



❧ d a l y a n

**Dalyan Foundation**  
**Annual Report 2019**



# Reflections on 2019



2019 has again been enriching for Dalyan in terms of activities and also in terms of learnings. Thanks to our partnerships and co-funding arrangements with like-minded partners - EdelGive Foundation in India and STDV in Turkey - we could further expand and diversify our support resulting in currently 21 NGO partners in India, Turkey and Switzerland. It also enabled us to increase our financial commitments by 20 percent compared to 2018.

Organisational support remained an important signpost for us this past year. This is based on our conviction that only strong and resilient NGOs can provide long-term and sustainable impact. We also see substantial need for organisational strengthening of the small to medium sized NGOs that we support.

Although we observe a higher awareness on this subject in discussion with other donors and whilst there is an ever-increasing view that the costs of organisational development as an investment rather than just an overhead expense, organisational support is still an underfinanced niche in both India and Turkey. This offers a specific value add opportunity for small donors such as Dalyan. As a privately held foundation that does not rely on fund raising, we can bear the specific risks of organisational support, such as the difficulty of linking organisational support to beneficiaries impacted or the challenges of change processes.

This year we gained experience with various forms of organisational support, such as financing exposure visits for NGOs, workshops for strategic visioning as well as coaching and skill building in the area of monitoring and evaluation. We also financed external research capacity for impact studies, non-project related positions and provided untied core funding.

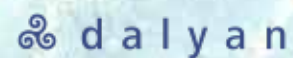
Not surprisingly, we were confirmed in our understanding that organisational strengthening processes need time and sufficient escorting for the effects to really become engrained in and owned by the organisation, so they do not remain as great PowerPoint presentations in a drawer.

Leveraging on local expertise, be it experienced consultants or NGOs in our networks that shared their experience with others, has greatly helped us. In fact, this support was irreplaceable for patiently but persistently accompanying an NGO in the ups and downs of organisational development whilst avoiding culture clashes on the way. This is also why we have seen the need to further strengthen our own local capacity. We have had a volunteering presence in Turkey for close to ten years and this year we have decided to strengthen our local presence in India with an additional person. Our main aim is to thus develop a better understanding of the challenges and needs of our partners and be closer to them.

We are looking forward to a new year in the new decade with much excitement, curiosity and hope.

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

## In the Spotlight: Citizen Gandhi

6

## Supported Organisations

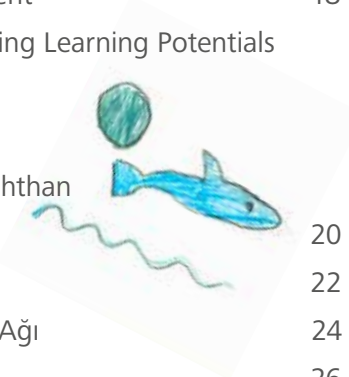
- Azad Foundation 8
- ChagALL Initiative Fund 10
- Collaborators for Transforming Education 12
- ÇYDD - Çağdaş Yaşamı Destekleme Derneği 14
- ECF - Equal Community Foundation 16
- EdelGive Framework Agreement 18

CULP - Centre for Unfolding Learning Potentials

Milaan

Torpa

VSP - Vikas Sahyog Pratishthan



Hayat Sende 20

Kattaikkuttu Sangam 22

KODA - Köy Okulları Değişim Ağı 24

Kolkata Sanved 26

Medha Alumni 28

MHT - Mahila Housing Trust 30

Quest Alliance 32

RSSA - Rajasthan Shram Sarathi Association 34

SGD - Sulukule Gönüllüleri Derneği 36

SSP - Swayam Shikshan Prayog 38

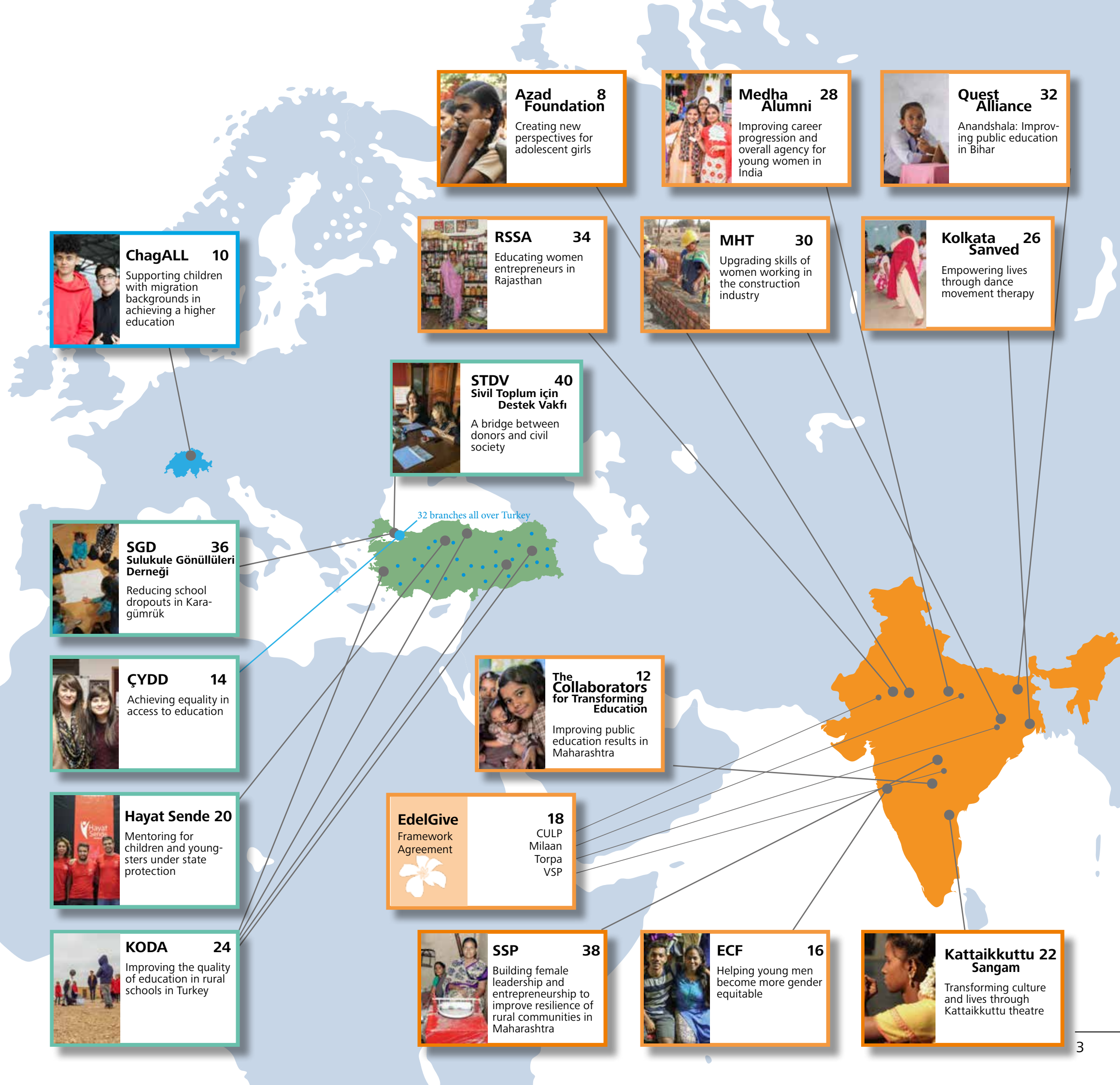
STDV - Sivil Toplum için Destek Vakfı 40

## Dalyan in Numbers

42

## Our Principles

45



**Azad Foundation 8**  
Creating new perspectives for adolescent girls

**Medha Alumni 28**  
Improving career progression and overall agency for young women in India

**Quest Alliance 32**  
Anandshala: Improving public education in Bihar

**ChagALL 10**  
Supporting children with migration backgrounds in achieving a higher education

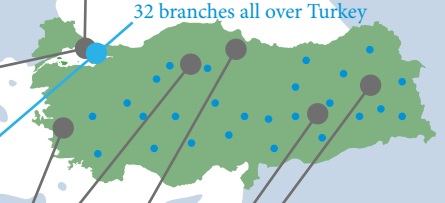
**RSSA 34**  
Educating women entrepreneurs in Rajasthan

**MHT 30**  
Upgrading skills of women working in the construction industry

**Kolkata Sanved 26**  
Empowering lives through dance movement therapy

**STDV 40**  
**Sivil Toplum için Destek Vakfı**  
A bridge between donors and civil society

**SGD 36**  
**Sulukule Gönüllüleri Derneği**  
Reducing school dropouts in Karagömrük



**ÇYDD 14**  
Achieving equality in access to education

**The Collaborators 12**  
**for Transforming Education**  
Improving public education results in Maharashtra

**Hayat Sende 20**  
Mentoring for children and youngsters under state protection

**EdelGive 18**  
Framework Agreement  
CULP  
Milaan  
Torpa  
VSP

**KODA 24**  
Improving the quality of education in rural schools in Turkey

**SSP 38**  
Building female leadership and entrepreneurship to improve resilience of rural communities in Maharashtra

**ECF 16**  
Helping young men become more gender equitable

**Kattaikkuttu 22 Sangam**  
Transforming culture and lives through Kattaikkuttu theatre



# Portrait



### Our objective

The image of mixing and fusing waters evoked by the name "Dalyan" reflects our 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 for creating a lasting impact on society. Our focus is on projects of non-governmental organisations (NGOs) in education and livelihood development 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 2 years later. By the end of 2019, Dalyan has supported 60 projects.

