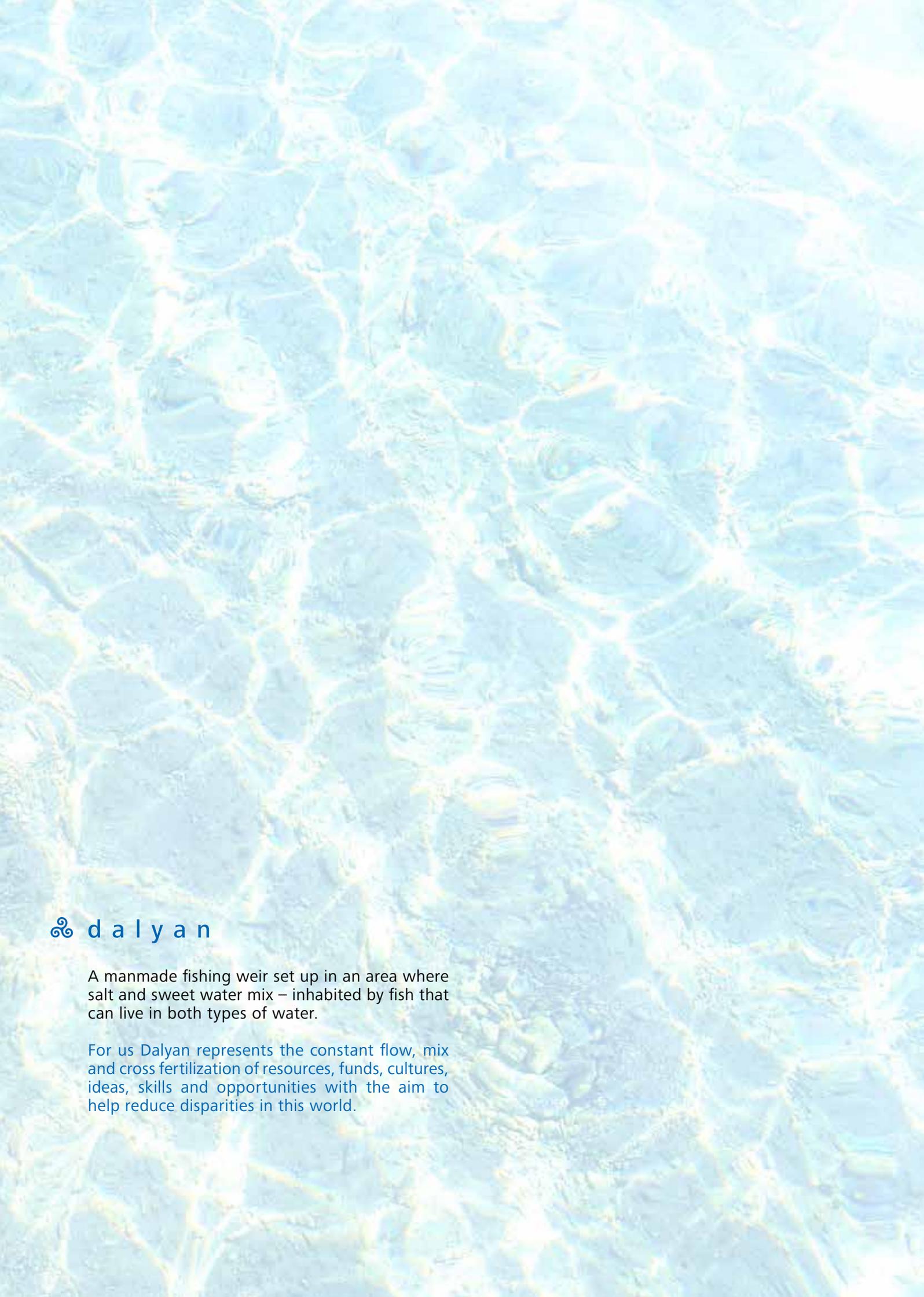




☪ dalyan

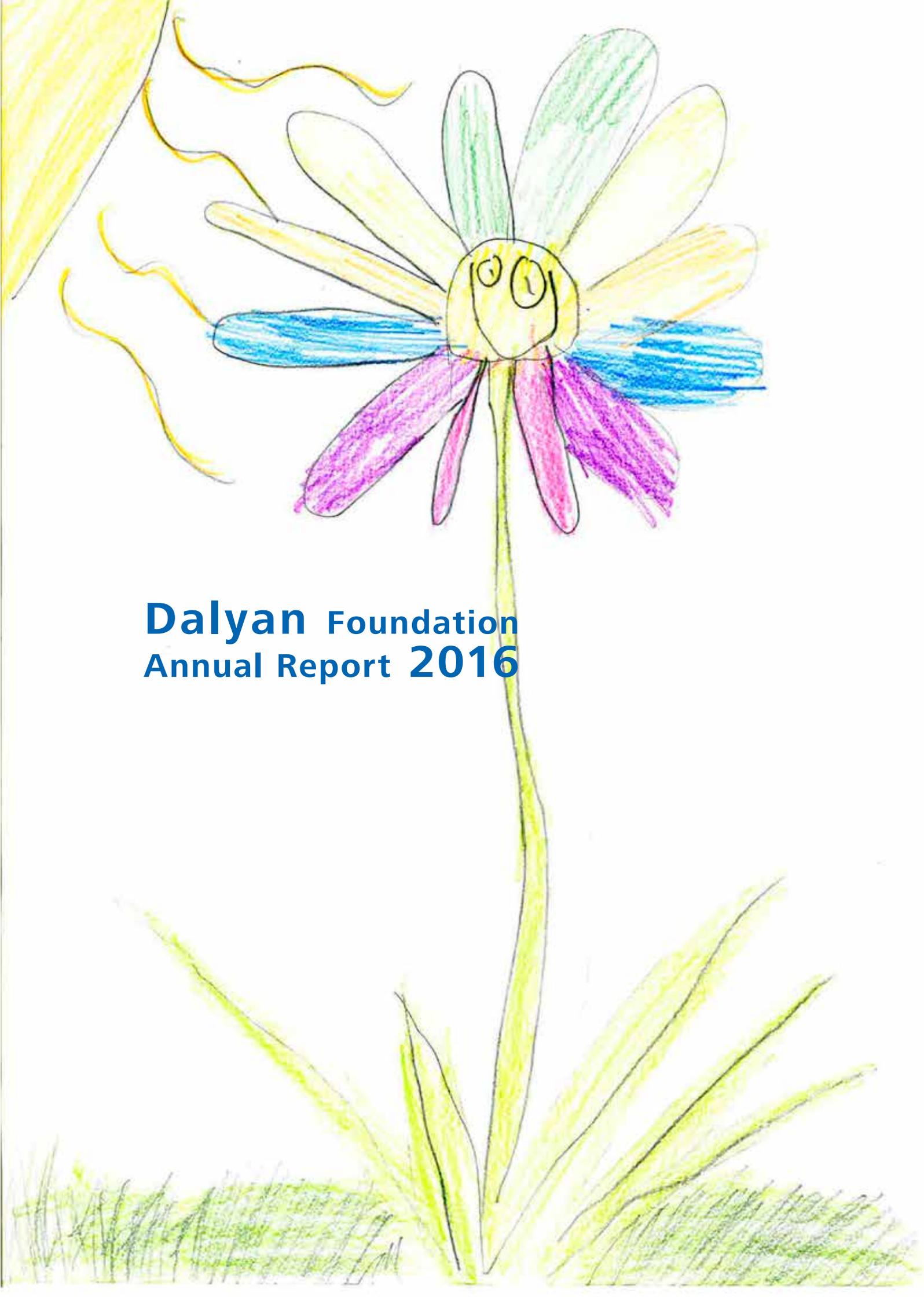
Dalyan Foundation
Annual Report 2016

The background of the entire page is a close-up, top-down view of water ripples. The ripples are concentric and irregular, creating a complex, organic pattern of light and dark blue-green tones. The lighting is bright, causing some areas to appear almost white, while others are deep blue. The overall effect is one of constant motion and fluidity.

ღ d a l y a n

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.



