



# ANNUAL REPORT - 2015

[www.tostan.org](http://www.tostan.org)



# VISION

## Dignity for All



# 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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# LETTER FROM OUR CHIEF EXECUTIVE OFFICER



## DEAR TOSTAN FRIENDS AND FAMILY,

In recent years I have frequently been asked to speak about Tostan—our history, our current work, and our future potential. Like any organization seeking to help people help themselves, it can sometimes feel challenging to summarize the diverse range of topics, projects, and stories that emerge from our work.

Yet I have come to see that two simple words can go a long way to describing everything Tostan does: empowering education. And as I reflect back on our work in 2015, I think this year is a

testament to the broad potential empowering education has to reshape our world. At the heart of our work in 2015 as always, our flagship education model—the Community Empowerment Program (CEP)—supported tens of thousands of people across six West African countries to make progress towards achieving their self-identified goals.

The CEP and social mobilization efforts continued to make waves across the region as this year hundreds of communities joined the movement to end female genital cutting (FGC) and child marriage.

We also tracked many other results across governance, education, health, the environment and economic growth, and did so with increasing clarity, thanks to a groundbreaking project we are undertaking to reinforce our monitoring systems, in partnership with the Gates Foundation.

I believe the education our CEP offers is effective in large part because it has continually adapted over 25 years to remain relevant to the needs and challenges communities experience, and I was proud to see recent extensions to and adaptations of the CEP are also gaining momentum this year. Our Peace and Security module has already proven successful at strengthening peace-building at the community level and in 2015 we were able to continue its impact across three countries. Similarly, a very

positive evaluation of our Reinforcement of Parental Practices (RPP) module by researchers at Stanford University demonstrated a significant reduction in how strongly caregivers approve of using physical punishment on children, and the children themselves are demonstrating impressively large gains in language skills just one year later. I didn't think it was possible to become even more passionate about this new educational component of Tostan's work, but this evaluation has made me just that.

2015 was also the year of the official launch of the Tostan Training Center (TTC) with a successful pilot training held in March. 21 participants from 12 countries learned about Tostan's program, participatory methodology, human rights approach and strategy. The TTC also hosted trainings with religious leaders from Nigeria and Ghana in collaboration with the Carter Center, and students from Sweden and the U.S. All of these individuals have in turn gone back to their own organizations, schools or communities, to apply and share what they have learned. Of course, accepting the Thomas J Dodd Prize in International Justice and Human Rights on behalf of Tostan (alongside former U.S. President Bill Clinton!) was a moment I won't soon forget. However,

that prize, along with other exciting moments of recognition scattered throughout the year, belong as always to our partner communities who are taking such brave strides—and to all of you: our supporters and Tostan family. Without you, this momentum would simply not be possible.

With immense gratitude,



Molly Melching



# LETTER FROM OUR BOARD CHAIR



## TO THE TOSTAN GLOBAL FAMILY,

Like most of you, I would imagine, I find myself these days in frequent discussions with colleagues, family, and friends about the significant challenges we are facing as a global community. While the questions are many, I tend to return to a common theme when it comes to what I think is an answer: the day we see more women leaders is the day we will find the solutions we seek.

Often, people think I mean only in global politics. But actually I mean it at all levels, and in particular I am often thinking of the local level, the community level. This is in large part because of what I have seen at Tostan. I first met Molly Melching and Tostan 10 years ago when I returned back home to Senegal after retiring from the Rockefeller Foundation where I was Vice President for administration and regional programs. I had just completed a 14-year career at the foundation, 11 of which were spent in the field, at the Nairobi office.

Those 11 years in grantmaking with regular contact with grantees taught me lessons about grantee impact.

When I met Molly I was a consultant to the William & Flora Hewlett Foundation's population program and my assignment was to help them think through their reproductive health programming in Africa. My exploration led me to Tostan which, I was told, had a groundbreaking approach with impact where no program seemed to work. My meetings with Tostan confirmed what I heard and it was with pleasure that I accepted the invitation to join the Tostan Board in 2008.

After two visits to a village near Thies, and another to a village near my home town Nioro, I saw something I had not seen before: **confident women taking the lead in community meetings** and making great presentations on issues that were usually discussed and handled exclusively by men. **It was not just the agency demonstrated by women but also its acceptance by men that impressed me.** This is when I realized what Tostan's approach to community empowerment really meant, how effective it was, and how much potential this approach had for Senegal and far beyond.

It is for this reason that for seven years I have served on the Board of Directors, supporting **Tostan's journey to refine a model that works to nourish the most valuable resources we have on the African continent: the minds and spirits of the people who live here.** It was my pleasure

to be elected as Board Chair in 2015 and an honor to be able to play a part in shaping the strategy Tostan follows, both programmatically and organizationally, while continuing to contribute my specific expertise in monitoring and evaluation. The pages that follow are a testament to the potential of empowering women to empower communities, and vice versa.

This past year 381 more communities declared their abandonment of FGC and forced/early child marriage, making the total 7,630 by year end. Hundreds of women who previously did not speak in public ran for local office—and were elected. Tostan's Reinforcement of Parental Practices engaged and developed the minds of hundreds of baby girls and boys in West Africa and received international recognition for its validated results. Religious leaders were trained on human rights methodology and went back to their communities to joyfully take action to make positive change. New collective businesses were started using local resources. Community leaders made sure that both girls and boys went to school—and that young children got vaccinated. And, in keeping with the subtle, fundamental change I first encountered at Tostan, the very way that families made decisions in the home shifted.

