



Tostan
Dignity for All

Appointment of
Chief Executive Officer



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Message from the Chair of the Board



For 26 years Tostan has been transforming lives in Africa, where our human-rights based education program is empowering rural communities with the knowledge to determine their own vision, develop sustainably, and take charge of their own futures. Since 1991 our model of investing in grassroots education for girls, women and communities has played out in historic social movements and countless individual transformations. Today, we are proud that Tostan's proven methodology for community-led development draws international acclaim from leaders and organizations around the world.

Tostan has grown significantly in the past 15 years – from one country to six, from a budget of US\$1 million to US\$10 million. With unprecedented demand from communities, partners, and other NGOs alike, we experience more acutely each day the need to extend our programs – not only in terms of scaling up our impact on specific issues and social movements, but also in terms of ensuring broader support for education and community-led development for the benefit of millions more in Africa and beyond.

Building on Tostan's tremendous success, we are excited to embark on a new journey as we seek an exceptional individual to work with our talented founder, Molly Melching, along with the Board of Directors, and our African team to lead the organization into a new strategic era of expanded reach, partnerships, and impact. We invite you to consider this unique opportunity to help usher in the next level of Tostan's success and make your own contribution to sustainable development in Africa.

Sincerely,
Dr. Cheikh Mbacké
Chair of the Board



Message from the Founder



If you are passionate about working to improve the lives of women and girls in Africa, and believe in the power of a holistic, human-rights based approach to community development, I hope you will consider applying to become the new CEO of Tostan.

Tostan has been my life's work and I am so proud of what we have accomplished. Proud of the growing movement we have enabled to end harmful traditional practices that have persisted for thousands of years. Proud of our award-winning literacy program, and the countless program innovations over the years, such as our recently proven approach to improving early childhood development through reinforcing parental practices.

Most of all, I am proud that Tostan has provided a basic education program in national languages to hundreds of thousands of people, especially women and girls, who had been excluded from formal education, and to have trained and partnered with thousands of local communities to better lead their own development efforts.

My priority now is to make sure that the knowledge and learning I have gained from the communities I have worked with over 26 years has been transferred to Tostan's program team and that our Training Center has the capacity to meet the growing demand for knowledge sharing on the Tostan model.

As I step aside from the helm of Tostan to dedicate my time to programs and training, I am so excited to welcome new leadership to our incredible organization. We have so much yet to do. I look forward to giving our new CEO my full support to help Tostan realize its dreams.

Warmly,
Molly Melching
Founder of Tostan





About us

Tostan, from the Wolof word for “breakthrough”, is a global leader in community development and social transformation. Headquartered in Dakar, Senegal and also registered as a US 501c3 non-governmental organization, Tostan works in six countries in West Africa. Our mission is to empower African communities to bring about sustainable development and positive social transformation based on respect for human rights.

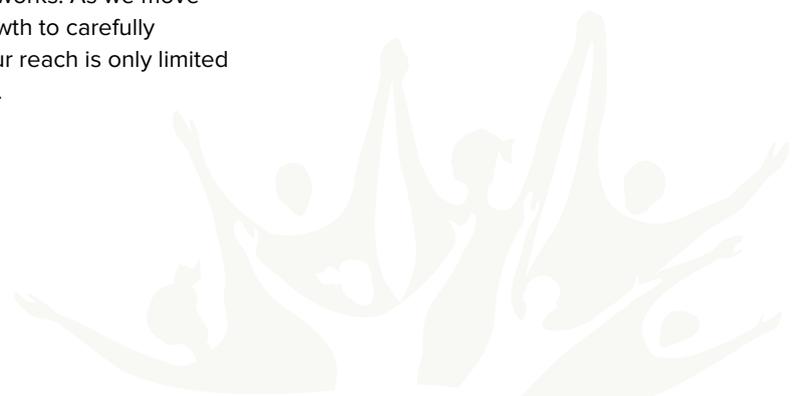
For the past 26 years Tostan has been transforming lives in Africa. Our human-rights based education program leads to community-wide behaviour change in the areas of education, health, environment, governance, and economic growth, as well as in cross-cutting issues such as female genital cutting, child protection, early childhood development, and empowerment of women and girls.

To date, thanks to Tostan’s proven model for empowering grassroots education, over three million people in 8,000 communities have been

impacted by the abandonment of child marriage and female genital cutting; over 20,000 women have been selected to community leadership positions, and over 1,200 local conflicts resolved by women leaders, to name just a few of our demonstrated direct impacts. Our model of investing in girls, women and communities has been tested and refined and is seeing remarkable, lasting results. It works. As we move from organic growth to carefully planned scale, our reach is only limited by our resources.

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

To learn more about Tostan and our history please visit our [website](#).





