

 d a l y a n

**Dalyan Foundation**  
**Annual Report 2017**

# Reflections on 2017



We all worked hard again this year to make a difference, to create impact, to help things move in the direction we believe in, however small our effect may be in the face of the big issues our world is facing!

We acknowledge with humility that our contribution can only be modest but we believe in the force of joining efforts. We are especially inspired and encouraged when we see the unyielding, powerful, courageous and creative work that so many NGO's are performing day in day out, to improve the lives of underprivileged women and children.

Being a small foundation, we need to operate in a way where we can generate the highest possible value for our target beneficiaries in India and Turkey with our limited funds and capacity. In characterising our approach, we would mention the following three things:

## **Taking more risks**

We also support smaller and less established NGO's without a long track record and with limited access to funding. We often encourage our partners to do pilot projects, which can later be scaled with larger foundations. We are also open to invest in capacity building of our partners to prepare them for larger fundings and make them stronger. We accept that capacity building may not result in immediate and measurable impact on beneficiaries but generates sustainable effects in the long term.

## **Staying close to our partners**

We realise that we usually escort and monitor our partnerships in a more intense manner than other donors – maybe sometimes our partners feel it is too intense. We put emphasis on transparency as the basis for a trustful long-term relationship through good and bad times. We are ready to stay with our partners for at least three to four years.

## **Focus**

This year we pursued our strong focus on two areas within our mission, *mentoring and livelihood generation*. We have six partners in the area of mentoring - three in India, two in Turkey and one in Switzerland with 40 percent of our support going towards mentoring. We hope to enable our NGO partners to share their know-how and experience with each other. Four of our partners in India are engaging in livelihood generation of women and 30 percent of our funding went towards this. The rest of our funding went towards capacity building projects of our partners.

We are excited to start our tenth year where we will also review our strategy and approach with much valued input of our partners and co-donors.

Yonca Even Guggenbühl  
President of Dalyan Foundation

Susanne Grossmann  
Managing Director of Dalyan Foundation



A manmade fishing weir set up in an area where salt and sweet water mix – inhabited by fish that can live in both types of water.

For us Dalyan represents the constant flow, mix and cross fertilization of resources, funds, cultures, ideas, skills and opportunities with the aim to help reduce disparities in this world.

# Content



Portrait 4

Spotlight on Special topic:  
Mentoring matters! 6

## Supported Organisations

- ChagALL 8
- Chintan 10
- CYDD 12
- Hayat Sende 14
- Kalakshetra 16
- Mann Deshi 18
- Medha 20
- Mentor Together 22
- Milaan 24
- Rajasthan Shram Sarathi Association (RSSA) 26
- Swayam Shikshan Prayog (SSP) 28
- UGAM 30
- Vikas Sahyog Pratishthan (VSP) 32

Dalyan in Numbers 34

Our Principles 37




**ChagALL** 8  
Supporting children with migration backgrounds in achieving a higher education



**RSSA** 26  
Training and financial products for women entrepreneurs in high-migration areas



**Mann Deshi** 18  
Cash credit for women vendors from disadvantaged backgrounds



**Medha** 20  
Improving employability and career opportunities for underprivileged youth in Uttar Pradesh



**Chintan** 10  
Organisational development support to an NGO helping waste picker children in Delhi



**Kalakshetra** 16  
Dance scholarships for talented, underprivileged girls



**CYDD** 12  
Achieving equality in access to education



**VSP** 32  
Capacity building of grassroots leaders and institutions



**UGAM** 30  
Building women producer organizations in rural Maharashtra



**Hayat Sende** 14  
"Runners towards the future": Mentoring for children and youngsters under state protection



**SSP** 28  
Building female leadership and entrepreneurship to improve resilience of rural communities



**Milaan** 24  
Empowering adolescent girls as change makers in their communities



**Mentor Together** 22  
Mentoring high school and university students from disadvantaged backgrounds

# Portrait



### Our objective

The image of mixing and fusing waters evoked by the name "Dalyan" reflects the foundation's vision of sharing the benefits of globalisation with those left out. Dalyan's interventions aim to increase economic chances and life choices of those less fortunate. We believe the empowerment of women and children to be a key factor in creating a lasting impact on society. This is why we support NGO's engaged in education and livelihood generation to the benefit of women, adolescents and children.

### History

Established in 2008, Dalyan is oriented mainly towards India and Turkey where the founders have a long-standing personal and professional commitment. We started our first partnership in India in 2008 and took up activities in Turkey two years later. By the end of 2017, Dalyan has supported 42 projects. We have a cooperation with Edelgive since 2016, with whom we currently support 4 projects jointly.

### Our criteria for partnership

We choose partners and projects according to vision and approach, capacity for sound management practices, cost efficiency, transparency and experience. Our partners must be strictly neutral regarding politics, religion and race. Dalyan pursues no commercial purpose.

### How we work together

Clear milestones are drawn up, monitored and discussed with the partner organisation and all supported projects must send semi-annual reports. Although we mainly support our NGO-partners through grants, we do not see ourselves purely as a funding agency. We strive to enhance the value of our contributions through our experience, expertise and international network. An important goal is also to improve the economics and governance of the supported organisations through capacity building and organisational support. Therefore, we primarily enter into long-term partnerships lasting three to four years.

### OUR BOARD

**ALASTAIR GUGGENBÜHL-EVEN**  
VICE-PRESIDENT

**BERNARD IMHASLY**  
MEMBER

**MURAT EVEN**  
MEMBER

**SUSANNE GROSSMANN**  
MEMBER & MANAGING DIRECTOR

**YONCA EVEN GUGGENBÜHL**  
PRESIDENT

**IN-KIND SUPPORTERS**  
CONSULTIVE REVISIONS AG

**KOMMUNIKATIONSFABRIK**  
ZÜRICH AG

**MONTEROSA SERVICES AG**

**PROVENTUS AG, MARKUS WIDMER**



Photo Dalyan Team

### Our organisation

The Dalyan team unites complementary skillsets and networks in India, Turkey and Switzerland. For the selection and guidance of projects, we can access the professional and private networks of our founders, both experienced entrepreneurs, of our director with private equity as well as development agency experience

and of our two focal points in India and Turkey, Bernard Imhasly and Yeşim Yağcı Silahtar. Their field experience complements the developmental and business know-how of Dalyan's Zurich team, which currently consists of 19 individuals, most of them allocating their time and knowledge on a voluntary basis.



Many thanks to the little artists contributing the drawings: Alexa (6), Elâ (10), Joni (9), Lena (10), Lucy (5), Luis (10) and Miya Lou (6).