Dalyan Foundation
Annual Report 2016

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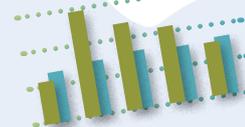
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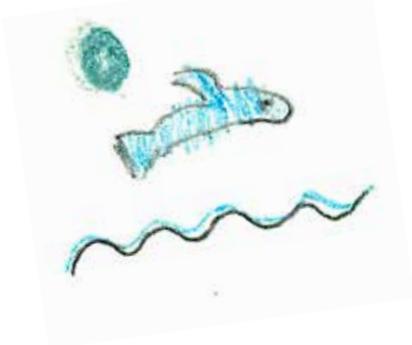
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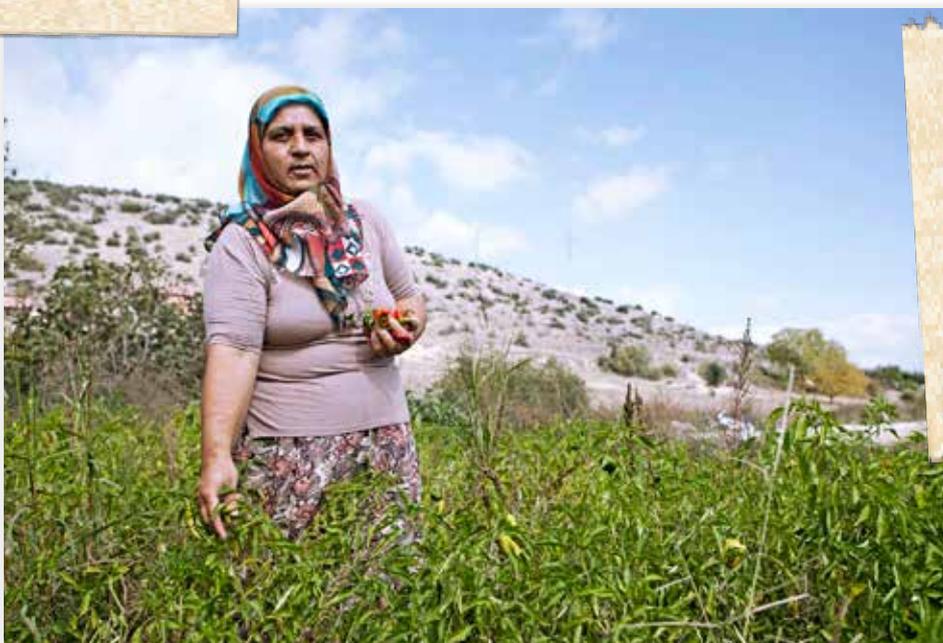
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Rally on girls safety at Vijay Nagar organised by Chintan



Waste picker children after cricket match organised by Chintan



Maya client, after her divorce, built a successful seedling and plant production with six consecutive Maya loans (Photo by Delizia Flaccavento)

1 Reflections on 2016

Looking back on our eighth year of operations, we are not a young foundation anymore. Our aim is to improve the effectiveness of our activities as we move further along the experience curve.

In both of our focus countries, Turkey and India, the non-governmental organisation (NGO) community came under pressure in 2016 for various reasons: In Turkey, the turbulent political and economic environment as well as the challenging refugee flooding; in India, the demonetisation which had a dramatic short-term impact on our NGO partners and on the lives of our target beneficiaries. Likewise, the procedures of receiving an FCRA license which allow Indian NGOs to receive foreign funding, are particularly strenuous on the smaller NGOs who have limited administrative bandwidth. This has limited Dalyan's ability to support smaller and young NGOs.

*We have been encouraging our NGO partners to put an emphasis on **measuring the impact of their interventions**. We have decided not to "preach water and drink wine" and to establish a system to assess our own effectiveness as a foundation. We are implementing a simple qualitative evaluation system involving our whole team to measure our success in reaching our goals. This encompasses the direct impact on our end beneficiaries – women and children – but also the indirect one on our NGO partners. We also involve our NGO partners and ask them to evaluate us as a donor.*

***Organisational support and capacity building** with our NGO partners has been a predominant subject this year. The closer we get to know our partners, the higher the level of trust on both sides to jointly engage in organisational issues. Being a small foundation with limited personnel resources we have seen the importance of engaging trusted intermediaries in India and in Turkey to provide the intensive support that a capacity building exercise requires. In order to further shed light on this topic, we have included it in the Spotlight part of this report.*

This year we have reached out to like-minded donors and have continued seeking possibilities to join forces. We have started a closer cooperation with the Edelgive Foundation in India with whom we are currently co-funding three projects. Through their encouragement we have also joined the IEFG Platform (International Education Funders Group) where we have been excited to participate in highly fruitful discussions among donors with similar aims and issues.

We were pleased to strengthen our Board with Bernard Imhasly in 2016. Bernard has been actively supporting us since the establishment of Dalyan with his broad and deep experience in India.

