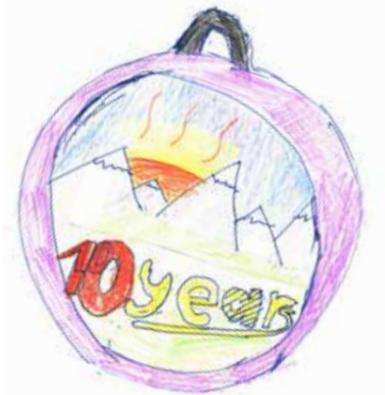


දායාන d a l y a n

**Dalyan Foundation**  
**Annual Report 2018**

# Reflections on 2018



We can't believe that we have already been "on the road" for 10 years! If Dalyan were a human being, we would have left behind all our childhood illnesses and we would now be experiencing the different stages of puberty and growth... We figured this would be a good time to make a "pit stop".

At this year's strategy meeting, we took a look at our work and achievements of the past ten years and also tried to visualise the next steps on our journey ahead. We feel like we have come a long way. We have grown out of a "trial and error" period and have gone through a major learning curve together with our NGO partners and co-donors.

Throughout this journey, our theory of change focusing on education and empowerment of children, adolescents and women as a major lever for bettering societies has withstood the test of time. Our clear focus in terms of beneficiaries, subjects and geographies has allowed us to steadily deepen our understanding of the needs, approaches and best practices in our areas of interest.

We continue to emphasize the subject of "depth" and encourage our partners to apply the time and effort needed to ensure long term sustainability of outcomes. These also need to be measured over a long period of time. Whilst we care about continuity and "depth" of programmes, we also realise that scale is necessary to bring widespread change and improvement on fundamental issues such as education and gender equality. Thus, we also need to support scaling efforts.

Being a small foundation we have decided to pursue a dual strategy in order to address both "depth" and "scale":

- With a third of our funds we want to partner with like-minded donors and other stakeholders to make an impact through scale and pooled efforts. In addition to our existing co-funding cooperations we have recently joined the Collaborators for Transforming Education led by EdelGive, active in the state of Maharashtra.
- Two thirds of our funds will continue to flow to the "capillary roots area", working directly and closely with small and medium sized NGO partners and supporting more "high risk" projects such as pilot programmes and subjects that tend to be more difficult to fund, such as capacity building and organisational support. Over the last 10 years, approximately 60% of our funding went towards projects that can be considered higher risk.

We believe both approaches are essential in addressing the outstanding issues which haven't yet been resolved despite substantial efforts in the past decades: the coordinated multi-stakeholder scaling efforts as well as the smaller scale efforts that are tightly knit in the communities.

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.

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- CULP - Centre for Unfolding Learning Potentials
- Mann Deshi
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Hayat Sende

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# 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 2018, Dalyan has supported 48 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, 21 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 (7), Elâ (11), Ida (11), Jan Maxim (8), Joni (10), Julia (6), Lena (11), Lucy (6), Luis (11), Miya Lou (7), Simon (4), Sophia (4), Timi Yip (4) and Venja (9).

### VOLUNTEER & CORE TEAM MEMBERS

- ADRIAN NIGAM
- ALASTAIR GUGGENBÜHL-EVEN
- ALEXANDRE PITTET
- BERNARD IMHASLY
- CELIA INACIO
- DALYA OBERHOLZER
- 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
- YI-KWAN TEOH
- YONCA EVEN GUGGENBÜHL



### OUR BOARD

ALASTAIR GUGGENBÜHL-EVEN  
VICE-PRESIDENT

BERNARD IMHASLY  
MEMBER

MURAT EVEN  
MEMBER

SUSANNE GROSSMANN  
MEMBER & MANAGING DIRECTOR

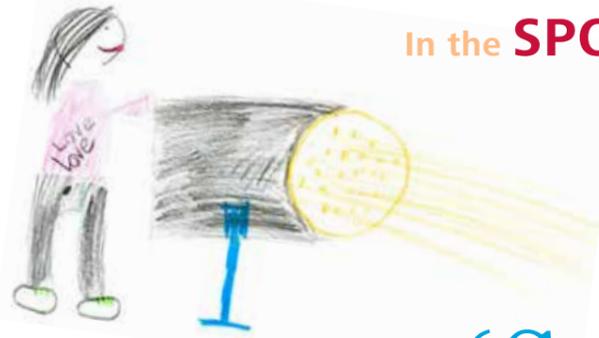
YONCA EVEN GUGGENBÜHL  
PRESIDENT

IN-KIND SUPPORTERS  
CONSULTIVE REVISIONS AG

KOMMUNIKATIONSFABRIK  
ZÜRICH AG

MONTEROSA SERVICES AG

PROVENTUS AG, MARKUS WIDMER



# ‘Scale’: A new Development Paradigm

For several years now, Scale has become a catchword in the Development Discourse. While it has always been the goal of State-funded Development Programmes, it is now also an important paradigm in the Giving of private actors too.

Three factors are responsible for this trend. Many Government Programmes have reached Scale in terms of outlay and coverage, but lack impact and sustainability. Secondly, private funding addressing the enduring global poverty syndrome has expanded significantly. Most importantly, while global wealth has grown exponentially, the global poverty syndrome endures.

The combined effect of these three factors has led to a paradigm change in the thinking and actions of civil society Donors, large and small: We want change, they say, intervention is urgent, and it needs to be at scale.

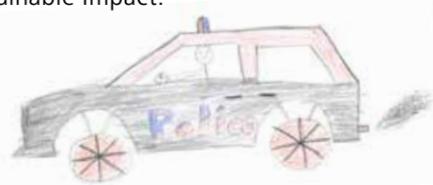
Scale seems an inevitable goal as we realize that even the synergies of a million ‘small-scale’ interventions by hundreds of thousands of NGOs did not yield necessary systemic changes in key areas such

as education, health and housing. Hence the search for synergies. Rather than build a million small projects, why not pool resources, develop common strategies and design large-scale interventions?

### Scaling: necessary but not sufficient

Collaboration and scalability of interventions surely point in the right direction. But let us first ask, why State-led interventions, most of which have been at scale as well, did not yield the necessary impact? Nothing illustrates this better than the Education Sector in India. It has reached near-universal enrollment. Drop-out rates have come down. Retention rates have gone up. And Education is now a constitutional Right.

Yet the results continue to be abysmal, be they functional literacy and numeracy in the Primary schools, or the lack of employability at senior levels. Thus, reaching Scale by increasing outputs and installing infrastructure is not enough. Scale needs to be supplemented by Depth, or to use a more operational word: Sustainable Impact.