What we do

The Community Empowerment Program

Tostan's core program is its **Community Empowerment Program (CEP)**, a three-year non-formal education and community-led development program. The CEP is currently offered in 22 languages in six African countries: Guinea, Guinea Bissau, Mali, Mauritania, Senegal, and The Gambia.

Over three years, CEP participants learn about democracy, human rights, problem solving, health and hygiene, literacy, numeracy, project management and income generation. As well, communities elect 17-member **Community Management Committees (CMCs)**, at least half of whom must be female.

They are trained in project management and social mobilization skills. These committees continue to lead development projects that are relevant to their community needs long after the program ends. Through a process of "**organized diffusion**", participants help spread the information they have learned through neighboring communities or social networks.

This social mobilization component increases the impact of Tostan's programs, spreading new ideas organically from person to person and community to community.

Our Community Empowerment Program has seen remarkable results and we are facing unprecedented demand from thousands of communities across Africa.

Our Values

Human rights-based

Knowledge of human rights and dignity for all is the foundation for learning.

Respectful & inclusive

Information is shared in a non-judgmental, inclusive way to create open dialogue.

Holistic & sustainable

Our program covers five key impact areas and has sustainability at its core.





What we do

Tostan Training Center

Recognizing its proven positive effects for community-led development, an increasing number of community activists, members of local, national and international organizations, as well as representatives from governments, academia and the media have expressed an interest in information and training on the Tostan methodology.

In response to this growing demand Tostan has established a Training Center in Thiès, Senegal, where it offers international training courses on its human rights-based approach to community-led development in English and French. In 2016 Tostan trained NGO leaders from more than 20 countries on our approach. We plan to train even more this year.

To learn more about Tostan's programs, including its Peace and Security Module, Prison Project and Reinforcement of Parental Practices Module, please visit our [website](#).

Our strategic priorities

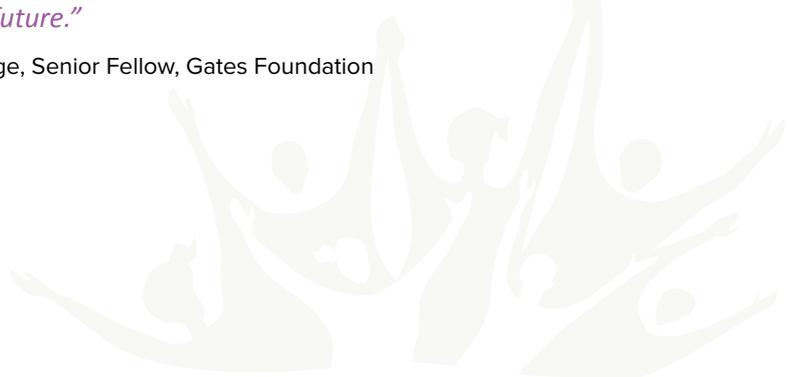
At the root of every one of our successes is Tostan's core approach to working with communities at a grassroots level to develop and deliver responsive, effective programs. Our most profound opportunity is to bring the core of our work to scale, and to realize the full potential of transformational education all over the world in communities where it is needed most.

To get there, over the next five years our priorities are to:

- ✓ Extend Tostan's programs to do the greatest good for the greatest number of people as efficiently and sustainably as possible.
- ✓ Expand Tostan's capacities to ensure the quality, effectiveness, and reach of its programs.
- ✓ 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.

"When the history of African development is written, it will be clear that a turning point involved the empowerment of women. Tostan has demonstrated that empowerment is contagious, accomplished person by person and spreading village by village. They are writing a story of inspiration, hard work, grassroots participation, tangible results, and a much brighter future."

– Dr. William Foege, Senior Fellow, Gates Foundation





Our impact

- **Ending harmful practices:** Over 8,000 communities publicly declared abandonment of female genital cutting and child/forced marriage.
- **Women's empowerment:** Over 20,000 women selected into community leadership positions and a growing number into elected government office.
- **Peace & security:** 1,200 local conflicts resolved often with women and youth leading the process and contributing to the solution.
- **Governance:** Community Management Committees continue to establish and promote grassroots democratic structures within their communities. Over 100,000 people have learned about democracy and equitable decision-making.
- **Education:** CEP participants learn that education is a human right. Tostan participants improve their literacy and math skills and children in Tostan communities stay in school longer.

- **Health:** Tostan communities make health, hygiene, and disease prevention a priority in their communities, especially maternal and child health. In addition to a widespread reduction in violence and harmful practices, Tostan communities have also seen increases in vaccinations, improved prenatal care, reductions in malaria, HIV/AIDs and other diseases.
- **Economic development:** CEP participants develop the skills needed to manage projects and run small businesses. 2,000 villages have established their own community funds that help save, invest, and grow.