We thank once again all our partners and volunteers for their energy and effort which helped us further develop our work in 2016.



Yonca Even Guggenbühl
President of Dalyan Foundation



Susanne Grossmann
Managing Director of Dalyan Foundation

2 Portrait

Our objective

The image of mixing and fusing waters evoked by the name “Dalyan” reflects the foundation’s vision of sharing the benefits of globalisation with those left out. Dalyan’s interventions aim to increase economic chances and life choices of those less fortunate. We believe the empowerment of women and children to be a key factor in creating a lasting impact on society. We focus on charitable projects 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 have started our first partnership in India in 2008 and took up activities in Turkey two years later. By the end of 2016, Dalyan has supported 38 projects in total.



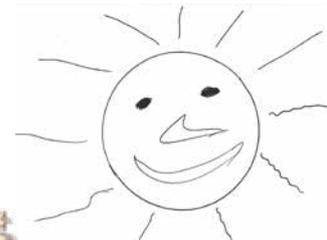
Group of mothers meeting at Mangal organised by Chintan

Our criteria for partnership

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 reported semi-annually. Although we mainly support projects 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 also through capacity building and organisational support. Therefore, we primarily enter into long-term partnerships lasting three to five years.



Our Team and Supporters

Our Board

- | | |
|----------------------------|-------------------|
| • Yonca Even Guggenbühl | President |
| • Alastair Guggenbühl-Even | Vice-President |
| • Murat Even | Member |
| • Susanne Grossmann | Managing Director |
| • Bernard Imhasly | Member |

On June 28, 2016, all members were re-elected for another four-year term.
On July 27, 2016, Bernard Imhasly joined the board as member.

Volunteer team members

- | | |
|--------------------|-------------------------|
| • Adrian Nigam | • Joëlle Grütter |
| • Angelina Dobler | • Melike Sal |
| • Bernard Imhasly | • Richie Münch-Jindal |
| • Célia Inacio | • Stefan Bollier |
| • Corinne Steiner | • Susanne Grossmann |
| • Daniela Graf | • Yeşim Yağcı Silahtar |
| • Dalya Oberholzer | • Yi-Kwan Teoh |
| • Isabelle Landolt | • Yonca Even Guggenbühl |

We are supported by the following honorary in-kind sponsor organisations:

- Consultive Revisions AG
- Kommunikationsfabrik Zürich AG
- Monterosa Services AG

Many thanks to the little artists - all of them children from the Monterosa team - who contributed to make this report attractive and pleasant to read: Elâ (9), Ida (9), Jan (7), Lena (9), Luc (10), Luis (9), Noah (12) and Venja (7).

Our organisation

For the selection and guidance of projects, we can access the professional and private networks of our founders, Yonca Even Guggenbühl and Alastair Guggenbühl-Even, both long-time experienced entrepreneurs. Dalyan's Managing Director Susanne Grossmann worked in the Swiss Development Co-operation for several years. Bernard Imhasly in India

and Yeşim Yağcı Silahtar in Turkey are focal points helping with the selection of projects, providing guidance and enriching Dalyan through their networks and professional field expertise. Currently, 16 individuals allocate their time and knowledge to the Dalyan Foundation on a voluntary basis with the support of an intern.

A new Look at 'Overheads'

Now in its eighth year of operation, the Dalyan Foundation is still - and hopefully will always be - a learning organisation. It is helped in this by its independence from outside donors; and by its modest size - which we in Switzerland consider a virtue.

However, Dalyan is ambitious in that it wants to leverage both size and learning capacity to best possible effects, so as to make grants intelligently and effectively.

Our relatively recent entry into the field of philanthropy is taking place at a critical inflection point in grant making. It can be summarised by the convergence of two trends:

- 1) The persistence of poverty at the bottom of the pyramid, despite the progress made during the Millennium Development Decade.
- 2) The establishment of the corporate sector as a serious social investor.

As a consequence there is growing realisation among non-governmental organisations (NGOs) and grant makers that the emotional charge of altruism must be strengthened by more effective methods of intervention. Strengthening the execution capacity of our partners instead of a mere project finance is one way to achieve this.

Of course, capacity-building is not a new approach but has been part of the development discourse for a long time. However, it referred mainly to the need to grow the capacities of the ultimate beneficiaries, i.e. communities in need. Much less attention was so far given to the organisational capacities needed by the NGOs themselves.

