



TOSTAN ANNUAL REPORT 20

16

Tostan
Dignity for All

Letter From Our Chief Executive Officer



Dear Tostan Friends and Family,

As I sit here reviewing the final draft of this Annual Report 2016, I am finding it difficult to know where to begin this letter! It was truly a historic year for Tostan, full of major programmatic, organizational, and strategic moments. Each is so important in its own way. Let me begin as this report does, by highlighting the completion in 2016 of Tostan's Generational Change in 3 Years Campaign and project. This 150 village implementation of the CEP brought about incredible changes across the region and I hope you will take a moment to learn more about this breakthrough project and the impacts it has created.

These results and this way of organizing our work have been so important, in fact, that we have reorganized and doubled down on this approach. Now called the Breakthrough Generation, this campaign is increasingly becoming the centerpiece of Tostan's scaling. You will find this new phase—which gained incredible momentum in 2016—featured prominently on page five of this report. A huge thank you to all of you who have contributed at all levels to making this happen.

Our sense of what scale means for Tostan and how we can get there is becoming ever clearer, in large part due to Tostan's new Strategic Engagement Plan 2016-2022, which we launched in the Fall of 2016. It is an exciting new departure for our organization. Indeed, this entire Annual Report is organized along the programming platforms it has clearly defined. Within each of these platforms, we had such tremendous breakthroughs this year. The CEP, both in the Generational Change and other projects, continued to enable communities to address a wide range of issues. In particular, I am deeply proud of the exciting burst of community-led activity that defined the final months of Generational Change in Three Years, which saw 358 communities declaring the end of harmful practices and a new future for girls and women.

Our CEP in the Prison Project and our other innovations continued to reach even more people. Our post-CEP partnerships continued to help communities that have already had the CEP to achieve more of their goals and benefit from our latest and most important educational breakthroughs. And our training platform continued to grow via leaps and bounds, with new partnerships and nearly 40 countries now reached by this model.

Finally, on a personal note, 2016 was also a year in which I announced my intention to transition to a new role within Tostan, stepping back from the CEO position but remaining actively involved. We are still in the midst of the process, but I really must say that I feel so lucky to have had a Board of Directors, a Transition Committee, and so many friends and colleagues who have stepped up to support this next phase of our organization.

In this year of big moments—from our defining strategies to our biggest programs and from our communities' most exciting results to my own transition—I feel so deeply grateful for all of you in the global Tostan family. It is because of all of you in the Tostan family—our facilitators and staff, our partners, our global mobilizers, our institutional donors, our volunteers, our sister organizations—that we have accomplished so much in 2016 and see so much potential for years to come.

Thank you,

A handwritten signature in black ink that reads "Molly Melching".

Molly Melching



Our Vision: Dignity for All

Our Mission: We empower African communities to bring about sustainable development and positive social transformation based on respect for human rights. We believe that through this mission we can ensure every person—woman, man, girl, and boy—is able to live a life of dignity.

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2016 Highlight: Generational Change in Three Years

An ambitious project to empower millions in West Africa



As Tostan entered 2012, the organization was at a turning point. We saw that if we continued to grow as we had been growing from 2006-2011 by simply adding single, stand-alone projects, we would not be able to achieve our biggest potential and make the case for comprehensive, empowering education and development. Instead, we were going to slowly but surely end up with the fragmented reality so many NGOs face. Fragmented finances and operations aligned not to programs but to administration. Fragmented monitoring and evaluation that couldn't capture broad impact, and, worst of all a fragmented program itself that only brought pieces and parts to our community partners when we could offer so much more.

To change this, we proposed an entirely new approach: to design a system of proposing, financing, managing, and measuring projects that could match the potential of the program we had spent so long building. It wasn't easy, but our efforts bore fruit in 2013 when the Leadership Circle for Generational Change in Three Years (GC3Y) was formed and committed to making this happen, and in early 2014 we launched the GC3Y program in 150 communities in four countries. Now, three years later, if there is one thing that is clear at the end of this innovative initiative, it is this: GC3Y was even more than we hoped for. Despite a history of constant funding gaps that previously defined Tostan, we ran this entire project with no shortfalls experienced. To the contrary, we were able to adjust and adapt when needed, always putting communities first. Against a backdrop of single-issue results frameworks, we were able to track dozens of indicators and incorporate our work with the Bill and Melinda Gates Foundation's support of our monitoring and evaluation efforts to yield the report you find here. This three-year comprehensive report is a foundation for us to build on in the years to come, as we explore the many exciting, intriguing, and challenging results we found.

The results of this initiative were beyond what we had imagined:

4 West African Countries : Guinea, Guinea Bissau, Mali and Mauritania

- 9,647 direct participants (81% women) gained knowledge on human rights, problem solving, governance, hygiene, health, literacy, numeracy, use of mobile phones and project management.
- 358 declarations for abandonment of Female Genital Cutting (FGC) and Child Marriage by all 150 participating communities and 208 sensitized communities reached through organized diffusion activities.
- 120,000 USD distributed as Community Development Funds (CDFs) to class participants to offer opportunities to carry out Income Generating Activities (IGA) that can meet the needs of their families.
- 90% of all community members disagree with the practice of FGC, 42% of which would intervene to try and prevent a case.
- 97% of all community members disapprove of child marriage, 44% of which would intervene to prevent a child being married in their community.

This 2016 Annual Report contains many snapshots of change from this historic project. We also hope you will take a moment to read the full GC3Y Report to get a sense of the impact it created for so many. What's more, this important initiative has evolved and become Breakthrough Generation.

2016 Highlight: Strategic Engagement Plan (SEP) 2016-2022

Beginning in late 2014 Tostan began assessment of its Strategic Plan 2010-2015, noting progress and also identifying ways in which the planning process itself could be improved. Throughout 2015 and through June 2016, the organization embarked on a deep planning process that led to the finalization of a new Strategic Engagement Plan 2016-2022. Launched in September of 2016, the plan establishes a new framework to guide all of Tostan's programmatic and organizational efforts.