### Our criteria for partnership

We support the work of NGOs who share our goals and are willing to grow and progress. We choose partners and projects according to vision and approach, capacity for sound management practices, cost efficiency, transparency and experience. 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 report regularly. Although we mainly provide support 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 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 five years.



### Our organisation

The Dalyan team unites complementary skill sets 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 and of our managing director with private equity as well as development agency experience. In addition, we rely on our two focal points

in India and in Turkey, Bernard Imhasly and Yeşim Yağcı Silahtar, who support Dalyan with the selection of projects, providing guidance and enriching Dalyan through their networks and professional field expertise. Currently, 19 individuals allocate their time and knowledge to the Dalyan Foundation on a voluntary basis with the support of an intern.



Many thanks to the little artists contributing the drawings:

Alexa (8), Alina (7) Elâ (11), Hanna (5), Ida (11), Jan Maxim (9), Joni (11), Julia (7), Lena (11), Liam (8), Henry (8), Lucy (7), Luis (11), Miya Lou (8), Yannnik (4) and Venja (9).



### VOLUNTEER & CORE TEAM MEMBERS

- ADRIAN NIGAM
- ALASTAIR GUGGENBÜHL-EVEN
- ALEXANDRE PITTET
- BERNARD IMHASLY
- CELIA INACIO
- DANIELA GRAF
- DEEPA KURUVILLA
- ISABELLE LANDOLT
- LUANA NAVA
- M. CHIDAMBARANATHAN
- MARCELLO CASSANELLI
- MELIKE SAL
- MIKE WIDMER
- MURAT EVEN
- PATRICK PRINZ
- RICHIE MÜNCH-JINDAL
- SUSANNE GROSSMANN
- YEŞİM YAĞCI SILAHTAR
- YONCA EVEN GUGGENBÜHL

### 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

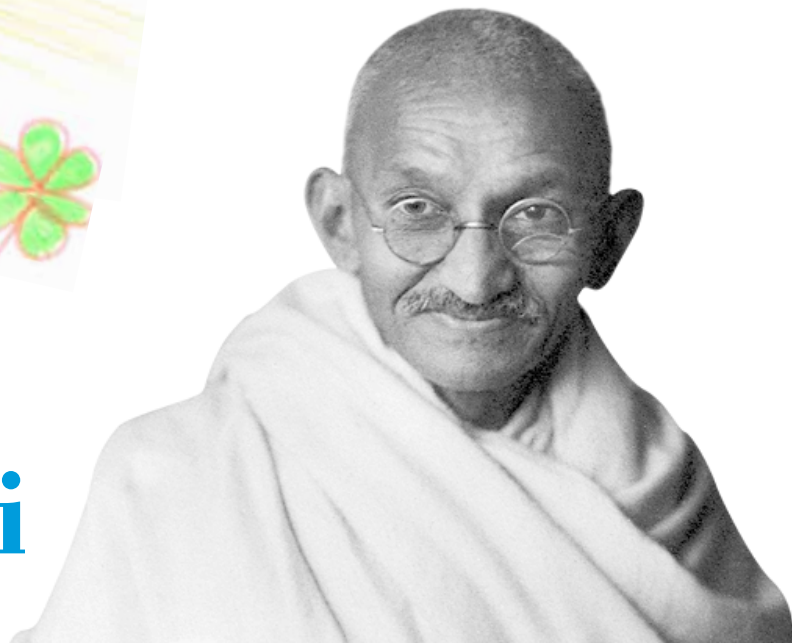
MONTEROSA SERVICES AG

PROVENTUS AG, MARKUS WIDMER





# Citizen Gandhi



2019 celebrated the 150th birth anniversary of Mahatma Gandhi. He was not only the greatest of India's founding fathers but his philosophy of non-violent political action also served as a torchbearer for anti-colonial movements around the world.

Gandhi was also the first modern statesman aiming to fulfil not just two of the French Revolution's noble goals – *Liberté and Egalité*. The third, being left out from many democratic movements, was as central to him: The *Fraternité* among citizens.

**Political freedom is not enough**  
Gandhi started India's independence campaign in 1916, fighting for the rights of indentured indigo farmers. He soon realised that even if those rights were to be granted by the colonial government, the farmers would still remain desperately poor.

Political freedom, he realised, had to go hand-in-hand with 'Freedom from Want' – a commitment to erase hunger, illiteracy, disease. While the Indigo campaign went on, Gandhi called on volunteers to start schools and primary health centres. When India gained independence

thirty years later, Gandhi asked the Congress Party to transform itself into a social organisation. It should use its vast infrastructure of cadres and volunteers to fight for another liberation – the freedom from want. The political party leadership politely ignored the advice. The new State, they claimed, would take care of poverty eradication. But Gandhi's call found an echo among many who had participated in the freedom struggle. Social organisations sprang up all over the country. They laid the ground for the extraordinary spread of civil society initiatives over the last seventy years.

**The Gandhian approach and its implementation**  
Most of these initiatives were community-based organisations. They combined the spirit of a common nationhood with the humanitarian impulse of a sharing economy, and

fighting injustice and inequality. They wanted to enable citizens to demand the development services offered by the State.

This model gave birth to several successes. Some NGO programmes were so impactful that the State took them over and turned them into National 'Missions'. The work of MYRADA in northern Karnataka became the National Rural Livelihood Mission. Its engagement with women led to the country-wide Self-Help Group Movement.

The 'Mahatma Gandhi National Rural Employment Guarantee Act' (MGNREGA) became the country's largest state-funded anti-poverty programme. It grew out of a civil society initiative, just like the Integrated Watershed Management Programme and the ASHA Initiative for early childhood care.



## State and Civil Society

The development dialogue between the State and Civil Society consisted of an unstated division of labour: The Gandhian approach focussed on individual communities while the State ran its programmes at regional or national scale

This did not work smoothly. State institutions edged out the NGOs at the local level, rather than partnering with them. Mistrust between civil organisations and the State led to a widespread disconnect between these principal development actors. Civil Society initiatives were limited by their narrow focus, state programmes spread their nets too wide to be effective.

Yet, many government programmes were adorned with the name of Mahatma Gandhi. It showed that his ideas still had some traction in rural India. But the poor track record of public interventions devalued 'Brand Gandhi' and put a shadow over his continuing relevance.



## A call to private sector philanthropy

In 1991, the government opened up the economy wide to market forces. But the promised eradication of poverty through higher employment and consumption did not materialise. By 2000 the transformation of the poor into a vast middle class remained elusive.

This was a wake-up call for private sector philanthropy. It soon realised that the famous 'Bottom of the Pyramid' remained at the bottom. The private sector became sensitised to the structural roots of poverty, the weak-

ness of State action, and the limited success of Civil Society initiatives.

The private sector's tools for a successful paradigm change were their own business models. Together with the IT revolution and global trade liberalisation, these business models had brought spectacular success to many companies. Could they be the key to eradicating poverty, too?

## Poverty - a problem with many faces

Twenty years on, the results are, again, a mixed bag. Overall, extreme poverty has further been reduced. But the positive macro figures hide a worrying trend: Poverty reduction has been sharply skewed with increased economic and social inequality; technological change has raised the spectre of jobless growth. Both factors led to a deepening of relative (and sometimes absolute) poverty.