As you encounter these results, and all of the other accomplishments of 2015, I ask you to consider the role that women's empowerment—and the broader community empowerment that complements it—have played. As Tostan turns 25, I hope you will join all of us at Tostan in celebrating decades of hard work by looking ahead to the next 25 years, as we discover how Tostan can make its greatest contributions moving forward.

Like a prism, when we direct the energy of our efforts through the agency of women and communities, a rich spectrum of colors immediately begins to dance. Even with all of the challenges our world faces, I'm convinced that if we focus on women's empowerment and the social change to which it is inextricably linked, the coming decades can be filled with a myriad of bright solutions.

Sincerest Regards,  
Dr. Cheikh Mbacke

# INTRODUCTION

## WHAT IS TOSTAN?

Tostan is an international nonprofit organization headquartered in Dakar, Senegal, and currently operating in **six countries in West Africa**. By facilitating the spread of human rights education and practical skills, Tostan provides rural communities with the knowledge and skillsets needed to determine—and ultimately create—their own future.

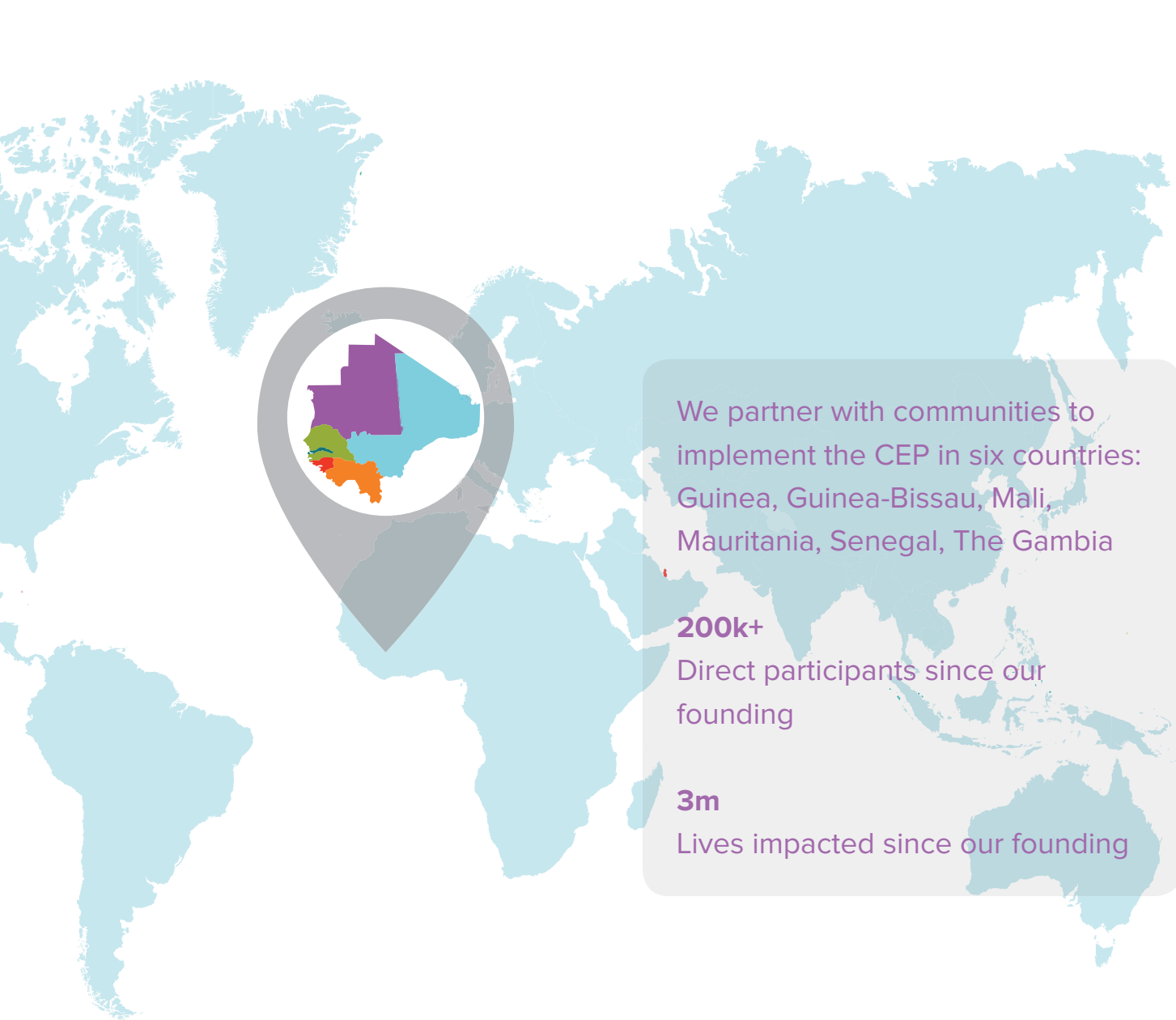
We have spent **over 20** years supporting communities to be in charge of their own development, and we do that through our grassroots, holistic education program. This program is known as the Community Empowerment Program (CEP).

## THE BASICS OF THE COMMUNITY EMPOWERMENT PROGRAM:

- It is the core of Tostan's work.
- It takes three years.
- Facilitators of the program are of the same ethnic group as the community members where they work, and are fluent in the local language. Facilitators also live with the community for the full three years of the program.
- Participants in the classes spend the first year discussing their vision for the future of the community, the fundamentals of democracy, human rights and their responsibilities, problem solving, health and hygiene. By the end, they set a collective vision for their future based on these discussions.
- This is followed by two years of literacy, numeracy, project and financial management and other skills trainings needed to bring to life the vision they agreed upon.
- Communities elect a 17-member Community Management Committee (CMC), over half of whom are women. These CMC members are trained in project management and social mobilization skills, and it is they who continue to lead development projects long after the completion of the Tostan program.







