECN also assists CMCs to form federations and work together on development projects, ensuring the sustainability of our program.

Tostan's Community Empowerment Program

MODULE	CONTENT	IMPACT
<p>Kobi 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 A Fulani word meaning 'to plant the seed'</p>	<p>Literacy and numeracy learning. Training on project management and income-generating activities.</p>	<p>People empowered to lead and manage their own development and access to economic opportunity.</p>

Areas of Impact

The holistic nature of our model allows communities to partner with us on areas important for community wellbeing – governance, education, health, environment, and economic growth. By working on all these areas together over a three-year period, our program lays the foundation for future progress.

GOVERNANCE

Participants in the Community Empowerment Program (CEP) learn about their human rights. They also learn about the responsibilities associated with defending and respecting those rights, and the fundamental elements of democracy, which have often never before been discussed.

In 2012, 590 communities were participating in the CEP across the countries in which we work. Each community democratically selects 17 members to form a Community Management Committee who are trained in the skills necessary to implement projects in their communities. These committees become a strong leadership presence in Tostan communities, contributing to the growth of good governance and democracy. They work to increase democratic participation by encouraging residents to register to vote and participate in national elections and by helping them obtain national identity cards and register births.

In the areas where we work, women's voices were rarely heard in community decisions, and women were not expected to take on leadership roles in their families nor in their communities. Through our holistic program,

women develop leadership skills, engage in dialogue, and demonstrate their ability to make important decisions. We encourage women to take up leadership positions, and in 2012, 100 percent of CMCs in Guinea-Bissau, Mali, Senegal, and Somalia had a majority of female members. These women often emerge as community leaders, activists, and role models, showing young girls and boys alike that women can succeed and work with men as equals.

April 2012 saw the official launch of Tostan's **Peace and Security Project**. This project, funded by the Swedish International Development Agency (Sida), will expand the CEP to include conflict analysis and prevention, mediation and communication techniques, and the role of women in peace and security. One of the major objectives is to connect grassroots initiatives for peace and security with regional policy makers, in order to contribute to a stronger and more secure region. The module focuses on violence prevention through improved communication and problem-solving skills, as well as the peaceful resolution of community and familial conflicts, framed within our human rights-based approach.



Community Mentoring Center, Simbaya, Guinea.

Success Story

Since beginning the CEP in 2009, the Community Management Committee (CMC) of Simbaya in western Guinea has taken on a wide range of development projects including the repair of the village bridge and electrification of the community. Through their participation in the Tostan program, the community's appreciation of the importance of children's education grew. Unfortunately, the closest school lay across a dangerous road, lacked space for the number of children who wanted to attend and lasted only half a day in order to fit in two classes per grade level every day.

With the help of their Tostan facilitator, Simbaya's CMC was able to raise funds and construct a Community Mentoring Center. Once the center was built, they began registering children for classes. In 2012, 180 children aged between 4 and 12, most of them girls, were attending this six-room center. The CMC's work has transformed the lives of these children in a way which will impact the entire community. They continue to work to overcome the challenges facing the Community Mentoring Center, including limited funds for school resources and teacher training, and are planning their next project for 2013: a community health center.

Key Statistics for 2012

100% of CMCs

in Guinea-Bissau and Senegal were both led by women and had a majority of female members.

2 public declarations

held in Guinea-Bissau for the promotion and protection of all human rights.

40 CMCs

who completed the Tostan program in Djibouti, Guinea and Senegal received funding from a partner other than Tostan to continue their community development projects.

Areas of Impact

EDUCATION

Limited access to education, especially for women and girls, presents a serious obstacle to community growth and development in many of our partner communities. Participants in the Community Empowerment Program (CEP), who often have little or no formal schooling, are able to build their critical thinking, literacy, and numeracy skills during their three years of training.

In many parts of rural Africa, girls have less access to education than boys, and are often kept at home to help with housework or agricultural labor. Our program works to promote equality and overcome the obstacles that hinder girls' right to education. Child/forced marriage is one practice that is a key factor in determining whether a girl will stay in school.

Following their participation in our holistic program, 296 communities across the countries in which we work pledged to abandon child/forced marriage in 2012, bringing the total number to over 6,000. As a result, thousands of girls are likely to have the opportunity to stay in school for longer, rather than be married at a young age. As more than half of participants are female,

the CEP also provides women, who did not have the opportunity to go to school when they were young a chance to learn to read and write in their mother tongue. Research from UNICEF has shown that educated mothers are more likely to share good hygiene and health practices with their families and communities, and they are more likely to send their own daughters to school.