The picture at the micro-level is as vexed. Business processes have helped social organisations to streamline their activities, set clear targets and monitor implementation. They have delivered faster and better social 'returns'.

However, for many 'philanthropic' initiatives it has also been a sobering experience. Especially in India, the transitioning from micro-level interventions to macro-level impact has hardly taken place. Where it is claimed to have succeeded, the long-term results have yet to come in.

The deepening engagement with poverty by private philanthropists has softened their criticism of the State's heavy-handed approach and of Gan-

dhan 'kitchen-garden' immersion. They realise that the stubborn persistence of poverty is not just due to corruption and a purely local focus. Deep-set social attitudes and structures, too, slow down behavioural change.

## Gandhi - still relevant today

Maybe this sobering experience will also lead to a re-evaluation of Gandhian approaches. Their impact may have been slow and limited. But they have been successful in empowering thousands of local communities, lessening social tensions (such as caste divisions), and giving agency to women and girls.

A key concept of Gandhi's development philosophy is that of 'trusteeship'. According to him, the wealth created by the market 'is not proprietary'. It is wealth given in 'safe custody', to be (at least partly) invested among those left behind by the market.

It is a model not likely to ever become the dominant yardstick in global politics. But perhaps a soft version of the concept may find traction. It is the acceptance that philanthropy is not just charitable giving, but a self-evident moral obligation, based on the goal of 'Fraternité' which Gandhi had embraced.

Bernard Imhasly has lived in India for over thirty years, first as a diplomat for the Swiss Foreign Service, then as a journalist, as a correspondent for the *Neue Zürcher Zeitung*. Since his retirement he lives near Mumbai, represents Dalyan in India and writes a column for the Internet Web-paper [www.journal21.ch](http://www.journal21.ch).





India (2018-2021)

# Azad Foundation

Creating new perspectives for adolescent girls



**The challenge** addressed by Azad is that adolescent school girls in resource-poor communities often have limited access to career know-how, gender knowledge and women's rights. As a result, they often find themselves in vulnerable circumstances, forced into early marriage or pushed into traditional jobs in the informal sector. The common patriarchal structure of society leads to unequal opportunities for young girls compared to their male counterparts.

**The approach** of the Azad Kishori programme is to build awareness by conducting workshops with adolescent girls aged 14 to 18 years old. These workshops enable the girls to develop independent perspectives on issues such as gender equality and reproductive health. They also learn practical life skills such as financial literacy, first aid and self-defence. These skills help the girls achieve their personal goals and increase their self-confidence. Another aim is to expose young girls to

non-traditional livelihood options such as becoming taxi drivers, electricians, bicycle mechanics or solar engineers, enhancing their economic status and decision-making ability.

#### Progress to date

Dalyan's support has allowed Azad to successfully conduct a summer camp with 30 selected girls with leadership potential, during which they delved deeper into the topics that had been covered in the prior workshops, with the aim to share their insights with their communities. In addition, Azad has reached out to over 1000 girls through their school programme with workshops teaching them about gender issues and life skills in 2019. Dalyan also financed a training for the Azad Kishori team to help them review the theory of change of their programme and strengthen the monitoring and evaluation framework and process. Dalyan aims to help Azad to deepen the leadership programme for the girls and make the effects more sustainable.

[www.azadfoundation.com](http://www.azadfoundation.com)



Foto  
Self defence  
session with  
9th class in Sr  
Sec girls School  
Sanganer

#### ORGANISATION AZAD FOUNDATION

FOUNDED IN  
2008

COUNTRY  
INDIA

COVERAGE  
DELHI/ JAIPUR

TEAM  
FULL TIME STAFF/  
VOLUNTEERS

51 / 5

BUDGET US \$  
2018-2019

1'450'000

DIRECT BENEFICIARIES  
TO DATE

~7'850



Switzerland (2018-2021)

# ChagALL Initiative Fund

Supporting children with migration backgrounds in achieving a higher education



**ORGANISATION**  
**CHAGALL INITIATIVE FUND**

FOUNDED IN  
2018

COUNTRY  
SWITZERLAND

COVERAGE  
SWITZERLAND

TEAM  
FULL TIME STAFF

**0.2**

BUDGET US \$  
2018-2021

**478'000**  
TO BE DISTRIBUTED OVER 4 YEARS

DIRECT BENEFICIARIES  
TO DATE

**22 students**  
(36 TEACHERS INVOLVED)

**The challenge** in the 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 struggle. Limited language skills, lower education levels of the family and inability to afford private tutoring in many migrant families being the main reasons.

**The approach** of the ChagALL (Chancengleichheit für Alle) team is to identify talented and motivated secondary school students with a disadvantaged migration background in the Canton of Zurich and to intensely support them academically and personally during the exam preparation and probation period of the gymnasium or "Berufsmatura". Based on the great success of ChagALL, donors have formed a consortium to pool their funds to scale the ChagALL programme throughout Switzerland. Under the management of the ChagALL team, projects with a similar aim are to receive financial and know-how support.

**Progress to date**

After the initial four-year support of the original ChagALL programme, Dalyan is participating in the ChagALL Initiative Fund together with seven other donors, with the aim to facilitate at least four similar programmes throughout Switzerland over four years. To date, two promising programmes that received support from the fund have started their activities: ChagALL of Kantonsschule Baden and ChaBâle from Basel initiated by the Pädagogische Hochschule FHNW and the Wirtschaftsgymnasium/-Mittelschule Basel. In the first year, 22 students in Baden were accompanied in the programme. In Basel teachers have been trained and are starting implementation with 20 students. This programme will be closely supported by a scientific evaluation over three years. Both programmes have their own unique approach to the subject of supporting the aim of higher education of migrant adolescents whilst leaning on the basic concept of ChagALL.

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



Photo  
Participants of  
Chagall Alumni  
meeting  
Photo by Gerda  
Müller





India (2018-2023)

# The Collaborators for Transforming Education

Improving public education results in Maharashtra



**The challenge** addressed by the collaborative under the leadership of EdelGive Foundation is the poorly functioning public school system in rural Maharashtra. Teachers are scarce and NGOs have difficulties in accessing these areas. The complexity and size of the problem require a concerted effort by like-minded stakeholders who can bring in multiple resources and deliver high quality impact.

**The approach** aims at building a collaborative of donors, the Indian Government and NGOs, to implement Pragat Shaikshanik, an initiative of the Government of Maharashtra for systemic improvement of the public school system. The objectives are enhancing the learning outcomes of children resulting in transformation of schools to Pragat schools (high-performing schools as per the criteria of the Maharashtra government), systemic capacity building on all levels (teachers, school directors, administration etc.) and enhancement of community engagement. In this current phase the collaborative focuses on

the four most challenging districts of Maharashtra. Best practices for improving learning outcomes of children will be identified and disseminated for replication in other regions.

**Progress to date**

Dalyan joined the Collaborators at the start of Phase II – District Transformation Programme (DTP). DTP has been adopted in all the four intervention districts, alongside Phase I – the School Transformation Programme (STP). While STP focuses on building sustainable processes in the schools and communities for better student learning outcome, DTP focuses on scaling up these processes further through the government system. In 2018 and 2019 the programme concentrated on systematic ownership building and sustainability through community engagement. This approach has led to consistent improvements in student learning outcomes. Overall, and despite a number of challenges, the three years of interventions are so far indicating a successful model of change.

[www.edelgive.org/the-collaborators](http://www.edelgive.org/the-collaborators)

**ORGANISATION**  
**THE COLLABORATORS FOR TRANSFORMING EDUCATION**

FOUNDED IN  
2016

COUNTRY  
INDIA

COVERAGE  
STATE OF MAHARASTRA

TEAM  
FULL TIME STAFF

5

BUDGET US \$  
2018-2019

1'000'000

DIRECT BENEFICIARIES  
TO DATE

948'000 CHILDREN  
25'000 TEACHERS  
445 FUNCTIONARIES



Photos Students participating in activities in Parbhani district, Maharashtra





Turkey (2012-2021)

# ÇYDD - Çağdaş Yaşamı Destekleme Derneği

Achieving equality in access to education:  
Mentoring programme (2012-2020) and Scholarship programme (2017-2021)



**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 from disadvantaged families often lack the funding and support to conclude primary school and high school. Most of CYDD's scholars from rural areas who are studying at the university in the cities, are overwhelmed entering work life. They lack a supporting network and role models to help them plan their life and career.