We partner with communities to implement the CEP in six countries: Guinea, Guinea-Bissau, Mali, Mauritania, Senegal, The Gambia

**200k+**  
Direct participants since our founding

**3m**  
Lives impacted since our founding

## THE RESULTS TO DATE:

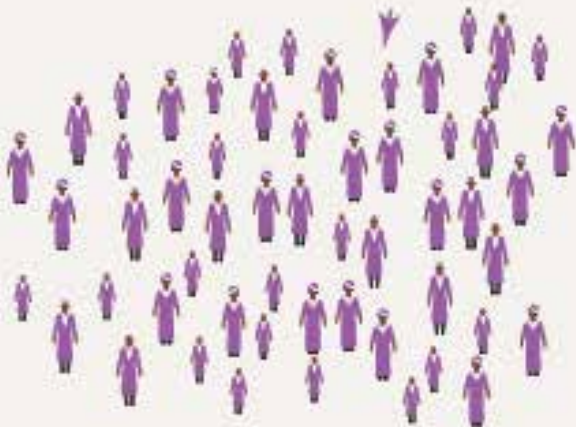
- At least **three million people** now live in communities that have publicly declared an end to child/forced marriage and the millennia-old practice of female genital cutting;
- Over **19,000 women** have been selected for community leadership positions and a growing number have been voted to elected office (many in very traditionally conservative areas);
- More than **100,000 people** have learned about the fundamental elements of democracy and practice inclusive decision-making;
- Tostan's approach has been cited as best practice by UNICEF, the Center for Global Development, Population Reference Bureau and the International Center for Research on Women.

# A Look at 2015

There were roughly  
**30,500 direct participants**  
in Tostan's program over  
the course of the year,  
with an indirect impact  
on over...



...**300,000 individuals**  
as a result of organized  
diffusion.



**356** communities in six  
countries participated in  
the CEP in 2015...



...while **170** additional  
communities took part  
in a post-CEP project  
or module.

## MEDIA

Tostan was covered in the following outlets, among others:



BILL & MELINDA  
GATES foundation



THE  
HUFFINGTON  
POST



There were **four public declarations of abandonment of FGC and child/forced marriage in two countries**, involving 381 communities. This brought the total number of communities who have made such a declaration to **7,630**.

2015

NEW: 381

TOTAL: 7,630

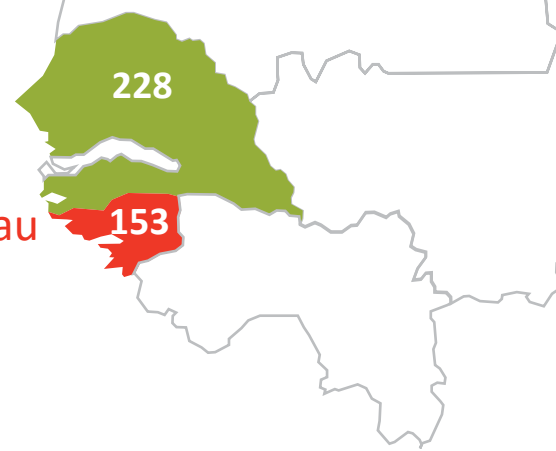


Senegal

228

Guinea-Bissau

153



100% OF THE CMCs IN ALL SIX COUNTRIES  
HAD A MAJORITY OF FEMALE MEMBERS

6,241 VILLAGE CLEAN-UP ACTIVITIES WERE  
ORGANIZED ACROSS ALL PARTICIPATING  
COUNTRIES.



## AWARDS/PRIZES

- The Thomas J. Dodd Prize in International Justice and Human Rights
- 2015 BNP Paribas Special Jury Prize
- 2015 University of Illinois Alumni Humanitarian Award - Molly Melching

## LAUNCH OF THE BREAKTHROUGH GENERATION

In the lead-up to Tostan's 25th anniversary celebration in 2016, we launched the **Breakthrough Generation campaign**: a campaign to tell stories of leadership from 25 years of grassroots change. The first film released, "Lifting Stones: Ending Child Marriage in Mali", received an honorable mention at the 11th Annual My Hero International Film Festival.