Our Core Strategic Focus: Demonstrating the Full Potential of Empowering Education and Community-led Development

All of the successes of the past 25 years emerged from within Tostan's core approach to working with communities at the grassroots to develop and deliver responsive, effective programs. We haven't created a range of separate, individual projects and programs. Instead, we have remained committed to a core educational process, and we always work building off this core.

As proud as we are of community-led results in single issue areas, including those going to large scale, we do not see any one issue alone as our biggest strategic opportunity. Rather, our most profound opportunity is to bring the core of our work to scale, and see the full potential of transformational education at a time when the world truly needs it.

We envision a day when tens of millions of people and their families and communities have had access to an empowering education and can make positive change on whichever issues they face.

Ambitious Targets Across Three Program Platforms By 2022

CEP	POST - CEP	TRAINING
2,012 African communities reached through new implementations of the CEP and 304 communities and prison populations reached through modified CEP implementations	3,228 previously-CEP-trained African communities reached through post-CEP programs and partnerships	2,406 individuals and their communities reached through Tostan Training Center empowerment programs

Organizational Strategic Goals

Strategic Goal 1:

Extend Tostan's programs to do the greatest good for the greatest number of people as efficiently and sustainably as possible.

Strategic Goal 2:

Expand Tostan's capacities to ensure the quality, effectiveness, and reach of its programs.

Strategic Goal 3:

Participate actively in a global exchange of mission-aligned resources, knowledge and ideas to enrich the movement for empowering education and inclusive community-led development.

**To learn more about all of the dimensions of Tostan's Strategic Engagement Plan 2016-2022 please see the full SEP document.*



The Community Empowerment Program (CEP)

Tostan is accomplishing these goals one community at a time, using the CEP.



Voices From 2016

"When Tostan came, it was my generation and the younger one who pushed for the installation of the program in our village. We raised awareness and made everyone understand that you can practice your religion and still evolve with your time. Religion is not against labor and development... Starting with my generation, we have succeeded in freeing our women and letting them emancipate themselves."

- Ardo, husband of a CMC coordinator

The Community Empowerment Program (CEP)

For 25 years, Molly Melching's original concepts of human rights-based and community-led development have developed into the Community Empowerment Program—a leading model for change that is currently implemented in nine languages across six African countries and supported at the international, national, and grassroots levels.

The Community Empowerment Program has respectfully engaged communities for the last 25 years by working in their own languages, using traditional methods of learning and adapting with constant community feedback. Through the CEP, communities control their own development. Tostan's Community Empowerment Program is an effective solution to the root challenges that can hinder progress. It is a scalable, holistic, inclusive, and respectful program with wide-ranging results from a single, packaged curriculum. The CEP's success can be credited to its two revolutionary features: human rights-based education classes and the establishment of a Community Management Committee.

The Curriculum



Human Rights Based:

Knowledge of human rights is the foundation for learning. Our human rights-based education model has been consistently developed and updated in response to feedback from thousands of communities in different socio-cultural African contexts over the past 20 years.



Respectful and Inclusive:

Information is shared in a non-judgmental way, encouraging participation in a neutral, welcoming environment.



Holistic And Sustainable:

Tostan's approach ensures community support, individual participation, and a comprehensive approach to five key areas: Education, Health, Environment, Governance, and Economic Growth. Moreover, gender and other cross-cutting issues that affect everyone's daily life are included, making the CEP model truly comprehensive.

The Community Management Committee (CMC)

1

To further ensure sustainability, we train in the management skills necessary to implement development projects.

2

CMCs are made up of 17 democratically-selected members, at least nine of whom must be women.

Participation in the CMC helps women improve their confidence, leadership, and social standing by assuming prominent roles in their community.



The CMCs enact the community's vision for sustainable development and, as community-based organizations, work with partners and others to meet community needs. Over 2,300 CMCs have been established in Tostan partner communities across Africa.

4

Following the establishment of a CMC and the implementation of the Tostan CEP, many CMCs register as official community-based organizations (CBOs) in their respective countries, creating an often-missing, sustainable element of local-level civil society capable of engaging and coordinating with a range of local and regional actors —NGO partners, microfinance institutions, businesses, government authorities, and other service providers— so that communities can access resources and funding to realize their own vision for development.

3

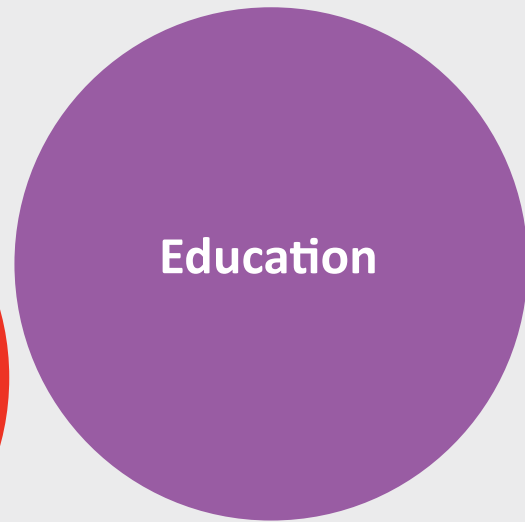
Voices From 2016

*"If you do not have knowledge you cannot lead. **It is because I learned and acquired knowledge that people had confidence in me to choose me as a counselor...** In the past [my friends and family] saw me as someone who did not know many things, but now I cannot say that I know everything, but in any case I know some things. Before I talked to people with my eyes lowered, but **now I have the courage to take the floor and speak comfortably with people.**" - Silèye, a GC3Y participant*

CEP Outcome areas



Governance



Education



**Cross Cutting
Issues**



Health



**Economic
Growth**



Environment

Governance: CEP participants learn that they have the right to participate in the democratic processes in their community and nation.

Communities turn knowledge into action by democratically selecting 17 members, at least 9 of whom are women, to run their Community Management Committees (CMCs), which exemplify an inclusive and participatory form of governance.

