



Tostan

Five-Year Strategic Plan 2006 – 2011

Approved by Tostan Board of Directors
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Introduction to Tostan

Our Vision

Human Dignity for All

Our Mission

The mission of Tostan is to empower African communities to bring about sustainable development and positive social transformation based on the respect of human rights.

Our Guiding Principles:

1. The Tostan organization is rooted in our shared value of volunteering to help others.
2. Tostan's primary focus is on grassroots communities.
3. Tostan's primary activity is nonformal education.
4. Tostan bases all programs and activities on human rights principles.
5. Tostan uses only methods that are positive, respectful, and unifying.
6. Tostan always employs a holistic approach.
7. Tostan uses teamwork to achieve its goals.
8. Tostan is a learning organization.

Our Professional Values

Love of Work
Justice
Professionalism
Respect for Communities
Discretion
Responsibility
Honesty
Modesty
Creativity
Openness
Rigor
Patience

A Brief Overview of Tostan



Tostan, a name which means “breakthrough” in the Senegalese national language of Wolof, is a US 501 (c)(3) non-governmental organization (NGO) established under the laws of Delaware in the United States in 1991 and headquartered in Thiés, Senegal. The roots of this organization can be traced back to the work of Tostan founder Molly Melching, whose experiences creating a children’s center in Dakar in the 1970s and an education project in rural Senegal in the 1980s led her and her partners to create a program for community empowerment based on culturally contextualized nonformal education. The program they started, now known as the Tostan Community Empowerment Program (CEP), has been implemented as of 2006 in more than 2,300 villages in Senegal and 120 villages in Guinea-Conakry, as well as in five other countries in West and East Africa. This was accomplished with support from donors including UNICEF, USAID, the American Jewish World Service, the Swedish International Development Agency, the Annenberg Foundation, the Wallace Global Fund, the Wallace Research Foundation, the Jacob and Hilda Blaustein Foundation, the UBS/Optimus Foundation, Equality Now, the UN Foundation, the Bill and Melinda Gates Foundation, the Rapidan Foundation, the World Bank, GTZ and many individual contributors. Tostan also receives support from Tostan Sweden, a non-profit organization established in 2004 to raise awareness in Scandinavia about the Tostan model.

The goal of the Tostan Community Empowerment Program is to provide African communities with the means to improve their living conditions in a sustainable way. To this end, the program equips participants with knowledge, skills, and experience in human rights and responsibilities, democracy, problem solving, hygiene, health, literacy, math and management to empower them to become self-sufficient actors in their communities’ development. This holistic approach has brought about positive results in many areas, including health, women’s empowerment, and human rights. Some examples include increased pre- and post-natal consultations, increased vaccination rates, improved community health services, emergence of female leadership, reduction of domestic violence, increased enrollment of girls in school, and active citizen participation, among others. Perhaps the most visible result of the program to date has been the abandonment of the harmful traditional practices of Female Genital Cutting (FGC) and Child Marriage by more than 1,700 villages in Senegal—a number that represents approximately one-third of the 5,000 communities that practiced FGC in Senegal as of 1997. This historic movement for social transformation has attracted attention from donors, development practitioners, and researchers.

Evaluations have shown that Tostan’s holistic and participatory approach produces concrete and sustainable results. Tostan was cited by the World Health Organization as a “best practice” program for community development and was identified by UNICEF as a model for FGC abandonment in Africa in its 2005 *Innocenti Digest* “Changing a Harmful Social Convention: FGM/C.” Tostan won the 2005 Anna Lindh Human Rights Award in Sweden, and has been thrice chosen as a semi-finalist for the Conrad N. Hilton Humanitarian Prize. Executive Director Molly



Melching has been awarded the Peace Corps' Sergeant Shriver Award for Distinguished Humanitarian Service and the University of Illinois Alumni Humanitarian Award.

Following past successful implementation experiences in Burkina Faso and the Sudan, as well as current projects in Senegal, Guinea, The Gambia, and Somalia, the international demand for Tostan continues to grow. After 15 years of proven success, Tostan feels it has a moral obligation to bring its program to as many beneficiaries as possible while maintaining program integrity. To accomplish this, Tostan has undertaken a process of strategic reflection to prepare for effective scaling up of operations.