As well as leading their communities in positive change, Community Management Committees (CMC) carry out initiatives to ensure that children, both girls and boys, have access to education. These have included drives to enroll children in school, mediation with families who are considering removing their child from school, and, if there are no public schools in the area, petitioning the local government to build one.

The Mobile Phone for Literacy Project, now an integrated part of the CEP, focuses on using mobile phone technology, specifically SMS text messaging, as a tool to reinforce literacy and numeracy skills and to share information learned in Tostan classes. During 2012, Tostan supervisors and facilitators in both Guinea-Bissau and The Gambia took part in workshops, enhancing their skills and better equipping them for training community members in how to use their mobile phones.

2012 also saw the pilot of our new **Reinforcement of Parental Practices** module, funded by the Robert and Flora Hewlett Foundation. This module builds on knowledge gained during the CEP to enable parents and communities to create an environment which supports children's early development and learning in order to better prepare them for success in school and life.



CEP participants in Soudiane Balla, Senegal.



Aja and her mother Isatou in Bajon Koto, The Gambia.

Success Story

When Isatou Fatty, a resident of Bajon Koto, The Gambia, started bringing her youngest daughter, Aja, along to Tostan classes with her, she did not expect her to take much in. Yet, Aja, who particularly enjoys the songs the Tostan class sings about themes such as human rights, absorbed everything she heard. A year later, in August 2012, five-year-old Aja spoke publicly at an inter-village meeting held in her hometown, sharing her knowledge of democracy and human rights with the gathered crowd.

Isatou is committed to her daughter's education and believes that this is the key to a better future. Thanks to the support that she receives from her mother, Aja will be starting school early. Growing up in a community who has participated in Tostan's human rights-focused program, the information reaching Aja will shape her understanding of the opportunities available to her, opportunities no longer restricted by her gender.

Key Statistics for 2012

703 children

were enrolled in school in our partner communities in Guinea-Bissau in 2012 alone, thanks to the efforts of CMCs.

200 communities

will implement our new Reinforcement of Parental Practices module in 2013 after a successful pilot program in 2012.

38,000+ people

participated directly in the Community Empowerment Program in 2012. As each participant adopts at least one other learner to share his/her knowledge with, and each community adopts another entire community, many thousands more were reached.

Areas of Impact

HEALTH

During the three year holistic Community Empowerment Program (CEP) participants learn about their human right to health and their right to be free from all forms of violence. In many areas where we work, the health of community members is at risk because of limited access to health resources and care, low vaccination rates, and lack of awareness about hygiene and disease prevention. The Tostan program builds their understanding of how diseases spread, the importance of maintaining a clean environment, and the harmful physical and psychological consequences of practices such as female genital cutting and child/forced marriage.

Today, nine out of ten children in our Gambian partner communities sleep under impregnated mosquito nets. This is one of the many visible results of awareness-raising activities carried out by the Community Management Committees (CMC) established during the CEP. With their newly acquired knowledge, CMCs lead

their communities in taking action to promote healthy practices. In 2012, these community-led actions included everything from Nutrition Days, as held in the Gambian community of Kolibantang to give advice to children and parents about healthy eating, to managing community health funds in order to lend funds to community members for transport to hospital or hospital fees, as in Sahre Bookar, Senegal.

Participants have also learned about the harmful consequences of giving birth in consecutive years and possible methods of birth spacing, and enhance their problem-solving skills in order to address these sensitive issues in a positive and inclusive way with their partners.

Communities have built and renovated health centers, and have taken action to prevent malaria by clearing stagnant water as well as sleeping under mosquito nets.



Community members present the human right to health at the Peace and Security Project Launch in Tankanto Moundé, Senegal in January 2012.

Success Story

Before taking part in the CEP, community members in Koba M'bendia, Guinea, did not frequent the small health center in their village, preferring to be treated with traditional medicine when they fell ill. The health center, in need of renovation, was seen as the property of the doctor and community members considered the nurse a stranger.

