



# Strategic Engagement Plan

## 2019-2022



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## Introduction from the CEO

Elena Bonometti



There are two themes that weave through my conversations about Tostan: programs and potential. Whether I am speaking with community leaders, staff, board members, trainees at our Training Center, funding partners and other stakeholders, like local officials, I find myself discussing how our programs are unique and effective, and how these programs have a powerful potential to make major contributions to our rapidly changing world.

When I arrived at Tostan in 2017 I found a strategic plan that one might expect in an organization so full of potential and so dedicated to programs. It was highly visionary and centered in the right place: helping more communities become empowered and more people live lives of dignity. Yet I also saw that without some additional clarity and focus, Tostan could be at the risk of its own success—with programs and potential becoming overwhelming rather than propelling the organization forward towards our vision of dignity for all.

And so as I stepped into the CEO role we spent much of 2018 engaged in strategic discussions, pushing ourselves to better define what matters and where we will go next, at multiple levels.

We took the **Strategic Engagement Plan (SEP) 2016-2022** as a reference but also welcomed new inputs.

Tostan has been achieving remarkable results, improving wellbeing for millions of people in thousands of communities across West Africa, for more than 25 years. Hundreds of NGOs from all over the world are asking us to share our approach with them. We see so much further potential for our work and are ready to scale our impact and reach even more people going forward. In 2018 we engaged Spring Impact, consultants who specialize in helping non-profits scale their impact, to help Tostan think through our future strategy.

We are especially excited to explore a very new and exciting evolution of our work, a programming framework we now call **Citizen Engagement for Sustainable Development**. We believe this new approach has untold potential to improve wellbeing across entire districts, departments, and regions.

I am very proud to share the outcome of this strategic progress. The **SEP 2019-2022** you will find in the following pages offers a picture of our destination, the pathways we are going to walk, and how we'll know we're making progress. It is a picture we will keep improving upon as we make this journey, reaching 2,715 communities in the next four years through direct scale, many more

communities and leaders through indirect scale, and exploring the potential of replication through enhanced partnerships.

I often hear strategic navigation described as climbing a mountain. I want to take this moment to recognize that Tostan has already spent decades climbing a very high mountain--developing and sharing a holistic, empowering, transformative model that has touched millions of lives.

It is through that journey to the top of one mountain that we today are able to easily see the full range of potential before us. Some peaks are bright and the path to them is clear. Others are partially hidden, and as we go we will improve our maps and our understanding of what it will take to reach them. We will always be open to discovering new directions on our journey.

Journeys are not defined by maps or plans. They are defined by the people who are on them. Tostan has only succeeded through the hard work and dedication of so many, over so many years. Our opportunity now is to gather those who are ready to join us in demonstrating what could really happen -- to individual lives, to communities, districts, and countries, to our world -- if communities were fully supported to achieve their vision for the future.

A special acknowledgement to our visionary Founder Molly Melching and all the colleagues that have climbed the mountain alongside her.

## Vision, Mission, Values and Problem Definition

### Vision

Dignity for All

### Mission

Tostan empowers communities to develop and achieve their vision for the future and inspires large-scale movements leading to dignity for all.

### Values

Love – Integrity - Respect  
Humility - Learning and Innovation - Sustainability  
Partnership and Dialogue - Passion and Pride in our Work

### 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.



## Tostan's Pathways to Scale

### What is Tostan hoping to scale?

Tostan seeks to scale dignity and **community wellbeing** which we understand as the combination of social, economic, environmental, cultural, and political conditions identified by individuals and their community as essential for them to flourish and fulfill their own potential. Reaching and sustaining this result requires transformational changes within communities. Through empowering education, communities themselves **promote human rights-consistent social practices**, thereby contributing to their individual and collective development and to reaching the sustainable development goals. Among the most fundamental changes are those in the roles of women, leading to more equitable gender relations and unleashing their capacity for leadership and economic empowerment. Greatest intensity of these transformational changes is achieved by the direct implementation of the CEP, but varying degrees of change can also be achieved by organized diffusion through social networks, promoted by social mobilization and citizen engagement activities.