CMCs work to increase democratic participation, encouraging residents to register to vote, obtain national identity cards, register births, and participate in national elections.

In order to promote good local governance, participants review current social practices, roles and relations in light of their new knowledge.

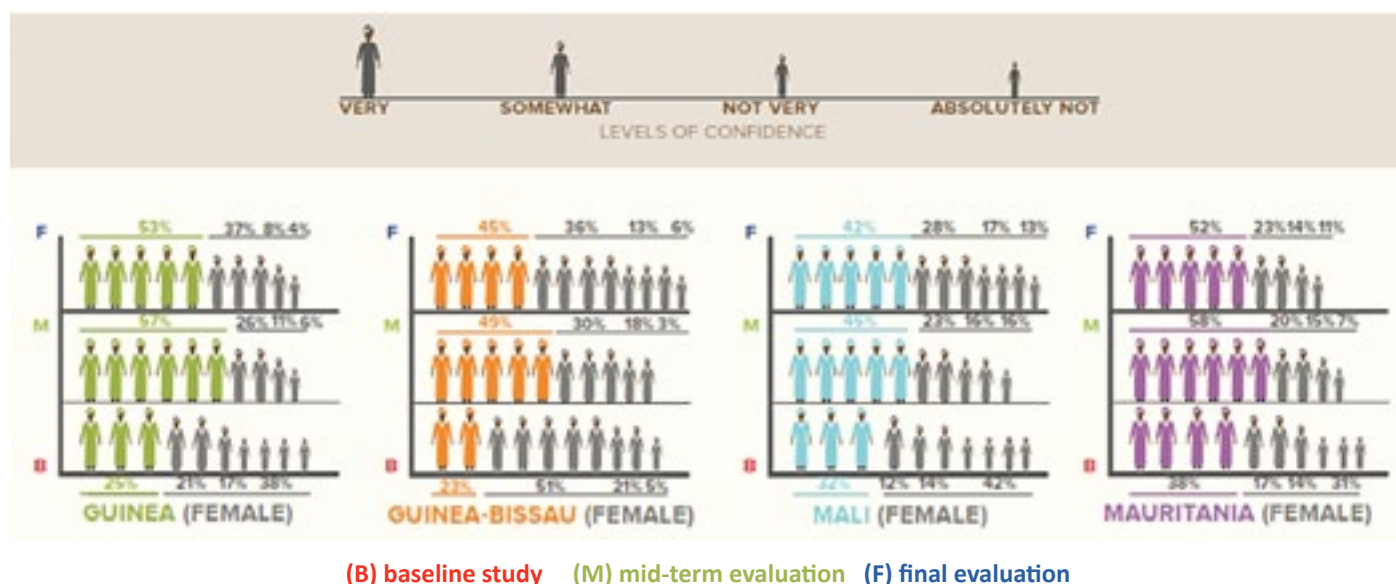
Overall Results: For many women, program class sessions are their first opportunity to voice their opinions before a mixed-gender group. Women who have participated in our program emerge as leaders at both a local and regional level. In Senegal, more than 80% of CMCs are led by women. Within the CMCs of the 150 communities that participated in the Generational Change in Three Years project in Guinea, Guinea Bissau, Mali and Mauritania, the majority of members were women. Over 61% of participating communities elected a woman to lead their CMC. Furthermore, in Guinea Bissau, all 40 CMC coordinators were female. With this leadership experience, women were able to take on new roles in local councils and regional federations/associations and emerge as leaders in protecting human rights.



Voices From 2016

"This is what makes the difference between the women of yesterday and today...[I ran for office] because I love my village, and also I saw that in our village there was no female counselor, and I can tell you that at the moment, it is mostly women who deal with challenges, they are who can better defend the interests of everyone. It was to defend the image of women that I decided to enter the competition...We have seen women ministers, women presidents, everyone has understood that women can go far; Men have understood and give permission to do what we have to do." - Khadiatou, a GC3Y participant

Speaking in Public: Levels of Confidence (survey of all community members)



Education: Adults and adolescents learn that education is a human right.



Across the Tostan organization, education is a core theme. That's because education is both how we work, and also one of the impacts of our work.

Tostan most often works in regions where formal education faces a range of challenges: Many communities do not have access to the formal school system; Some parents decide not to send their children to school because school facilities are often inadequate and located too far away; Many adolescents and adults have exited the formal system and cannot return; Many families only send boys to school, keeping girls at home to help with housework, agriculture, and looking after siblings.

In 2016 Tostan provided critical basic education programs and empowerment for 627 community partners, reaching 19,459 direct participants. These communities then extended the knowledge they gained and the movements they built to thousands of villages and hundreds of thousands of additional people through community-led outreach and sharing.

2016 Snapshots: In 2016 Tostan partner communities took on a range of activities related to improving education for children. For example, thanks to CMCs education awareness-raising campaign among community members, 70 children were enrolled in school in Goudiry, Senegal in 2016.

Education in Focus 2016: Literacy in Guinea Bissau

Tostan implements its program in communities where orality is the traditional medium for communication. Participants, who often haven't attended school, were very keen to learn basic literacy skills through the second phase of the CEP. Although attaining full literacy would require more time and more reading materials, most of the participants learned how to write basic information and, crucially, how to read and sign essential documents. These abilities allow them, for example, to register their newborn children, providing them with an official identity and the attendant rights. In Guinea Bissau, the literacy rate is around 55% and only 45% for women (UNICEF). These indicators are usually much lower in rural areas where Tostan is working, which explains the enthusiasm of participants when starting literacy classes. Reaching 100 participants per class in some areas, Tostan decided to increase the number of facilitators to ensure that participants are adequately supported in this particularly challenging learning process. Classes usually start with a review of a human right learned during the first phase of the CEP, the Kobi 1 module. Participants are then asked to come up with a short sentence that would describe the importance of one of those human rights. The facilitator then deconstructs the sentence identifying words, then syllables and finally letters. One or two letters are learned and participants