## GENERATIONAL CHANGE IN THREE YEARS

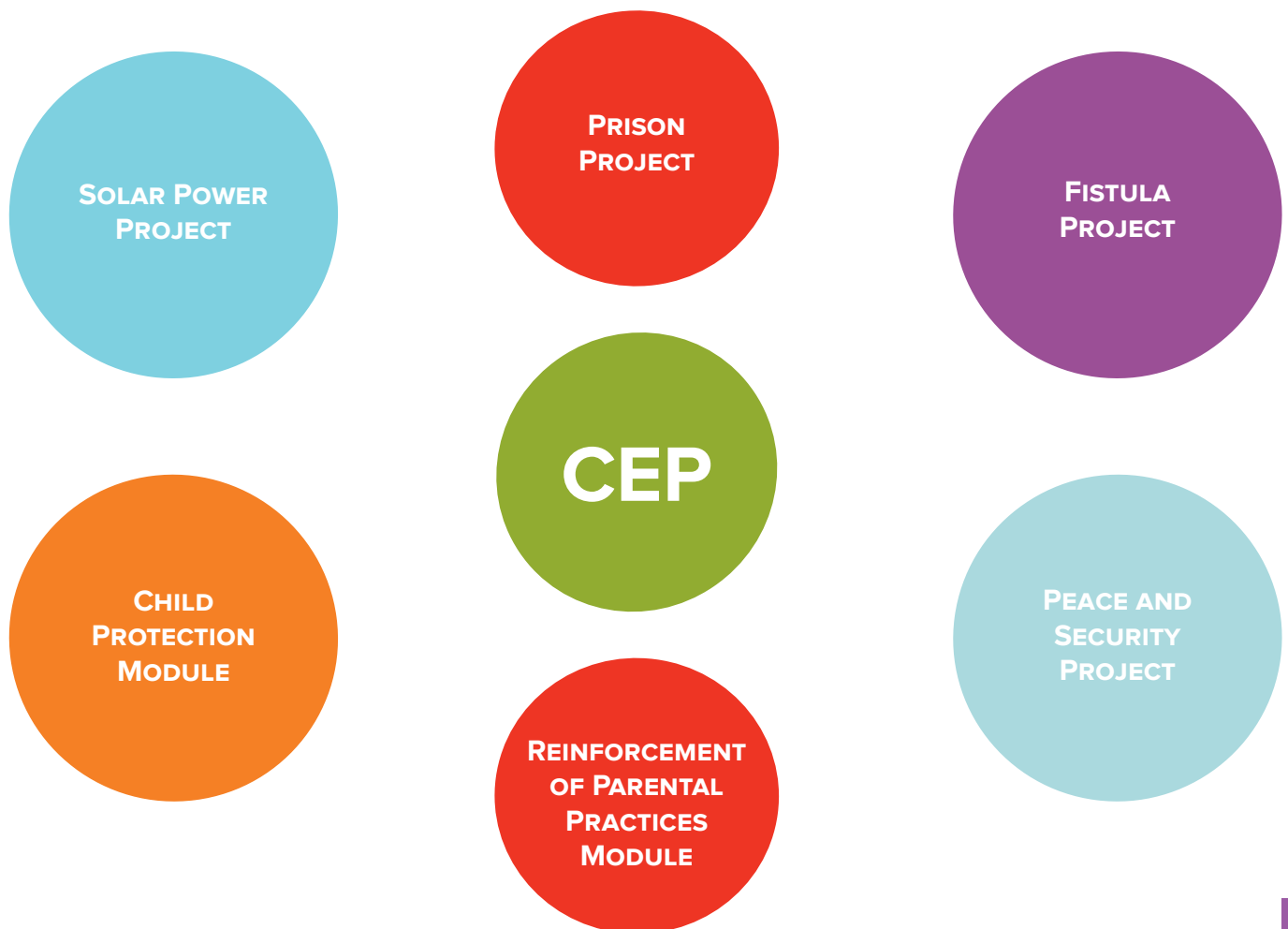
Tostan's Generational Change in Three Years (GC3Y) campaign aims to build on the momentum currently growing across West Africa for a historic, large-scale movement for the abandonment of harmful practices, the empowerment of girls and women, and the promotion of human rights. The campaign is creating a foundation of community-led development, supporting the CEP in four of the six countries where Tostan currently operates (Guinea, Guinea-Bissau, Mali and Mauritania).

Between January and December of 2015, the 150 communities in the four countries were able to complete the first phase of the CEP (called the "Kobi"), while Tostan's field staff were trained on the next phase of the CEP (the "Aawde"), before initiating that phase in community centers across the four countries. For the first time, all class participants were also trained in child protection, empowering them to promote children's rights and intervene in cases where children are at risk. Social mobilization activities including inter-village meetings, sharing seminars and radio shows helped to spread information learned in class to the wider community and beyond.





# BUILDING ON THE COMMUNITY EMPOWERMENT PROGRAM (CEP)



At Tostan we work with communities to further strengthen their development efforts through extensions—or modified versions—of our core program, the CEP.

These include programs focused on peace and security, early childhood learning, and child protection. Read on for highlights from these exciting programs in 2015.

# PEACE AND SECURITY

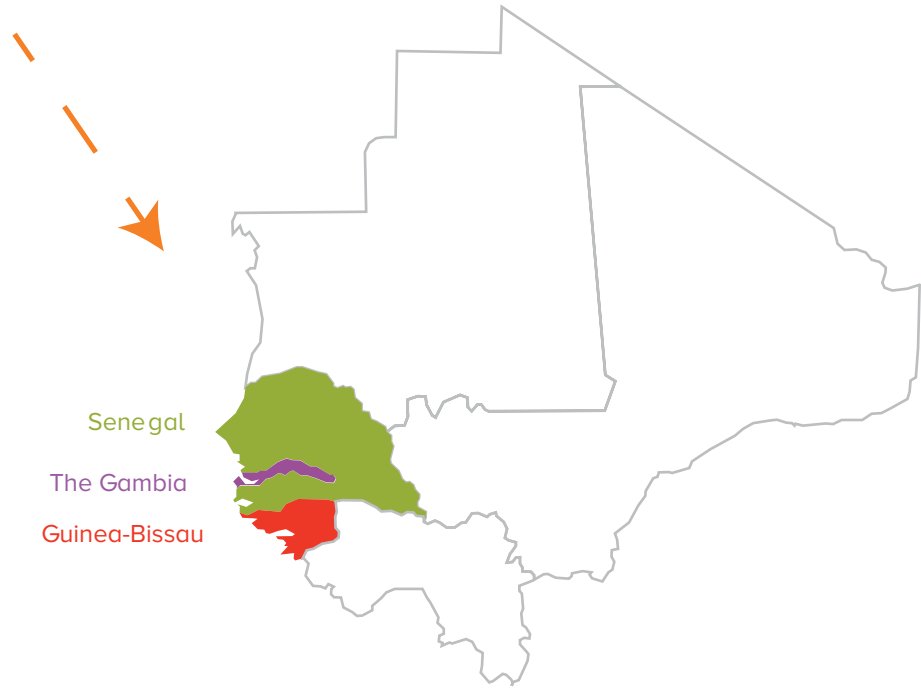
Tostan's Peace and Security project works to strengthen and support lessons learned during the CEP, with a focus on improving peace and security in particular.