### VOLUNTEER & CORE TEAM MEMBERS

- ADRIAN NIGAM
- ALEXANDRE PITTET
- BERNARD IMHASLY
- CELIA INACIO
- CLAUDIO LOSA
- DALYA OBERHOLZER
- DANIELA GRAF
- DAVID GUGGENBÜHL
- DEEPA KURUVILLA
- DOMINIK GASSMANN
- ISABELLE LANDOLT
- MELIKE SAL
- MIKE WIDMER
- RICHIE MÜNCH-JINDAL
- STEFAN BOLLIER
- SUSANNE GROSSMANN
- YEŞİM YAĞCI SILAHTAR
- YI-KWAN TEOH
- YONCA EVEN GUGGENBÜHL



In the **SPOTLIGHT**

# Mentoring matters!

## The Power of Mentorship

The concept of mentorship has a long tradition, as it is evidenced by a famous tale in Greek mythology. In Homer's *Odyssey* the goddess Athena, disguised as a mentor, approaches Odysseus' adolescent son Telemachus and guides him in completing his education. She teaches him about his missing father and helps him cope with the situation of growing up without him.

Today, we use the word mentor for anyone who, through a trustful relationship, positively influences another person's life. Mentees on the other hand get the comfort that there is someone who believes in them and will support them when they navigate the challenges of life.

The powerful effects of mentoring on young people's personal growth, on their academic and professional achievements and interpersonal relationships are well researched, particularly in the US and Europe. NGOs in Dalyan's focus countries also increasingly recognise mentoring as a tool to help disadvantaged youth getting ahead.

Dalyan started supporting mentoring programs in 2011. We appreciate mentoring not only because of its positive effects on education and employability of young people

but also to instill self-confidence, self-management and resilience which enables young people to cope with challenges throughout their life. It is therefore an intervention with the potential to create highly sustainable long-term impact which is fully in line with Dalyan's principles.

### Mentoring in our portfolio

Currently, six of our partners in India, Turkey and Switzerland apply some form of mentoring, whilst focusing on different beneficiary groups. Hayat Sende (Turkey) aims at strengthening the agency and education level of children from foster homes at the age of 13 to 22 through mentoring, group activities and scholarships. Medha (India) and CYDD (Turkey) seek to improve the successful entry of college and university students from disadvantaged backgrounds into the labor market through personal counselling and work skill training. Mentor Together (India) organises multi-year mentorships for adolescents and college level students, to help them stay in school and find a work place. Milaan (India) uses mentoring to improve the position of adolescent girls in rural areas of North India by strengthening their self-confidence and leadership skills. ChagALL (Switzerland) sup-

ports migrant children in accessing higher education by offering exam preparation and tutoring for special gateway exams.

### Rebuilding trust is key

Whilst the mentoring programs in our portfolio pursue similar overall goals they differ in their approaches, such as how they combine life skills and academic content, in their choice between salaried mentors or volunteers, or in the intensity and duration of mentoring (e.g. one-to-one versus group mentoring, short term versus multi-year mentoring).

Not surprisingly all our partners concur on the importance of mentor quality and commitment as well as mentor-mentee relationship for success. The need to build and retain a trustful and enduring relationship between mentor and mentee is of particular importance for one-to-one mentoring with a focus on a more general life support. Mentees in these programs typically have a history of broken relationships. Specific efforts and patience are needed to rebuild their trust.



### Volunteers or paid mentors?

To achieve this ambitious target, Mentor Together, Hayat Sende, Milaan and CYDD focus on working with carefully selected volunteers. They emphasise social competence and availability of mentors and stress the importance of an optimal matching of mentor-mentee profiles. Programs focusing on more narrowly defined goals such as employability and exam preparation (Medha, ChagALL), prefer working with paid staff with strong academic and didactic skills.

A big risk for one-to-one mentoring is the early termination of the mentorship, as it can cause more harm to the mentee than not having benefitted from a mentorship at all. Mentor Together addresses this through a rigid selection and training of mentors and a well-structured mentoring curriculum. CYDD and Hayat Sende on the other hand recruit their mentors preferentially from their alumni network of former mentees, who make powerful role models and are highly motivated and well positioned to relate to mentees. NGO partners also agree on the need to accompany the mentors closely and to build a mentor-community-feeling to keep mentors on board.

### Mentoring isn't puppy-petting

Not surprisingly, one-to-one mentoring approaches are costly and difficult to scale, even when working with volunteers, as mentors and mentees need a lot of hand-holding. As an experienced mentor

expressed it: "Mentoring is not puppy-petting".

Finding quality mentors with the necessary stamina remains a major bottleneck to scaling. Hence, all our partners also practice group counselling wherever possible. Some NGOs such as Mentor Together and Milaan consider engaging paid mentors and tech-based mobile mentoring to bridge the mentor-mentee gap in specific regions and cut down costs. However, this may again limit the strength of the relationship and therefore might not fully address the problem.

### Family support is crucial!

A common success factor in our programs is wider family support. Effective mentoring can be life changing, but positive transformation of mentees can only happen if tolerated - and ideally supported - by families and peers. It is a demanding task when empowered mentees start challenging socio-cultural concepts, such as the role of women in society as it is the case for Milaan and Medha.

As a final point, we should not forget that trustful mentor-mentee relationships can also bear a risk of abuse. It is important for Dalyan that our partners address this through same-gender-pairing, building awareness with mentees, clear and obliging rules of conduct, as well as controls and helplines.



### Mentoring remains a focus area of Dalyan

It is still too early to conclude on the long-term impact of the mentoring programs in the Dalyan portfolio. Still, evaluations by Medha and Mentor Together show positive outcomes at the personal as well as the skill level. CYDD's satisfaction surveys over a period of five years received outstanding feedback. Surprisingly over half the mentors decide to take on new mentees after their initial one-year mentoring phase. The success rates of the ChagALL children in the exams and probation periods surpass the average by far. This is encouraging and Dalyan will certainly continue supporting mentoring in the future. We are keen to bring our mentoring partners together as we believe this might be a great cross-border learning opportunity for all and an opportunity to discuss specific challenges such as scaling, working with alumni and impact measurement.

*Author: Susanne Grossmann, Managing Director Dalyan Foundation*

Switzerland (2017-2021)

# ChagALL Initiative Fund

Supporting children with migration backgrounds in achieving a higher education



**The challenge** in Swiss education system is that the majority of children with a migration background do not have a fair chance to pass the entrance exam to gymnasium, the gateway to university education. Even candidates with strong academic potential and motivation tend to struggle. Limited language skills, low education levels of the family and inability to afford private tutoring in many migrant families being the main reasons.

**The approach** of the ChagALL team is to identify talented and motivated secondary school students with a disadvantaged migration background in the Canton of Zurich. These students go through a comprehensive selection process to be accepted to the ChagALL program, where they are supported during the exam preparation and probation period of the gymnasium or "Berufsmatura". Students receive regular tutoring,

personal counselling and social support. Since its inception in 2008, initiated by five teachers at the Gymnasium Unterstrass, an average of 65 percent of the students have succeeded in the exam and 90 percent in the probation period. None of these would otherwise have had a realistic chance to attend gymnasium. Based on the great success of the ChagALL Program, donors have formed a consortium to pool their funds to scale the ChagALL program throughout Switzerland. Under the management of the ChagALL team, projects with a similar aim will receive financial support and know-how.