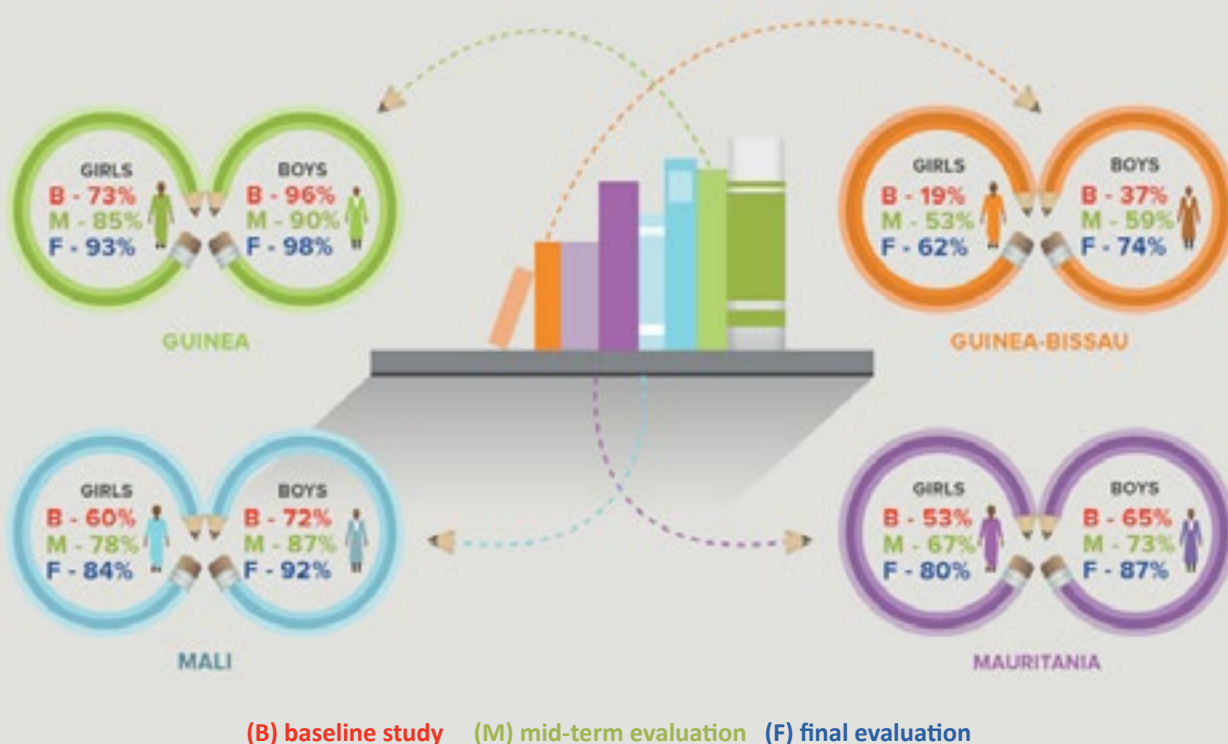
write the letters on their blackboards, then words. The class ends with the participants recreating a new text. Navigating the cell phone and SMS text messaging are also taught during the literacy classes which increases participant motivation to learn to read and write.



Photo: In Guinea Bissau Mariama Seydi is head of the Health Commission within the CMC of Massaba. She learned to write her name and her country's name on the black board during a session from the Aawde module. Mariama began learning to

Snapshot 2016: Community opinions of dropping out of school before and after the CEP

People who thought that there was “no age” at which it was acceptable to withdraw a girl or a boy from school (survey of all community members)

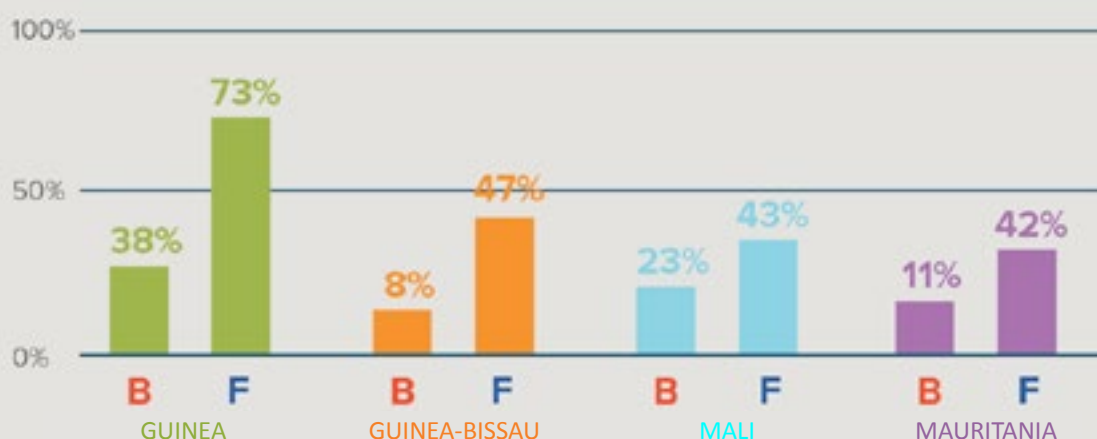


Health

During the CEP, classes, and CMCs, community members become active in the domain of health. In 2016 awareness-raising events led by CMCs involved in the Generational Change in Three Years initiative focused on the importance of prevention: following the vaccination schedule, pre- and post-natal consultation and the prevention of illnesses such as diarrhea, malaria, cholera, and Ebola. These activities led to an **increased number of people changing negative behavioral practices which lead to germ transmission and illness**. For example, regular community clean ups, the elimination of stagnant water in homes and public places, and compliance with best hygienic practices (i.e. hand washing with soap before eating and after going to the bathroom). In the four countries, there was also an **increase in the proportion of women who practiced birth spacing and who discussed family planning with their husband**.