2015

NEW: 60 Peace & Security Centers

**PARTICIPANTS: 3,058**

87% of whom were women



Those participants in turn “adopted” (shared and discussed what they had learned) with 2,328 people and 70 communities (20 in Guinea-Bissau, 31 in Senegal, 19 in The Gambia), all of this resulting in the engagement of almost 5,400 people.



**GUINEA-BISSAU**



**SENEGAL**



**THE GAMBIA**

The program also saw the establishment of 60 Peace Committees composed of women and men in the three participating countries, bringing the total number of Peace Committees to 120.

These Peace Committees in turn:

- Developed action plans as part of their conflict prevention tasks at the community level;
- Carried out awareness-raising activities on respect for human rights and human security;
- Resolved 77 diverse conflicts relating to domestic issues, cross-community tensions, property disputes, and religious tensions, to cite only a few, in just the last few months of the year.

The Community Management Committees in the three participating countries, established during the CEP, themselves carried out hundreds of advocacy and awareness-raising activities on human rights, human security and peaceful conflict resolution.

## REINFORCEMENT OF PARENTAL PRACTICES

Our Reinforcement of Parental Practices (RPP) program aims to reinforce knowledge gained in the CEP that encourages parents and other community members to create an environment for children to succeed in both school and life in general. 2015 was another successful year for the RPP, with religious

leaders, school directors, teachers, caregivers and community members coming together to advocate for positive Early Childhood Development (ECD) practices. In February and March of 2015, each of the Tostan Senegal regional offices held a workshop for religious leaders on children's rights and particularly children's right to an education free from violence, highlighting the approach of the Prophet to educating his own children. At the end of the seminars, religious leaders validated and signed a document pledging to promote non-violence in their communities. They have since become powerful advocates for children's rights and agents of social change. They use occasions like community ceremonies and Friday sermons to share the teachings of the RPP program. Working with religious leaders has become a key pillar of the program and has contributed significantly to the program's success in participating communities and their social networks. 2015 also saw large number of parents caregivers accompanying their children to school, meeting with teachers and monitoring their children's progress, often for the first time. Teachers and school directors began visiting community members more often, for example, checking in with parents of children that had been absent from school. Community members rallied together to buy and repair school furniture and school supplies, and some planted trees to ensure enough shade at school during the hottest months.

### STANFORD EVALUATION:

Over the summer of 2015, Tostan received the results of a rigorous external evaluation of the RPP program in the Kaolack region of Senegal, conducted by Stanford University. Results showed that caregivers in RPP communities nearly doubled (78%) the amount of speech directed at their child during a five-minute naturalistic play session. 95% of caregivers scored as very knowledgeable about ECD, compared to 34% in non-RPP communities. There was a sizeable reduction in how strongly caregivers approved of physical punishment of children, as compared to caregivers in control villages. Children in RPP villages showed impressively large gains in language skills one year later. Children in both groups more than doubled the number of words they said in the five-minute play session, but the increase was 50% greater for children in the RPP group.



# PRISON PROJECT

The Prison Project works in six Senegalese prisons, providing prisoners with tools to improve prison conditions and preparing them to reintegrate back into society upon their release.

Participation in a modified version of the CEP builds their knowledge of human rights and equips them with practical skills to start income-generating activities. These skills are then developed through trainings. Mediations engage the familial support structure during incarceration and facilitate integration upon release.

## 2015

- 782 detainees participated in 435 CEP sessions on democracy, human rights and responsibilities, problem solving, health and hygiene, and practical skills in literacy, numeracy, project management and income-generating activities.
- Tostan supervisors held an additional 100 awareness-raising sessions to reinforce class content and deal with specific issues relevant to each prison, such as infectious disease transmission.
- Tostan staff facilitated a total of 364 in-person mediations and 5,306 telephone mediations.
- Trainings in income-generating activities included poultry farming, fabric dyeing, shoe and bag making, market gardening, and fruit and cereal processing.



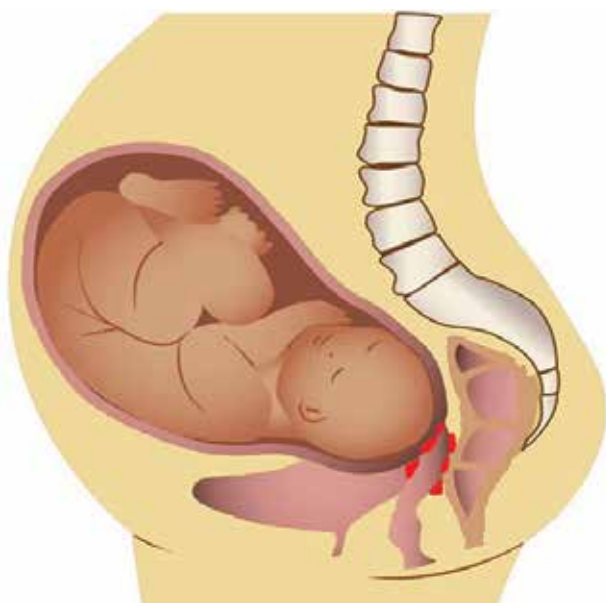
# FISTULA PROJECT



Tostan's Fistula Project aims to prevent the occurrence of obstetric fistula, to reduce by 70% the number of women living with this condition in target regions in Senegal, to help these women reintegrate back into their communities, and to reduce the stigma attached to the disease.