Introduction to this Five-Year Strategic Plan

As a learning organization, Tostan developed its five-year strategy in participatory consultation with employees, board members, stakeholders and beneficiaries at all levels. Tostan also took into account all recommendations detailed by external consulting firm Deloitte in its 2006 *Organisational Audit of Tostan* report.

This plan outlines the strategies, indicators, and systems needed to maintain the *integrity* of Tostan's vision and the *quality* of Tostan's services from 2006-2011. The purpose of this five-year strategy is to provide the roadmap for sequenced expansion and quality implementation, creating the parameters by which Tostan will analyze its progress.

Strategic Goal:

Over the next five years, Tostan will bring its program to at least 3,000 new communities in an expanded set of countries in Africa.

Programmatic Vision:

By 2011, Tostan will have created networks of knowledgeable, autonomous, and empowered communities that value positive cultural traditions and work peacefully and democratically to protect human rights and promote human dignity for all their citizens.

Organizational Vision:

By 2011, Tostan will be a pan-African organization composed of a diverse, well-trained, and empowered staff that will serve as a catalyst and support mechanism for stimulating programs, facilitating community exchanges, providing technical support, fostering cross-community learning and knowledge building, and coordinating advocacy efforts.

Challenges to Achieving Our Visions:

This Strategic Plan seeks to address the following challenges:

- Challenge 1: Maintain Tostan's program strengths while expanding to multiple new countries;
- Challenge 2: Build upon current successes in FGC abandonment while developing other result areas;
- Challenge 3: Develop mechanisms to share Tostan's model while maintaining the integrity of the program



- Challenge 4: Increase Tostan's operational capacities while maintaining Tostan's unique organizational culture;
- Challenge 5: Minimize risks while proactively pursuing future growth;
- Challenge 6: Maintain a cost-effective model while expanding operations to new countries in Africa.

Assumptions Made in the Preparation of this Strategic Plan:

- Our strategy, which has proven effective in a small number of African countries, will evolve to be effective in a diverse range of countries, cultures, and socio-political contexts.
- The current supportive development climate will continue.
- Tostan will be able to maintain and expand funding while continuing current partnerships.
- The model for social change upon which Tostan bases its program ("organized diffusion") is an accurate representation of how social change happens across a range of African contexts
- Tostan will be able to train and/or recruit an adequate number of staff capable of working within Tostan's high standards of quality and volunteer spirit.
- Program management and delivery systems and staff capacities will evolve to the levels needed to meet the challenges of expanded scale and greater organizational complexity.
- Tostan will continue to be able to recruit excellent volunteers and interns.
- Tostan's current resources, such as the Thiès training center, will continue to be available and cost-effective for the organization.



Strategic Directions and Major Initiatives 2006-2011

Tostan has identified three major strategic directions it will follow to achieve its goal of empowering 3,000 communities by the end of 2011:

- 1) Refine the Tostan model for extension;
- 2) Strengthen the Tostan organization for growth;
- 3) Extend the Tostan CEP to new communities in West and East Africa.

Each strategic direction consists of a series of operational initiatives, detailed below.

Strategic Direction 1: Refine the Tostan Model for Extension

The foundation of Tostan's success is its Community Empowerment Program. The program has evolved over the past 15 years based on numerous external evaluations and an internal system of adapting the program to respond to participant feedback. In order to prepare for the efficient extension of the program outlined in Strategic Direction 3, Tostan must undertake six key endeavors:

- a) Further reinforce the programmatic content of the CEP;
- b) Develop a system of post-CEP community partnerships with other organizations;
- c) Refine and reinforce program monitoring, evaluation, and reporting systems;
- d) Develop an internal mechanism for program-related research and development;
- e) Consolidate and finalize the Tostan model;
- f) Develop a training system and team capable of training others in Tostan pedagogy and approach.

A. Program Content Reinforcement Initiative

The content of Tostan's CEP has been tested and refined through a constant process of feedback-based improvements carried out in the more than 2,000 communities in Senegal and Guinea that have completed the two- to three-year cycle of the Tostan CEP in the past 15 years. A major step in preparing for extension to new communities and countries is to refine and finalize the current Tostan CEP content based on the latest feedback Tostan has received from communities, staff, and external partners.

The Program Content Reinforcement Initiative will undertake the following activities:

- Improve program-related communications tools and outreach mechanisms (radio, inter-village meetings and events, inter-country exchanges, public declarations, etc);
- Strengthen Tostan's small project and micro-credit implementation model;
- Improve training modules for Community Management Committees.