Women who practice birth spacing (survey of all community members)

In all countries, birth spacing was not a widespread practice. During the baseline study, the rate was 8% in Guinea Bissau, 11% in Mauritania, 23% in Mali and 38% in Guinea. After three years of implementation of the CEP, surveys of the entire community (not just class members) reported that birth spacing is now practiced by 42% of women in Mauritania, 43% in Mali, 47% in Guinea Bissau and 73% in Guinea.

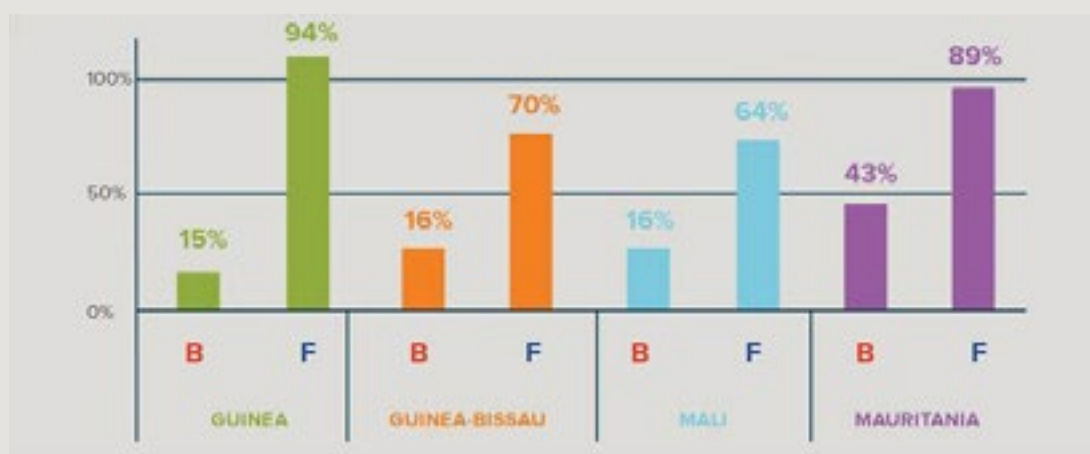


(B) baseline study (M) mid-term evaluation (F) final evaluation

2016 Results Snapshots:

- 1,102 children were vaccinated in the first 10 months of 2016 in 42 village CEP projects in Goudiry, Senegal.
- In October, 45 women were screened for cervical cancer thanks to health caravans organized by CMCs in Goudiry, Senegal.

Percentage of family members who disapprove and would intervene in a case of corporal punishment (survey of all community members)



(B) baseline study (M) mid-term evaluation (F) final evaluation

Economic Growth: Participants learn basic literacy, math, project management, and budgeting skills so they can successfully plan and launch businesses in their communities.



Tostan provides small Community Development Funds to CMCs, which are often used to establish a rotating microcredit fund that helps individuals, particularly women, with the money they need to start small businesses, invest in agriculture, or take on other income-generating activities. In Mali, the CMCs advocated to set up a banking structure. Before Tostan's program there was no banking structure in the rural district where the CEP was implemented. Therefore, to secure funds distributed by Tostan and to support the promotion of economic activities in their community, the members of the CMCs and federations requested an institution of microfinance to open an agency in their municipality. The agency was opened in January 2016 and now all 40 CMCs and the two federations have accounts in this agency.

In Guinea Bissau, 715 community members (582 women and 143 men) were able to finance their development projects (extraction and sale of palm oil, traditional soap), agriculture (sesame, peanuts, corn...), horticulture and small business pursuits. In Mauritania, communities developed ten community projects and 733 individual projects. Community grocery shops, small gardens, animal fattening initiatives, and tie dying projects are being implemented. These projects generated benefits that allowed participants to solve many financial difficulties within the community, such as their children's schooling expenses, family medical expenses, food supply, etc. In Guinea, 1,284 people carried out income-generating activities that met the food, health, and education needs of 5,060 children, including 3,036 girls. At the community level, the CDF allowed health posts and centers to stock essential medicines, repair boreholes, renovate schools and school tables, and support the schooling of pupils from deprived families.

Environment: Our model imparts knowledge and skills needed to find creative and sustainable solutions to environmental problems.



Environmental Impact

As CEP Participants work together to imagine a better future for the community, they expand their capacity to realize their individual and collective potential. The new knowledge and skills they learn are implemented immediately in activities that improve the communities' environments: for instance, the CMC organizes village clean-ups on a weekly basis. This not only improves the safety and cleanliness of the village; it also improves the groups' capacity for collective action, modeled in public, and produces highly visible benefits.

Voices From 2016

"When we began the Tostan program, it was in that moment that we saw images of a clean environment and we knew that we cannot have good health without hygiene and cleanliness... When I see that everything is clean around me, I am proud. During the rainy season, I cannot say that we have completely eradicated mosquitos, but there are far fewer mosquitos and there is less malaria. - Khadiatou, a GC3Y participant



Snapshot From 2016: Researchers emphasize the importance of community action around the environment.

In their book **Values Deliberation and Collective Action: Community Empowerment in Rural Senegal** (2016), Ben Cislighi, Diane Gillespie and Gerry Mackie researched the experiences of adult men and women during the human rights sessions of Tostan's Community Empowerment Program. Of particular interest in the authors' findings was the importance that cleaning the village played as "a source of new knowledge about cleanliness and its relationship to good health and a source of pride at the accomplishment of an organized community-wide action." A clean environment was a visible symbol of what they had done and were doing together to increase community wellbeing.

Cross-Cutting Issues

CEP participants learn that they **have a right to health** and **a right to be free from all forms of violence**, along with practical information about hygiene and how diseases are spread and prevented. Overall Results: Over 6 million people live in the **8,000 communities** across eight African countries that have publicly declared their abandonment of female genital cutting (FGC) and child/forced marriage. In Guinea, Guinea Bissau, Mali and Mauritania, expectations regarding practicing FGC shifted towards disapproval within all 150 participating communities. These changes in attitude were particularly remarkable because, at the beginning of the implementation, in all countries except for Mauritania, only a small proportion of the community members disapproved of the practice of FGC.