**The approach** is to support students in the different phases of their school career, starting with a well established scholarship programme to keep particularly girls in school, and build a systematic one-to-one mentoring programme for university students from disadvantaged backgrounds (70% female). Further, CYDD aims to mobilise CYDD's alumni and volunteers as mentors. Selected and trained mentors support mentees intensively in their career and life choices in areas such as career planning, job search, personal presentation and personal issues over the period of one year.

### Progress to date

Dalyan's contribution to CYDD since 2012 has helped to pilot and establish the CYDD Mentoring programme and to strengthen CYDD's relationship with its alumni. Since its establishment, the programme has consistently been improved and expanded with more than 1'446 mentoring pairs in 32 branches throughout the country. Mentors and mentees have been very happy and half of the mentors prolong their engagement with the programme after the standard one-year term. CYDD has established new relations with the private sector through its mentors and made progress in raising funds for the programme, thus becoming more sustainable. Dalyan is matching grants to the funds raised by CYDD for the programme during this three-year transition period. In addition, thanks to the co-funding of a donor family in Switzerland as well as of BlueSox Zurich, Dalyan can support 25 girls with a CYDD scholarship, 24 in high school and one in primary school. The four-year funding will allow these girls to graduate.

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



Photos ÇYDD scholars and ÇYDD Volunteers come together for more than just mentoring and learn from one another



### ORGANISATION ÇYDD

FOUNDED IN  
1989

COUNTRY  
TURKEY

COVERAGE  
81 CITIES IN TURKEY

TEAM  
FULL TIME STAFF

33

BUDGET US \$  
2018

5'060'000

DIRECT BENEFICIARIES  
TO DATE

~125'000



India (2018-2021)



# ECF - Equal Community Foundation

Helping young men become more gender equitable



**ORGANISATION**  
EQUAL COMMUNITY  
FOUNDATION

FOUNDED IN  
2009

COUNTRY  
INDIA

COVERAGE  
MAHARASHTRA,  
JHARKHAND, GUJARAT,  
KARNATAKA

TEAM  
FULL TIME STAFF

30

BUDGET US \$  
2018-2019

240'000

DIRECT BENEFICIARIES  
TO DATE

~5'600



**The challenge** addressed by ECF is the ongoing violence and discrimination against women and girls in India, often rooted in patriarchal structures and thinking.

**The approach** of ECF, with the Action for Equality Programme (AfE), is to sensitise and educate boys from age 13 to 17 on gender matters to a level which should induce changes in their own attitude and behaviour towards girls and women. Subsequently, they become ambassadors for gender equality and fight violence against women and girls in their communities. By changing attitudes towards gender norms and power relations, AfE aims to benefit women and girls in the communities where the programme is implemented.

Mentors deliver a unique and attractive programme at three levels- foundation, action, leadership- where adolescent young men uncover how gender norms influence and shape specific role divisions and power relations in their lives. Boys

concurrently go through a participatory process to reflect on their own attitudes and behaviour and to become agents of change in their environment.

**Progress to date**

Since AfE's start, over 5600 young men have enrolled with 3224 having successfully graduated. Currently, the AfE programme is being implemented across 20 low-income communities in Pune with 470 boys enrolled. Dalyan's contribution in 2019 supported AfE in two communities and co-financed ECF's research team, which conducts a longitudinal study with the aim to assess the long-term effects of the AfE programme on the boys. The results from this longitudinal study are expected in April 2020 and will help strengthen the programme and identify areas of improvement. Last year, ECF also started to build an alumni network with boys, who were part of the programme in former years.

[www.ecf.org.in](http://www.ecf.org.in)

Photo  
Our participants learn about and collaborate on resolving issues of gender based violence and discrimination



## The story of Ashutosh (17) from Prem Nagar, Pune

My name is Ashutosh and I am 17 years old. My father works as a driver and my mother is a domestic worker. I have a 19-year-old sister.

I first heard about ECF when I was 13 years old. An Action for Equality (AfE) mentor told me about the programme conducted by ECF and I knew, from speaking to other boys in the community, that there would be games and activities. When I joined the foundation's programme, I learnt about human rights.

Around this time, my family began planning my sister's marriage in our village. My grandmother particularly wanted my sister to get married. My sister was only 14 years old and the man they wanted her to marry was around 24. I knew that she did not want to get married and that child marriage is wrong. In the session with ECF about human rights, I

learnt that child marriage is a crime as well. Until then I did not know it was illegal.

I was uncomfortable with this situation and felt that I should do something to prevent this marriage from taking place, but I did not know what to do or what I should say to convince my family. So I went to my AfE mentor for help. The mentor told me about Childline, a telephone helpline for children in distress. He also came with me to speak to my family. With the mentor's support I spoke to my parents and convinced them that this marriage was against my sister's human rights. Then my parents, my sister and I spoke to my grandmother and convinced her to delay my sister's marriage.

I used to think that women were sexually harassed because of the clothes they wore. At AfE sessions

we talked about how even children are raped. Now I know that rape happens because of rapists and I feel that our laws should be strengthened. I think all people should be informed about human rights.

I have learnt a lot with AfE and made friends at the sessions. I know how to speak to people and I help out in my community. I want to become a Marathi teacher. I am going to bring about change by speaking to students about gender equity.

Ashutosh's sister, **AniSha**, says:

"It is because of Ashutosh that I have the opportunity to study. If he had not supported the prevention of my marriage I would not be able to go to school now. Ashutosh still supports me in many ways."



India (2016-2019)

# EdelGive Framework Agreement

A strategic partnership between EdelGive and Dalyan Foundation for joint support of NGOs and their projects



## EdelGive Foundation

Since 2016 Dalyan has a framework agreement with EdelGive Foundation. Under this strategic partnership Dalyan contributes to selected NGOs and their programmes financed by EdelGive Foundation, who assumes responsibility for monitoring the programmes and accompanying the executing NGO partners. EdelGive Foundation was set up in

2008 as the philanthropic arm of the Edelweiss Group and supports small and mid-sized NGOs across the country through grants and capacity building. Additionally, EdelGive has become the connecting platform between grant-makers/donors and credible NGOs across the country, with the mission to build a strong, efficient and high impact social sector for a better India.

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



### ORGANISATION EDELGIVE FOUNDATION

FOUNDED IN  
2008

COUNTRY / COVERAGE  
INDIA

TEAM  
FULL TIME STAFF

22

BUDGET US \$  
2018-2019

6'095'000

DIRECT BENEFICIARIES  
TO DATE

~ 3'500'000

## Programmes currently financed under the EdelGive Framework Agreement:

### CULP - Centre for Unfolding Learning Potentials Improving education for children in Rajasthan (2018-2020)

CULP works with marginalised rural and tribal communities in Rajasthan. It aims at improving the situation of girls, who traditionally marry as early as age 13. Dalyan contributes to CULP's Pehchan project, which aims to reduce the number of out-of-school children (mostly girls) by creating a child friendly classroom atmosphere. The project also offers bridge courses to mainstream dropout children back to public schools and provides academic sup-

port to adolescents in school. Finally, life skill-based education camps are conducted to teach adolescent girls between the ages of 10 and 19 about health, personal hygiene and democratic processes. The project benefits 250 out-of-school girls and 200 low-performing girls attending school through academic support and 500 girls through the education camps. Around 50 teachers and government education officers also benefit from skill building.

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

### Torpa (2018-2021)

#### Strengthening women in tribal communities

Torpa Rural Development Society for Women works with tribal communities in remote areas of Jarkhand. These communities, which are very scattered, almost solely survive on small farming and collection of forest products. They have no access to electricity nor to proper water facilities. Mortality rate is high and communities suffer from migration, extremism and exploitation by third parties. The Dalyan/EdelGive supported programme

aims at organising and strengthening the self-help groups in the tribal communities, to develop local leadership, to improve agricultural output through technology and to connect the families to government schemes. The intervention shall strengthen the livelihood of 1'500 families in 30 selected villages. It shall also improve women's and girls' position in the community and their access to resources and basic infrastructure.