### How to achieve Depth? Changing attitudes and behaviours

To look at education in India again, one obvious indicator is the lack of Empowerment at all three levels: Teachers are not empowered due to poor teacher-training. Parents are formally involved through Parent-Teacher Associations. But in a society where a majority of parents are first-generation literates, they are not empowered through robust engagement skills. And students remain largely passive recipients of top-down teaching, fixed on exams and degrees instead of independent thinking and job-oriented skills.

The concept of ‘Empowerment’ describes an activity that does not rely primarily on physical infrastructure, but addresses the psychological infrastructure of attitude and behavioural change. These both need time to grow roots. Deeply held social attitudes are part of the individual and social make-up of a person. Especially a poor person may hold on to the traditional attitudes because they offer a semblance of security in a desperately insecure world.



### Scaling with Depth needs time

This inevitably calls for a different design of intervention, focusing more on Training and Motivation. This deep involvement also demands another time-scale. And given that 20% of India’s population are ‘in school’, this calls for a massive outreach, one that involves a plurality of partners, and that necessarily includes the State.

What does this mean for small Foundations like Dalyan? The first challenge is to reduce the reliance on one-to-one partnerships between Donor and Implementing Agency. As mentioned above, collaboration with multiple Donors and NGO partners could, over time, take centre-stage.

This does not mean that collaborations should replace one-to-one partnerships. Before NGOs can enter into collaborations with multiple Donors, they need to build capacity, in terms of outreach, organisational skills and strategic outlook. Hand-holding remains essential, and small foundations often have the necessary flexibility to be sensitive to the particular context and needs of their partner.

Moreover, while collaborations aim at large-scale systemic change, many Civil Society actors address issues which may be localised and domain-specific, but are none the less crucial and burning. It is necessary to professionalise philanthropic Giving, but it is also true that the fight against poverty must

nurture the countless small efforts from Civil Society actors. In terms of budgets, the year-to-year financial commitments may remain roughly the same. But Programmes focussed on impact-based implementation will have longer time-lines. This and the scaling targets will therefore generate higher overall costs.

### Ownership instead of dependency

This will inevitably challenge the philosophy of many charitable organisations (‘We don’t want to create financial dependence, hence support will have a limited timeline’). However, in a collaborative framework a Donor could retain its limited engagement period by inserting a ‘time-out’, during which another partner takes up the financial commitments.

Impact measurement, too, will have to change some of its parameters. For one, the impact of a Programme will take longer to come to fruition, and it will be more complex to measure. Outcomes ‘at scale’ will not be taken at face value, but will be weighted against the degree of ‘ownership’ by the stakeholders. Ultimately, the success of a programme will only be ensured if it becomes ‘self-generating’ within the beneficiary groups.

### Sustainable Scaling: difficult, yet important!

Admittedly, the promise of scale and depth is, for the moment, just this: a promise. It is too early to predict its outcome. There is a necessary time-lag between rapid scaling and long-term impact. One needs scale for outreach, but one also needs time to make scale sustainable.

Ultimately, we do not have a choice but to bite the bullet. This is especially so when engaging with a country the size and ‘scale’ of India, and given the burden of un-kept promises over so many years.



**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 Webpaper [www.journal21.ch](http://www.journal21.ch).

India (2018-2021)

# Azad Foundation

Creating new perspectives for adolescent girls



**ORGANISATION**  
AZAD  
FOUNDATION

FOUNDED IN  
2008

COUNTRY  
INDIA

COVERAGE  
DELHI

TEAM  
FULL TIME STAFF

51

BUDGET US \$  
2017-2018

1'575'000

DIRECT BENEFICIARIES  
TO DATE

~4'500

**The challenge** addressed by Azad is that adolescent school girls in resource-poor communities, are faced with 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 marriages or pushed into traditional jobs in the informal sector. Another issue is the patriarchal structure of society, which leads to unequal opportunities for young girls compared to their male counterparts.

**The approach** of Azad Kishori 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 reach 1'307 girls within their Kishori programme since summer 2018, 9% more than Dalyan's originally planned number. In addition, 30 girls are being selected for a summer camp, during which they will delve deeper into the topics studied, in order to be able to share their insights within their communities.

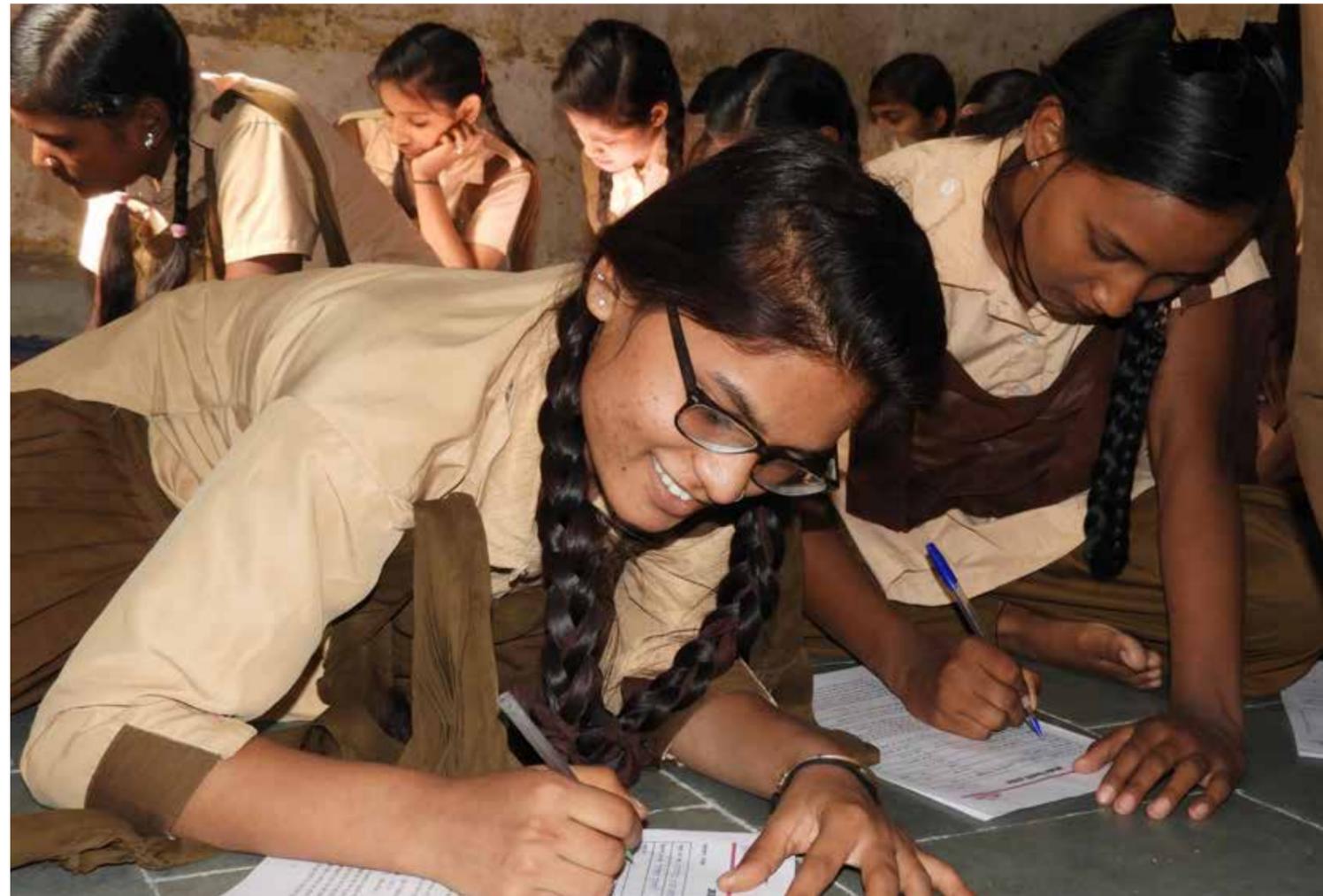
Dalyan supported a national consultation conducted by Azad in August 2018 in conjunction with 12 other organisations across 14 states to share knowledge and practice on work being undertaken with adolescent girls and boys.