The project builds the capacity of local communities and stakeholders to prevent fistula from happening, as well as provides support and rehabilitation for women already living with the condition. This capacity building is done through awareness-raising sessions in villages on the causes of fistula, and the treatment.

In 2015 social mobilization agents organized **623 village visits**, reaching **29,560 people**, including **144 women** who underwent successful operations.



## SHARING THE CEP MODEL

(TTC) hosts international training courses on its human rights-based approach to community-led development in English and French. 2015 was the official launch of the TTC. Through work with the Restorative Leadership Institute, the team has been able to develop a social enterprise framework and structurally set the TTC up for positive social impact, while also raising revenue for Tostan's work.

Building a TTC community was a major focus of 2015, making sure that the TTC is considered a home to Tostan staff, our partner communities, our supporters and partners, academic and development institutions, training alumni—and Silmang, the surrounding neighborhood. The TTC employs local youth, and seeks to promote cross-cultural sharing by organizing cultural nights for everyone to attend. The center also partners with Tostan communities, bringing them to the TTC for a marketplace to showcase their work. Lastly, the TTC continues to engage with training alumni, through a visit to The Gambia and Ziguinchor, Senegal and with regular communication.

TTC was represented at the Carter Center's annual conference in Accra in December 2015. This was an opportunity to share the experiences of our past trainings and widen the network of potential participants for all of Tostan's various training opportunities.

### **TOSTAN'S HUMAN-RIGHTS APPROACH TO COMMUNITY-LED DEVELOPMENT: A HANDS-ON WORKSHOP (MARCH 2015)**

Our first ten-day training course welcomed 21 participants from 12 countries, including Canada, Kenya, Liberia, Nigeria, Senegal, Sweden, Tanzania, Uganda, The Gambia, the UK and the US. This course provided an introduction to Tostan's content, human rights-based approach, participatory methodology, and outreach strategy.

### **RELIGIOUS LEADERS SHARING SEMINAR (AUGUST 2015)**

In partnership with the Carter Center, the TTC hosted a nine-day seminar for 20 religious leaders from Nigeria and Ghana. This course focused on how religious leaders could incorporate human rights into their Koranic teachings.

### **STUDENT GROUP ONE-DAY TRAININGS**

The TTC hosted two groups of students, one from Sweden and one from U.S Semester at Sea, in 2015. These trips give students a quick introduction to Tostan's work, and then allowed them to see it for themselves in a partner community. We have started developing partnerships with student groups like this, who are encouraged to then bring new groups every year.







# MEASURING AND LEARNING FROM TOSTAN'S IMPACT & PREPARING FOR THE ROAD AHEAD

## MONITORING, EVALUATION, RESEARCH AND LEARNING (MERL)

Over the course of 2015, the MERL department continued to strengthen its monitoring and evaluation system, made possible by a grant from the Gates Foundation. In collaboration with ITAD (a British consultant contracted by Gates), MERL has undertaken:

- the review and validation of the Theory of Change Led by the Community (TCLC),
- the development of a results framework for the CEP,
- the development of new monitoring and evaluation tools for the CEP, with testing of these tools in Senegal and Mali scheduled to begin in January of 2016.

MERL also benefited from technical assistance provided by Dimagi for the development of a system of electronic monitoring and evaluation data collection using the CommCare application. In addition to this technical development, MERL produced the mid-term evaluation of the CEP in The Gambia, and the final evaluation of Reinforcement of Parental Practices (RPP) in Senegal.

Tostan does not impose an external set of norms and behaviors on partner communities. On the contrary, the organization's approach facilitates a process by which members of the community reflect on their existing practices and social norms, and how those practices impact the realization of their vision for well-being. This prerogative, left to the community in the process of change, makes Tostan's "Theory of Change" truly community-led.

## DEVELOPING A NEW STRATEGIC ENGAGEMENT PLAN

Launched in 2010, Tostan's Strategic Plan 2010-2015 has guided our work for the past six years. It has the main goal of reaching 3,000 communities, and envisions changes for the organization and its programs. Building upon the mid-term assessment completed in December 2012 (available in our 2012 Annual Report), Tostan in 2015 assessed its progress to-date, with a view toward shaping a new strategic period beginning in 2016. During this review, we confirmed that we had successfully launched a new collaborative funding model in our Generational Change in Three Years campaign, we saw major improvements in our logistics capacities, we redesigned our branding and launched a brand new website. Crucially, we also developed exciting new programs and integrated others into the full Community Empowerment Program. The review revealed that while most of our internal operational goals were met, some opportunities remained, while others had fallen out of date. Finally, the organization saw an opportunity to better design its next strategic planning process, to adapt and adjust in real time as realities change. These critical areas for improvement will be major factors in shaping our next strategic period, which is currently intended to extend from 2016-2022. Tostan is deeply appreciative of all of the people who contributed to the many successes during these past six years, and we look forward to the next strategic phase.



# A VOICE FROM THE LEADERSHIP CIRCLE: SCALING SUPPORT



I fell in love with Tostan the first time I heard about it five years ago. What impressed me were not only the transformative results Tostan was achieving in West Africa, but also the way in which it goes about its work. And that's why my husband and I decided to become donors and to join Tostan's Leadership Circle.

I love Tostan's holistic methodology – the fact that it looks at the root causes and interconnections of various aspects of community development and addresses them all.

I love Tostan's inclusive and respectful approach that puts communities first. Tostan doesn't tell communities what to do, it provides the enabling environment, knowledge and tools for communities to determine their own futures and make decisions for themselves. What's more, Tostan lives by its own values. It always puts its beneficiaries first and listens to them deeply. It is constantly learning and improving its approach, and it shares its learning with non-profits around the world.