### Progress to date

After the initial four-year support of the original ChagALL program, Dalyan is participating in the new ChagALL Initiative Fund for additional four years, with the aim to facilitate at least four similar programs throughout Switzerland.

[www.chagall.ch](http://www.chagall.ch)

### ORGANISATION CHAGALL

FOUNDED IN  
2008

COUNTRY  
SWITZERLAND

COVERAGE  
SWITZERLAND

TEAM  
FULL TIME STAFF /  
VOLUNTEERS

1.2 / 7

BUDGET US \$  
2016-2017

225'000

DIRECT BENEFICIARIES  
TO DATE

150



Photo  
ChagALL  
Training  
Session

India (2016-2019)

# Chintan

Organisational development support to an NGO helping waste picker children in Delhi



**The challenge** addressed by Chintan is the precarious living conditions of waste picker communities in Delhi, specifically the lack of access to education for the children in these communities. Being mostly first generation learners, waste picker children struggle with the demands of school education and discrimination from teachers and colleagues.

**The approach** of Chintan consists of a comprehensive program to improve the well-being of waste picker families. The program comprises livelihood projects for adults, advocacy and specific projects to improve waste picker children's learning progress in public schools. After an initial project finance in 2014-2015, Dalyan's focus shifted to organisational support. It currently contributes to Chintan's non-project related costs and finances organisational coaching. The coaching is conducted by Toolbox, an Indian NGO.

**Progress to date**  
The collaboration between Toolbox and Chintan started in 2016 with a review of the organisational structure, the redesign of key responsibilities for senior staff and the identification of additional management capacity and skills needed. In the course of 2017, activities focused on organisational restructuring and human resources and recently also on financial planning and budgeting, internal reporting and cost control. Being Dalyan's first comprehensive organisational support, this exercise initially was challenging for all parties involved. However, a year and half later, all stakeholders are pleased with the achievements and feel that the support has helped Chintan become stronger, more effective and efficient.

[www.chintan-india.org](http://www.chintan-india.org)

Photo Chintan team with WHO and Municipality officials at Phuntsholing, Bhutan



## Benefits Experienced by Chintan after Toolbox Trainings and Interaction

The senior management at Chintan has been working with Toolbox, as part of its work with Dalyan Foundation, on several aspects of organisation building and strengthening. The initiative began in May 2016 and is ongoing. During this period, Chintan itself suffered from a setback: its own finance head resigned and relocated to his remote village, resulting in the loss of institutionalised training that had begun.

**Key organisational benefits are:** Toolbox also worked at the organisational chart, modifying it to reduce the Director's burden and tightening roles. Since the advice came from an external expert, it was well received and helped the team look at the organisation in a new manner. The entry of an additional HoP (Head of Programmes) also was understood and undertaken.

The process of building KRAs (Key Responsibility Areas) and then,

KPIs (Key Performance Indicators) was particularly important as it resulted in opening the discussions about roles and over-work surfacing. Accountability was clearly set jointly and transparently. It also ensured that there was clarity about expectations around each individual, preventing overlaps. From the Director's point of view, it improved to manageability.

The escalation matrix proved to be important because it helped clarify a chain of command, and identify key issues that were vital for the Director to know at once and share the responsibility of handling other issues amongst the other senior management. We are working with it currently as new joinees learn about it.

The appraisal process has been created but will only be tested in April, with Toolbox. This has made the organisation more confident about the process of appraisal and is expected to help set the stage

for retention and deepening staff capacity.

The process also led the teams to make a strategic plan for their work, with goals and targets that were useful for their own clarity as well as help the organisation plan ahead and report back to the Director.

The HR team has set up several activities going ahead, so that some of the issues that came up during these processes, reflecting a lack of inter-team coherence, will be addressed in new ways and informally.

Chintan is looking forward to results of work with Finance as well as Toolbox comments on our HR and Financial policy, salary slabs for staff across the board, which is key for the way ahead and finally, project management.

*Author: Bharati Chaturvedi, Founder and Director of Chintan*

**ORGANISATION**  
**CHINTAN**

FOUNDED IN  
1993

COUNTRY  
INDIA

COVERAGE  
DELHI

TEAM  
FULL TIME STAFF

30

BUDGET US \$  
2016-2017

850'000

DIRECT BENEFICIARIES  
TO DATE

22'000

Turkey (2010-2021)

# CYDD Scholarship

Achieving equality in access to education



**The challenge** addressed by CYDD is the preservation and furthering of a modern, democratic and secular society in Turkey with equal rights and opportunities, specifically for women and girls. Girls, particularly in rural areas, often have less access to schooling. Logistic, economical and cultural issues lead to this unequal situation.

**The approach** of CYDD focuses on equality in the access to education, with a particular emphasis on girls from disadvantaged backgrounds. CYDD, founded in 1989, is a volunteer based organisation with an excellent reputation. Its conviction is that a contemporary society can only be attained through high quality education accessible to all individuals regardless of gender and economic or social background. To date, CYDD has provided over