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



Top 9th grade students are learning about electricity home repairs

Bottom Students giving feedback on satisfaction with Azad Kishori training



Switzerland (2017-2021)

# 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**  
**PROJECTS TO START IN 2019**

**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, 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 (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 will receive financial support and know-how.

**Progress to date**

After the initial four-year support of the original ChagALL programme, Dalyan is participating in the new ChagALL Initiative Fund together with seven other donors, with the aim to facilitate at least four similar programmes throughout Switzerland for the next four years. In its first year two promising projects were approved to receive support from the fund: ChagALL of Kantonschule Baden and ChaBâle from Basel initiated by the Pädagogische Hochschule FHNW and Wirtschaftsgymnasium/-Mittelschule Basel. The latter will accompany 20 adolescent students throughout their education. Both projects have their own unique approach to the subject of supporting the higher education of migrant adolescents whilst leaning on the basic concept of ChagALL. Project support starts in 2019.

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

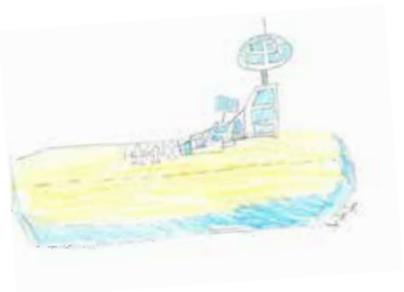


Photo  
Participants  
of Chagall  
Alumni  
Brunch in  
2018.  
Photo by  
Gerda Müller

India (2016-2019)

# Chintan

Improving livelihoods of waste-picker families



**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 in a comprehensive programme to improve the well-being of waste picker families. The programme 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 towards 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 April 2016 with a review of needs, followed by organisational restructuring and support in human resource management in 2017 and a focus on financial planning and budgeting, internal reporting and cost control in 2018. Being Dalyan's first comprehensive organisational support, this exercise was initially challenging for all parties involved. However, today 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)

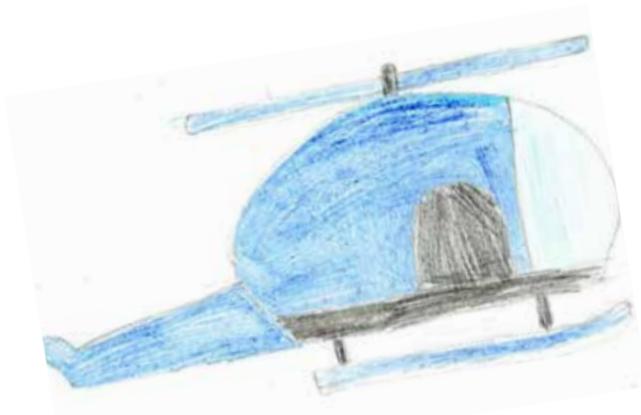


Photo  
Creative  
work at  
Chintan's  
"No Child in  
Trash"  
program



ORGANISATION  
**CHINTAN**

FOUNDED IN  
**1993**

COUNTRY  
**INDIA**

COVERAGE  
**DELHI**

TEAM  
**FULL TIME STAFF**

**30**

BUDGET US \$  
2017-2018

**850'000**

DIRECT  
BENEFICIARIES TO  
DATE

**~22'000**

Turkey (2010-2021)

# ÇYDD - Çağdaş Yaşamı Destekleme Derneği

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



**The challenge** addressed by ÇYDD is the preservation and furthering of a modern, democratic and secular society in Turkey with equal rights and opportunities, specifically for women and girls. Most of ÇYDD's scholars from rural areas, who are studying at the university are overwhelmed when entering work life. They lack a supporting network and role models to help them plan their life and career.

**The approach** is to establish a systematic one-to-one mentoring programme for university students from disadvantaged backgrounds (70% female) which complements their already well established scholarship programme. Further, ÇYDD aims to mobilise ÇYDD'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 ÇYDD since 2010 has helped to establish ÇYDD Mentoring as a new programme complementing its well

established scholarship programme and strengthening ÇYDD's relationship to its alumni. Since its establishment, the programme has consistently been improved and expanded with more than 1'000 mentoring pairs in 28 branches throughout the country over a period of seven years. The satisfaction level of mentors and mentees is very high and half of the mentors prolong their engagement with the programme after the standard one-year term. ÇYDD has established new relations with the private sector through its mentors and progressed in raising funds for the mentoring programme and thus has become more sustainable. Dalyan will be matching grants to the funds, which ÇYDD raises for the programme during this three-year transition period. Thanks to the co-funding of a donor family in Switzerland as well as BlueSox Zurich, Dalyan can support 25 girls with a ÇYDD 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)