After learning about health and hygiene during the CEP, participants gained a better understanding of the importance of visiting a trained medical practitioner. Thanks to awareness-raising activities, encouragement and insistence by the CMC, the health center was renovated in 2008. The project was financed by the World Bank, while the residents of Koba M'bendia themselves covered 10 percent of the costs.

Since then, there has been a decline in both minor and fatal illnesses because of the community's increased awareness and access to medical care. Women now give birth at the health center, children receive regular vaccinations, and community members consult the nurse for health advice. Patients from nine neighboring villages also have visited the health center, showing its success but also a need for more health posts in the region.



Health center in Koba Mbendia, Guinea.

Key Statistics for 2012

3,900+ awareness raising activities

related to health led by partner communities up to 2012.

95% of pregnant women

in our partner communities in The Gambia now seek regular prenatal care.

50 community members

and Tostan employees saved lives by donating blood at a blood drive held in March 2012 at our Training Center for Sustainable Development in Thiès, Senegal.

Areas of Impact

ENVIRONMENT

Communities in the countries in which we work face serious environmental challenges including poor waste management, soil erosion, increasing desertification, and diseases caused by poor public hygiene. Community members who have taken part in our holistic program become better able to find innovation solutions to these challenges and to defend their right to an environment that promotes their wellbeing.

Latrines have been built in every Tostan partner community to date in Senegal with the support of Community Management Committees (CMC) who have learned how diseases spread and how unhygienic practices that pollute the environment put community members' health at risk. These latrines have a direct impact on the lives of the communities by helping to prevent the spread of germs causing diarrhea, one of the leading causes of death of children in Africa.

Many communities also now hold regular clean-up days, taking an active role in creating a healthier environment and helping to prevent malaria by ridding the community of the stagnant water that attracts mosquitoes.

Our **Solar Power! Project**, launched in 2009, continues to bring sustainable results to rural communities. The solar power engineers, all rural women trained in India through our partner the Barefoot College, continue to bring light and environmentally-friendly electricity to their communities. A total of 17 women from Djibouti, Guinea-Bissau, and Senegal have now been trained and are working to train others in their communities in solar engineering.



*A village clean-up day in Kerewan,
The Gambia in January 2012.*

Success Story

Ubah Abdilahi Hirsi, from the community of Daami, Somaliland, completed the Community Empowerment Program in 2010. She had not attended school as a child, as there was a belief in her community that women did not need to be educated. Taking part in the Tostan program gave Ubah the skills, knowledge, and confidence to unite with other women to bring positive social reforms to their community, including taking care of their environment.

Having gained a better understanding of health and hygiene, and the importance of a clean environment to prevent the spread of diseases, Ubah decided to take action. She organized the women and girls of the community into a group called Nanafada, a Somali word meaning ‘to be clean and to clean your surroundings.’ Ubah and the other women of Daami work together every weekend to sweep the village, creating a safer environment with less waste lying around, cleaner homes, and therefore more hygienic food and water. The women do more than sweep, however – as they pass through the village, they share their knowledge of health and hygiene with other women who could not attend Tostan classes. In this way, they promote the cleanliness and well-being of all of the community members in Daami.



Uba Abdilahi Hirsi of Daami, Somaliland.

Key Statistics for 2012

21 solar engineers

from seven communities trained by Senegalese solar engineers through the **Solar Power! Project**.

346 improved wood-burning stoves

built in Mauritania by CMCs and adopted villages. These stoves reduce the amount of wood burned as well as the health risks of traditional models.

Areas of Impact



ECONOMIC GROWTH

Although many African economies have experienced growth over the past few years, unemployment remains extremely high. Economic opportunities in rural areas are still limited, especially for women and girls. When a family is struggling economically, girls are more likely than boys to be taken out of school to help with income-generating activities or agricultural labor, and they are more likely to be married at a young age.

Our holistic Community Empowerment Program (CEP) equips participants with the skills necessary to manage projects and run small businesses. We provide community development grants to Community Management Committees (CMC), which are often used to establish revolving microcredit funds that in turn provide capital to community members, often women, wishing to launch income-generating activities. The CMC also encourages community members to save and plan for the future.

Tostan's **Prison Project** brings a modified form of the CEP to five prisons in Senegal. Training sessions held by Tostan in prisons during 2012 taught detainees in prisons housing men, women and youths, the skills of fabric dyeing, soap making, aviculture, and the production and storing of staple grains. Improving the economic prospects of detainees helps to facilitate their full reintegration into their family and society following their release.