I love Tostan's approach to changing social norms: Tostan understands deeply that social norms can only change when communities are empowered to make their own decisions together. Ending a social norm like child marriage, for example, cannot happen with one girl, one family or even one village at a time. It can only have a chance of succeeding when entire intermarrying regions work together.

I love Tostan's funding community. It is a joy to be part of a community of like-minded individuals that understand and support Tostan's holistic approach. The sense of belonging and purpose that comes from being part of this group makes it the most meaningful funding opportunity I have ever had.

I support Tostan because I believe it is the highest leverage opportunity to bring large-scale development, social change, and peace to Africa, and it is a great model for how development can be done differently to benefit communities all over the world.

It is a great privilege to be part of a respectful, caring family of social change mobilizers. Together we can make the world a better place with both joy and unwavering determination.

Kelly Hawke Baxter



# OUR GLOBAL MOBILIZERS

Much like our programs, our fundraising is community-led, inclusive, and diverse! Your support drives innovation at the grassroots, from major governmental agencies to philanthropic leaders and hundreds of people who give in all amounts from their own philanthropy. This is a snapshot of Tostan's Global Mobilizers:

**IN 2015, TOSTAN RECEIVED 1,256 DONATIONS FROM 699 INDIVIDUAL DONORS IN 14 COUNTRIES FOR A TOTAL OF \$2,526,934.64.**

## INDIVIDUAL DONORS AT ALL LEVELS

Tostan would like to thank all of our donors for their support in 2015. While too numerous to list here, your giving—whether at \$20 or much more—drives Tostan's community partnerships and overall effectiveness. Thank you!

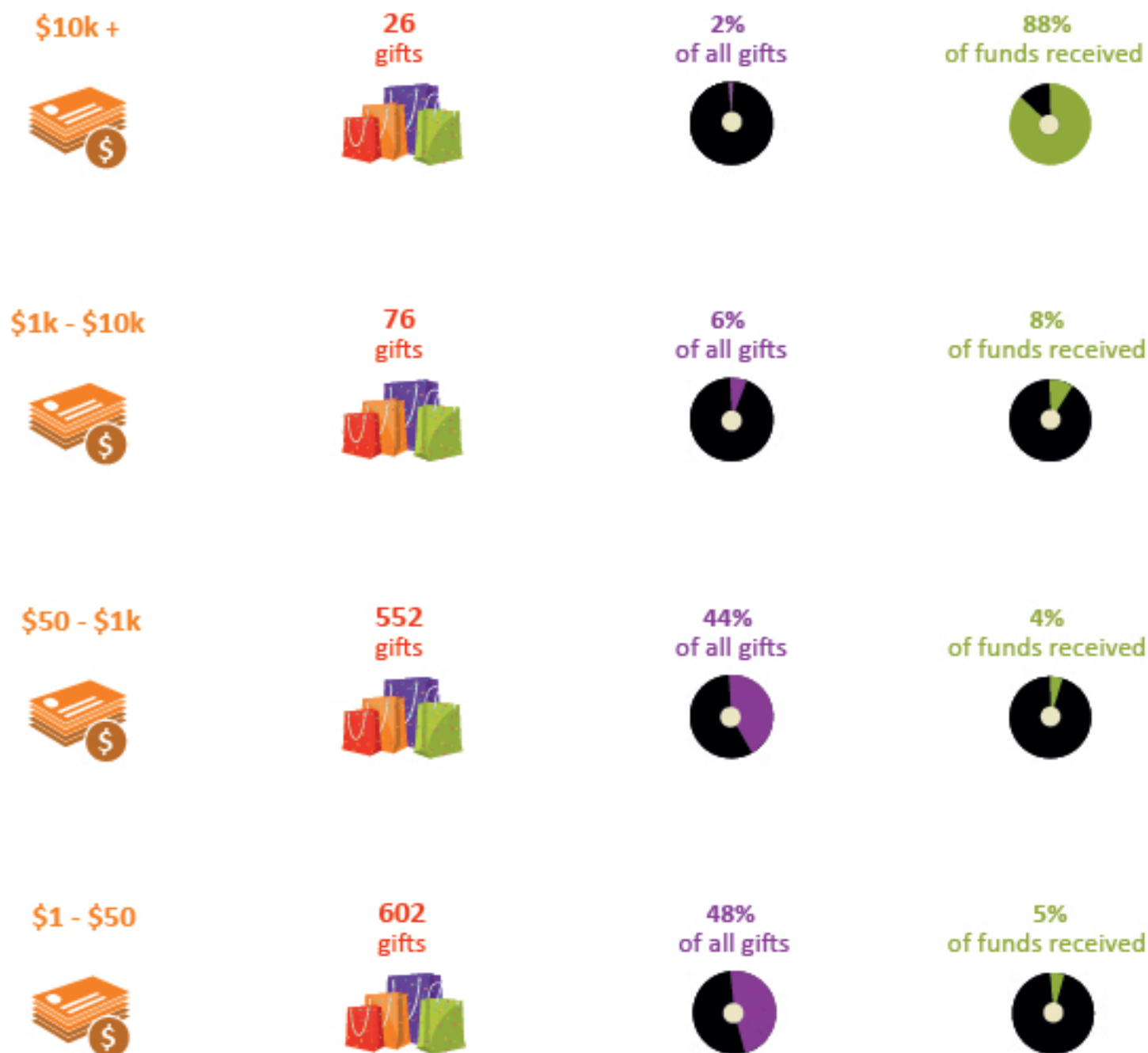
## INSTITUTIONAL PARTNERS 2015

Anonymous Donor  
Anti-Slavery International  
The Bill & Melinda Gates Foundation  
Cartier Charitable Foundation  
Ed Nef Foundation  
Flora Family Foundation  
Imago Dei Fund  
Jackie Kaye Memorial Trust  
Joan and Lewis Platt Foundation  
Johnson & Johnson  
The Lester Fund