**ORGANISATION**  
**ÇYDD**

FOUNDED IN  
1989

COUNTRY  
TURKEY

COVERAGE  
81 CITIES IN TURKEY

TEAM  
FULL TIME STAFF /  
VOLUNTEERS

34 / 3'000

BUDGET US \$  
2017

3'700'000

DIRECT BENEFICIARIES  
TO DATE

~100'000



Top Training for mentees on CV Preparation in Istanbul Kadıköy Branch

Bottom Archive picture of Türkan Saylan (1935-2009), founder of ÇYDD, with young sportswomen from a disadvantaged province



India (2018-2021)

# ECF - Equal Community Foundation

Helping young men become more gender equitable



**The challenge** addressed by ECF is the ongoing violence and discrimination against women and girls in India.

**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 more 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 where adolescent young men uncover how

gender norms influence and shape specific role division 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

The AfE programme is being implemented across 20 low-income communities in Pune with 1'091 boys. The programme is divided into 3 modules: Foundation Programme, Action Programme and Leadership Programme. As of December 2018 around 5'400 young men had enrolled in Action for Equality Programme with 2'852 having successfully graduated. It is the main programme of the Equal Community Foundation (ECF) which reaches 40'000 people in 20 communities all over Pune.

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

### ORGANISATION EQUAL COMMUNITY FOUNDATION

FOUNDED IN  
2009

COUNTRY  
INDIA

COVERAGE  
20 COMMUNITIES IN PUNE

TEAM  
FULL TIME STAFF

26

BUDGET US \$  
2018-2019

334'000

DIRECT BENEFICIARIES  
TO DATE

~5'400

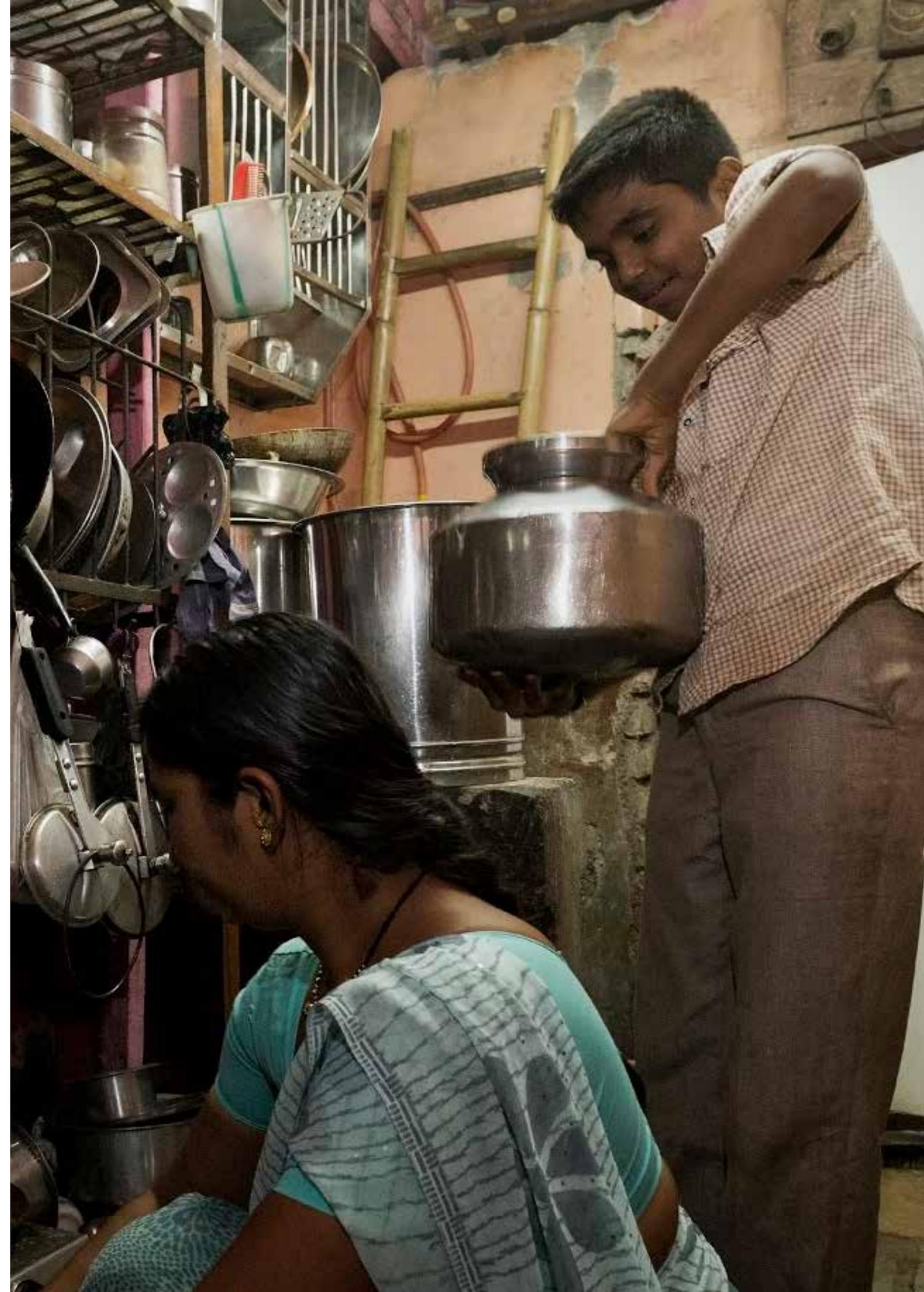


Photo  
A participant  
of "Action  
for Equality"  
training  
helping his  
sister with  
household  
chores

# EdelGive Framework Agreement

A strategic partnership between EdelGive and Dalyan Foundation for joint support of NGOs and their projects (2016-2019)

## ORGANISATION EDELGIVE FOUNDATION

FOUNDED IN  
2008

COUNTRY / COVERAGE  
INDIA

TEAM  
FULL TIME STAFF

21

BUDGET US \$  
2017-2018

7'739'000

DIRECT BENEFICIARIES  
TO DATE

~500'000

## EdelGive Foundation

Since 2016 Dalyan has a framework agreement with EdelGive Foundation. Under this strategic partnership Dalyan contributes to NGOs and their programmes financed by EdelGive Foundation. EdelGive Foundation 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 grantmakers/

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)



## Programmes financed under the EdelGive Framework Agreement are:

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

CULP works with marginalised rural and tribal communities in Rajasthan. It aims to improve the situation of girls, who traditionally marry as early as age 13. Dalyan contributes to CULP's Pehchan project that 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 support to adolescents in school. Finally, life skill-based education camps are conducted to teach adolescent girls between the ages of 10 to 19 about health, personal hygiene and democratic processes. The

project will benefit 250 out-of-school girls, 200 low-performing in-school girls through academic support and 500 girls through the camps. Around 50 teachers and government education officers will also profit from skill building.