To learn more about our impact and results, please visit the [Impacts](#) and [Evaluation and Research](#) sections on our website.

Our awards and recognition

Tostan has been recognized for its transformative work in numerous ways. For example:

- In 2015, Molly Melching received, on behalf of Tostan, the [Thomas J Dodd Prize in International Justice and Human Rights](#), along with President Bill Clinton.
- In 2015 Tostan was featured in [Getting Beyond Better](#), a book by Sally Osberg, president and CEO of the Skoll Foundation, on how social entrepreneurs are improving the lives of others.
- In 2014 Melinda Gates chose Tostan as [one of the five best charities](#) that benefit women and girls.
- In 2010 Molly Melching received the [Skoll Award for Social Entrepreneurship](#).
- In 2007 Tostan earned the [Conrad N. Hilton Humanitarian Prize](#) for contributions to the alleviation of human suffering.

To learn more visit the [awards and recognition](#) page on our website.



Our team

Tostan is a vibrant community of over 600 people working towards dignity for all. Tostan is African-based and relies on the diverse skills and passion of its people to help run its programs across Africa, as well as in Europe and the United States. Tostan is a grassroots organization led at a country level by national teams, which include dedicated facilitators and supervisors who work directly with our partner communities.

Founder

Since arriving in Senegal in 1974, Molly Melching has dedicated her life to the empowerment of communities at grassroots levels. Molly is highly regarded for her expertise in non-formal education, human rights training, and social norms change. Her work with Tostan has brought her international recognition. In 2011 Molly was named one of the **“150 Women Who Shake the World”** by Newsweek and one of the **“Most Powerful Women in Women’s Rights”** by Forbes magazine. Molly’s book, **However Long the Night**, written by acclaimed author Aimee Molloy, has become a best seller.

After leading the organization for 26 years, Molly has chosen to step out of the leadership role to dedicate her time and talent to program development, delivery, and training.

Leadership Team

Our core **leadership team** consists of the diverse international staff at our country coordination offices in Guinea, Guinea-Bissau, Mali, Mauritania, Senegal, and The Gambia, as well as at our headquarters in Dakar, Senegal and support office in Washington DC, USA.

International Board of Directors

Tostan’s **Board of Directors** is its governing body. Our Board bring their relevant skills and capabilities to help guide Tostan’s strategic direction.

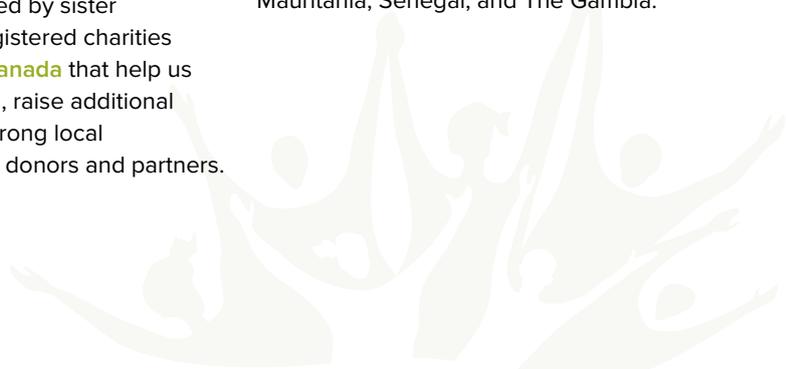
Sister organizations

Tostan is supported by sister organizations, registered charities in **Sweden** and **Canada** that help us expand our reach, raise additional funds and form strong local relationships with donors and partners.



Where we work

Tostan’s head office is in Dakar, Senegal. It is also a registered US501c3 charity with a fundraising office in Washington DC. Its training center is in Thiès, Senegal. Tostan works with communities in six African countries via its national offices in Guinea, Guinea-Bissau, Mali, Mauritania, Senegal, and The Gambia.





Finances

Financials 2015

Fiscal year 2015 (US\$)

Support and revenue

Grants and contributions	8,843,234
Interest and investment income	13,879
Net Training Center loss	(155,020)
Other	24,797
Total support and revenue	8,726,890

Expenses

Program expenses	6,452,396
Administrative costs	1,177,502
Fundraising costs	332,842
Total expenses	7,962,740

Excess of revenue over expenses	764,150
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Role description

We are seeking an exceptional, passionate and collaborative Chief Executive Officer (CEO) to lead Tostan as it works with millions to transform lives, communities and countries, and touches the lives of tens of millions more. The CEO will lead the organization into an exciting new strategic era of expanded reach, partnerships, and impact.

The CEO is responsible for the successful leadership, management and performance of the organization. The CEO will report to the Board of Directors, and work closely with the Founder.