B. Post-CEP Phase Development Initiative

Since 1991, Tostan has trained more than 2,000 Community Management Committees across Senegal. In addition, the first 120 villages in Guinea have completed the Tostan Community Empowerment Program. Many of the Community Management Committees are dynamic and motivated, ready to continue their community development goals. However, not enough has been done to support their growth and evolution. Throughout the next five years, Tostan will facilitate partnerships between these CMCs and African and international NGOs, donors, and service providers.

This Post-CEP Phase Development Initiative will accomplish the following:

- Establish criteria for and select a cadre of dynamic CMCs prepared for further development activities;
- Establish a system for matching dynamic CMCs with NGOs and other partners;
- Reinforce Tostan's CMC training systems in conjunction with initiative A, above.

C. Monitoring, Evaluation and Reporting Initiative

Tostan has identified a clear need to develop a more advanced system of Monitoring, Evaluation, and Reporting (MER) as a part of the CEP model. While existing systems effectively gather and share essential "best practices" between project locations, there is a need to systematize and standardize Tostan's monitoring and internal evaluation process and to institutionalize lessons learned.

This initiative will combine with the communications and IT initiatives to provide a complete system of project and program monitoring and evaluation, along with a system of project management that ensures proper reporting and dissemination of results, through better use of IT tools. This system will also further the fundraising efforts in coming years as Tostan will gain a more complete understanding of its results and donors will have more immediate and comprehensive access to the results of their contribution at the community level.

This Initiative will:

- Develop layers of output indicators to track and measure:
 - Skills, Knowledge, and Experience (SKE) outcomes resulting from the non-formal education component of the CEP;
 - Community empowerment outcomes resulting from community development projects undertaken by CEP community members;



- Social change outcomes such as the abandonment of Child Marriage and FGC resulting from community activities at a local and regional level;
 - The ways in which SKE, community empowerment, and social change outcomes impact one another.
- Establish systems of managing universal and project-specific indicators and results areas;
 - Establish MER department/team within Tostan;
 - Develop external partnerships with experts in MER systems;
 - Establish systems and routines for monitoring the follow-up and evaluation of Tostan activities, including regular internal evaluation cycles and institutionalization of lessons learned;
 - Establish guidelines and quality control for reporting and document creation;
 - Conduct refresher trainings for employees in new MER systems and integrate new MER systems into existing training systems.

D. Program Research and Innovation Initiative

There are many aspects of Tostan's experience that bear further study in order to encourage continued programmatic success. Specifically, Tostan needs to develop an internal mechanism to document and research its participants, pedagogy, and program strategies—for example, a better understanding of the organized diffusion process—and to seek out external evaluations in key areas (i.e., how to more rigorously document Tostan's results in vaccinations, birth spacing, and other health areas). Under this initiative, a team of staff, volunteers, and external collaborators will work closely with the monitoring and evaluation department to coordinate research and evaluation activities.

This Program Research and Innovation Initiative will accomplish the following:

- Establish a research team capable of collaborating with outside researchers and evaluators;
- Develop internal research plans to further Tostan's understanding of all aspects of its program;
- Develop policies and management systems to ensure integrity of research and research partners;
- Establish mechanism for reviewing results and integrating lessons learned;
- Establish partnerships with external evaluators and researchers for targeted measurement



E. CEP Model Consolidation

In order to work efficiently in an increasing number of communities and to share its model with others, Tostan must standardize the CEP model and make it available in multiple languages (English, French, Arabic) so that documents can be easily translated into local languages during the start-up phase of new country implementation. It must also develop more formalized programs for training other organizations to implement the CEP and create a team capable of training implementation partners to do so (see below.) As a part of this initiative Tostan will:

- Finalize Program Guides including Training of Trainers and Training of Facilitators for the *Kobi* and the *Aawde* modules of the CEP;
- Finalize participant workbooks;
- Finalize Tostan “Guide to Implementation” documents;
- Translate program documents into English, French, and Arabic;
- Translate the program documents into new local languages, such as Soninke in Senegal and Guerie in Guinea.

F. CEP Training Systems and Team

To implement its program with other organizations in Senegal and in other countries, Tostan will need to develop a training system and team of trainers to train others in Tostan’s approach, methodology, and implementation strategy. To do this, Tostan will:

- Establish the Thiés Training Center as Tostan’s African Training Center;
- Train a pan-African team capable of multi-country trainings and of managing trainings at the Thiés Training Center;
- Develop a set of core training programs for new partners in Senegal and other countries.