During the CEP, CMCs and community members became active in the domain of health. Awareness-raising events led by CMCs focused on the importance of prevention: following the vaccination schedule, pre- and postnatal consultation and the prevention of illnesses such as diarrhea, malaria, cholera, and Ebola. These activities led to an increased number of people changing negative behavioral practices which lead to germ transmission and illness. For example, regular community clean ups, the elimination of stagnant water in homes and public places, and compliance with best hygienic practices (i.e. hand washing with soap before eating and after going to the bathroom).

Female Genital Cutting (FGC)

- In Guinea, 92% of community members disagreed with the practice of FGC, 52% of which would intervene to try and prevent a case of FGC;
- In Guinea Bissau, 94% of community members disagreed with the practice of FGC, 55% of which would intervene;
- In Mali, 77% of community members disagreed with the practice of FGC, 21% of which would intervene;
- In Mauritania, 99% of community members disagreed with the practice of FGC practice, 43% of which would intervene.

These changes in attitude were particularly remarkable because, at the beginning of the implementation, in all countries except for Mauritania, only a small proportion of the community members disapproved of the practice of FGC. The rates of disapproval were only 7% in Guinea, 15% in Guinea Bissau and Mali and 47% in Mauritania. Furthermore, in the four countries only about 1% said they would intervene to try to stop someone from practicing FGC. In December 2016, 358 communities (150 participating communities and 208 sensitized or adopted communities) publicly declared the abandonment of harmful practices such as FGC and early / forced marriages (73 in Mali, 106 in Guinea, 77 in Mauritania and 102 in Guinea Bissau).

Child Marriage is one of the traditional practices harmful to the health and life of young children. The marriage of children limits their prospects for the future because married girls often are forced to drop out of school. These adolescents often face a risk of complications during pregnancy or childbirth, which can result in their death. In all countries, the majority of respondents believe that their families will now disapprove of child marriage (from age 12 years old). These rates are 98% in Mali, 96% in Guinea, 97% in Mali and 98% in Mauritania. These results reflect a change in attitude towards this traditional practice. During the baseline survey, the level of disapproval was 37% in Guinea Bissau, 57% in Guinea, and 50% in Mali. Mauritania was the exception, with a rate of disapproval of 81%. Beyond disapproval, the final evaluation also revealed that an important part of this group would intervene to prevent child marriage in their community:

- Guinea : 44% compared to 1% at the baseline study in 2013
- Guinea Bissau : 60% compared to 0% at baseline
- Mali : 26% compared to 2% at baseline
- Mauritania : 46% compared to 17% at baseline.

Innovation in the CEP

The CEP lends itself to innovation in a unique way, and can be altered to address specific social and funding needs. Here are two examples:

“Ndimaagu” Project

The “Ndimaagu” post-CEP project was designed to empower 55 communities of the Backel and Goudiry Departments of the Tambacounda Region of Senegal to prevent gender-based violence and promote positive and gender-equitable social norms in their extended social networks between 2010-2014. This project combines the most successful components of its three-year CEP with new program sessions on gender and the protection of women and children. The project was found to be a huge success. As the President of the Rural Council of Sinthiou, Mamadou Boubou declared: **“I wish all 80 villages of the rural community of Sinthiou Mamadou Boubou could benefit from the Tostan program because there is no wellbeing without balance within families and there will be no development if women are marginalized and left out because they are seen purely as the complement of men.”** In 2016, Tostan continued its partnership with Path to complete the rigorous external evaluation of this project. Tostan believes this important evaluation will help demonstrate a new impact area of the CEP and can lead to an even stronger case for the expansion of the CEP to new villages and areas across West Africa.

The areas of Komoty (12 members), Dianke (17 members), Goudiry (12 members), Dougué (10 members), and Bakel (12 members) each created their own local committee monitoring domestic and gender-based violence. All are coordinated by women, except for the Goudiry and Bodé committees.

42 radio programs were aired between October 2013 and the end of the program, covering project themes such as the role of women and their participation in the management of everyday life, and the need to change authoritarian and violent behavior in order to increase discussion and involve all members of the family in family management. A total of 277 people participated in these radio programs, either by physically attending the recording or by calling in to give their opinion.

Ten youth caravans were organized by young people who traveled to and ran awareness-raising events in 62 villages. A total of nearly 5,000 people were reached with inspiring messages from youth leaders, focusing on what young people can do to end violence against women. During these caravan campaigns, young people performed skits and conducted trainings using Tostan’s images representing human rights and international human rights instruments.

Prison Project



The Prison Project helps detainees reintegrate back into their communities through participation in a modified version of the CEP. Participation builds their knowledge of human rights and teaches them practical skills to start income-generating activities. It currently operates in 6 prisons in Senegal.

Results: Since the Prison Project began in 2003, the team has completed thousands of mediations, contributing to thousands of reintegration success stories throughout Senegal.

2016 Results:

- 635 participants;
- 481 class sessions from the Tostan CEP; Average class attendance rate of above 91%;
- 278 detainees trained on issues related to violence and 473 female detainees on reproductive health issues during special awareness-raising sessions;
- 360 detainee-led initiatives such as cell cleaning days, sports competitions, cooking, and classes teaching Wolof, French, and English;
- 535 in-person mediations (81% success rate);
- 6093 telephone mediations (87% success rate);
- 24 support visits to children of detainees who have been placed in alternative care;
- 466 detainees supported during parole hearings;
- 568 detainees trained in income-generating activities such as shoemaking, poultry farming, tie dye and market gardening.

Post-CEP

Tostan has drawn on the educational process at the heart of the CEP to develop new modules that build on the knowledge developed on human rights, health, good governance, communication, and economic empowerment, to help communities work together to come up with creative, sustainable solutions to specific challenges in new areas.