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

### Mann Deshi (2016-2018)

#### Cash credit for women vendors from disadvantaged backgrounds

Mann Deshi Foundation and Mann Deshi Bank want to improve access of Indian women from disadvantaged backgrounds to capital and to business know-how. Dalyan contributes to Mann Deshi's Weekly Market Cash Credit programme in Maharashtra, which helps women vendors in markets to better manage their cash cycle throughout the day through an innovative overdraft facility and a business training and financial

literacy programme. The Weekly Market Cash Credit programme has so far provided financial literacy training to over 16'000 women vendors, out of which 9'943 received a loan. The average disbursement per vendor is approximately USD 300 with a currently 100% repayment rate. The number of villages where the programme is available grew from 192 last year to 240 today.

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

### Torpa (2018-2021)

#### Strengthening women in tribal communities

Torpa Rural Development Society for Women works with tribal communities in remote areas of Jharkhand. 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 help connect the families to government schemes. The intervention shall strengthen the livelihood for 1'500 families in 30 selected villages. It shall also improve women's and girls' positions in the community and their access to resources and basic infrastructure.

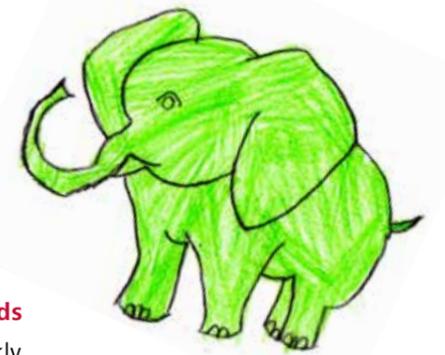
[www.trdsw.org](http://www.trdsw.org)

### 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 or linking farmers up to markets. The focus is mostly on

women, who are included in the design and focus of activities and in the monitoring. The Dalyan/EdelGive supported programme aims at improving the income of 1'800 female-headed households in 20 villages in Maharashtra through more productive organic farming methods, collective marketing and generation of addi-



### 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 in Rajasthan, 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 114 fellows, out of which 30 through the Dalyan/EdelGive support. Further, hundreds of adolescent girls were trained and several thousands of people were reached through social action projects. EdelGive wants to strengthen Milaan's organisation with increased outreach to 500 girls in four states by 2021.

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

tional income streams. In addition, VSP is receiving support to further develop its organisation. The programme so far reached all targets set. But VSP also made strong progress as an organisation in areas such as management information systems and reporting.

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

Turkey (2017-2019)



# HAYAT SENDE

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



ORGANISATION  
HAYAT SENDE

FOUNDED IN  
2007

COUNTRY  
TURKEY

COVERAGE  
ANKARA

TEAM  
FULL TIME STAFF/  
VOLUNTEERS

5 / 45

BUDGET US \$  
2017

134'000

DIRECT BENEFICIARIES  
TO DATE

~1'000

The challenge addressed by Hayat Sende are the difficulties faced by children and youngsters under state protection (predominantly orphans), especially when they leave the institution at the age of 18 to live an independent life. The children 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 or commit suicide.

The approach consists of one-to-one, group and peer mentoring programmes. Mentoring is ideally used as a prophylactic measure before the youngsters enter mainstream society and encounter problems. The aim is to improve life prospects of these youngsters, keeping them in the education system and guiding them on career opportunities. Another goal is to empower them to reach their full potential whilst combating discrimination and defending their rights via advocacy. Care leavers shall act as role models

and mentors along with other trained volunteers. Over time, Hayat Sende aims to scale the programme in partnership with other organisations through-out Turkey.

### Progress to Date

The pilot project will serve 157 mentees over three years in one-to-one and group mentoring. The first year focused on the 19 to 22 age group with one-to-one mentoring in Ankara. Nineteen mentee-mentor pairs have been selected, trained, matched and have been accompanied successfully. In the second year, additional 20 one-to-one mentorships will be organised and group mentoring will also be initiated. Hayat Sende plans to expand the programme to the 15-18 age group still under state care in Ankara and to scale up throughout Turkey by enabling similar NGOs to implement their programmes. Hayat Sende has been closely accompanied by our enabler partner Murat Akkaya.

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

Photo  
Ahmet Yasin  
Gürsoy,  
Project  
Coordinator,  
and Sultan  
Erbaş,  
Project  
Manager, in  
a mentee  
training in  
Ankara





# Where are they now?

Talking about “depth”, sustainability and long-term impact of interventions, we were curious to find out what happened to the beneficiaries we had introduced in our story boxes in past annual reports. With the help of our NGO partners we found three of them and listened to their stories.



## Taposi Baruee – Chintan beneficiary

back in 2015



3 years later

We first heard of Taposi when she was 15 years old and featured in our annual report of 2015. She received help in school from a study support class programme of Chintan over a period of three years. Due to her family’s move from Bengal to Delhi, she struggled with Hindi in school. She and her brothers also had to contribute to the family’s income by collecting trash. At the age of 11 she had lost confidence and interest in school but this changed when a Chintan teacher approached Taposi and informed her about the free study support classes provided by Chintan. Taposi started to attend these classes and quickly became more confident and focused. The classes improved her Hindi skills and she started to engage more in class. The once shy girl became more confident and active. She started to perform in street plays in her own community and acted in two movies. That was three years ago.



Today Taposi is 18 years old and is still regularly attending 12th grade classes at school. Her favourite subjects are English and history and she would like to take up theatre as a profession. This has been Taposi’s goal since childhood, which is why she has performed in several plays in the last three years and is an active member of her school’s drama group. Being aware that it is very difficult to pursue theatre as a career, she plans to work part-time in a regular job so that she can still pursue her passion. With such high aspirations, she is still unsure of how to reach her goal. The biggest change that the study support class from Chintan has had on her is that it raised her confidence and improved her mindset about education. Taposi has two brothers who no longer attend school. It is quite rare for a girl to be the only sibling to continue with higher education after compulsory schooling. Taposi is still in touch with Chintan and sometimes helps with classes. Currently, she is preparing for her 12th grade final examination. She plans to join English classes and attend short-term computer courses to prepare her for a potential job.