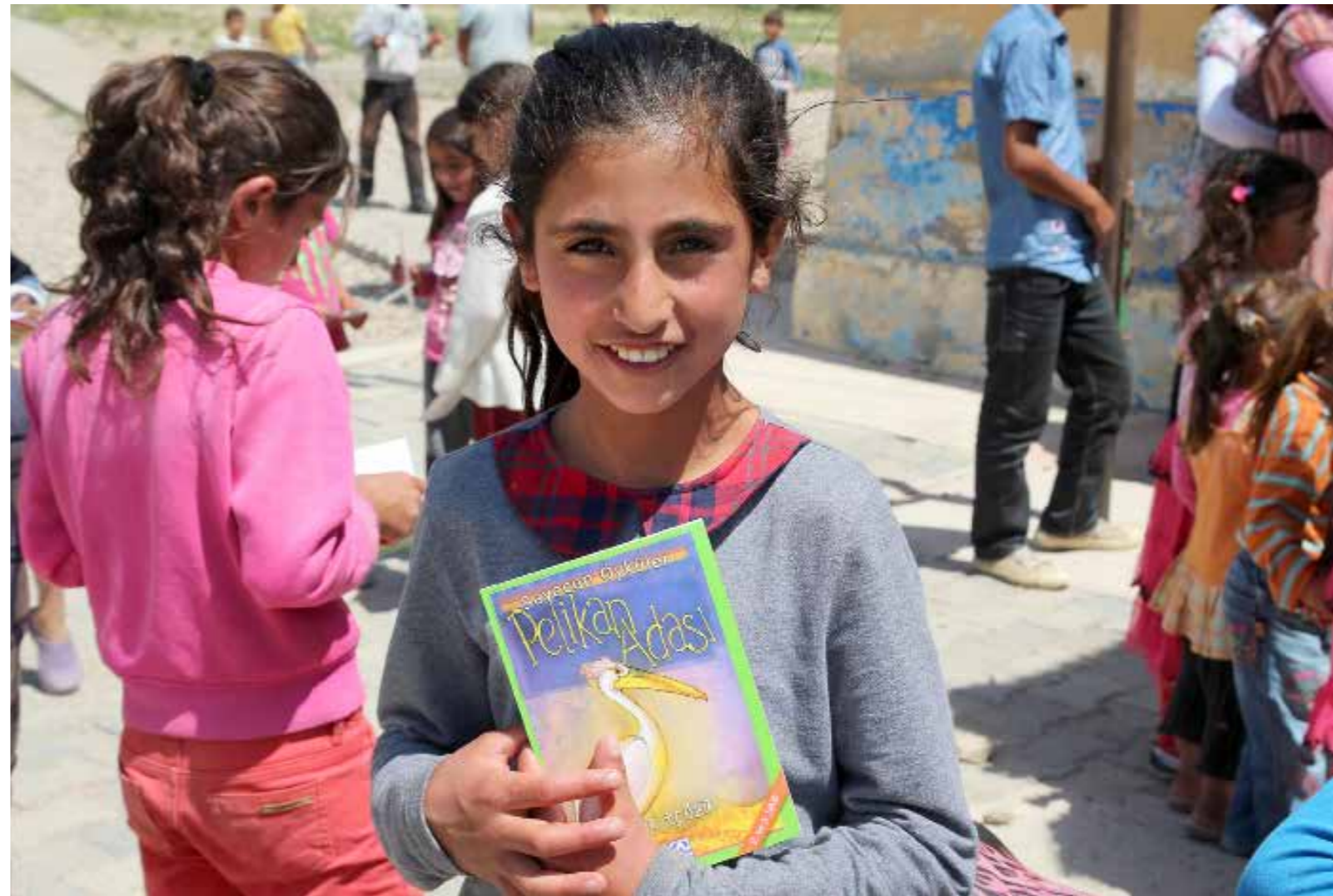
120'000 scholarships to children and youngsters, mostly girls. CYDD is also doing grassroots work to convince parents to school their children. It cooperates with the private and public sector to build schools, classrooms, dormitories and libraries. Currently, it has 102 branches, 14'000 members and is running approximately 40 inter-linked projects.

**Progress to date**  
Thanks to the co-funding of a donor family in Switzerland as well as BlueSox Zurich, Dalyan supports 25 girls, 24 in high school and one in primary school. The funding is provided for four years, allowing these 24 girls to progress from 9th grade to high school graduation. These girls are all from disadvantaged backgrounds and come from different areas in Turkey.

[www.cydd.org.tr](http://www.cydd.org.tr)



Photo  
CYDD scholar  
at flag  
ceremony  
before  
starting a  
new week  
and CYDD  
library project  
in rural  
villages



ORGANISATION  
CYDD

FOUNDED IN  
1989

COUNTRY  
TURKEY

COVERAGE  
81 CITIES IN TURKEY

TEAM  
FULL TIME STAFF /  
VOLUNTEERS

31 / 3'000

BUDGET US \$  
2016-2017

5'400'000

DIRECT BENEFICIARIES  
TO DATE

> 200'000



Turkey (2017-2019)

# HAYAT SENDE

“Runners towards the future”: Mentoring for children and youngsters under state protection



**The challenge** addressed by Hayat Sende are the difficulties faced by children and youngsters under state protection (predominantly orphans) when they leave the institution at the age 18 to live an “independent life” outside. The children sometimes leave care without high school degrees and often lacking networks, role models and self-confidence. Also international statistics show youngsters with this background often become involved in prostitution, crime or commit suicide.

**The approach** of Hayat Sende, a young organisation set up by care leavers, aims to improve life prospects of these youngsters, keeping them in the education system and guiding them on career opportunities. It also aims at empowering them to reach their full potential whilst combating discrimination and defending their rights via advocacy. The NGO pilots one-to-one, group and peer mentoring programs customised to the needs of children and youngsters under

state protection. The mentoring is ideally used as a preventive measure before the youngsters enter mainstream society and encounter problems. Care leavers shall act as role models and mentors along with other trained volunteers. After a period of three years the program will be evaluated and enhanced as necessary. Over time, Hayat Sende aims to scale the program in partnership with other organisations throughout Turkey.

### Progress to Date

The pilot project will serve 157 mentees over three years, the first year focusing on the 19 to 22 age group with one-to-one and group mentoring. The one-to-one mentoring program has been initiated following the selection, training and matching of 20 mentor and mentee pairs. They will continue their mentoring journey and progress to group mentoring in February 2018.

Photo  
The Hayat Sende team  
at the first  
mentor  
Training.



## A Chat with Hayat Sende Team

**Dalyan:** Please introduce yourselves and tell us what you do at Hayat Sende (HS) for Runners Towards The Future Mentoring Program (RTTF).

**Sultan:** My name is Sultan Erbaş but everybody calls me Sultana! I am the project manager of RTTF. I started as a volunteer and worked with Abdullah Oskay, one of our founders, who was at the time on an unpaid leave to establish the infrastructure of HS. Within one year I was working as a full time employee.

**Ahmet:** I am Ahmet Yasin Gürsoy. I work as the program coordinator of RTTF. I came to HS at the end of a long search for an NGO where I could make a difference. I first started as a volunteer, then became an intern and I am now employed full time.

**Dalyan:** Did you personally have a mentor growing up?

**Sultan:** I grew up in a small town and had very few people to ask for advice concerning university. One high school teacher patiently listened to my never-ending questions and shared his own university experience with me. He also read my poems and recommended literary journals and poetry contests. At the time neither of us was aware that this was actually a form of mentoring. This teacher was a Middle East Technical University (METU) graduate. I dreamt of studying at METU throughout high school and was able to fulfill my dream later.

**Ahmet:** I lived in a small town that I had to leave to go to high school at the age of 14. I have been living away from my family since then. Guidance would have been very beneficial but there was no one to help me. When I came to Ankara to study, some of my relatives offered support although I realised I was on my own when I needed it most.

**Dalyan:** What kind of feedback are you receiving from mentees at this early stage of the program?

**Sultan:** We are very pleased that both mentees and mentors are happy with the pairings. They are attending social events together in addition to their regular meetings, which shows that the relationships are working well. Some mentees who are studying are also volunteering at HS and making a difference in the lives of children in institutions. Some mentees are looking forward to our peer mentoring program.

**Ahmet:** Most had not heard of HS before. We contacted each mentee at least three times to convince them to participate in the activities. As they observed how the mentoring program progressed and got to know HS better, they started to trust us and even volunteer at HS. I am confident that most of these mentees will take on responsibilities and help us to pull the load.