How will Tostan support the scale of dignity and community wellbeing?

- Directly by **implementing** the Community Empowerment Program and related programs.
- Indirectly by **training** partners at the Tostan Training Center in the Content, Approach, Methodology and Strategy that are core to our model and; we will also coach partners in the application and adaptation to their program efforts and pilot the replication of major parts or all of our CEP curriculum,.
- Indirectly by **influencing** networks of development practitioners, donors, governments, multilaterals, NGOs and others in the global community to shape effective practices.

Applying the recently developed Citizen Engagement for Sustainable Development framework that cuts across all the above pathways (see next section), we will implement activities with partners at district and department levels amplifying the capacity of Tostan's programs to scale wellbeing across a larger number of communities.



## Citizen Engagement for Sustainable Development: an overarching framework to amplify Tostan's scaling potential

A most promising way for Tostan to scale wellbeing is to undertake a program effort at district and department levels that complements and enhances its action within communities. As was demonstrated by an initial pilot undertaken in 2017-18, the programmatic work related to **Citizen Engagement for Sustainable Development** (CESD) has the potential to set in motion social dynamics that strengthen the sustainability of wellbeing in the communities already covered by the CEP while simultaneously extending some elements of wellbeing to a much larger number of communities at a fraction of the cost. The central strategy would be to improve the functioning of the Councils of the *Collectivités Territoriales* (CT), enabling them to fulfill their roles and responsibilities in ways that are consistent with human rights and the sustainable development goals and which have greater correspondence with the vision and plans of the Community Management Committees (CMCs) in their territory.

Tostan will initially concentrate effort in Medina Yoro Foulah, one of the poorest departments of Senegal, and generate a 'model' at the level of an entire department. It will cover all 11 CTs that comprise primarily rural communities and some urban neighborhoods. The programming will build upon the fact that 85 of the 549 villages/neighborhoods of the department have already gone through the CEP, have established CMCs and have engaged nearby villages through the process of organized diffusion. Also, the CT of Medina Yoro Foulah, which is the seat of the departmental level of government, was part of the initial pilot and demonstrated significant enthusiasm and dynamism. Further learning, together with communities, government and non-government 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.



## **Tostan's 2022 Goals**

### **Strategic Goal One: Expanded Program Coverage with Strategic Concentration**

Tostan has expanded coverage of CEP and post-CEP programming with increased attention to organized diffusion through social networks and through engagement and support from district and departmental levels

- By 2022, 1,637 communities define and lead their own vision for wellbeing based on human rights, supported by new implementations of the CEP.
- By 2022, 1,457 already-trained communities further their vision for wellbeing, supported by post-CEP programs
- By 2022, all district level Councils in at least one department of Senegal formulate plans and budgets aligned with the vision of wellbeing of the communities in their territory.
- Tostan has selected communities for implementation of CEP and post-CEP programming following a refined logic of concentration to strengthen social networks for HR and SDGs in support of national and decentralized plans for economic and social development.
- Tostan has refined and rolled out a module for training district and department level representatives on their roles and responsibilities and alignment with human rights and SDGs.
- Technical support is provided for the development and implementation of participatory district-level plans and budgets that account for vision and needs of the communities.
- Tostan has galvanized district-wide momentum on improved well-being through local radio programming and through partnerships with federations of CMCs to plan and implement social mobilization activities.

### **Strategic Goal Two: Refined Understanding of Impact**

Tostan has a refined understanding of the sustainability of CEP results within communities in terms of health and wellbeing and in terms of the social dynamics that underpin these results. Tostan has generated and tested hypotheses on reaching critical mass of concentration within districts and entire departments.