Norad  
Planet Wheeler Foundation  
Seattle Foundation  
Segal Family Foundation  
Social Investors  
Swedish International Development Agency (Sida)  
UNFPA  
UNICEF  
Wallace Global Fund  
The William and Flora Hewlett Foundation  
William H. Donner Foundation

## NUMBER OF DONATIONS RECEIVED

## % OF FUNDS RECEIVED



We would like to extend a special thanks to our 56 donors who supported us on a monthly basis.

**DON'T FORGET, 100 \$100 GIFTS ARE THE SAME AS ONE \$10,000 GIFT!**

The Leadership Circle was created three 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 2015, this first generation of philanthropic leadership included:

Brian and Kelly Baxter

Mary Ellen Cunningham

The Gem Foundation

The Greenbaum Foundation

Tom & Gail Kaneb Family Foundation

The Long Road Foundation

Orchid Project

Pathy Family Foundation

# FINANCIALS

| Current Assets                      | 2015 (In \$)     | 2014 (In \$)     |
|-------------------------------------|------------------|------------------|
| Cash and cash equivalents           | 4,319,598        | 3,695,708        |
| Investments                         | 6,388            | 46,495           |
| Grants receivable                   | 3,419,766        | 836,242          |
| Employee receivables                | 36,045           | 44,215           |
| Contributions and other receivables | 22,519           | 42,656           |
| Prepaid expenses and other assets   | 28,970           | 33,633           |
| <b>TOTAL CURRENT ASSETS</b>         | <b>7,833,286</b> | <b>4,698,949</b> |

| Property and Equipment                          | 2015 (In \$)      | 2014 (In \$)      |
|---|-------------------|-------------------|
| Land  | 271,433           | 271,433           |
| Buildings and improvements                      | 451,750           | 451,750           |
| Furniture and office equipment                  | 181,324           | 181,324           |
| Computer equipment and software                 | 344,792           | 344,792           |
| Vehicles  | 258,416           | 258,416           |
| Less: Accumulated depreciation and amortization | (826,246)         | (707,336)         |
| Net property and equipment                      | 681,469           | 800,379           |
| Noncurrent assets and grants receivable         | 2,166,297         | 4,940,383         |
| <b>TOTAL ASSETS</b>                             | <b>10,681,052</b> | <b>10,439,711</b> |

| Current Liabilities                      | 2015 (In \$)   | 2014 (In \$)   |
|--|----------------|----------------|
| Loan payable                             | -----          | -----          |
| Accounts payable and accrued liabilities | 147,435        | 188,867        |
| <b>TOTAL LIABILITIES</b>                 | <b>147,435</b> | <b>188,867</b> |

| Net Assets                              | 2015 (In \$)      | 2014 (In \$)      |
|---|-------------------|-------------------|
| Unrestricted                            | 1,106,489         | 1,160,004         |
| Temporarily restricted                  | 9,427,128         | 9,090,840         |
| <b>TOTAL NET ASSETS</b>                 | <b>10,533,617</b> | <b>10,250,844</b> |
| <b>TOTAL LIABILITIES AND NET ASSETS</b> | <b>10,681,052</b> | <b>10,439,711</b> |

| Expenditures             | 2015 (In \$)    | 2014 (In \$)    |
|--------------------------|-----------------|-----------------|
| Program Services         | 6,452,396 {81%} | 6,765,516 {80%} |
| General & Administrative | 1,177,502 {15%} | 1,036,726 {12%} |
| Fundraising              | 332,842 {4%}    | 619,724 {7%}    |



| <b>Support &amp; Revenue</b>     | <b>2015 (In \$)</b> | <b>2014 (In \$)</b> |
|----------------------------------|---------------------|---------------------|
| Grants and contributions         | 8,843,234           | 9,960,774           |
| Interest and investment income   | 13,879              | 19,053              |
| In-kind contributions            | -----               | 732,666             |
| Net training center loss         | (155,020)           | (77,515)            |
| Other                            | 24,797              | 17,800              |
| <b>TOTAL SUPPORT AND REVENUE</b> | <b>8,726,890</b>    | <b>10,652,778</b>   |

| <b>Expenses</b>                               | <b>2015 (In \$)</b> | <b>2014 (In \$)</b> |
|---|---------------------|---------------------|
| Program services                              | 6,452,396           | 6,765,516           |
| Supporting services                           | 1,510,344           | 1,656,450           |
| General and administrative                    | 1,177,502           | 1,036,724           |
| Fundraising                                   | 332,842             | 619,724             |
| <b>TOTAL EXPENSES</b>                         | <b>7,962,740</b>    | <b>8,421,966</b>    |
| <b>CHANGE IN NET ASSETS BEFORE OTHER ITEM</b> | <b>764,150</b>      | <b>2,230,812</b>    |

| <b>Net Assets</b>                | <b>2015 (In \$)</b> | <b>2014 (In \$)</b> |
|----------------------------------|---------------------|---------------------|
| Total other items                | (481,377)           | (23,256)            |
| Change in net assets             | 282,773             | 2,207,556           |
| Net assets at beginning of year  | 10,250,844          | 8,043,288           |
| <b>NET ASSETS AT END OF YEAR</b> | <b>10,533,617</b>   | <b>10,250,844</b>   |



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