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

### VSP - Vikas Sahyog Pratishthan (2016-2019)

#### Capacity building of grassroots leaders and institutions

VSP aims to reduce the vulnerability of rural societies in drought prone regions in India through strengthening the resilience of rural, agricultural based communities. VSP uses a comprehensive approach, including the promotion of local integrated farming systems and linking farmers up to markets. The focus is mostly on women with beneficiar-

ies being included in the design, focus and monitoring of activities. The Dalyan/EdelGive supported programme aims at improving the income of 1'800 female-headed households in 20 villages through more productive organic farming methods, collective marketing and generation of additional income streams. In addition, VSP is receiving



### Milaan (2016-2020)

#### Empowering adolescent girls to become change makers

Milaan wants to overcome traditional role models for adolescent girls in rural India, expand their personal development opportunities, and shape them as leaders and change makers in their communities. Dalyan contributes to scaling Milaan's Girl Icon Fellowship programme, a two-year leadership training for selected adolescent girls, comprising a learning grant, residential capacity building and individual mentoring. Each girl shall form a peer group of 20 girls in her community and build a network of advocacy for girls.

In total, Milaan has so far promoted 382 fellows, out of which 298 through the Dalyan/EdelGive support from 2016 to 2020. The programme is presently working in Assam and Uttar Pradesh states of India.

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



support to further develop its organisation. The programme reached all targets set. VSP also made strong progress as an organisation in areas such as management information systems, reporting and donor relations.

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



Turkey (2017-2019)

# HAYAT SENDE

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



**The challenge** addressed by Hayat Sende is the difficulties faced by children and youngsters under state protection (predominantly orphans), especially when they leave the institution to live an independent life. They often leave care without high school degrees and with poor employment prospects, lacking networks, role models and self-confidence. Statistics show they often become involved in prostitution, crime and have a higher rate of suicide.

**The approach** consisted of one-to-one, group and peer mentoring programmes. Mentoring is ideally used as a preventive measure prior to youngsters entering mainstream society and encountering problems. The aim was to improve life prospects of these youngsters, keeping them in the education system and guiding them on career opportunities. Another goal was to empower them to reach their full potential whilst combating discrimination and defending their rights via advocacy.

Care leavers would act as role models and mentors along with other trained volunteers. Over time, Hayat Sende planned to scale the programme in partnership with other organisations throughout Turkey.

**Progress to date**

The Dalyan supported pilot project targeted 157 mentees over three years. Up to the end of 2019, 48 youngsters in Ankara have benefited from this project through one-to-one and group mentoring. 40 mentees aged 18 to 22 worked with dedicated mentors. Eight mentees participated in group mentoring during the second year. Another eight girls aged 18 to 22 who still lived in state institutions and were preparing for university exams participated in one-to-one mentoring. Despite this success, Hayat Sende decided to discontinue the pilot at the end of the second year to concentrate its limited human resources on its main strategic targets, namely scholarships, summer camps, advocacy, and fund generating activities.

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

**ORGANISATION**  
**HAYAT SENDE**

**FOUNDED IN**  
**2007**

**COUNTRY**  
**TURKEY**

**COVERAGE**  
**ANKARA**

**TEAM**  
**FULL TIME STAFF/  
VOLUNTEERS**

**2 / 210**

**BUDGET US \$**  
**2018**

**117'000**

**DIRECT BENEFICIARIES**  
**TO DATE**

**~1'800**



Top Summer Youth Camp in İzmir with 20 youngsters under state care  
Bottom Toy design workshop in Ankara





India (2019-2021)

# Kattaikkuttu Sangam

Transforming culture and lives through Kattaikkuttu theatre



**The challenge** addressed by Kattaikkuttu Sangam is to strengthen the artistic scope and the validation of Kattaikkuttu, a very complex and expressive form of rural theatre practiced in the State of Tamil Nadu in South India.

**The approach** of Kattaikkuttu Sangam is to promote unique performances as a rural but contemporary theatre. The organisation was founded in 1990 as a non-profit association of professional performers. The aim of the association is to ensure sustainable careers for its members through artistic trainings, performances, workshops, branding and publicity, and to build a new generation of young, talented players. Inspired by its social mission, the organisation has established a residential school that combines formal education with performing arts for students between 7 and 17 years of age. A specific challenge of Kattaikkuttu Sangam is to establish young women as performers in rural theatres and foster the acceptance of mixed ensembles within rural and urban audiences.

**Progress to date**  
The Kattaikkuttu Sangam team has decided to forgo the formal school as of next year due to the complexity of simultaneously following both paths: building a theatre centre and carrying the regulatory and logistic burden of running a formal school. Currently, the team works on the implementation of its new business model to become purely a theatre centre with a focus on talented adolescents. The organisation has initiated various activities, such as a drama-based gender workshop and developing a communication and social media concept in collaboration with Ashoka University. Dalyan supports the organisation over a two-year period during its transition time.

**Progress to date**

The Kattaikkuttu Sangam team has decided to forgo the formal school as of next year due to the complexity of simultaneously following both paths: building a theatre centre and carrying the regulatory and logistic burden of running a formal school. Currently, the team works on the implementation of its new business model to become purely a theatre centre with a focus on talented adolescents. The organisation has initiated various activities, such as a drama-based gender workshop and developing a communication and social media concept in collaboration with Ashoka University. Dalyan supports the organisation over a two-year period during its transition time.

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



The support is given in the name and memory of Saskia Bianchi, a young enthusiastic dancer and dear colleague who passed away in December 2009.



Top **Make-up – preparation for a performance**  
Bottom **Learning to act - junior students Kattaikkuttu Gurukulam**



**ORGANISATION**  
**KATTAIKKUTTU SANGAM**

FOUNDED IN  
1990

COUNTRY  
INDIA

COVERAGE  
TAMIL NADU (KANCHIPURAM)

TEAM  
FULL TIME STAFF/  
VOLUNTEERS

22 / 9

BUDGET US \$  
2018/2019

138'000

DIRECT BENEFICIARIES  
TO DATE

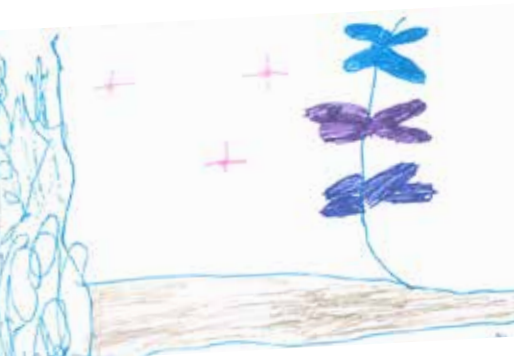
2'152



Turkey (2018-2021)

# KODA Köy Okulları Değişim Ağı

Improving the quality of education in rural schools in Turkey



**ORGANISATION**  
KODA

FOUNDED IN  
2016

COUNTRY  
TURKEY

COVERAGE  
DIYARBAKIR, HARRAN,  
IZMIR, MALATYA, MUŞ,  
PERVARI, SAMSUN, SIIRT

TEAM  
FULL TIME STAFF /  
VOLUNTEERS

4 / 79

BUDGET US \$  
2018

285'000

DIRECT BENEFICIARIES  
TO DATE

958 CHILDREN  
357 TEACHERS

**The challenge** in rural primary schools results from the fact that assigned teachers are not prepared for the specific challenges of a rural school environment. The teachers are mostly isolated from their colleagues, have insufficient support and very limited curriculum to provide inspiring and high quality education in mostly mixed-age classrooms. KODA believes that rural village schools – mostly referred to in the context of their deprivation, problems and limited capabilities – actually offer a platform with great opportunities and leverage potential to reach disadvantaged children and families.

**The approach** of the young NGO KODA is to promote holistic and quality education in rural areas by implementing mainly three programmes: developing exemplary, inspiring and replicable educational practices (e.g. workshops for children), preparing and empowering teachers for their work in rural schools and building and expanding local rural-teacher communities to pioneer change. Dalyan supports

KODA in a pilot to improve their capacity to implement their children workshops throughout the country in an efficient and sustainable manner.

### Progress to date

During 2018, KODA worked with 73 volunteer teacher candidates from three universities who performed workshops in nine rural primary schools with over 200 children, exchanging knowledge and experience with classroom teachers in those schools. In 2019 the programme was implemented in two regions (Muş and Diyarbakır), with 61 university students that are teacher candidates, reaching eight rural schools with 183 children. Based on these experiences and an accompanying outcome evaluation, the programme is being continuously improved and will be running in two new regions (İzmir and Samsun) in early 2020. In this past year KODA has strengthened its relationship with the Ministry of Education and has started mainstreaming its rural teacher training programme to a larger group of public school teachers.