Strategic Direction 2: Strengthen the Tostan Organization for Growth

Since its incorporation in 1991, Tostan has been dedicated to operational excellence in all areas. In keeping with this precedent, Tostan has identified five key operational areas it must strengthen to successfully expand:

- a) Fundraising and Financial Sustainability;
- b) Financial Systems;
- c) Human Resources;
- d) Internal Communications and Public Relations;
- e) Infrastructure.



The initiatives below have been designed to ensure that Tostan is capable of meeting its goals during the next five years and beyond.

A. Fundraising and Financial Sustainability Initiative

Tostan has demonstrated a consistent ability to generate donor funds from a number of sources. In order to meet the financial needs of the activities outlined in this document, however, Tostan will need to significantly increase its available funding in the coming years. To accomplish this, Tostan will establish and develop its fundraising and grant writing capacities. Tostan will also maintain low overhead costs through cost-containment strategies. Thus, with a goal of securing funding adequate for all activities in this Strategic Plan, this initiative seeks to:

- Increase grant-seeking and grant-writing capabilities;
- Increase private donation/fundraising revenue streams;
- Reduce recurrent overhead costs such as rent;
- Explore options for establishing endowments and other tools for long-term sustainability

B. Financial Systems Reinforcement Initiative

Over the past five years Tostan has strategically reinforced its financial management systems. The organization is a financially transparent NGO with credible financial systems and rigorous accounting practices in place. However, these systems and structures need to be further refined to ensure that as Tostan grows, its institutional capacity to effectively manage its funds grows as well. To address this need, Tostan will engage international accountancy staff to streamline all financial systems of the organization.

This Financial Systems and Sustainability Initiative will:

- Reinforce Tostan's accounting practices to address new international needs;
- Establish and reinforce procedures and policies related to financial management;
- Reinforce systems of reporting and document management.

C. Human Resource Reinforcement Initiative

Each section of this strategic plan will have implications for Tostan's human resources, including the hiring and promotion of employees and the improved training mechanisms outlined in Strategic Direction 1. The human resource activities detailed here, however, focus on the specific changes that Tostan will make concerning human resource *capacities* as a means of building effective systems for long-term stability and



growth. Activities in this area will include consultation with experts to develop and implement a human resource strategy and HR manual capable of providing clear guidance to all staff.

This Human Resource Reinforcement Initiative will:

- Establish a more formal human resource system (including related policies, manuals, etc.) covering all aspects of Tostan employment practices, such as recruitment, hiring, delegation of authority, roles and responsibilities, and employee evaluation and promotion;
- Devise a leadership development strategy including recruitment of new talent, internal training, and promotion to expand Tostan's leadership capacity as the scale and complexity of Tostan's work grow;
- Establish a Council of Advisors and reinforce Tostan's Board of Directors;
- Improve trainings in essential skills for Tostan staff at all levels in all countries;
- Improve the Tostan volunteer program and its integration with other systems.

D. Communications and Public Relations Initiative

Tostan has identified institutional communications as a major area of opportunity and a critical focus area for the coming two years. The communications initiative will seek to establish better channels of internal communications, reinforcing all other initiatives of this strategic plan including programming, expansion, and operations. This initiative will also combine with the fundraising initiative to develop a sophisticated external communications and public relations strategy capable of representing Tostan to its large, worldwide audience of development workers, governments, donors, educators, students, and the general public. The major activities of this initiative will include work with expert consultants and the implementation of systems and trainings based on recommendations, in conjunction with appropriate technology.

This Communications and PR Initiative will accomplish the following:

- Assess current internal communications systems;
- Develop an internal communications plan;
- Develop a communications manual for all Tostan staff;
- Establish a public relations plan, including updated website and promotional materials, coordinated by a public relations officer.



E. Infrastructure Initiative

Tostan has identified two critical areas where it needs additional infrastructure to accommodate expansion efforts. These areas are: the Information Technology (IT) systems used by the organization in support of its programs and operations, and the buildings and grounds where Tostan conducts its business.