## Özge Evren Gök – CYDD mentee

back in 2013

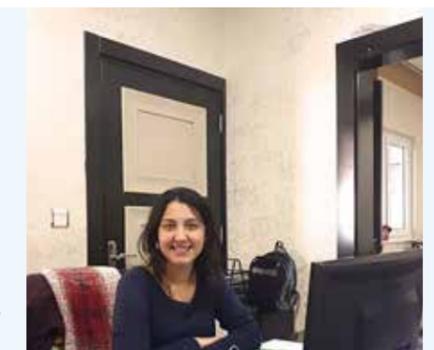


5 years later

Özge was 22 years old, studying economics in her last year and one of 80 CYDD mentees in 2013, when we told her story in our annual report. She was studying in Istanbul, 700 kilometres away from her hometown Antakya, feeling lonely and worried about her career and life decisions. She was encouraged by her CYDD branch manager, to join the mentorship programme. She built a very strong relationship with her mentor Tekgül, meeting her very regularly over nine months. Tekgül and Özge were able to build a close and trustful relationship and had long discussions about life and career choices. Tekgül helped Özge in her decision to stay in Istanbul for a few more years to see how she would survive in the working environment of this megacity. Özge felt supported and much safer knowing she had someone to rely on in times of difficulty.



During her studies Özge worked part time for a leading leasing company in Istanbul and she got an offer to work full-time after graduating in 2014. A year later, she decided to return to her hometown Antakya, due to family priorities and got married the following year. She is happily married and happy to be back home, close to her family. Professionally she is somewhat disappointed in the working environment of her hometown. She is still in contact with her mentor Tekgül and consults her when she has issues. In her words, the CYDD mentoring program has taught her how to plan her career and maintain a work-life balance. Özge thinks she needs more independence and self-determination in her professional life and has drawn herself a road map. She is currently pursuing a three-year accountancy certificate programme so she can set up her own business, allowing her to work flexible hours, giving her more free time for herself and her children in the future.



## Lata Pise – Mann Deshi beneficiary

back in 2016



2 years later

Lata Pise was one of the women who received a loan from Mann Deshi Mahila Bank’s loan scheme for vegetable market vendors. With the help of this initial loan, she received and repaid several additional loans and has been able to grow her vegetable business. Lata herself comes from a small town named Mhaswas in the district of Satara where her parents made her leave school and married her at the age of 13. Throughout her marriage she had five daughters, which caused the husband to later marry someone else so he could have a son. Once remarried, he started living with his new wife and left Lata with the complete responsibility for their five daughters. Despite all her private struggles, Lata has been able to expand her business.



With her income, she was able to pay for all of her five daughters’ education. All of her daughters are now married and one of them has completed a bachelor’s degree in pharmacy. The tuition fees cost Lata USD 1’405 yearly, however, she made sure her daughter completed her education. Her daughter is now earning a monthly salary of approximately USD 140. Lata has built a new house and has been able to repair her old home. Lata says she still feels the impact of the bank’s loan programme today. Without that very first loan, she would have been unable to expand her business and improve her family’s condition. She has learned several lifelong habits and practices during her exposure to the programme, such as depositing her savings in her bank account and keeping track of her expenses. Through the experience of regularly paying back her loans, Lata started thinking actively about the future of her business and her family instead of just conducting the business on a day-to-day basis. The capital she was able to access gave her the confidence to plan ahead, budget her expenditure and to approach other businesses for partnerships and supply.



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  
BAYBURT, KASTAMONU,  
MUŞ, SAMSUN, SIVAS

TEAM  
FULL TIME STAFF /  
VOLUNTEERS

4 / 40

BUDGET US \$  
2017

280'000

DIRECT BENEFICIARIES  
TO DATE

354 CHILDREN  
97 TEACHERS  
300 PARENTS

**The challenge** in rural primary schools results from the fact that the assigned teachers are not prepared for the specific challenges of the rural school environment. The teachers are mostly isolated from their colleagues, have insufficient support and a very limited curriculum to provide inspiring and high quality education to their pupils. KODA believes that rural village school – mostly referred to in 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 KODA team is to focus on their vision of providing holistic and quality education by implementing three mostly teacher-centric programmes: developing exemplary, inspiring and replicable educa-

tional practices (e.g. work-shops for children), preparing and empowering teachers for their work in rural schools and building 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

KODA has started implementing the pilot project during the last quarter of 2018 and has set up cooperation with three universities. The aim is to start with the education of 45 volunteer university students (future teacher candidates) in early 2019, who will then perform workshops in nine rural schools with 180 children. Whilst conducting the workshops they will also train the teachers in these rural schools.

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



Photos Children's Atelier "Shooting Star": designing our own planets (both in Sivas-Gürün)



India (2018-2020)

# Kolkata Sanved

Improving livelihoods of young women through dance 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 to 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 a one-year DMT Leadership Academy programme with the goal to empower participants with specific life skills and to create alternative employment opportunities as DMT practitioners.



Saskia Bianchi

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.

### Progress to date

The DMT Leadership Academy programme started informally in 2004 and received a formal structure in 2012. About 100 participants completed the training programme in the last 6 years. Based on the outcomes of the previous years, Kolkata Sanved decided to redesign the programme at the beginning of 2018. The curriculum was adapted to a more academic level and the duration changed from a two-year to a one-year course mainly to reduce fluctuations due to participants' personal situations. The first semester started in autumn 2018 with 28 young women and the support of Dalyan.

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

Photo Kolkata Sanved Dance Movement Therapy practitioners performing in an advocacy event



**ORGANISATION**  
KOLKATA SANVED

FOUNDED IN  
2004

COUNTRY  
INDIA

COVERAGE  
WEST BENGAL, MUMBAI

TEAM  
FULL TIME STAFF/  
VOLUNTEERS

20 / 10

BUDGET US \$  
2017-2018

140'000

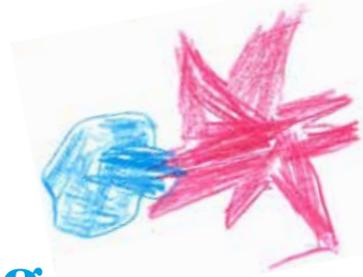
DIRECT BENEFICIARIES  
TO DATE

~65'000

India (2018-2021)

# MHT - Mahila Housing Trust

Upgrading skills of women working in the construction industry



**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/  
VOLUNTEERS

85 / 8000

BUDGET US \$  
2017-2018

1'300'000

DIRECT BENEFICIARIES  
TO DATE

~1'700'000

**The challenge** addressed by Karmika School, founded in 2004 by Mahila Housing Trust, concerns women working as manual labourers in the construction industry in Jharkhand, an economically disadvantaged 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 Karmika 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 project builds on an existing project funded by Oak Foundation.