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



## A Chat with KODA trained teachers

Leyla Aydın and Zeynep Erez, Muş

**Dalyan:** Can you please introduce yourself and tell us how you learnt about KODA?

**Leyla:** I am Leyla Aydın. I studied classroom teaching in Alparslan University in Muş last year. I was a volunteer at a festival that was organised by our class when I first heard about KODA's children workshops through our friends involved in the programme. There, for the first time somebody called me 'teacher'. I felt empowered and told myself "You can really do this. This is what you were born for." To find out that I could join the programme this year made me so happy. Prior to that, I was considering changing university, but then decided to stay just to be a part of this programme.

**Zeynep:** I am Zeynep Erez, a classmate of Leyla. In the university our professors show us how to be a good teacher and what to do for it. In order to have more experience, I chose to join KODA's Children Workshops Programme, which is an elective course offered at our university.

**How does your involvement in KODA impact you?**

**Zeynep:** I am from this town. Although I grew up in this region, I was not aware of schools with multigrade classes, or the lack of facilities in rural schools. I was initially very scared when they told me that we were supposed to go to rural schools. I thought I could never succeed, however I am so glad I have been attending this programme. Thanks to KODA, I know what my first steps have to be when I start teaching in a rural school. If I were appointed to a rural school without having this experience, I would probably have quit at the beginning. I know now I can do it and rural school teachers can make the impossible possible. Here, we learn that to be a good rural school teacher, theoretical knowledge should be blended with experience.

**Leyla:** KODA has impacted us a lot, not only in terms of being a teacher, but it has also taught us about village life, parent relations, communication with children, and ways of creating possibilities with limited

resources. I feel so lucky having been able to get so many new insights on our home region.

**Do you have a moment you would like to share with us about this process and being with KODA?**

**Leyla:** I cannot forget the moment when they first called me 'teacher'. It was the first time I really felt like a teacher and it was marvellous!

**Zeynep:** In one workshop, we were sitting with the children in a circle. I asked the students to come to the center one by one and imitate an animal. One student came to the center, I asked her "What will you do?", she said "What will you do?", then I said, "Now, we are listening to our friend," and she said, "Now, we are listening to our friend." Then she went back to her place in the circle. I got confused and told her that we did not see which animal she imitated. Then she said, "I was a parrot, I imitated you." I could not have thought of this in a million years! I am still so surprised!

Photos  
Student teachers  
experience the  
village setting  
during the  
workshops



India (2018-2020)

# Kolkata Sanved

Empowering lives through dance movement therapy



**The challenge** addressed by Kolkata Sanved is to enable victims of human trafficking and sexual violence to recover from their traumatic experiences by using Dance and Movement Therapy (DMT) as an alternative healing approach. The therapy helps the victims to come to terms with their situation and begin the path of self-realisation, confidence building and reintegration into society. Further, DMT is a platform for redefining social roles, incubating new self-image, and stimulating new community norms and values.

**The approach** of Kolkata Sanved is to offer a form of recovery that differs from the traditional, rigidly grounded therapies. The courses and workshops are held in collaboration with various organisations such as shelter homes, hospitals, government institutions and schools. Dalyan's focus is on the DMT Leadership Academy pro-

gramme with the goal to empower participants with specific life skills and to create alternative employment opportunities as DMT practitioners.

**Progress to date**

The current DMT Leadership Academy programme takes place in Bauria and is divided into three semesters. Each semester ends with an assessment and certification. With the support of Dalyan, the course started in autumn 2018 with 28 young women attending. Due to the high fluctuation of the participants during the first months, Kolkata Sanved and their partner NGO NOSKK adapted the curriculum. The second semester of the course started in summer 2019 and ten participants are now attending the classes regularly. It should be highlighted that three of the young women participating in the course have already found a part-time job.

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



The support is given in the name and memory of Saskia Bianchi, a young enthusiastic dancer and dear colleague who passed away in December 2009.

Photo Participants at the Dance Movement Therapy leadership academy



## The story of SUBHOJIT DAS (26)

Subho is 26 years old. Although born a male, Subho identifies as a woman and has chosen feminine over masculine ways of being. She lives with her mother and father in Bauria in the Howrah district of West Bengal. Her father is associated with block printing and her mother is a housewife who makes baskets for selling.

Subho has completed her open board 10th standard exams. She has dreams of becoming a dancer but since her family is under a lot of financial pressure, she had to give up her dream and started working in a parlour. She learnt about Kolkata Sanved's work through participation in their programme on sexual and reproductive health and rights training as well as empowerment workshops.

Subho showed tremendous growth in the sessions, resulting in her selection as course coordinator. Initially her management style was rigid, which was often the result of various environmental factors that got in the way of her undertaking her responsibilities. However, she is now able to cope with the stress of the position and is more flexible in her role. Her sense of commitment and responsibility towards her duties helped in this process. Her communication skills have improved from aggressive to assertive.

Initially, her movement pattern was repetitive. However her movement repertoire has since increased to a great extent. She is able to negotiate with various situations and lead the group towards resolutions. This is supported by her reality orienta-

tion and ability to understand differing perspectives. The sessions conducted by Subho were so effective that two new participants signed up to join the Kolkata Sanved's Dance Movement Therapy Leadership Academy (DMTLA) programme.

Subho has shared that the Dance Movement Therapy (DMT) sessions gave her a space to express herself and accept her gender identity.

*"It has been extremely important to my growth to have a space where I could express myself as I am and not be teased but appreciated."*

**ORGANISATION**  
KOLKATA SANVED

FOUNDED IN  
2004

COUNTRY  
INDIA

COVERAGE  
WEST BENGAL, MUMBAI

TEAM  
FULL TIME STAFF/ VOLUNTEERS

20 / 8

BUDGET US \$  
2018-2019

310'000

DIRECT BENEFICIARIES  
TO DATE

~66'000



India (2016-2019) and (2019-2022)

# Medha Alumni

Improving career progression and overall agency for young women in India



ORGANISATION  
**MEDHA**

FOUNDED IN  
2011

COUNTRY  
INDIA

COVERAGE  
UTTAR PRADESH,  
BIHAR, HARYANA

TEAM  
FULL TIME STAFF

**121**

BUDGET US \$  
2018-2019

**630'000**

DIRECT BENEFICIARIES  
TO DATE

**16'847** STUDENTS

**The challenge** which Medha tries to address is the lack of employability of India's substantial and growing youth population, with approximately 700 million people being below the age of 25. This presents an enormous opportunity but also an equally significant challenge for the country. Only 20 percent of the twelve million people entering the job market each year are deemed employable by the industry.

**The approach** of Medha is to address the above challenge at its root by providing 21st century skills training, career counselling, workplace exposure, and ongoing job placement and alumni support to students at under-resourced educational institutions. Through this approach, Medha aims to influence policy from the inside-out, mainstreaming its model into the existing education system, hopefully impacting millions of youth in the long run.

### Progress to date

Since 2011, Medha has worked with over 15'000 youths across more than 150 educational institutions and has an alumni network of over

7'000. Medha has placed students into internships and full-time jobs with more than 1'000 leading employers. It also mainstreamed its programmes within various education departments across Uttar Pradesh and Uttarakhand.

In partnership with Dalyan, Medha has worked with more than 1'500 youths over the last three years, across eight educational institutions in Sitapur District of Uttar Pradesh with a particular focus on young women. Young women comprised more than 50 percent of the programme participants and 27 percent of them found a job and were able to increase their income by an average of 38 percent.

Building upon this success, Dalyan has entered in 2019 into a new three-year partnership to provide ongoing support with a stronger gender lens to Medha's alumni community. Through this partnership, Medha aims to identify and address specific challenges faced by young women post its campus-based programme, and improve their career progression and overall agency.

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

Photo  
Four women  
at a local  
get-together  
of alumni  
and industry  
experts in  
Kanpur





India (2018-2021)

# MHT - Mahila Housing Trust

Upgrading skills of women working in the construction industry



**The challenge** addressed by Karmika School, founded in 2004 by Mahila Housing Trust (MHT), concerns women working as manual labourers in the construction industry in Jharkhand, a poor and underdeveloped province in the eastern part of India. Despite doing the hardest work, they are badly paid and enjoy no job security, benefits or future perspectives.