Information Technology

The IT structure proposed below will become the backbone of many of Tostan's initiatives, including those in monitoring and evaluation, communications, public relations, human resources, and others. IT will also be crucial as the means through which Tostan will connect multiple implementation sites across Africa. The following are the main undertakings for the IT section of the infrastructure initiative:

- Complete an assessment of current IT systems;
- Establish a plan for IT improvement in all implementation countries;
- Purchase and integrate into all countries computers with relevant software and other equipment;
- Develop IT policies and staff training;
- Train IT manager capable of coordinating maintenance, purchasing, and interoperability of multi-site data and systems.

Buildings and Grounds

As Tostan grows, it will need adequate offices and training facilities to support its activities. Rather than continuing to rent offices, Tostan will seek to purchase land and/or facilities in order to reduce recurrent overhead costs and provide additional financial stability in the coming decade. Specifically, Tostan will work towards the following objectives in developing its buildings and grounds:

- Establish an International Tostan office in Dakar, Senegal;
- Complete and equip the Tostan Training Center in Thiés, Senegal;
- Establish a Senegal Headquarters in Thiés, Senegal;
- Establish an expanded US Office in Washington D.C., USA;
- Establish an office and local training center in Guinea, West Africa;
- Establish country and regional offices when funds allow and when in line with country expansion models listed in Strategic Direction 3, below.



Strategic Direction 3: Extend the Tostan CEP in West and East Africa

Over the past two years, there has been a marked increase in the number of countries requesting the Tostan program, in both West and East Africa. In large part this is due to Tostan's dramatic results related to FGC and child marriage abandonment in Senegal and Guinea. Thus, although Tostan will continue to focus on its holistic and Community Empowerment Program and will take measures in its communications efforts to increase recognition of the CEP's many results, Tostan will likely do so while entering into countries where FGC and child marriage prevalence are the highest. Tostan has developed a set of factors for country selection and will adapt existing implementation structures and entry phases to training models developed during Strategic Direction 1. This process will guide implementation in each new country.

A. Extension Staffing and Systems initiative

In preparing this Strategic Plan, Tostan has identified a clear set of strategies to guide the extension of its program. In order to carry out these strategies, Tostan will promote an Extension Coordinator who will be responsible for programming decisions related to new country implementation. This initiative will:

- Establish a team to prepare for and coordinate extension efforts;
- Develop a detailed extension implementation plan in conjunction with key country and international staff.

B. West Africa Extension Initiative

Senegal

Tostan has a well-recognized, proven track record in Senegal, which is showing consistent progress toward becoming FGC-free in the near future, progress which must be utilized and reinforced soon in order to capitalize on the growing movement for human rights in West Africa. As a part of this initiative, Tostan Senegal will:

- Extend the CEP to at least 1,200 new communities in Senegal and 500 in Guinea;
- Train 12 local NGOs from six regions (Kaolack, Kolda, Matam, St Louis, Tambacounda, Ziguinchor) to reach a total of 120 new communities and 7,200 new participants from 2008-2010. These local NGOs will continue expansion efforts on a larger scale from 2011 through 2016;
- Explore options for developing Tostan regional offices into autonomous, locally-based NGOs;
- Reinforce 600 dynamic Community Management Committees so that by 2011 they are autonomous, functioning well, and able to access direct funding;
- Reach 75% abandonment of FGC in Senegal by 2011 and 100% abandonment by 2016.



Guinea

Tostan has quickly established a top-quality program during the past four years of CEP implementation in Guinea. Tostan would like to aggressively scale up its projects in this country to meet community demand and empower the population of this dynamic yet struggling nation. Tostan Guinea will:

- Extend the CEP to at least 500 new communities in Guinea by 2010;
- Reinforce 200 dynamic Community Management Committees (CMC) so that by 2011 they are funded, autonomous, and well-functioning;
- Achieve 20% abandonment of FGC by 2011.

Other West African Countries

The West African Expansion initiative will extend Tostan's presence in West Africa to new countries which have requested the program. Most West African countries have shared cultures, similar languages, and a common history. These attributes facilitate easy adaptation of Tostan's methods and content, a process which Tostan has already undertaken successfully in five West African countries since 1998. In addition, expansion of Tostan's program has primarily been driven by the demand for FGC abandonment. Consequently, implementation will begin in countries that border Senegal and Guinea and/or share ethnic groups with past implementation groups. Known expansion countries include The Gambia (project beginning in 2006) and Mauritania (project beginning in 2007), with additional potential countries including Burkina Faso, Mali, Guinea Bissau, Benin, Liberia, and others. Tostan has received indications of interest from many more countries and will evaluate serious inquiries as they arise based on country selection factors (listed below) and Tostan's then-current capacity to handle such expansion.