To focus on the NGO, however, is important, since lack of success in poverty eradication is not only due to the lack of 'absorptive capacity' among poor communities. It is

also because many NGOs - like many grant makers - are stronger in their charitable impulse than in its efficient implementation.

Yet NGOs are the crucial link in the delivery of philanthropy and their execution capacity drives impact to a large extent. They are the ones who create the vision, define the priorities and design the projects, and finally implement them.

Still, even today, many large and well-respected donors severely limit their contribution to 'overheads' of their NGO partners. Some donors even refuse to share any such costs, suspecting their partners of hiding administrative outlays within the project budget itself.

Somewhat irrationally, some even insist that the partner organisation refrain from any in-house income generation activity to meet its 'overheads'. At the same time donors often demand high standards and skills in the NGO's financial accounting, budgeting, and project monitoring. It goes without saying that such skills have their price - in the form of higher salaries or more staff.

Dalyan itself knows the reflex of scrutinising administration cost of its NGO partners. However, we have become aware that this might be a short-sighted strategy. If an NGO shows vision and a strategic outlook, but needs support in building a stronger organisation to achieve its goal, we have to treat such support as essential leverage for impact creation.



Such an approach is not easy to implement, particularly for small foundations like us. We had to face our own limitations in wanting to rapidly establish good NGO partnerships and build their capacities. Hand-holding by way of management advice and organisational capacity-building is delicate and demands tact. These are not easy to deliver, given the separate geographies of the two partner locations. Besides, the donor, especially the small one, does not possess the necessary organisational building skills.

Similarly, the NGO partners are often too small and lack funds to grow the organisation and to 'professionalise'. Even when faced with the growing demand from donors to set measurable milestones and goals, they often feel challenged, as such requirements sit uncomfortably with an NGO's philosophy, namely that only a long-term approach can deliver a sustainable impact on social attitudes and behaviour.

This brings a fourth player into the triangular relationship between donor, NGO and poor communities. Increasingly, donors can now rely on organisations in the partner country that specialise in building organisational development capacities for NGO partners. In India, social investment companies like DASRA offer a broad platform of services, including strategy-building, project design and support and leadership training. Other outfits like TOOLBOX focus more directly on organisational development, hand-holding and impact measurement. These social ventures often draw on a volunteer network of mentors, usually recruited from the corporate field.

There is little doubt that this development is a value-add for all concerned, especially the NGO, but also the donor. But as with all management interventions from the outside, this is not an easy process, since it affects the core relationship between donor and beneficiary.

For the intervening organisation too, this is a largely unmapped territory. It calls for new methodologies, which moreover have to be developed 'on the go'. The reliance on a volunteer force which has honed its pro-

fessional skills in helping business organisations can trigger enormous benefits in terms of costs and operational synergies. But it can also result in underestimating the complex reality of poverty and the constraints (and wisdom!) of NGOs who operate in a highly stressful social and economic environment.

For us at Dalyan the first challenge is to find an organisation with the necessary fit - in size, delivery capacities and social sensitivity. We then need to accommodate the fact that the intended impact is hard to measure, as it is indirect and can - at best - be achieved in the medium term, and among the ultimate beneficiaries, namely the grass-root communities.

Such hard-to-measure impacts demand conviction and honest communication, both within the organisation as well as the donor community at large. But the first prerequisite is to choose a NGO partner whom the donor knows well and who recognises and embraces the need to grow with the help of a mentor. Dalyan also seeks to cushion its risks by partnering with other grant makers, be it in terms of co-funding or personnel sharing. Ultimately it is a leap of faith. But as with every such leap, it can be well-grounded and fully worth it.

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.