**The approach** of MHT focuses on improving the working conditions, job quality and salary levels of women in the construction sector. Karmika provides training to disadvantaged women working as unskilled labour, mostly as head load workers. Courses cover masonry, tiling and painting in order to upgrade the skills of these women. Once more skilled, they will have the opportunity to increase their compensation and employment rate. The three-year Dalayan supported project builds on an existing project funded by Oak Foundation.

### Progress to date

MHT has provided advanced skills training in tiling, plastering and flooring to approximately 130 women. In parallel, a dedicated marketing team has developed a targeted strategy to increase placement opportunities for trainees. This is tailored to different potential employer groups — smaller unorganised contractors, mid-sized and bigger contractors, large real estate builders and contractors undertaking public infrastructure-oriented government orders. Several workshops were conducted and meaningful relationships developed with these employers including eight large building companies working on malls and apartment blocks. Close to 60 women have already been given work mostly in skilled and semi-skilled capacities with increased wages. A small number of women have also been hired permanently thereby providing them with a secure livelihood, pension and other benefits.

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



Photo  
Cement brick  
workshops at  
Jorar Pahan  
Toli



### ORGANISATION MAHILA HOUSING TRUST

FOUNDED IN  
1994

COUNTRY  
INDIA

COVERAGE  
GUJARAT, RAJASTHAN,  
DELHI, MADHYA PRADESH,  
BIHAR, JHARKHAND, ORISSA  
AND SOUTH ASIA

TEAM  
FULL TIME STAFF

99

BUDGET US \$  
2018-2019

1'325'000

DIRECT BENEFICIARIES  
TO DATE

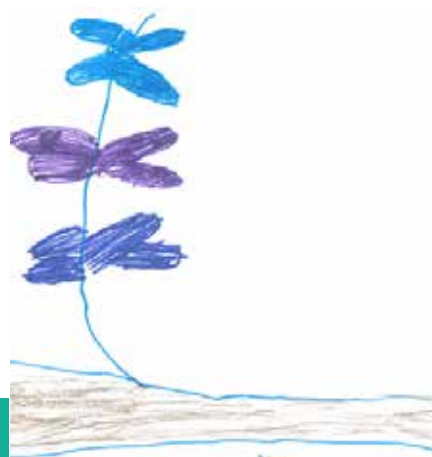
~1'800'000



India (2019-2022)

# QUEST AllianCe

Anandshala programme: Improving public education in Bihar



**ORGANISATION**  
**QUEST ALLIANCE**

FOUNDED IN  
2005

COUNTRY  
INDIA

COVERAGE  
TAMIL NADU, BIHAR, DEHLI,  
GUJARAT, KARNATAKA,  
KERALA, ASSAM TELANGANA,  
RJASTHAN

TEAM  
FULL TIME STAFF

**120**

BUDGET US \$  
2018-2019

**3'870'000**

DIRECT BENEFICIARIES  
TO DATE

**720'000**



**The challenge** addressed by Quest Alliance (Quest) is the high dropout rate, low attendance in schools and lack of opportunities for children and adolescents. Additionally, representatives of the governmental education system are often poorly educated regarding their tasks and roles and they are not able to sufficiently guide and support the headmasters and teachers to provide an effective public education system.

**The approach** of Quest is to engage educators, civil society, industry and the government to create better learning environments and joyful schools. This will result in students staying and engaging in schools and lead to better learning outcomes. With the Anandshala programme, Quest facilitates processes, ensures capacity building of educators, promotes exchange of best practices and provides schools with curriculums, where children

and adolescents are taught 21st century skills. These skills will hopefully enhance their chances of thriving in their personal and professional lives. In addition, Quest works very closely with the respective communities to establish a regular exchange between parents and teachers. Furthermore, children with a higher risk of dropping out are systematically monitored.

**Progress to date**

The Anandshala programme is currently being implemented in parts of Samastipur, Bihar. The programme works with nearly 300 public schools directly by supporting existing structures and working with students, teachers, headmasters and cluster level responsables. Dalyan supports Anandshala school programme for a period of three years with a focus on strengthening it in the existing schools.

[www.questalliance.net](http://www.questalliance.net)



Photo  
Girl in Bal  
Sansad  
(student  
parliament) in  
Samastipur



India (2017-2019)

# RSSA - Rajasthan Shram Sarathi Association



Educating women entrepreneurs in Rajasthan



**ORGANISATION**  
RAJASTHAN SHRAM  
SARATHI ASSOCIATION

FOUNDED IN  
2007

COUNTRY  
INDIA

COVERAGE  
SOUTH RAJASTHAN,  
GUJARAT

TEAM  
FULL TIME STAFF

39

BUDGET US \$  
2018-2019

310'000

DIRECT BENEFICIARIES  
TO DATE

~25'000

**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 whilst men migrate to distant areas to seek employment and generate livelihood. Lack of financial literacy and formal training combined with harsh environmental conditions, add to the challenges these families experience.

**The approach** followed by 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 supported this pilot project over a two-year period.

### Progress to date

Up to the end of 2019 RSSA developed a six-module programme and successfully completed the full training of five groups totalling 114 women. Of those women successfully completing the programme, 52 received 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, diversify their product base and improve the working capital management as well as the inventory handling of their businesses. By reducing the complexity in the workshops (e.g. book keeping) greater results were achieved across the groups and more than twice the amount of women originally planned could be trained. RSSA has now transferred the programme to its partner organisation STEP for further expansion.

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



Photo  
Jamku Bai (40)  
increased her  
daily sales by  
following the  
Anokhi  
program.





Turkey (2019-2020)

# SGD - Sulukule Gönüllüleri Derneği

Reducing school dropouts in Karagümrük



**The challenge** of SGD is the large number of at-risk-children aged 6 to 18 and the school dropout rate in Sulukule and Karagümrük districts in Istanbul. Residents of these socio-economically disadvantaged areas have been forced to migrate after an urban renewal project (2006-2009). Many families, mostly Roma, returned to Karagümrük shortly after and were joined by many new immigrants such as Syrian refugees. Children of these families typically do not go to school and are left mostly unattended whilst family members work.

**The approach** of SGD is to support these families with its volunteer network by persuading parents to enrol their children in school, running in-school and after-school workshops. They also provide nutrition support, small scholarships and tutoring to minimise dropout rates. SGD follows a holistic approach and works with all actors in a child's life - parents, teachers, schoolmasters. SGD aims to increase its outreach by scaling to more schools.

### Progress to date

After more than a decade of operation, SGD decided in 2019 to run a field research to ensure a sound analytical foundation of its approach. They will seek feedback from children, parents and teachers on their school expectations, dropout reasons, analyse the roles of different parties and the effectiveness of SGD's interventions. Research will be performed in six schools, including a control school where SGD is not active. An advisory committee will be guiding these efforts with expertise. The findings will be open-source, reported and presented at a conference for other NGO's active in similar environments. Outcomes will be incorporated into SGD's strategic plan and intervention model to enhance its effectiveness. Currently, SGD is designing its research framework and will also develop a measurement and evaluation system for its interventions. Dalyan funds this research and the workshops with the support of Support Foundation for Civil Society (STDV) through whom the funding is channeled.

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

Photo  
SGD Children  
learn about  
social and  
emotional  
learning in  
Akşemsettin  
Primary School



**ORGANISATION**  
SULUKULE GÖNÜLLÜLERİ  
DERNEĞİ

FOUNDED IN  
2010

COUNTRY  
TURKEY

COVERAGE  
ISTANBUL, KARAGÜMRÜK

TEAM  
FULL TIME STAFF/ VOLUNTEERS

2 / 55

BUDGET US \$  
2018

60'000

DIRECT BENEFICIARIES TO DATE

540





India (2017-2020)

# SSP - Swayam Shikshan Prayog

Building female leadership and entrepreneurship to improve resilience of rural communities in Maharashtra



**ORGANISATION**  
SWAYAM SHIKSHAN  
PRAYOG

**FOUNDED IN**  
1998

**COUNTRY**  
INDIA

**COVERAGE**  
BIHAR, ODISHA, ASSAM,  
MAHARASHTRA, TAMIL  
NADU, KERALA, GUJARAT

**TEAM**  
FULL TIME STAFF

**89**

**BUDGET US \$**  
2018-2019

**1'630'000**

**DIRECT BENEFICIARIES**  
TO DATE

**~170'000**

**The challenge** addressed by SSP is the limited access of entrepreneurial women from disadvantaged backgrounds to capital, higher education and business building skills. As a consequence, women 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 developing women entrepreneurs as employers and leaders. The three-year cooperation with Dalyan aims at expanding and deepening SSP's entrepreneurship and leadership training to women in Osmanabad and Solapur districts of Maharashtra, India. At least four resource centres - called Women Entrepreneurship and Leadership Institutes (WELIs) - are being established and managed by women. The aim is to reach 5'000 women through awareness building and train 2'000 women as leaders and entrepreneurs over three years.