Success Story

Awa Fall took part in Tostan's Community Empowerment Program (CEP) when she was a detainee in prison in Thiès, Senegal. During the program, she took part in three fabric dyeing workshops, acquiring skills which would later become her means of economic empowerment and allow her to successfully reintegrate into society without having to rely on her family for financial support. A 50,000 CFA (approximately \$100) contribution from Tostan upon her release helped her buy the materials needed to being dying fabric, and to train as a fabric dying teacher.

Since her release, Awa has married and is able to contribute financially to her family. In 2012, she returned to the prison where she had previously been imprisoned and took part in another ten day long fabric dying workshop organized by Tostan. But this time, she led the class. Thanks to Awa, the 32 women who took part in the workshop learned new dying techniques and saw first-hand an example of how these skills can help them to reintegrate and to turn their lives around.



Awa Fall, former detainee in Thiès, Senegal.

Key Statistics for 2012

1500 people

have benefited from Community Development Funds in Mauritania.

10 former detainees

have now returned to Senegalese prisons after their release to train current detainees.

151 CMCs in Guinea and 120 in The Gambia

ran income-generating activities.

Cross-cutting Issues

Tostan's work focuses on four key issues that cut across our five impact areas. We believe these issues need to be approached within a holistic framework as they involve complex social norms that are often deeply entrenched.



The community of Jagajari, The Gambia welcomes the Fourth Annual Gambian Youth Caravan in November 2012.

CHILD PROTECTION

Many children in the countries where we work face potential obstacles to their healthy development, including a lack of access to education, child trafficking, child labor, child/forced marriage, and female genital cutting (FGC).

Our **Child Protection** module, included in the Community Empowerment Program (CEP) since 2010, builds consensus around children's rights. Community Management Committees (CMCs) are trained to create sustainable solutions that meet the needs of at-risk children. 393 CMCs across the countries where we work were trained in child protection in 2012.

As well as contributing to the abandonment of FGC and child/forced marriage, our projects have worked towards securing safer, cleaner, and healthier living conditions for talibé children; increasing the number of girls enrolled in primary school, improving infant and child nutrition; creating opportunities for youth to act as leaders in the community; and increasing the number of births registered. To date, 5,414 children have been registered at birth thanks to the activities of the CMCs in our partner communities in Guinea-Bissau.

“ [My parents] asked me to marry once... but I want to get married at 18 or above, I do not want to get married before that because I am not ready. ”

- 16-year-old **Fatoumata Sumareh**, CEP participant, Touba Sandu, The Gambia



*Fatoumata Sumareh of Touba Sandu,
The Gambia*

EMPOWERMENT OF GIRLS AND WOMEN

Girls and women often have less access to education, healthcare and economic opportunities than men and boys, as well as less opportunity to voice their opinions and participate actively in decision-making processes. Overlooking the potential of girls and women limits a society's ability to grow and progress.

More than half of the participants in our Community Empowerment Program (CEP) are female and, in Guinea-Bissau and Senegal, 100 percent of Community Management Committees were led by women in 2012. Through our classes, women become more comfortable with engaging in dialogue and taking part in important decisions for their communities, and develop leadership skills. We work with men and women together to encourage discussions about respecting the human rights of women and girls.

Women who have participated in the CEP often emerge as leaders in their community, setting an example to young boys and girls showing that women can work with men as equals, and helping to reshape gender norms. We have seen women become actively engaged in fostering positive social change; they run small businesses and earn money for their families; they organize campaigns for increased access to maternal and child healthcare; and they emerge as regional leaders in protecting human rights.

“ I believe the most effective way to create lasting change is by engaging other women and girls in my community; the CEP gave me the tools to do that...There is a Somali proverb: “if you educate a man, you only educate one person. But if you educate women, you educate an entire society.”

”

- **Ubah Abdilahi Hirsi,**
Tostan participant, Daami,
Somaliland



Ubah Abdilahi Hirsi of Daami, Somaliland.

FEMALE GENITAL CUTTING

According to the WHO, 140 million girls and women worldwide are living with the consequences of female genital cutting (FGC), and it continues to affect at least three million girls annually in Africa alone. Although the practice carries huge emotional and physical risks to women, particularly during childbirth, communities often do not connect these outcomes with the practice. Due to longstanding social norms, girls who are not cut may be ostracized from their communities and may not be able to marry.