### ORGANISATION HAYAT SENDE

FOUNDED IN  
2007

COUNTRY  
TURKEY

COVERAGE  
ANKARA

TEAM  
FULL TIME STAFF/  
VOLUNTEERS

5 / 45

BUDGET US \$  
2016-2017

55'000

DIRECT BENEFICIARIES  
TO DATE

1'000

India (2011-2017)

# Kalakshetra

Dance scholarships for talented, underprivileged girls



**The challenge** addressed by Kalakshetra consists in the dilemma of many talented adolescent girls from underprivileged backgrounds who are prevented from following their passion of becoming professional dancers.

**The approach** of Kalakshetra is to provide scholarships for a holistic education in different art forms taught in an inspiring natural environment. The buildings at Kalakshetra are open and allow the students to study in-doors and outdoors. Students are trained in Bharatanatyam, Carnatic vocal and instrumental music, traditional crafts, history and philosophy. Kalakshetra's art performances are recognised for their technique and aesthetics. Dalyan supports five girls from an underprivileged background with a six-year scholarship for a master diploma course in dance at Kalakshetra. The scholarships are given in the name and memory of Saskia Bianchi, a young enthusiastic dancer and dear colleague who passed away in December 2009.



Saskia Bianchi

### Progress to date

In 2015 and after four years of studies, the five girls graduated with a First Class Diploma in dance. Between 2015 and 2017, Dalyan supported three of these girls in their Post Diploma course. In addition, a new scholarship was given to two new girls helping them finish the third and fourth year of their standard dance courses. During their studies, the girls participated regularly in Kalakshetra Repertory Company's performances. In 2017, four of the five girls successfully passed their final exams. This marks the end of Dalyan's six-year scholarship program.

[www.kalakshetra.in](http://www.kalakshetra.in)

Photo  
Thulasi  
Vijaya,  
scholar at  
Kalak-  
shetra Art  
School.



### ORGANISATION KALAKSHETRA

FOUNDED IN  
1936

COUNTRY  
INDIA

COVERAGE  
CHENNAI

TEAM  
FULL TIME STAFF

130

BUDGET US \$  
2016-2017

2'200'000

DIRECT BENEFICIARIES  
TO DATE

10'000

India (2016-2018)

# Mann Deshi

 in cooperation with Edelgive

Cash credit for women vendors from disadvantaged backgrounds

**The challenge** addressed by the Mann Deshi Foundation and Mann Deshi Bank is the limited access of women from disadvantaged backgrounds in India to capital and to business know-how. Microfinance products only cover part of their needs. Women vendors in Indian markets are for example unable to manage their cash cycle throughout the day in order to buy goods in the morning and deposit the earned cash at the end of the business day.

**The approach** adopted by Mann Deshi Foundation is to offer an innovative overdraft facility and training program. The program called the Weekly Market Cash Credit program helps small vendors in local markets to become financially literate and access short-term credit to support their cash cycle. Once mainstreamed they become clients of Mann Deshi Bank which is fully owned by women who are also beneficiaries of its services. The three-year program support was initiated by Edelgive Foundation in 2015 and led to a co-financing partnership with Dalyan for the years 2016 and 2017. Edelgive Foundation has assumed the overall responsibility for monitoring and support.

### Progress to date

The Weekly Market Cash Credit program has provided training in financial literacy to 4'358 women vendors in its second year of operation and disbursed a total of INR 73'260'000 (CHF 1'077'000) to 2668 women vendors. The average disbursement per vendor is approximately CHF 400 with a 100 percent repayment rate. The number of villages where the program is available grew from 42 to 48.

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



Photo Mann Deshi provides doorstep cash credit and banking facilities to vendors in weekly markets which saves their time and also increases profit.



#### ORGANISATION MANN DESHI

FOUNDED IN  
1996

COUNTRY  
INDIA

COVERAGE  
MAHARASHTRA,  
KARNATAKA, DADRA &  
NAGAR HAVELI

TEAM  
FULL TIME STAFF

139

BUDGET US \$  
2016-2017

1'300'000

DIRECT BENEFICIARIES  
TO DATE

> 300'000

# Medha

India (2016-2019)

Improving employability and career opportunities for underprivileged youth in Uttar Pradesh



**The challenge** addressed by Medha is the low employability of the students who graduate in India each year (only 30% of one million). The education-to-employment gap is particularly acute in North-East India where some large companies have started expanding. Many of the students come from poor, rural backgrounds with no prior exposure to the workplace.

**The approach** of Medha is to deliver an employability program to improve career opportunities for underprivileged youths, mostly female, at under-resourced public sector educational institutions. They provide up-to-date skills training, career counselling, workplace exposure, ongoing job placement and alumni support to students at their college Medha centers. Dalyan's support allows Medha to expand its work in the Sitapur district in Uttar Pradesh

over a three-year period, with the aim to increase its outreach to 1'350 students.

**Progress to date**

Since its establishment in 2011, Medha has trained over 5'000 students across 40 educational institutions and placed 65% of them into internships and full-time jobs with 400 leading employers. In partnership with Dalyan, Medha has successfully trained 790 students, over half of them women, across seven educational institutions. Medha's efforts to develop new relationships with employers have also resulted in a dramatic boost of internships and full-time placements increasing this year by three times and ten times respectively. Looking ahead, Medha plans to build upon its success by focusing on the three colleges in Sitapur where Medha will continue to grow its presence.

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

Photo Impressions of Dalyan field visit in Sitapur to meet Medha interns at Bhartiya Micro Credit.



**ORGANISATION**  
MEDHA

FOUNDED IN  
2011

COUNTRY  
INDIA

COVERAGE  
UTTAR PRADESH, BIHAR

TEAM  
FULL TIME STAFF

50

BUDGET US \$  
2016-2017

170'000

DIRECT BENEFICIARIES  
TO DATE

5'000

India (2016-2018)

# Mentor Together

Mentoring high school and university students from disadvantaged backgrounds

**The challenge** addressed by Mentor Together is the high drop-out rate of students from disadvantaged backgrounds at high school and college level. Young women are especially confronted with social pressure and family expectations to quit school as early as tenth grade and marry at a young age.

**The approach** of Mentor Together is to support disadvantaged adolescents in their personal development, help them stay and succeed in school and improve their employability. One-to-one mentoring conducted by volunteer mentors, should help achieve this. Mentees receive emotional support and learn life skills. Dalyan showed its willingness to support Mentor Together at the program level and in its organisational development. However, Dalyan's potential commitment remained subject to Mentor Together obtaining the required permission from the Indian government under the Foreign Contribution Regulation Act (FCRA).

### Progress to date

Mentor Together's FCRA from the Indian Ministry of Home Affairs is still pending. Therefore, Dalyan has continued with its counselling activities and efforts to introduce Mentor Together to Indian funders for support. Thanks to these efforts, Mentor Together has succeeded in financing the expansion of its mentoring program in Bangalore until 2018. It also obtained domestic funds for organisational development to cope with the considerable expansion at program level. Dalyan continues to monitor the development of Mentor Together and hopes to be able to support its growth once FCRA is granted.