- Longitudinal study of the CEP has provided additional evidence regarding the social dynamics (women's empowerment, citizen engagement, social norms) that lead to systemic change and result in dignity and wellbeing (particularly healthy lives for women and children) and the sustainability of those results over time. Learnings have been applied to strategic and programmatic decisions.
- Tostan has a strengthened monitoring system able to test hypotheses on reaching critical mass of coverage in districts and entire departments.

### **Strategic Goal Three: Enhanced Training Capacity**

Tostan has enhanced capacity to select, train and support actors to: a) improve wellbeing in locations of Tostan program implementation and b) promote understanding and uptake of the content, approach, methodology, and strategy in locations where Tostan is not present.

- Tostan's CEP and community outcomes and impacts are reinforced through the training of actors from locations of active CEP implementation who have key roles in accelerating social change dynamics (religious leaders, governmental actors, local NGO partners, etc).
- Tostan has further refined and used methodologies to train actors with potential to replicate Tostan's Content, Approach, Methodology, and Strategy in full or in part in locations where Tostan is not operating (community leaders, NGO leaders and other practitioners, development cooperation actors, etc.), with evidence collected on the effects.
- The foundation for a practitioner's network of TTC trainees has been established.

### **Strategic Goal Four: Active Participation in Global Networks**

Tostan has become an active member in global communities focused on the dynamics and drivers of sustainable community-led development and has developed strategic partnerships to advance knowledge and increase scale

- Tostan has developed and implemented an operational research agenda with 3-5 research and development partners to jointly strengthen and make available the case for community-led development as an avenue toward the SDGs
- Tostan has strategic alliances with other development partners and major funders such as the Leadership Circle to develop joint initiatives that share a common mission enabling greater direct coverage and scale
- Tostan has developed and implemented a communication plan to become an effective thought leader within influential networks in the areas of systemic change for sustainable development, community-led approaches and governance.

## Operational Goals

- **Operational Goal One: Tostan has improved operational systems for scale**
  - Improved financial modeling and reporting, including business modeling for each scaling pathway
  - Maximized efficiencies between operational costs, back end costs, and our impact
  - Successfully achieved economies of scale
- **Operational Goal Two: Tostan has improved funding opportunities and revenue streams to support scale**
  - Sustained diversification of revenue streams including Tostan-generated income for financial security
  - Developed partnerships with new donors and sources who fund scaling/scaled projects
  - Achieved at least 25% annual revenue growth
- **Operational Goal Three: Tostan has improved organizational structures to support scale and sustainability**
  - Continued reinforcement and expansion of National Coordinations' role
  - Evolved Tostan's international support teams and structures to best support coordinated strategy and scale
  - Developed methods for ensuring gender-sensitive approaches taken across the Tostan organization
  - Improved motivation of all staff, by systematizing mechanisms/systems for performance evaluation and creation of career path opportunities
  - Improved staff training and staff development systems
  - Improved staff onboarding and training systems to include more programs training
  - Improved knowledge management systems
  - Tostan has a leadership development and succession plan in place to support long-term scale and healthy growth