Although ending FGC was not one of the original goals of our program, our partner communities have shown great success in accelerating the abandonment of the practice. To date, over 6,000 communities across the eight African countries in which we work have publicly declared their abandonment of FGC, thanks to community-led campaigns led by participants of our program. We approach FGC as part of a holistic, human rights-based program, allowing community members to draw their own conclusions about the practice and lead their own movements for change. Due to our outreach model of organized diffusion, dialogue takes place between communities and their wider social networks, meaning that whole regions may decide to abandon the practice together. In 2012, 157 communities in Guinea-Bissau, 70 communities in Senegal, 28 communities in Somalia, and 41 in The Gambia took this step.

“ Today we are more in harmony with our traditions and culture. We are Bambara more than ever. We strengthened our positive traditions and abandoned those that are harmful to our wellbeing. We changed because we are now more responsible and caring and proud of what unites us.”

”



Maimouna Traoré with Molly Melching at the 10th anniversary of the public declaration in Malicounda Bambara, Senegal.

- **Maimouna Traoré, Coordinator of the Community Management Committee (CMC) and Chair of the Advisory Committee of Women of Malicounda Bambara, where the first public declaration was held in 1997. Maimouna sadly passed away in 2012.**

REINFORCEMENT OF PARENTAL PRACTICES

Research has shown that certain social norms and traditional practices that exist in Senegal can hinder the brain development of infants, such as avoiding looking newborns in the eye or speaking directly to them on a regular basis, in order to protect them from spirits.

Recent scientific work has proven that the key period for a child's early development is from 0 - 3 years of age. Stimulating infants during this time encourages brain development, enhances their vocabulary and reasoning skills, and better prepares them for success when they reach school age.

In 2012, 32 Senegalese communities took part in a pilot of our new Reinforcement of Parental Practices module. The new module supports parents to ensure that their interaction with their children is positive and healthy from the beginning and they can better support their children's development.

We have also developed 15 children's books in three national languages that parents, many of whom gained their own literacy skills through our program, can use to read and interact with their children.

“ My favorite [Tostan picture book] is about an antelope who works very hard to cook dinner. But I've read all of them now and the older children say that there are lots of new things to read at the school. There will be so much to learn there and I already have a head start. ”

- 6-year-old Aissata Ba, Kolma Peuhl, Senegal. Kolma Peuhl took part in the RPP pilot project in 2012.



Aissata Ba of Kolma Peuhl, Senegal.

Our New Brand

For the first time in Tostan's 22 year history, we have launched a new brand!

Tostan has come a long way since our inception, largely due to the tireless efforts of our employees and volunteers, and the generosity of our donors. As a growing organization now working in eight countries, we felt it was time to reflect on the brand that had served us so well and consider how we wanted to talk about our work moving forward.

People from every part of Tostan were involved in the process of creating our new brand - our partner communities, our facilitators and staff, our partners and donors, and our Board. We wanted a brand that would reflect the organization – a vibrant, positive group of people brimming with optimism. We were ready for a new look and feel that was fresh and modern, balancing

Tostan as an international organization with our commitment to working with rural African communities at the grassroots.

Our new logo is green, a color which symbolizes life and innovation. It appears with our tag-line 'Dignity for All', reinforcing what has been our vision since our creation in 1991. Our new graphic element demonstrates the celebratory nature of our work, and represents working hand-in-hand with communities, partners and donors.

We have also launched our new website. Now in French as well as English, it is brimming with stories about community-led success and positive change in Africa.

Visit our new website at www.tostan.org.



The Path Forward - Tostan Strategic Plan 2010 - 2015

Update December 2012

OVERVIEW

Tostan has made significant progress in many of our strategic priority areas. We have successfully grown the movement for the abandonment of female genital cutting and child/forced marriage in Senegal and other countries while at the same time demonstrating the impact of the Community Empowerment Program in other areas, including child protection, peace and security, and reinforcing parental practices.

Overall, current projections show our main goal of reaching 3,000 communities with the CEP by 2015 remains feasible but challenging. 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, and gone some way in developing our communications systems, as well as other 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

Complete: Create innovative Tostan branding strategy to drive fundraising marketing & outreach. In process: Build a world-class internal & external communications system to tell Tostan's stories; Continue advocacy for Tostan's approach within the international development community.