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



Photo Mentors working with mentees.



### ORGANISATION

MENTOR TOGETHER

FOUNDED IN  
2009

COUNTRY  
INDIA

COVERAGE  
BANGALORE

TEAM  
FULL TIME STAFF /  
VOLUNTEERS

28 / 1'600

BUDGET US \$  
2016-2017

170'000

DIRECT BENEFICIARIES  
TO DATE

4'500

India (2016-2020)

# Milaan

in cooperation with Edelgive

„Girl Icon Fellowship“ -  
Empowering adolescent girls



**The challenge** addressed by Milaan is the development gap between children in rural areas and children in urban areas. This gap makes it difficult for youngsters from rural areas to access the kind of opportunities that would allow them to move ahead in life. The barrier is particularly high for adolescent girls, who face various restrictions and prejudices.

**The approach** adopted by Milaan is the Girl Icon Fellowship program, which is a two-year leadership development program for selected adolescent girls. It comprises a INR 20'000 learning grant (approximately CHF 300), residential capacity building training and individual mentoring support. Each girl is required to form a peer group of 20 girls in her community, hold meeting on a regular basis and thus build a powerful network of advocacy for girls. The goal of the program

is to empower adolescent girls to become community leaders. Dalyan's support for Milaan runs under Dalyan's framework agreement with Edelgive Foundation. Within this partnership, Dalyan contributes to programs financed by Edelgive Foundation, who takes responsibility for the program and accompanies the executing NGO partner.

**Progress to date**  
The program successfully started and 25 girls were assigned to a mentor and benefitted from several hours of monthly mentoring over the phone. Milaan has also conducted a first self-assessment round to understand the impact of the mentoring. More than 70% of the girls reported increased leadership skills and self-confidence, felt better informed on reproductive health matters and networked more successfully with their peers.

[www.milaan.in](http://www.milaan.in)

Photo  
A Milaan  
event in  
Lucknow,  
UP.



## Rajni – a Milaan “Girl Icon”

My name is Rajni and I am 19 years old. I am from a small village called Bhauna Mau in the Sitapur District of Uttar Pradesh. My father is a farmer and my mother a homemaker.

I am passionate about education and dream of starting a school. I travelled to school almost 60 kilo-



Rajni at her home in Bhauna Mau, a village in Sitapur, Uttar Pradesh

metres by bicycle every day. Education is a powerful tool that can drive change and bridge the gender gap. We can create a healthy society only when girls and boys walk together.

I still remember the time when my father forced me to get married. I was in 8th class. I must have been around 14 years old. However, I stood strong and adamant and refused to do so. I have also managed to stop four other child marriages in my village.

People in my community do not have access to toilets. It is a problem, especially for girls and women. Access to toilets is a basic human right. I have submitted my application under the Shwachh Bharat Mission and I am awaiting

the result. I will ensure every household in my village has toilets.

I am proud to be a “Girl Icon” because Milaan has given me a space to be who I am. The Milaan Girl Icon Fellowship Program has given me an identity of my own. I was also able to attain a higher education due to Milaan's financial assistance.

I want to be a police officer because women here hesitate to report abuse and their voices remain unheard. I am also pursuing my bachelor's degree through distance learning and working part time as a teacher, earning INR 1'000 (approximately USD 15) per month.

# RSSA RAJASTHAN SHRAM SARATHI ASSOCIATION

India (2017-2018)

Training and financial products for women entrepreneurs in high-migration areas

**The challenge** of unstable income is one faced by many families left behind in high migration areas in rural India. In most cases, women must fend for themselves and combine familial and social obligations with income generation. Lack of financial literacy and formal training combined with harsh environmental conditions, add to the challenges these families experience.

**The approach** followed by Rajasthan Shram Sarathi Association (RSSA) is to develop a standardised training framework and provide financial products to help scale and professionalise women-led micro-ventures in high migration communities in South Rajasthan. The goal is to diversify income of migrant families and reduce volatility in cash flow from irregular remittances. Dalyan supports this pilot project over a two-year period.

### Progress to date

RSSA developed a six module program and successfully completed the first full training with a cohort of 18 women. Of those successfully completing the program, eleven were extended micro-credits. As a direct result of their new skills and the availability of financing, the entrepreneurs were able to double their revenue on average. They expanded their product offering and procured larger quantities of goods. Despite limited financial acumen and literacy, the entrepreneurs were able to assess the profitability of their stores. By reducing the complexity in the more technical workshops (e.g. book keeping) greater results are expected in the future.

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



Photo Ramu Bai, a resident of Jodhpur Khurd village in Udaipur district, and part of a solidarity group facilitated by RSSA Bureau.



**ORGANISATION**  
RAJASTHAN SHRAM  
SARATHI ASSOCIATION  
(RSSA)

FOUNDED IN  
2007

COUNTRY  
INDIA

COVERAGE  
SOUTH RAJASTHAN

TEAM  
FULL TIME STAFF

31

BUDGET US \$  
2016-2017

150'000

DIRECT BENEFICIARIES  
TO DATE

4'000

# SSP

## India (2017-2019)

# Swayam Shikshan Prayog

BUILDING FEMALE LEADERSHIP AND ENTREPRENEURSHIP  
TO IMPROVE RESILIENCE OF RURAL COMMUNITIES

**ORGANISATION**  
SWAYAM SHIKSHAN  
PRAYOG (SSP)

FOUNDED IN  
1998

COUNTRY  
INDIA

COVERAGE  
BIHAR, ODISHA, ASSAM,  
MAHARASHTRA, TAMIL  
NADU  
AND GUJARAT

TEAM  
FULL TIME STAFF

60

BUDGET US \$  
2016-2017

2'200'000

DIRECT BENEFICIARIES  
TO DATE

80'000

**The challenge** addressed by Swayam Shikshan Prayog (SSP) is the limited access of entrepreneurial women from disadvantaged backgrounds to capital, higher education and business skills. As a consequence, women mostly remain at the micro-subsistence-business level without the ability to develop as employers and leaders.

**The approach** adopted by SSP aims at improving the resilience of rural communities through several initiatives, notably building women entrepreneurs as employers, leaders and advocates for their communities. The three-year pilot provides entrepreneurship and leadership development training and mentorship to women in a disadvantaged region in a sustainable manner. At least four resource centers will be established in the coming years. These support structures will be managed by the women entre-

preneurs. They will offer training in women entrepreneurship and leadership. Each resource center shall become financially and institutionally self-sustaining over a period of five to six years. The aim is to reach 5000 women through awareness building and mobilisation exercises and to train 2000 of them as leaders and entrepreneurs over three years.

**Progress to date**

The program is progressing with four resource centers staffed and fully operational. 13 trainer instructors have completed their training allowing the program to start. 650 women have already participated in a five-day entrepreneur and leadership course and have all paid their membership fee. However, it also showed that more work is needed to strengthen the centers and adapt their services to the changing needs of women entrepreneurs. This will be built into the year 2 action plan.