**Progress to date**

Mahila Housing Trust (MHT) has hired a consultant to design a strategy for introducing women construction workers in the local market and for building relationships with local contractors. The curricula for advanced skills training in tiling, plastering and flooring are ready and first trainings were completed. A dedicated team has started to develop relationships with local contractors in order to find placement opportunities for trainees on a test basis. Whilst at the beginning of the project MHT faced some challenges in finding key staff with required competence, the project now is well on track and already shows some positive effect on the placing of women in jobs.

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



Photo  
Three former trainees have received a contract to construct toilets under Swachh Bharat Mission



India (2016-2019)

# Medha

Improve employability and career opportunities for underprivileged youth in Uttar Pradesh



**The challenge** addressed by Medha is India's large and growing youth population (close to 700 million people are below the age of 25) which presents an enormous opportunity for the country, while at the same time an equally significant challenge. Of the over twelve million people entering the job market each year, only 20% are deemed employable.

**The approach** of Medha is to provide advanced skills training, career counselling, workplace exposure, and ongoing job placement and alumni support to students at under-resourced educational institutions. Through its approach and impact, Medha aims to influence policy from the inside out, mainstreaming its model into the existing education system, impacting millions of youth in the long term. Dalyan's support allows Medha to expand its work in the district of Sitapur in Uttar Pradesh over a three-year period with a specific effort to mobilize young women for the programme.

**Progress to date**

Since its establishment in 2011, Medha has trained over 12'000 students across 65 educational institutions and has an alumni network of over 7'000 young professionals. Medha has placed 65% of students into internships and full-time jobs with more than 500 leading employers.

In partnership with Dalyan, Medha has worked with over 1'550 students across eight educational institutions and placed 571 students into internships and full-time jobs. To date, 872 students have been successfully trained and certified, over half of them women. Medha's continued efforts to develop new relationships with employers have resulted in placing the largest number of alumni into full-time jobs this year. Looking ahead, Medha plans to build upon its success in Sitapur, expanding to new campuses and introducing its digital literacy programme called Technology Advancement Boot-camp to over 100 students next year.

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

**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



Top Medha alumna Sapna Prajapati now working as field associate in Gobind Industries

Bottom Medha alumna Maina Pal now working as a teacher at TL Memorial Public school in Sitapur



India (2018)

# Mentor Together/ CBPS

Analysing the mentoring of high school and university students from disadvantaged backgrounds



**The challenge** addressed by Mentor Together is the high dropout rate of students from disadvantaged backgrounds at high school and college level. Young women are particularly 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. Mentor Together has developed various mentoring approaches catered to the needs of different beneficiary groups. Flagship mentoring programme to stabilise youth at risk at high school age, workplace mentoring to support young adults in entering the labor market and app-based mobile mentoring for a lighter touch mentoring of mentees in remote places.

### Progress to date

In 2018, Dalayan supported a joint project of the Centre for Budget and Policy Studies (CBPS) and Mentor Together to finalise the collection and assessment of quantitative and qualitative data from a randomised control trial of the flagship programme in Bangalore. For this, Dalayan entered an agreement with Centre for Budget and Policy Studies to finance a small team of researchers and the publication of a final quantitative and qualitative research report.

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

### ORGANISATION MENTOR TOGETHER

FOUNDED IN  
2009

COUNTRY  
INDIA

COVERAGE  
BANGALORE, CHENNAI,  
DELHI, MUMBAI, PUNE

TEAM  
FULL TIME STAFF /  
VOLUNTEERS

26 / 1'500

BUDGET US \$  
2017-2018

225'000

DIRECT BENEFICIARIES  
TO DATE

5'200



Top Mentor Rakshit holding photo frame for his mentee Suresh

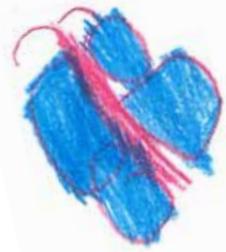
Bottom Participants in the flagship program at group outing in Bangalore



India (2017-2019)

# RSSA - Rajasthan Shram Sarathi Association

Educating women entrepreneurs in Rajasthan



**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 RSSA is to develop a standardised training framework and design 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 inflows. Dalyan supports this pilot project over a two-year period.

### Progress to date

RSSA developed a six-module programme and successfully completed the full training of two cohorts of 44 women in total plus starting a new group. Of those successfully completing the programme, 31 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 groups and 100% more women could be trained than previously planned.

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



Photo Jhamku Bai has found financial freedom in running her business in the Udaipur region



**ORGANISATION**  
RAJASTHAN SHRAM  
SARATHI ASSOCIATION

FOUNDED IN  
2007

COUNTRY  
INDIA

COVERAGE  
SOUTH RAJASTHAN,  
GUJARAT

TEAM  
FULL TIME STAFF

**37**

BUDGET US \$  
2017-2018

**212'000**

DIRECT BENEFICIARIES  
TO DATE

**~18'500**

India (2017-2019)

# SSP - Swayam Shikshan Prayog

Building female leadership and entrepreneurship to improve resilience of rural communities



**ORGANISATION**  
SWAYAM SHIKSHAN  
PRAYOG

FOUNDED IN  
1998

COUNTRY  
INDIA

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

TEAM  
FULL TIME STAFF/  
VOLUNTEERS

74 / 5

BUDGET US \$  
2017-2018

1'530'000

DIRECT BENEFICIARIES  
TO DATE

~145'000

**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 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 initiatives such as building women entrepreneurs as employers, leaders and advocates for their communities. 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 will be established. These support structures will be managed by women entrepreneurs. They will offer training in entrepreneurship and leadership. The aim is to reach 5'000 women through awareness building and mobilisation exercises and to train 2'000 of them as leaders and entrepreneurs over three years.

**Progress to date**

In the second year of the programme, 22 women instructors were trained on an upgraded business curriculum. The instructors provided basic entrepreneurship training to 430 women as well as training in bookkeeping and business plan preparation to 1'043 women who had received the basic training in the first year. Out of the total 1'473 women trained in two years, over 1'000 have engaged in doing one or more businesses. Through SSP's own microfinance institution and local banks, the programme has supplied funding of USD 170'000 to support the financial needs of 464 women. The programme has also started domain-specific skill training for selected women entrepreneurs and is planning more structured mentoring, handholding and linkage support for them.