This West African Expansion Initiative will accomplish the following main objective:

- Extend the CEP to at least 200 communities in each of 6 countries

C. East African Expansion Initiative

The East African Expansion Initiative will leverage the extremely high demand from UNICEF, NGOs, and Government offices in East Africa to create appropriate "test environments" for the Tostan program. The first country addressed in this initiative will be Somalia, where Tostan began implementation in 2006. Other countries will be selected using the country selection factors outlined below. Potential countries include Kenya, Tanzania, Sudan, Ethiopia, and Djibouti.



The East African Expansion Initiative will accomplish the following main objective:

- Extend the CEP to at least 200 communities in Somalia;
- Work with donors to begin projects in 2 other countries (specific countries, scale, and time frame to be determined).



New Country Entry Strategy

To meet the challenges of extension, Tostan has developed an entry strategy for bringing its program into new countries in West and East Africa. Based on lessons learned from previous extensions to Mali, Burkina Faso, Sudan, and Guinea, and based on Tostan's belief in empowerment at every level, this strategy involves:

- Careful study of conditions and feasibility prior to entry (see country selection factors, below);
- Presentation of Tostan model and discussion with local, regional, and national actors including NGOs, IOs, government officials, and community members;
- Partnerships with UNICEF, USAID, and other large organizations with long in-country presence to facilitate entry process;
- The establishment of a Tostan presence in the country using a combination of existing Tostan staff and local talents;
- The selection and training of local NGOs to build local capacity for community development

Country Selection Factors

The following factors will guide Tostan's selection of entry into any additional country. While these factors are not weighted, certain ones, such as security and availability of resources, are of paramount importance. Tostan will further develop these factors as part of its extension implementation plan.

Need and Potential Impact

- Scale and scope of development needs in prospective communities;
- Anticipated utility and effectiveness of the Community Empowerment Program for potential partner populations (as assessed by local NGOs, International Organizations, potential participants, and Tostan analysts).

Operating Environment

- Security and political situation in potential implementation areas;
- Geography of potential implementation areas;
- Location of country in relation to existing/anticipated implementation countries;



- Shared ethnic group/clan/nationality with other existing/anticipated implementation countries;
- Anticipated cumulative impact on management systems;
- History of NGO implementations and current NGO environment;
- Placement of country within UNICEF FGC country selection criteria (for FGC-based interventions);
- Existence of specific invitations from Institutional Organizations, NGO, or Government agency;
- Existence of support for Tostan by UNICEF, USAID, or other similar agency.

Tostan Capacity

- Availability of resources (human resources and materials);
- Donor and partner support capable of meeting minimum implementation requirements for program effectiveness and cost-efficiency (currently 3-years and at least 30 communities);
- Availability of qualified potential NGO partners;
- Anticipated costs and availabilities of infrastructure and equipment (offices, vehicles, etc).

Conclusion

Over the past 15 years, Tostan has continually developed and improved its Community Empowerment Program, allowing it to become one of the most internationally recognized educational programs in the world. Thus far, its success has been demonstrated in five countries; yet given the potential of the program to bring about dramatic results in the areas of health, human rights, and community transformation, Tostan believes that it has a moral obligation to see that its program benefits as many communities as possible.

Tostan has done much to meet this moral obligation head on. Tostan's leadership has used recent media attention from positive results and international recognition to build a multilateral team of donors including Sida, UNICEF New York, multiple UNICEF African country offices, USAID, AJWS, UNFPA, the Annenberg Foundation, and many others, all of whom are committed to adapting the Tostan program for use in selected African countries.

Tostan has also prepared this five-year strategic plan to guide a process to reinforce Tostan's program, strengthen its institutional capacities and reach thousands of new communities in the coming years. By supporting Tostan's



preparation for expansion, including the development of materials, resources, staff, systems, and technology, a broad network of donors will be given the unique opportunity to leverage their resources to scale up a proven, effective model, saving and improving thousands of lives and empowering millions in the coming years.

Tostan has continually evolved to respond to the challenges of the past 15 years. With continued support at all levels, Tostan will evolve through the strategies outlined above to meet its newest challenge: working within a network of local, regional, national, and international partners to contribute to bringing health, peace, and prosperity to the dynamic and resourceful communities of Africa.