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.



Tostan participants read children's books during a Reinforcement of Parental Practices module session in Hamdallaye Diéga, Senegal.

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 reinforcing parental practices.

B. Support Innovative Additions to the Community Empowerment Program

In process: All initial activities are in process.

C. Reinforce the Empowered Communities Network

In process: All initial activities are in process.

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 as over 6,000 communities have now declared their intention to abandon FGC in the eight countries in which we work.

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 Parental Education for positive practices..

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.

Financials

BALANCE SHEET

ASSETS

Current Assets	2012	2011
Cash and cash equivalents	\$ 5,158,799	\$ 4,222,962
Investments	41,285	34,801
Grants receivable	3,716,712	2,571,047
Employee receivables	37,204	49,151
Contributions and other receivables	49,478	81,820
Prepaid expenses and other assets	27,869	24,548
Total current assets	9,031,347	6,984,329

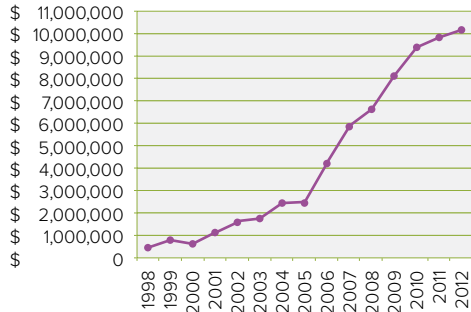
Property and Equipment		
Land	298,573	298,573
Buildings and improvements	451,750	451,750
Furniture and office equipment	239,230	368,688
Computer equipment	237,621	81,224
Vehicles	74,815	779,505
Less: Accumulated depreciation and amortization	1,301,989	1,979,740
	(558,989)	(1,077,336)
Net property and equipment	743,000	902,404
Total assets	\$ 9,774,347	\$ 7,886,733

LIABILITIES AND NET ASSETS

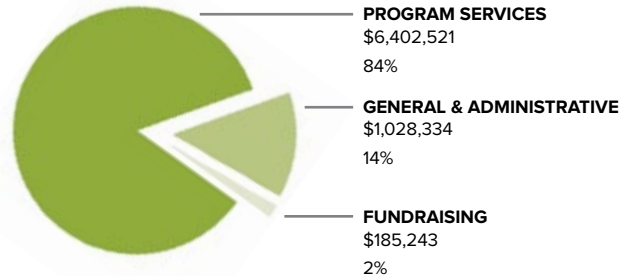
Current Liabilities		
Accounts payable and accrued liabilities	\$ 397,699	\$ 290,437

Net Assets		
Unrestricted	\$1,051,201	\$ 2,259,622
Temporarily restricted	8,325,447	5,336,674
Total net assets	9,376,648	7,596,296
Total liabilities and net assets	\$ 9,774,347	\$ 7,886,733

REVENUE 1998 - 2012 (USD)



EXPENDITURES IN 2012 (USD)



INCOME STATEMENT

Support and Revenue	2012	2011
Grants and contributions	\$ 10,381,587	\$ 9,964,634
Interest and investment income	15,076	5,857
In-kind contributions	-	60,653
Net training center loss	(134,444)	(98,532)
Other	41,173	10,426
Total support and revenue	10,303,392	9,943,038

Expenses	2012	2011
Program services	6,402,521	7,600,500
Supporting services:		
General and administrative	1,028,334	1,246,094
Fundraising	185,243	140,860
Total supporting services	1,213,577	1,386,954
Total expenses	7,616,098	8,987,454
Change in net assets before other item	2,687,294	955,584

Net Assets	2012	2011
Total other items	(906,942)	447,911
Change in net assets	1,780,352	1,403,495
Net assets at beginning of year	7,596,296	6,192,801
Net assets at end of year	\$ 9,376,648	\$ 7,596,296

List of Supporters

LIST OF DONORS

Anti-Slavery International
Annenberg Foundation
CEPAIM
Comunidad de Madrid
Dakar Women's Group
Forum Syd
Fundación Cepaim
The Greenbaum Foundation
The William and Flora Hewlett Foundation
The Jackie Kaye Memorial Fund
Johnson & Johnson Corporate Contributions
Muslim Women's Foundation
Nike Foundation
Nike General Managers
Orchid Project
Pathy Family Foundation
Planet Wheeler Foundation
Radio Sweden
Segal Family Foundation
Swedish International Development Agency (Sida)
Skoll Foundation
Stanford University
Swedish Postcode Foundation
Sundance Institute
Tostan Canada
Tostan Sweden
UNFPA Guinea-Bissau
UNFPA Senegal
UNICEF Djibouti
UNICEF Gambia