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

Photo  
Mapping  
enterprise  
opportunities  
in the village  
using partici-  
patory rural  
appraisal  
(PRA)  
method



Turkey (April - September 2018)

# SGD - Sulukule Gönüllüleri Derneği & TTM – Tarlabası Toplum Merkezi

## Strategy Workshop



**ORGANISATION**  
Sulukule Gönüllüleri Derneği /  
Tarlabası Toplum Merkezi

**FOUNDED IN**  
2010 / 2006

**COUNTRY**  
TURKEY / TURKEY

**COVERAGE**  
ISTANBUL-SULUKULE DISTRICT/  
ISTANBUL-TARLABAŞI DISTRICT

**TEAM**  
FULL TIME STAFF

**1**SGD / **3**TTM

**BUDGET US \$**  
2018

**76'000 / 95'000**

**DIRECT BENEFICIARIES TO DATE**

**920** BENEFICIARIES

**492** SCHOLARSHIP

**~12'000** BENEFICIARIES

**The challenge** both SGD and TTM are facing is to strategically plan their future while handling the daily operations of their community centers. Both of these NGOs are working to give children of disadvantaged neighborhoods an equal chance in life using distinct methods to achieve similar objectives.

**The Strategic Planning Workshop** was initiated to provide SGD and TTM with a medium to step back from everyday operational pressures and assess their road map to create a three-year plan, working in parallel and possibly inspiring each other for new alternative solutions. This workshop also aims to equip SGD and TTM with tools to evaluate their current status at any time, both against internal goals and external circumstances, and adapt their strategies accordingly. The workshop intends to provide SGD and TTM with the critical survival skills of choosing the right priorities to focus on, in the demanding environment they exist in.

### Progress to date

The workshop was conducted by an independent consultant – Devrim Zümrütkaya from BMGI – with both SGD and TTM present in each session, with the aim to develop their own strategic three-year plan. Between sessions SGD and TTM each had to work in their own environment with their own stakeholders to develop their individual strategy with measurable targets whereby they generated a detailed plan for 2019. It is now up to SGD and TTM to execute these plans and embrace the tools and adopt the methodology to further enhance their processes, ensuring a sustainable operation.

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

Photo  
TTM: The  
Club of  
Sparkling  
Children  
with their  
coordinator  
Cem  
Demirayak



India (2018-2023)

# The Collaborators for Transforming Education

Improving public education results in the state of 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 improving learning outcomes of children resulting in transformation of schools to Pragat schools, systemic capacity building (teachers, 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

Phase I – School Transformation – was successfully concluded in June 2018. It helped build strong collaborations between headmasters, teachers and school management committees (SMCs). All of the SMCs in the intervention area were reconstituted and agenda based meetings were reinforced. Over 250 headmasters were trained on coaching and data analysis and their focus shifted from administrative issues to performance improvement of the students in their schools. 990 teachers received pedagogy training and are now creating per child individualised action plans. Initial student learning outcomes show significant improvement. Overall, the 2 years of intervention to date are indicating a successful model of change.

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

**ORGANISATION**  
THE COLLABORATORS FOR TRANSFORMING EDUCATION

FOUNDED IN  
2016

COUNTRY  
INDIA

COVERAGE  
STATE OF MAHARASHTRA

TEAM  
FULL TIME STAFF

5

BUDGET US \$  
2017-2018

860'000

DIRECT BENEFICIARIES  
TO DATE

25'000 CHILDREN  
990 TEACHERS  
114 FUNCTIONARIES



Top Pupils enjoying activity during children's camp of Gongwada cluster

Bottom Session on motivation as part of the Shikshan Parishad Motha Sahadeo Wankhede Vegetable plot



# Dalyan in Numbers 2018

Dalyan aims to have annual disbursements between CHF 300'000 to CHF 400'000. We seek to have cooperations 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 cooperation to the targeted term, which we feel is necessary to attain a sustainable impact.

**358'000 CHF** disbursements to projects

**21** projects

**59'000 CHF** average amount pledged per project for whole duration

**2.8** years average duration per project

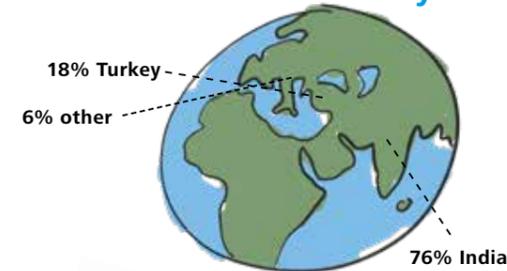
**~4'500** working hours of the Dalyan Team in 2018



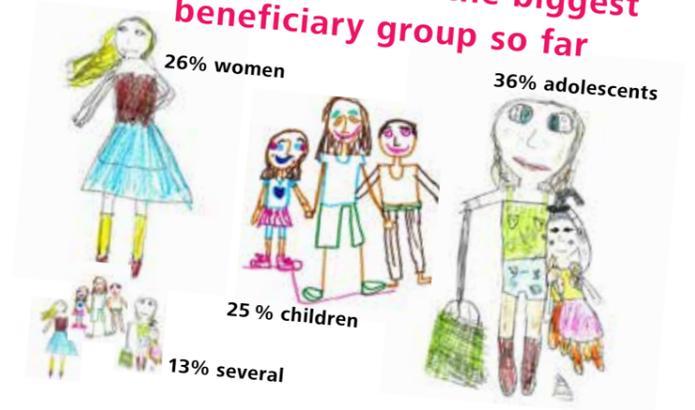
# 10 Years Dalyan 2008-2018

All data in % of total amount disbursed in 2008-2018. 100 % = 2.1 mio CHF

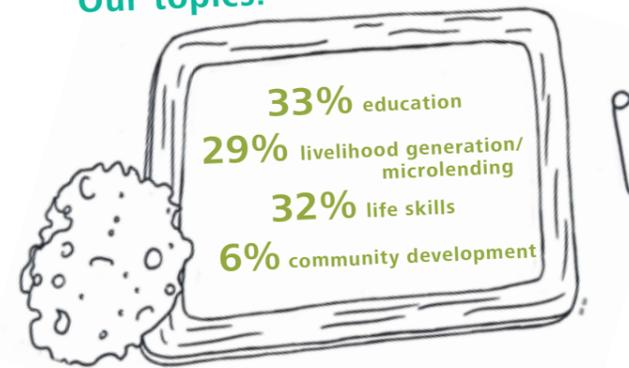
## Our regional focus: India and Turkey



## Adolescents were the biggest beneficiary group so far



## Our topics:



## We increasingly move towards organisation building



## We tend to support HIGHER RISK projects



## SIZE of our supported NGO partners



## AGE of our supported NGO partners





Adolescent girl at a Medha presentation workshop in Jawahar Navodaya, Lucknow

# 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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