## Impact Goal Roadmap 2019-2022: Targets by Scaling Pathway and Country

		Number of <u>new</u> * program cycles launched by year (shown in number of communities)**				
Location	Program (or other proxy measure)	2019	2020	2021	2022	Total Coverage (new and “legacy” programs already underway at outset of strategic period)
Senegal	Increasing Coverage (direct)					
	CEP	100 +17 legacy	270 CEP	270 CEP	n/a	657 CEP
	Prison	6 Prisons	2 Prisons	n/a	n/a	8 Prisons
	Youth	n/a	n/a	20 Youth	25 Youth	45 Youth
	CESD	85 CESD	n/a	n/a	n/a	85 CESD
	RPP	105 +30 legacy	n/a	31 RPP	100 RPP	266 RPP
	P&S	82 P&S	n/a	30 P&S	150 P&S	262 P&S
	Soc Mob	n/a	n/a	n/a	n/a	n/a
	Replication	TBD	TBD	TBD	TBD	TBD
	Influence a global movement	TBD	TBD	TBD	TBD	TBD
The Gambia	Increasing Coverage (direct)					
	CEP	100 +30 legacy	150 CEP	100	n/a	380 CEP
	Prison	n/a	n/a	n/a	n/a	n/a
	Youth	n/a	50 Youth	n/a	n/a	50 Youth
	CESD	n/a	n/a	n/a	n/a	n/a
	RPP	n/a	30 RPP	n/a	n/a	30 RPP
	P&S	+10 legacy	40 P&S	n/a	n/a	50 P&S
	Soc Mob	n/a	n/a	n/a	n/a	n/a
	Replication	TBD	TBD	TBD	TBD	TBD
	Influence a global movement	TBD	TBD	TBD	TBD	TBD
Guinea-Bissau	Increasing Coverage (direct)					
	CEP	120 +40 legacy	120 CEP	120 CEP	n/a	400 CEP
	Prison	n/a	n/a	n/a	n/a	n/a
	Youth	n/a	6 Centers	6 Centers	n/a	12 Youth
	CESD	n/a	n/a	n/a	n/a	n/a
	RPP	n/a	n/a	36 RPP	n/a	36 RPP
	P&S	n/a	36 P&S	n/a	120 P&S	156 P&S
	Soc Mob	n/a	n/a	n/a	n/a	n/a
	Replication	TBD	TBD	TBD	TBD	TBD
	Influence a global movement	TBD	TBD	TBD	TBD	TBD

<b>Guinea</b>	Increasing Coverage (direct)					
	CEP	40 legacy	80 CEP	n/a	n/a	120 CEP
	Prison	n/a	n/a	n/a	n/a	n/a
	Youth	n/a	n/a	n/a	n/a	n/a
	CESD	n/a	13 CESD	40 CESD	n/a	53 CESD
	RPP	n/a	n/a	n/a	n/a	n/a
	P&S	n/a	n/a	n/a	n/a	n/a
	Soc Mob	n/a	216 Soc Mob	n/a	n/a	216 Soc Mob
	Replication	TBD	TBD	TBD	TBD	TBD
	Influence a global movement	TBD	TBD	TBD	TBD	TBD
<b>Mali</b>	Increasing Coverage (direct)					
	CEP	80 legacy	n/a	n/a	n/a	80
	Prison	n/a	n/a	n/a	n/a	n/a
	Youth	n/a	n/a	n/a	n/a	n/a
	CESD	n/a	196 CESD	n/a	n/a	196 CESD
	RPP	n/a	n/a	n/a	n/a	n/a
	P&S	n/a	n/a	n/a	n/a	n/a
	Soc Mob	n/a	n/a	n/a	n/a	n/a
	Replication	TBD	TBD	TBD	TBD	TBD
	Influence a global movement	TBD	TBD	TBD	TBD	TBD
<b>Other countries (e.g. Mauritania)</b>	Increasing Coverage (direct)					
	CEP	n/a	n/a	n/a	n/a	n/a
	Prison	n/a	n/a	n/a	n/a	n/a
	Youth	n/a	n/a	n/a	n/a	n/a
	CESD	n/a	n/a	n/a	n/a	n/a
	RPP	n/a	n/a	n/a	n/a	n/a
	P&S	n/a	n/a	n/a	n/a	n/a
	Soc Mob	n/a	n/a	n/a	n/a	n/a
	Replication	n/a	n/a	n/a	n/a	n/a
	Influence a global movement	n/a	n/a	n/a	n/a	TBD

**Key:** CEP = Community Empowerment Program  
RPP = Reinforcement of Parental Practices  
P&S = Peace and Security  
CESD = Citizen Engagement for Sustainable Development  
Soc Mob = Social Mobilization

n/a = not applicable

TBD = to be developed in upcoming scale planning activities

\* 2019 entries in some cases include some communities from projects already underway.

\*\*Communities selected to participate in Post-CEP programs (RPP, P&S) may be either communities hosting the CEP prior to this strategy, or communities already included in the CEP totals above.