Key responsibilities will include:

Strategic leadership and management

- Develop and guide Tostan's strategic direction and the implementation of strategic goals across the organization, with accountability for achievement of those goals.
- Engage the Board, staff, and local and international stakeholders to nurture and evolve Tostan's strategic directions and programmatic priorities.
- Oversee the development and implementation of an organizational annual plan to achieve strategic objectives.
- Lead, inspire, recruit, and retain a team of committed leaders and managers across the organization.
- Facilitate effective collaboration between all areas of the Tostan organization – national offices, training center, and key functional departments in order to ensure a culture of teamwork.
- Build the staff, structures and systems necessary for operational excellence and sustained programmatic quality, and achieve the scale needed to support strategic priorities.
- Develop a high performance, low-stress workplace with a culture which fosters respect and teamwork.
- Work effectively and collaboratively with the Founder to ensure the future growth and success of Tostan and its programs.





Role description

Revenue generation and financial management

- Ensure the financial viability and resilience of the organization.
- Guide the development of the annual budget.
- Lead, invigorate and develop Tostan's revenue generation strategy to increase and diversify income streams, including a viable business model for the Tostan Training Center.
- Working closely with our Founder and Tostan's Director of Philanthropy, actively seek and establish long-term, secure and diverse funding sources for Tostan.
- Maintain contact with key donors; ensure proper accountability and relationship building with all donors.

External engagement and communications

- Raise the visibility of the organization to strategic audiences including the international development community, policymakers, donors, and the media by being a spokesperson and contributing thought leadership.
- Maintain the public image, reputation and political positioning of the Tostan brand.
- Establish good working relationships and collaborative arrangements with communities, funders, governments, allies, partners and others to help achieve the goals of the organization.
- Build open and collaborative communication with all key stakeholders.
- Direct the articulation and communication of the strategy and policies of the organization.





Person specification

This role offers a unique opportunity for an individual with a genuine passion for community empowerment and dignity for all, to lead an inspiring and highly impactful organization as it grows and develops into the future.

Candidates will be required to demonstrate experience and achievement against the majority of the following areas:

- Experience managing a large, diverse, multi-location organization.
- At least ten years of professional experience, of which five are at a senior management level.
- Significant leadership experience in an international development setting, preferably in community empowerment.
- Significant experience in Africa, with a strong understanding of the realities facing the communities we support and engage.
- An understanding of, and appreciation for, a holistic community-led approach to programs.
- Strong negotiation skills to advance Tostan's strategic mission, programs and position.
- Strong external communications, networking and public speaking ability.
- An understanding of the governance and political landscape of Africa, and ideally of West Africa.
- Strong oral and written communication skills to a wide range of audiences at both the local and international levels.
- Strong track record in strategic planning.
- Knowledge of donor and funding requirements and ability to monitor and ensure compliance with requirements.
- A good understanding of non-profit financial and administrative systems, approaches, and tools.
- Proven ability to interpret budgets and financial statements and use this information to contribute to strategic decision making.
- Master's degree or higher in a relevant field is preferable.
- Fluency in English and French is essential, and fluency in one of the African languages Tostan works in is desirable.

Personal qualities required:

- A credible and authentic leader who embodies the values of Tostan.
- Open minded, collaborative and excellent listening skills.
- A deep commitment to the mission and values of Tostan, and to community empowerment.
- Proven ability to connect with people and build a culture of collaboration and accountability.
- A leadership and communication style which embodies the value of dignity for all.
- Willingness to explore new ideas and directions, while carefully learning from organizational history, engaging advisors and partners, and encouraging the initiative and leadership of others.
- Professional style characterized by openness, receptivity and transparency.
- Able to establish rapport quickly, deeply and honestly.



Appointment process & how to apply

To apply or to download further information on the required qualifications, skills and experience for the role, please visit

<https://candidates.perrettlaver.com/vacancies> quoting reference **2879**.

Applicants are asked to please upload a full curriculum vitae (detailing the nature, scope and scale of responsibilities held) alongside a cover letter of application detailing relevant experience and motivation. Please also provide suitable daytime and evening telephone and email contact details. The deadline for applications is **9am BST, Friday, 19th May 2017**.

Perrett Laver will conduct an executive search process in parallel with the public advertisement of the role.

Longlisted candidates will be invited to interview with Perrett Laver in June and the Selection Panel will subsequently meet to decide upon a final shortlist for the post in mid-June. Formal interviews with Tostan will take place on Thursday 22nd and Friday 23rd June. Finalists will be invited to Senegal the week of July 9th.

The position is located in Dakar, Senegal and the salary is competitive with the market rate and commensurate with the seniority of the appointment.

Tostan is an equal opportunities employer. We evaluate all applications without unlawful considerations of race, religion, age, sex, national origin, disability, or any other basis prohibited by applicable law.