Child Protection

This module builds consensus around human rights and children's rights while building awareness of the various moral, social, and legal norms that affect children. During and after the CEP, Tostan-trained CMCs establish Commissions for Child Protection (CCPs), which take actions to improve a wide range of issues facing children. They advocate alongside progressive religious leaders for children's rights and work to change social norms that sustain harmful practices. They also intervene directly in cases of child abuse.

Tostan also works post-CEP to build upon the efforts of CMCs and local leaders. In 2016, Tostan continued post-CEP efforts through the Child Protection Project. This project, which is done in partnership with other NGOs, is reinforcing higher-level advocacy for Koranic school reform with grassroots social mobilization work. Through the project, 73 Koranic schools with 3,060 children total have ended child begging in 2016. 274 Koranic schools with an additional 4,012 children have substantially reduced begging. 87 communities have been visited by *marabouts* (Islamic religious leaders in Senegal) from project areas encouraging their counterparts to end child begging, and Tostan staff have intervened in 21 cases of child beggar abuse.

The Empowered Communities Network

In 2006, Tostan created the Empowered Communities Network (ECN) to help communities partner with other organizations on development initiatives to help realize their community vision. Following the establishment of a CMC and the implementation of the Tostan CEP, many CMCs register as official community-based organizations (CBOs) in their respective countries. Often, many CBOs join together and form Federations which lead to increased rights and opportunities. Community Development Funds (CDFs) are small grants that CMCs by Tostan, which they can use to finance projects or establish a rotating microcredit fund that helps individuals with the money they need to start small businesses, invest in agriculture, or take on other income-generating activities.

2016 Results: Tostan worked with 80 communities in four regions of Senegal to develop and implement post-CEP partnerships through the ECN. This is in addition to the ongoing efforts Tostan undertakes to maintain contact with CMCs in hundreds of Tostan-trained communities. **Tostan also continued its partnership with communities ensuring the follow up of mothers and grandmothers that had previously been trained as solar engineers through a partnership with Barefoot College, India.**



Peace and Security

This program builds on knowledge learned in the CEP to enhance communities' abilities to resolve conflicts at the local level. It emphasizes conflict prevention and management skills: improved communication, problem-solving skills, and techniques for the peaceful resolution of community and familial conflicts.

Results 2016:

- 1,500 local conflicts resolved often with women and youth leading the process and contributing to the solution;
- 3,091 participants in 60 communities in 3 countries in 2016

Results From 2010-2016:

- 6688 women actively took part in conflict management and in actions to promote human security.
- 120 Peace Committees were established
- 1600 conflicts were resolved by Peace Committees from April 2013 to December 2016. These resolved conflicts are of different types, including family, land, conflicts between farmers and cattle herders, domestic, community, intercommunity, etc.
- The module was implemented with the participation of 6,295 individuals in 120 communities in 3 countries.
- 120 religious leaders from Senegal, The Gambia, and Guinea Bissau have been trained in community wellbeing and mediation techniques.



The Reinforcement of Parental Practices (RPP)

This program encourages parents and other community members to work together to create an environment that strengthens children's development and enables caregivers to engage more effectively in verbal interactions with infants.

While we did not implement the RPP in 2016, Tostan launched a new project in December 2016 that will bring the RPP to 120 communities in Senegal in partnership with UNICEF. Tostan also continued dialogue with international partners regarding opportunities to scale up this transformational educational model.

Training



At the Tostan Training Center in Thies, Senegal, Tostan hosts international training courses on its human rights-based approach to community-led development in both English and French. In 2016, Tostan expanded significantly to host four ten-day trainings on Tostan's program content, human rights approach, participatory methodology, and strategies for social change, reaching more than 100 new participants from more than 20 countries.

We have developed a unique set of trainings using a participatory, learner-centered approach. Our trainers have extensive experience in rural Africa and implementing the Tostan Community Empowerment Program. Trainings serve individuals and groups who share a commitment to human dignity, transformative learning, holistic empowerment, and collective action.

Voices From 2016

"Tostan is more than just an NGO; Tostan is a teacher for the globe, training other NGOs to accelerate their mission fulfillment." - A Tostan champion and funder

In April, July, and November 2016, the TTC conducted three ten-day trainings on its development model (two in English and one in French). Due to demand, the original training schedule was increased to include a second English training in July.

The trainings attracted a total of 58 participants from 26 countries. The TTC created an alumni network to encourage collaboration and future connections between participants. As a result of the trainings, trainees are now applying a human rights-based approach into their own programs.

Results 2016:

5 trainings
126 participants
29 nationalities
50 NGOs

Our Training Partners

Silmang Community: The TTC has strengthened collaboration with the neighboring community of Silmang on cultural events and festivities during trainings.

The Segal Family Foundation: In 2016, A long-standing partner of Tostan, The Segal Family Foundation granted \$25,000 to the TTC in order to promote Tostan's human rights-based education among its partners.

The Carter Center: From August 21-31 2016, Tostan hosted a ten-day training with two groups of young leaders from Southern and Northern Ghana, with the support of the Carter Center. The training focused on human rights and their relation to Islam and on Tostan's approach to community-led development.

Partnership with universities: In July 2016, the TTC trained two student groups—39 students in total—from Allendale Columbia (USA) and African Leadership Academy (South Africa). The TTC is excited to partner with these and other universities in the coming years.

Semester at Sea: In October 2016, the TTC trained two Semester at Sea groups, hosting discussions on human rights, Tostan's participatory pedagogy, approach for expanding gender roles and supporting women's leadership, and strategy to drive the abandonment of harmful social norms.

SIT Graduate Institute: In January 2016, Tostan hosted a group from SIT Graduate Institute for a training about the role of national languages in promoting social justice.

Girls Not Brides: A global network of more than 550 civil society organizations from over 70 countries committed to ending child marriage and enabling girls to fulfill their potential, sponsored the participation of representatives from 10 member organizations in two Tostan trainings in 2016.