UNICEF Guinea
UNICEF Guinea-Bissau
UNICEF Mauritania
UNICEF Senegal
UNICEF Somalia
USAID Mali
US Embassy – Dakar
Wallace Global Fund
The William H. Donner Foundation

INDIVIDUAL DONATIONS

\$10,000 +

Ashoke Sathy
Carlyn Ring
Lowell Blankfort
Molly Melching
Morgan Stanley Smith Barney
Suzanne Crandall
The William H. Donner Foundation

\$5,000 - \$9,999

Barbara Casey
Conrad H. Hilton Foundation
Girls Rights Project
The Kuehlthau Family Foundation
Laura Back & Alexei Kosut
Omidyar Network Fund, Inc.
Socential Ltd.

\$2,000 - \$4,999

Anne Rossi
Carl E. Kessler Family Foundation
The Columbus Foundation
Community Foundation of Greater

Memphis
Daniel Marsili
Fidelity Charitable Gift Fund
Judy Miller
Julie Weston
The Leadership and Education Fund for the Betterment of Women, Inc.
Otto H. York Foundation
Ruth Galanter
Vanguard Charitable Endowment Program
The Westport Fund

\$1,000 - \$1,999

Aileen Adams
Brian Frank
Bridgewater Associates, LP
Brooke Knapp
Diane Wittenberg
The Grace Jones Richardson Trust
Hathaway Barry
Hope Hartman
Inglemoor High School French Club
James Haggart
Jennifer and Mark Hallenbeck
John Coonen
Joseph and Mary Nye
Karen and Gregory Dimit
Katie Camillus
Marjorie Wholey
Peg Yorkin
Robert Thau
Suzanne and Peter Romatowski
Tetral
United Way of New York City

LIST OF PARTNERS

Africare

AJGUIDE (Association des Jeunes Guinéens pour le Développement et l'Environnement)

AJUPE (Association des Jeunes Universitaires pour la Protection de l'Environnement)

AI ANSAR

AMANARI

Anti-Slavery International

ARCGI

ASACAS

ASDEC

Associação Guineense de Estudos e Divulgação de Tecnologias apropriadas

Associação para a Promoção do Desenvolvimento Integrado Local

CAURIS EDUCATION

CEGA

CEGUFED (Centre Guinéen de Formation et d'Éducation pour le Développement)

CONAFE

Construye Mundo

Corps de la Paix & SenGAD

Daryeel Women Organization

Demnagal am

Départemental des GPF de Bignona

Eau Vive

Entente de Diouloulou

Entente Djiragal de Silick

FANAMBA

FDEA (Femme, Développement, Entreprise en Afrique)

Freedom from Hunger

GAPPE (Groupe d'Appui à l'Auto-promotion Paysanne et la Protection de l'Environnement)

GIE Tambadjiro

Global Environnement

Government of Djibouti

Government of Guinea

Government of Guinea-Bissau

Government of Mali

Government of Mauritania

Government of Senegal

Government of Somalia

Government of The Gambia

GUIDRE (Guinéen de développement pour la protection de l'environnement)

LEXDE

Mouvement Associatif de Jeunesse et de Femme

Mutuelles de Crédit

National Association of Youth on Food Security (NAYAFS)

National Organization for Women (Somalia)

New Vision

Nissa Banque

ODCAV de Bignona

Operation Smile

PASTEEF

Path

POGV II

Project Muso

Puntland Girls' Association

RADDHO

RADI

Respect-Belgium

Solar Household Energy, Inc.

Sini Sanuman

Somaliland Culture and Sport Association

UNICEF Djibouti

UNICEF Guinea

UNICEF Guinea-Bissau

UNICEF Mauritania

UNICEF Senegal

UNICEF Somalia

UNICEF The Gambia

Wuli and Sandu Development Agency (WASDA)



Participant at the 4th Annual Gambian Youth Caravan in Jagajari, The Gambia.

Tostan

Dignity for All

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Designed by Alisa Hamilton

*Photographs by Tostan
staff and volunteers*

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