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



Photo  
Field visit  
by women  
entre-  
preneurs.





# UGAM

India (2017-2018)

in cooperation with Edelgive

Udyogini - Building women producer organisations in Maharashtra



**The challenge** addressed by UGAM is the vulnerability of rural societies in drought prone regions in rural Maharashtra. The irregularity of rainfall limits the opportunities of earning a living in agriculture and results in high unemployment and high migration. Alternative means of income generation must be found.

**The approach** of UGAM is to strengthen the resilience of agricultural based communities through a broad-based program. The focus has been on building women self-help groups and on linking them to microfinance and to financial literacy training. Realising that this is insufficient to build successful and sustainable businesses, UGAM started the program Udyogini. It supports small businesses of the members of these women self-help groups by encouraging collective action and by offering targeted skill building. Women are trained in business planning and form registered producer organisations. For UGAM it is important to strengthen the

women's entrepreneurial spirit and to ensure their economic empowerment. Dalyan's support for UGAM runs under Dalyan's framework agreement with Edelgive Foundation. Within this partnership, Dalyan contributes to programs financed by Edelgive Foundation, who takes responsibility for the program and accompanies the executing NGO partner.

**Progress to date**  
The program has recently been launched and will support 300 women and 450 village development committees leading to the formation and registration of two producer organisations. It includes specific skill development for the members of the producer organisations and offers advice on how to procure raw material and process products in a collective manner. In the course of 2018 these 300 women will be trained over 20 sessions and will be helped with registration of their producer organisations.

**ORGANISATION**

UGAM

**FOUNDED IN**

1996

**COUNTRY**

INDIA

**COVERAGE**

MAHARASHTRA

**TEAM**

FULL TIME STAFF

70

**BUDGET US \$**

2016-2017

260'000

**DIRECT BENEFICIARIES**

TO DATE

10'000

Photo Member of a self help group in rural Maharashtra.



India (2016-2018)

# VSP Vikas Sahyog Pratishthan

in cooperation with Edelgive

Capacity building of grassroots leaders and institutions



**The challenge** addressed by Vikas Sahyog Pratishthan (VSP), founded in Mumbai, is the vulnerability of rural societies in drought prone regions in India. These are usually very remote regions with little presence of government programs or NGOs.

**The approach** adopted by VSP is to strengthen the resilience of rural, agricultural based communities through a broad-based program. Activities include promotion of locally integrated farming systems and micro-enterprises, introduction of modern agricultural technology and linking up community members to government schemes. VSP works bottom up and includes women beneficiaries in the design and focus of activities as well as in the monitoring. Communities have to contribute in cash or in kind to overall project

costs. Dalyan's support for VSP runs under Dalyan's framework agreement with Edelgive Foundation. Within this strategic partnership, Dalyan contributes to programs financed by Edelgive Foundation, who assumes responsibility for monitoring the program and accompanying the executing NGO partner.

**Progress to date**  
Achievements in 2017 include the development of organic vegetable plots by 125 families in rural Maharashtra, training of 150 people in gardening and maintenance of 200 vegetable gardens. Other achievements include capacity building of VSP staff and its volunteers and the establishment of ten sprinkler units covering 27 acres of land.

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

**ORGANISATION**  
VIKAS SAHYOG  
PRATISHTHAN (VSP)

FOUNDED IN  
1996

COUNTRY  
INDIA

COVERAGE  
MAHARASHTRA

TEAM  
FULL TIME STAFF /  
VOLUNTEERS

18 / 843

BUDGET US \$  
2016-2017

525'000

DIRECT BENEFICIARIES  
TO DATE

20'000



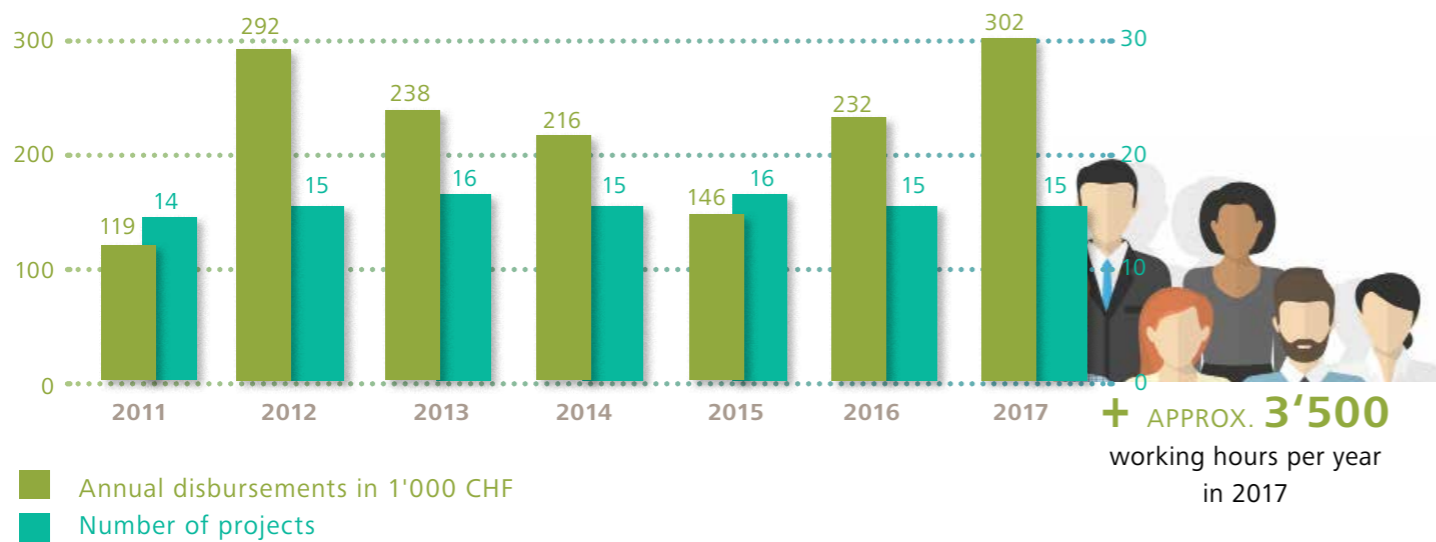
Photo  
Women  
working in  
Sahadeo  
Wankhede  
Vegetable  
plot.

# Dalyan in Numbers

Dalyan aims to have annual disbursements between CHF 300'000 to CHF 400'000 distributed among 10 to 15 projects. Some annual fluctuations may happen, due to delayed starts of cooperations or a cumulation of ending projects such as in 2015. We seek to have cooperations that last three to four years, although we often like to start with a pilot year to mutually get to know each other and then expand our cooperation to the targeted term, which we feel is necessary to attain a sustainable impact.