TTC and the Environment

Jokko: The TTC has partnered with Jokko, an association that specializes in permaculture, to examine the TTC's soil, water and energy use to cut energy costs and to ensure sustainable environmental operations. Early in 2016, TTC logistics assistant Saliou Fall attended a training on bio construction, after which he built a dome using entirely ecofriendly material. We look forward to harnessing this knowledge in future expansions.

Goes Green Project: Environmental sustainability is a priority at the TTC, which is why the TTC buys products and poultry from local communities, separates organic waste for composting and recycling, and has recently installed solar panels to completely power the main teaching classroom.

2016 Highlight: The Breakthrough Generation

In February of 2016, **14 donors joined Tostan in celebration of our 25th anniversary as a recognized non-profit**. These supporters from around the globe saw Tostan's program in action, discussed programming with senior-level staff, and experienced the beauty of West Africa. The donors committed to **"put on their shoes and walk"**, just like Demba Diawara, the first chief who worked with Tostan, had done decades before them when he took a stand against FGC. Together such journeys have gathered support and understanding for the social norms at play in Tostan communities, and supported the call for a holistic health and human rights education program. These donors are still going, and we are amazed by what a small group of passionate people have created for Tostan! In the last year, they have:

Donated more than \$1.3 million to the Breakthrough Generation Campaign



Connected us to new donors as passionate as they are.



Some have even become advisers and board members!



In 2016, during our 25th anniversary celebration, together with supporters from all around the world and Tostan representatives from all six countries, we coined the name **Global Mobilizers** to refer to leaders in development who directly support Tostan's core strategies. Like Tostan's Social Mobilization Agents who spread new knowledge and awareness in West Africa, individual donations from \$10 to \$10 million build support for our work on a global level. These donors collaborate with the thousands of women, men, girls and boys who have envisioned a future of dignity for all and are joyfully bringing it to life. The success of this first phase due to support from the global community made possible the launch of a second phase—the Breakthrough Generation Campaign—a historic, large-scale movement, implemented in five west African countries, to bring about positive social change. Anyone can contribute meaningfully to the Breakthrough Generation and become a Global Mobilizer with Tostan. If you would like to contribute meaningfully, please contact info@tostan.org.

Supporters and Partners

Individual Donations in 2016

1,309 individual donations
 \$3,478,804.10 total received
 11 gifts of \$100,000 and above totalling \$2,798,264.51
 16 gifts between \$10,000 and \$99,999.99 totaling \$395,439.83
 504 gifts between \$100 and \$9,999.99 totaling \$288,910.78
 778 gifts of \$100 and below totalling \$21,188.98
 Gifts came from 17 different countries

The Leadership Circle was created four years ago to bring the knowledge and talents of a diverse group of experienced advisors to improve the design and overall effectiveness of Tostan's foundational program. In 2016, the second generation of philanthropic leadership included:

Brian and Kelly Baxter
 Cynthia Baxter
 Imago Dei Fund
 Leslie Decker
 Mary Ellen Cunningham
 Orchid Project
 Pathy Family Foundation
 The Gem Foundation
 The Greenbaum Foundation
 The Long Road Foundation
 The You Have Our Trust Fund
 Tom & Gail Kaneb Family Foundation

Institutional partners

Anonymous Donor
 Branson Family Foundation
 Cartier Charitable Foundation
 Ed Nef Foundation
 Flora Family Foundation
 Imago Dei Fund
 Jackie Kaye Memorial Trust
 James Family Foundation
 Joan and Lewis Platt Foundation
 Johnson & Johnson
 Mao Family Foundation
 Norad
 Planet Wheeler Foundation
 Segal Family Foundation
 Social Investors
 Swedish International Development Agency (Sida)
 The Bill & Melinda Gates Foundation
 The David E Reese Family Foundation
 The Jacquelyn & Gregory Zehner Foundation
 The Lester Fund
 The Nommontu Foundation
 The William and Flora Hewlett Foundation
 UNFPA
 UNICEF
 Wallace Global Fund
 William H. Donner Foundation

Sister Organizations

Tostan Sweden

www.tostan.se

Tostan Canada

www.tostanCanada.org



FINANCIALS

Current Assets	2016 (in \$)	2015 (in \$)
Cash and cash equivalents	2,146,093	4,319,598
Investments	46,151	6,388
Grants receivable	4,500,752	3,419,766
Employee receivables	28,787	36,045
Contributions and other receivables	99,366	22,519
Prepaid expenses and other assets	45,794	28,970
TOTAL CURRENT ASSETS	6,866,943	7,833,286

Property and Equipment	2016 (in \$)	2015 (in \$)
Land	271,433	271,433
Buildings and improvements	451,750	451,750
Furniture and office equipment	110,308	181,324
Computer equipment and software	344,792	344,792
Vehicles	258,598	258,416
Less: Accumulated depreciation and amortization	(831,291)	(826,246)
Net property and equipment	645,590	681,469
Noncurrent assets and grants receivable	1,932,065	2,166,297
TOTAL ASSETS	9,444,598	10,681,052

Current Liabilities	2016 (in \$)	2015 (in \$)
Loan payable	-----	-----
Accounts payable and accrued liabilities	101,895	147,435
TOTAL LIABILITIES	101,895	147,435

Net Assets	2016 (in \$)	2015 (in \$)
Unrestricted	1,415,037	1,106,489
Temporarily restricted	7,927,666	9,427,128
TOTAL NET ASSETS	9,342,703	10,533,617
TOTAL LIABILITIES AND NET ASSETS	9,444,598	10,681,052

Expenditures	2016 (in \$)	2015 (in \$)
Program Services	6,961,893 (79%)	6,452,396 (81%)
General & Administrative	1,446,814 (16%)	1,177,502 (15%)
Fundraising	410,856 (5%)	332,842 (4%)





Headquarters

(+221) 33 820 55 89
5, Cite Aelmas, Ouest Foire Vdh
Bp 29371
Dakar-Yoff, Senegal

DC Office Tostan

Tel: +1 (202) 505-3925
PO Box 51987
Washington, DC 20091