

Tostan
Dignity for All



Strategic Scaling Perspectives

Spring 2019



Vision: Dignity for all.

Mission: Tostan empowers communities to develop and achieve their vision of wellbeing and inspires large-scale movements leading to dignity for all.

Problem Definition: The lack of access to empowering formal and non-formal education, exacerbated by poverty and deeply entrenched harmful social norms, creates an environment that fails to adequately prepare individuals and communities to realize their own vision for sustainable community wellbeing.

Our Opportunity: Scaling Community Wellbeing

Tostan is poised to make a significant breakthrough over the next year. We have begun to implement a carefully designed scaling strategy, based on:

1. Our multi-decade experience with over 3,000 African communities.
2. Evidence of the effectiveness of the Community Empowerment Program (CEP) and post-CEP programs stemming from a strengthened monitoring and evaluation system, based on a Theory of Change that considers changes in social dynamics and social norms, as well as changes in standard elements of wellbeing. These are measured with a set of indicators on governance, education, health (santé), economic empowerment, and the environment (“GESEE”).
3. An in-depth exercise with a specialized external organization, which confirmed that Tostan meets the conditions to go to scale, and supported reflection on the most conducive pathways.
4. Recent learnings from an innovative pilot program undertaken in Senegal, in partnership with UNICEF, which tested ways to enhance the results of the community empowerment process by linking it to the new governance structures established through recent government decentralization*.

With the roll-out of the scaling strategy, fueled by continued learning, the number of communities able to define and make progress toward their vision of wellbeing will grow at a faster rate. Local movements, scaled to district and higher levels, will contribute to the achievements of the Sustainable Development Goals (SDGs) locally and can serve as a model nationally and globally.

In 2019, we are focusing on five key areas that define Tostan’s scaling potential:

Civic
Engagement
for Sustainable
Development
Framework

Direct
Implementation
of the CEP
and Post-CEP
Programs

Training in
Tostan’s Model

Replication with
Other Partners

Engaging
the Global
Community

* The delegation of power from a central authority to regional and local authorities.

Tostan's Civic Engagement for Sustainable Development Framework: Redefining how Tostan thinks about scale

What it is and what we're doing

The new line of programming on Civic Engagement for Sustainable Development is informed by the promising results of the pilot undertaken in 2017-18, and has the potential to set in motion social dynamics that extend wellbeing and strengthen its sustainability at a fraction of the cost. The central strategy involves building the capacity of elected members of the *collectivité territoriale* (CT) councils in a district to understand human rights and the SDGs. This will empower them to fulfill their roles and responsibilities, as well as formulate plans and budgets that take into account the vision and needs of the communities they represent, with particular attention to the needs and participation of women and youth.

The CTs are the programming unit. Civic Engagement for Sustainable Development is fueled by a critical mass of communities that have benefitted from the CEP, and that already share and are pursuing a vision for sustainable development. Organized diffusion and social mobilization, such as engagement with the Federations of Community Management Committees (CMCs) and local radio broadcasts, serve to extend the knowledge and vision to additional communities. Concurrently, the training of CT council members as well as their subsequent increased interaction with communities and with development partners, leads to development plans and budgets that are aligned with the communities' human rights-based vision and with the SDGs.

What's next

Tostan will initially concentrate efforts in Medina Yoro Foulah, one of the poorest departments in Senegal, to generate a 'model' department. It will cover all 11 CTs that comprise primarily rural communities and some urban neighborhoods. The programming will build upon the 85 of the 549 villages/neighborhoods of the department that have already completed the CEP, have established CMCs, and have engaged nearby villages in organized diffusion. Further learning, together with communities, government, and non-governmental partners on the scaling to departmental level will inform plans for application to the entire region of Kolda and to other countries where Tostan operates. Coverage could be national in small countries, namely Gambia and Guinea-Bissau.



The Children's Council of Medina Yoro Foulah, Senegal, established in the 2017 pilot.

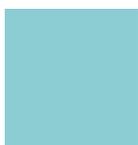
Direct Implementation of the CEP and Post-CEP Programs: Demonstrating what sustainable development looks like across five countries

What it is and what we're doing

Tostan is continuing to expand the coverage of its flagship CEP and the post-CEP modules that delve deeper into the topics of parental practices and peace and security. It has sharpened the criteria for selection of new communities, with greater focus on ensuring sufficient concentration and coverage to generate change throughout social networks and across districts, so as to fuel a movement that leads to dignity and wellbeing across entire departments, regions, and countries. Simultaneously, Tostan is in the process of identifying a research institution with which to undertake a longitudinal study to gather additional evidence on the sustainability of the results of the CEP that have already been proven in the short term by various CEP evaluations. Both as part of the study and in programming in new communities, Tostan is further increasing attention on how programs lead to new social dynamics that increase gender equity and contribute to dignity and wellbeing for all.

What's next

Over the next four years, Tostan plans to scale up CEP and post-CEP programs in 2,045 communities at concentration in Senegal, The Gambia, and Guinea-Bissau, integrating the Civic Engagement for Sustainable Development framework to magnify good governance in the regions of implementation, leading to sustained impact and resource generation. In terms of population coverage, we plan to reach 102,250 direct participants in communities of more than 1,227,000 people and bring more than 2,000 communities into the movement to abandon female genital cutting (FGC) and child marriage, likely leading to departmental and national public declarations. This year, Tostan will also undertake a detailed Gender-Based Analysis Plus (GBA+) in order to more sharply identify and analyze gender barriers as well as other identity factors including ethnicity, religion, and mental or physical disability, that could condition program effectiveness.