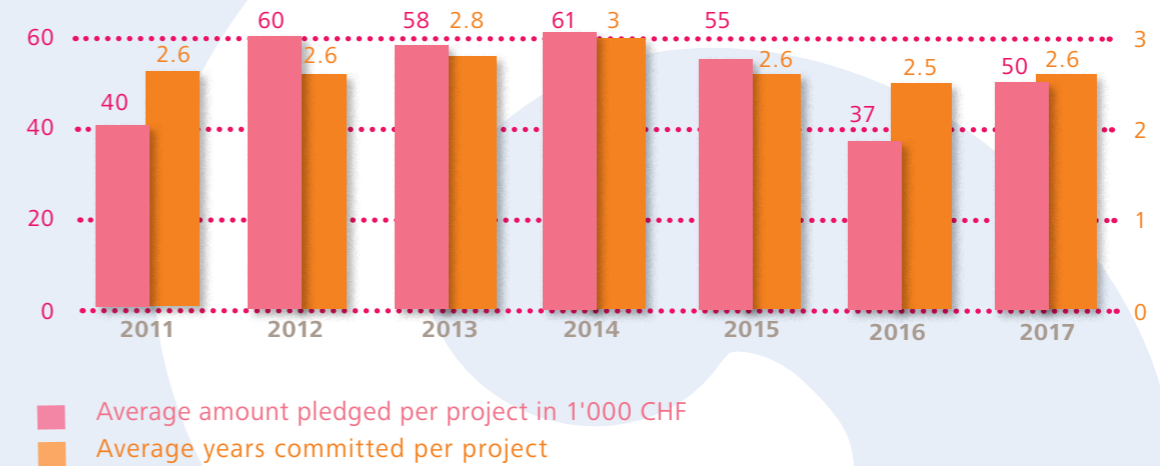
## Annual disbursements

in 1'000 CHF and number of projects



## Average amount pledged and duration per project

in 1000 CHF and years\*



\*For ease of comparability, all pledged amounts in this report are converted to Swiss Francs (CHF) using the exchange rate of the date on which the agreement with the NGO was signed. To avoid NGOs carrying currency risk, all projects receive pledges in their local currencies.



## Beneficiaries by country, target group, type and topic

in % of amount disbursed in 2017. 100 % = 302'000 CHF

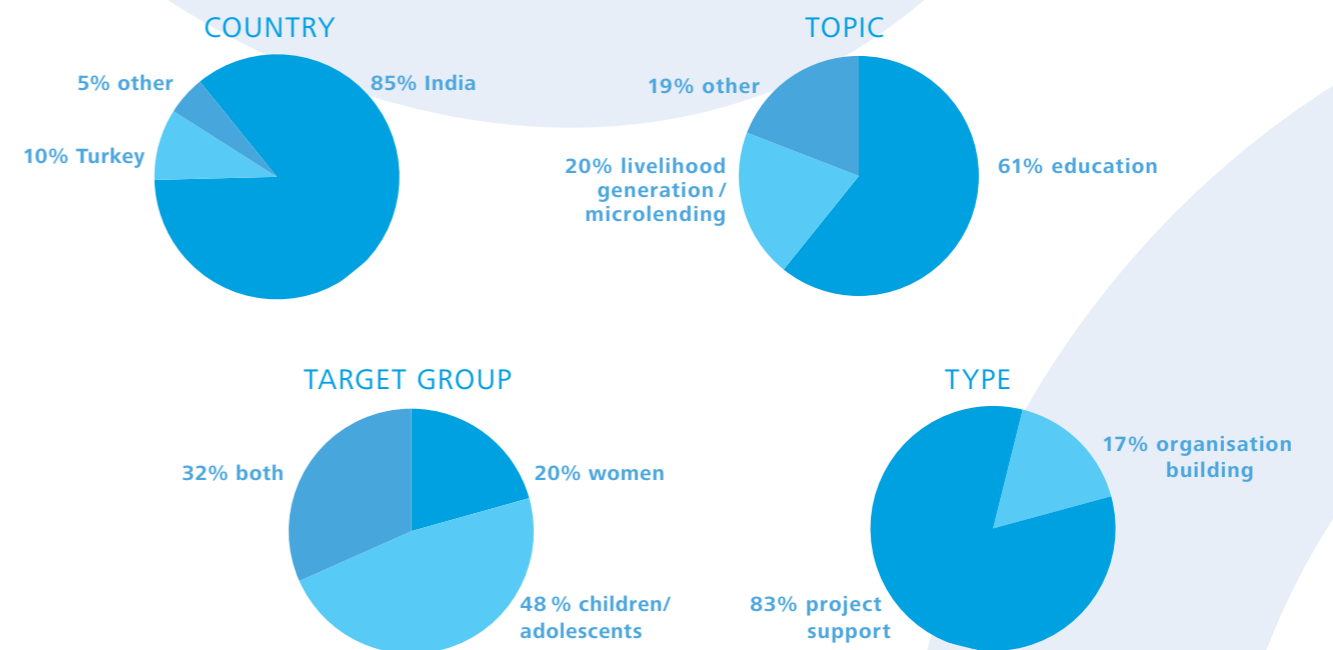




Photo: Through the Business School Programme, Mann Deshi enables rural women to operate businesses efficiently and seek financial independence.

# Our Principles

## Our Vision

### A better balanced World

Chances in life are unevenly spread. Dalyan's work is driven by the wish to help those who have been less fortunate. We want to help alleviate poverty through a culture of sharing, financial support and know-how transfer.

## Our Focus

### Women and Children

Women and children are the most deprived and vulnerable amongst the world's poor. At the same time they have the highest potential for improving the livelihood of their communities. By focussing on their well-being, Dalyan believes it can most effectively deliver on its vision.

## Our Aim

### More Economic Sustainability

Impact shall persist even after Dalyan has withdrawn. Our partners should not just receive short term financial support but should be guided towards self-reliance. They should become increasingly independent through improved fund raising and income generating activities.

## Our Ambition

### Cooperation with the Government

Government is the principal agency to fulfill many development needs. However, the voluntary sector can support the state in sharpening its interventions. Dalyan encourages programs which improve the disadvantaged's access to good government services and foster accountability of the state.

## Our Approach

### Building strong Organisations

In the fight against poverty, implementation capacity is often the biggest bottleneck. Hence, we focus on supporting and increasing the outreach of partner organisations with the will and potential to grow and to become strong and broad based organisations.

## Our Request

### Neutrality towards Religion, Race and Politics

People in need should be helped without imprinting a religious, racial or political belief onto them, and people in need should not be excluded from help nor be discriminated against because of their religion, race or political belief.

## Our Challenge and Opportunity

### Volunteers

Successful integration of volunteers helps Dalyan create sustainable and cost-effective structures for impact generation. The fusion of the for-profit and not-for-profit world and the mix of skill sets greatly enrich our work. We might move slower – but we will get further.

 d a l y a n

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