#### Progress to date

In its third year, the programme has provided additional capacity building training to the WELI management, trainers and village leaders on their roles and responsibilities, monitoring systems, advanced entrepreneurship and financial literacy modules. In two and a half years, the instructors trained 2'411 women on basic entrepreneurship, 1'516 women on advanced entrepreneurship and 437 women on sector-specific advanced business aspects. A large majority of the women trained have engaged in business. The WELI teams systematised their follow-up support services such as book keeping, business planning and linking them up with lenders to help many women expand their business.

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



Photo  
Bhakari (roti  
bread) business –  
household skills  
turned into a  
business  
opportunity



Turkey (2019-2022)

# STDV- Sivil Toplum için Destek Vakfı

## Support Foundation for Civil Society

A bridge between donors and civil society



ORGANISATION  
STDV

FOUNDED IN  
2015

COUNTRY  
TURKEY

COVERAGE  
TURKEY

TEAM  
FULL TIME STAFF

3

BUDGET US \$  
2018

140'000

DIRECT BENEFICIARIES  
TO DATE

63 civil society  
organisations

**The challenge** STDV undertakes is developing a culture of philanthropic giving in Turkey. In the Charities Aid Foundation (CAF) 2018 Giving Index, Turkey ranks 122 out of 146 countries, regarding donations to NGOs. A research conducted by Third Sector Foundation of Turkey (TÜSEV) indicates that there has been a decline in philanthropic giving to NGOs in Turkey in the last ten years. It appears there is a lack of credence and trust towards NGOs in society.

**The approach** of STDV is to act as a bridge between donors and NGOs. Their engagement is built on three pillars: (1) Mobilising donors via thematic grant funds whereby they provide due diligence and outcome monitoring, (2) providing grants and capacity building opportunities to NGOs, especially smaller grassroots organisations, and (3) augmenting individual/corporate giving by diverse activities nourishing philanthropy. Within the second pillar, STDV has decided to pilot a

capacity building programme, whereby they will closely support selected NGOs with a dedicated mentor in jointly selected areas of need. Dalyan, together with two other foundations, is supporting this pilot. In addition, Dalyan has entered a three year framework agreement with STDV to channel some of its support to smaller scale grassroots NGOs in Turkey.

### Progress to date

In its initial pilot year, six NGOs were selected and are receiving core funding and intense needs-based support for capacity building through a dedicated mentor. Initially a workshop was conducted to identify areas of need with each NGO. Depending on these areas and in addition to the dedicated mentor, selected volunteers with specific expertise will be supporting these NGOs in technical areas such as IT, marketing and fundraising. All six NGOs have started their journey with their mentors and are also being supported by the STDV Team.

[www.siviltoplumdestek.org/english](http://www.siviltoplumdestek.org/english)



Photos İZEV (above) and KODA (below) working with their mentors in the capacity building program of the STDV institutional grant





# Dalyan in Numbers 2019

Dalyan aims at annual disbursements of around CHF 400'000. We seek to have partnerships that last 3-4 years, although we often like to start with a pilot year to mutually get to know each other and then expand our partnerships to the term which we feel is necessary to attain a sustainable impact.

**419'000 CHF** disbursements to projects

**21** NGO partnerships

**75'000 CHF** average amount pledged per project for whole duration

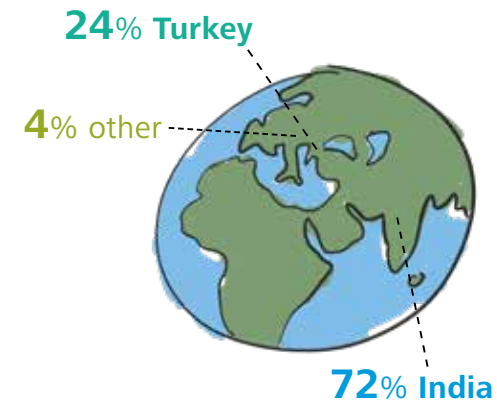
**3.6** years average duration per project



The **Dalyan Team** supported its partners with over **~4'600** hours  
volunteer work in 2019

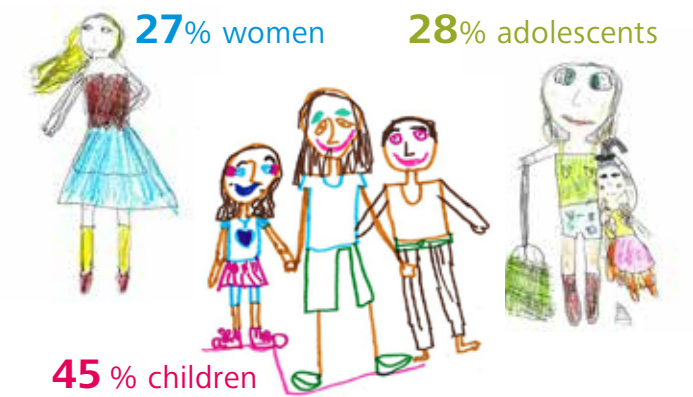


**Our regional focus:  
India and Turkey**

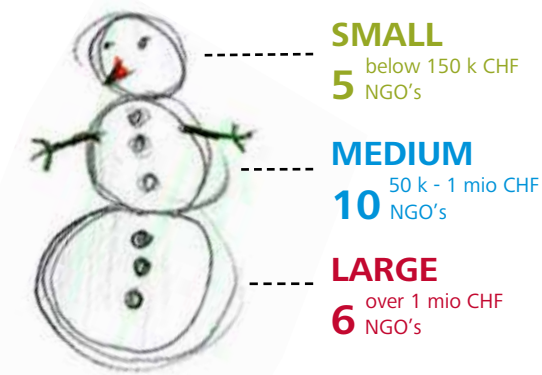


All in % of total amount disbursed in 2019  
100 % = 419.000 CHF

**Children were the  
biggest beneficiary group in 2019**



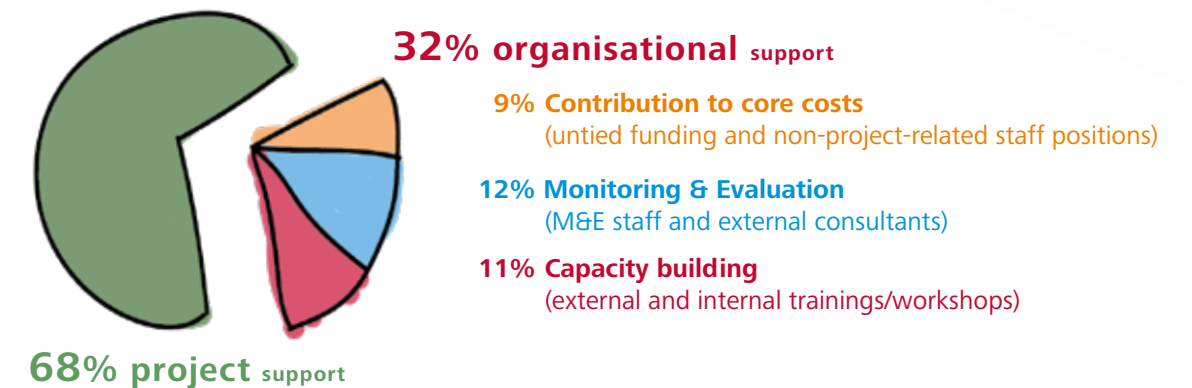
**SIZE of  
our supported NGO partners**



**Our topics in 2019**



**32% of our contributions go towards  
STRENGTHENING our Partner NGO's**







Participants challenge toxic masculinity by expressing emotions and affection

# 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 with-drawn. 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

**Dalyan Foundation**

Gutenbergstrasse 6

P. O. Box

8027 Zurich

Switzerland

Phone +41 44 289 94 40

Fax +41 44 289 94 91

Email [infodalyan@dalyanfoundation.ch](mailto:infodalyan@dalyanfoundation.ch)

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