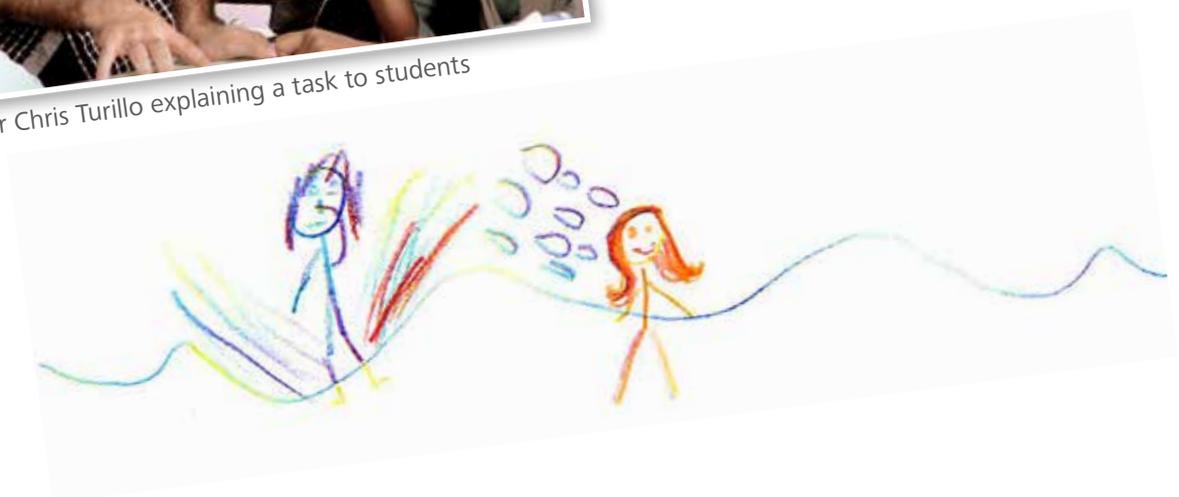
Milaan Girl Icon and her peer group meets on the rooftop in Varanasi, Uttar Pradesh, to discuss what peace means to them (Photo: Eli Rai)



Student at work during a Medha class



Medha Co-Founder Chris Turillo explaining a task to students



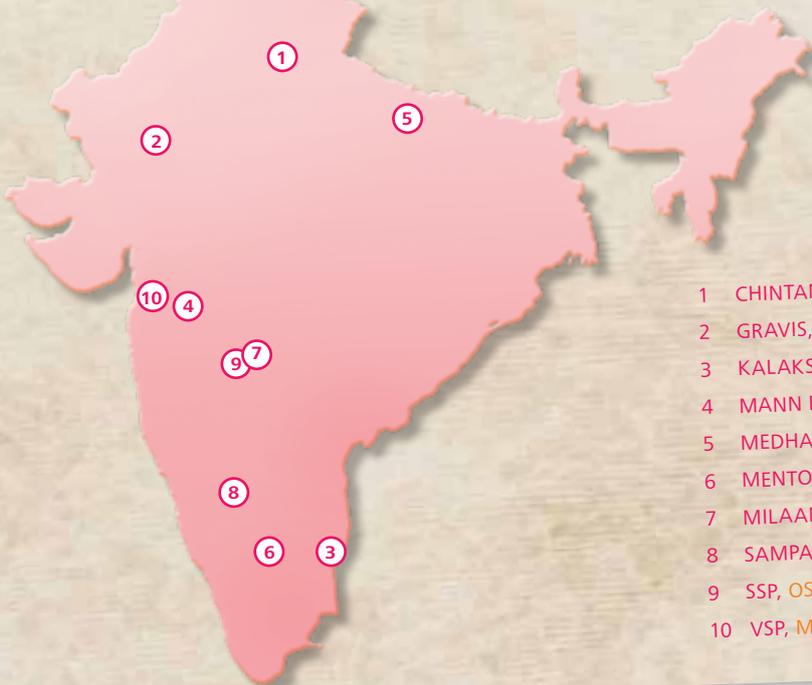
4 Supported Projects

Turkey



- 1 CYDD MENTORING, ISTANBUL, ANKARA, IZMIR, ESKIŞEHİR, ÇANAKKALE, ÇUKUROVA, BURSA, IZMIT, ADANA
- 2 CYDD SCHOLARSHIP, AYDIN, BALIKESİR, BATMAN, ISTANBUL, KAHRAMANMARAŞ, MANISA, MERSİN, RİZE
- 3 MAYA / KEDV, KOCAELİ, ESKIŞEHİR

India



- 1 CHINTAN, DELHI
- 2 GRAVIS, JODHPUR, RAJASTHAN
- 3 KALAKSHETRA, CHENNAI, TAMIL NADU
- 4 MANN DESHI, SHAHADA, MAHARASHTRA
- 5 MEDHA, LUCKNOW, UTTAR PRADESH
- 6 MENTOR TOGETHER, BANGALORE, KARNATAKA
- 7 MILAAN, OSMANABAD, LATUR, MAHARASHTRA
- 8 SAMPARK, NORTHERN PART OF KARNATAKA
- 9 SSP, OSMANABAD, LATUR, MAHARASHTRA
- 10 VSP, MUMBAI, MAHARASHTRA

ChagALL+ Switzerland (2013 – 2017)

Helping children with migration backgrounds access higher education

The challenge faced by ChagALL (Chancengerechtigkeit durch Arbeit an der Lernlaufbahn) is that the majority of children with a migration background are denied a fair chance to pass the entrance exam to gymnasium, the gateway to university education in Switzerland. The main hurdles are limited language skills, lack of support within the family, low education levels and the inability to afford private tutoring in many migrant families.