Training in Tostan's Model: Sharing and refining a proven approach

What it is and what we're doing

In recent years, Tostan has received increasing requests from individuals, organizations, philanthropists, and universities to share our model for community-led development. As a result, in 2015, Tostan started offering 10-day training courses at our Tostan Training Center (TTC) in Thiès, Senegal, as a part of a broader effort to share Tostan's content, approach, methodology, and strategy with community leaders and practitioners around the world. To date, Tostan has welcomed a total of 496 trainees from 47 countries across four continents to our trainings. The trainings engage religious and other influential leaders, as well as development partners operating in countries where Tostan does not have a direct presence. It enables them to become familiar with Tostan's proven approach and enriches us as we learn from their experience.

What's next

Tostan is continuing to evolve our training offerings and explore ways to support trainees during and after the trainings. A major emphasis looking ahead will be to expand our post-training learning and evaluation system to better capture and understand the ways in which our trainings are able to improve programming and contribute to community wellbeing. We also plan to explore expanded coaching and adaptation support to 10-day trainees. We are continuing to develop trainings both for individuals working alongside CEP implementations, as well as for those working in geographies where Tostan is not actively programming.



Learning about human rights education at the TTC

Replication with Other Partners: Exploring a powerful complementary option

What it is and what we're doing

Tostan is exploring the pros and cons of various replication models and their corresponding business models, to determine which may be most practical and effective in scaling dignity and wellbeing in partnership with other organizations.

What's next

Tostan envisions designing and implementing pilots to test one or more replication models with trusted partners. The pilots will entail joint reviews of programmatic approaches and methodologies and are not expected to result in a 100% replication of the CEP and post-CEP programs. However, they will need to fully adhere to the principles of human rights and sustainable development, and to the fundamental methods of empowering education and social norm change that are at the core of the Tostan model and have proven to be effective in promoting dignity and wellbeing.



Engaging the Global Community: Expanding wellbeing through influence and partnerships

What it is and what we're doing

Tostan's mandate to play a role in the broad scaling of community wellbeing is fueling our efforts to expand our influence and exchange within key global networks. Our vision is to contribute to reshaping the global development systems that are well-positioned to contribute to wellbeing. Tostan's legacy of effective influence at local, national, and international levels is rooted in a core approach of focusing on programmatic success and communicating it clearly, so that community-led development can speak for itself as much as possible. As we build upon this model, we are participating in a range of networks including those focused on community leadership, systems change, social norms, and other key areas. We are also enriching global understanding of our work and improving the effectiveness and reach of our models as well.

What's next

We envision making substantial contributions to the SDGs at the local level. As our Strategic Engagement Plan (SEP) 2019-2022 gets fully underway, we envision the data we collect and the stories we capture contributing to a new understanding of what is possible by 2030, and of the role that empowering education can play in progress both locally and globally.



Tostan's Sustained Impact: Local breakthroughs that spark global movements

Tostan's work with over 3,000 local communities across eight African countries to date has led to movement-building results. Since 1991, these partner communities and their neighbors have made inspiring breakthroughs in areas such as economic empowerment, inclusive leadership and women's health and wellbeing, which they sustain long after Tostan has left the region.

Since we began:

- **8,830 communities** in Africa have declared an end to female genital cutting (FGC) and child marriage, positively impacting the lives of approximately **5.5 million people**.
- **30,000+ women leaders** have emerged in civic and elected roles.
- **2,000+ community-level conflicts** have been mediated by women and youth.
- **3,000+ communities** have designed their own vision and action plans for sustainable development.

In these communities, the youth, women and men are now working together to achieve their visions for shared wellbeing, through activities such as income-generation projects, community fund management, child protection, and collaboration with local government. They directly contribute to the global movement of the SDGs.

In a recent at-scale implementation of the CEP in 150 communities across four countries (2013-2016), Tostan noted significant positive shifts and achievements, including:

SDG 3: Good Health and Well-Being for People

The following have more than doubled:

- » The percentage of women who discuss family planning with their husbands.
- » The number of respondents whose children receive vaccinations.
- » The percentage of respondents who used an oral rehydration solution.

"We have a health center here. Now when a child gets sick, we bring him to the health center... That is because of the teaching Tostan gave us." – Mali

SDG 2: Zero Hunger and SDG 6: Clean Water and Sanitation

- » Significant increase in public cleanup days (e.g. on average 28 per community each year in Guinea-Bissau)

"They are important changes because, for example, with the garden, we eat well and in addition we earn money... With the compost, your garbage is [not] blowing around everywhere [causing] diseases [and] it reduces the amount of chemical fertilizer you use and your field gives good yield. It's so beneficial! Where we planted trees, so far no trees have died; within three years we will have a forest. It is we who benefit, not Tostan!" – MALI

"Our way of thinking has undergone changes since the arrival of Tostan... Where Tostan is active, a new consciousness emerges, a junction of energies and hearts in unison."

– Program participant in Guinea-Bissau

SDG 16: Building Peaceful and Inclusive Societies

- » The proportion of participants who know their human rights multiplied by five, from 13% to 70%.
- » Significant increases in joint decision-making between husband and wife in all four countries.

"Women now dare to make public speeches and defend their opinions in mixed meetings. As we are currently doing here, sitting with a man who is a stranger; before we did not dare to do it." – GUINEA-BISSAU

SDG 4: Inclusive and Quality Equitable Education

- » Across all four countries, increase in the proportion of participants who believe that there is no age that is acceptable to withdraw a child from school, with this proportion growing three times larger in Guinea-Bissau (from 15% to 58%).

"This quest for knowledge projects us forward because we now know how to read and write, and all this contributes to seeing forward." – MAURITANIA

SDG 8: Sustained, Inclusive Economic Growth

- » 54% increase in proportion of women running their own income generation activity (on average per country).