Chagall student during preparation class

The approach of ChagALL is to sponsor secondary school students with a migration background in the Canton of Zurich who have been nominated by their teachers based on their motivation, great mathematical ability and academic intelligence. Following a rigorous selection process students aiming for gymnasium or Berufsmatura are then supported during the exam preparation. Students receive regular tutoring, personal counselling and social support. Since its inception in 2008, an average of 65 percent of the participating students have passed their exam. With Dalyan's support over four years, the new ChagALL+ program was introduced which complements the original ChagALL program and is designed as a follow-up. It supports the ChagALL students who have been accepted to gymnasium or Berufsmatura, throughout their six-month probation period. This includes half-day tutorial courses every Saturday, where students can also exchange experiences. Personal coaching is provided to guide them through this challenging period.

Progress to date

The aim of ChagALL+ is to have a minimum of 75 percent of its students successfully passing the probation period (the average pass rate in the canton of Zurich). Our third group of students finished their probation period with ChagALL+ in February 2016, with all 14 successfully passing. This 100 percent pass rate is exceptional and exceeds the 92 and 91 percent pass rates of the previous two years. In 2016, additional funding was mobilized to support a second group and a total of 23 children were able to benefit from the Chagall opportunity. Impact research by the University of Zurich showed improvements in the ChagALL Program in its six years of existence. In a continuous effort the ChagALL team is committed to expanding the program throughout Switzerland. Two gymnasiums have initiated a program (Chabale in Basel and Kantonschule Wiedikon) and three further schools are in the process of evaluating it. ChagALL is acting as a mentor and consultant in all cases. The establishment of a fund to provide startup capital for similar projects is being evaluated by some of the donors and the ChagALL team.

www.chagall.ch

Chintan India (2016 – 2019)

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

The challenge addressed by Chintan, founded in 1999, consists in the precarious living conditions of waste picker communities in and around Delhi and specifically the lack of access to education for the children in these communities. Many support their families by working on the landfills or looking after their siblings while their parents work. These waste picker children are often first generation learners, with little or no support at home and find it difficult to deal with the demands of school education and life challenges. They are heavily discriminated and marginalised in Indian society due to the nature of their work, making it difficult for them to access education.

The approach of Chintan consists in a comprehensive program to improve the well-being of waste picker families, comprising livelihood programs and advocacy, improving waste picker children's learning progress in public schools ("No Child in Trash") and offer lifeskills support to adolescents. Dalyan's first contribution to Chintan in 2014-2015 was given to expand the "No Child in Trash" project in Delhi, to set up a proper impact measurement system and to develop a new curriculum for more effective learning in Chintan's bridge and tutorial classes. After the successful conclusion of this project and in line with the priorities of Chintan's management, Dalyan agreed to move from project finance to general strategic and organisational support. Dalyan's support for 2016-2019 consists in a contribution to non-project related costs of Chintan. Dalyan is also financing

organisational coaching executed by a coaching organisation for NGOs called Toolbox, with a focus on strengthening the management bandwidth of Chintan as a foundation for sustainable growth.

Progress to date

The collaboration between Toolbox and Chintan started in April 2016 with a review of the organizational structure, the redesign of key responsibilities for senior staff and the identification of additional management capacity needed with a view to improve efficiency and execution. Further activities covered reporting and communication. The current focus is on strategy, financial planning, cost control and streamlining fund raising. As the first organisational support project for Dalyan, it has been extremely educational. It is a challenging exercise for all parties involved, but also offers a great opportunity for Dalyan to add value and strengthen our partner in a sustainable manner.

www.chintan-india.org



Chintan: These waste pickers can separate over 200 different recyclable materials

CYDD Turkey (2010 – 2013 prolonged to 2016) Scholarship Program

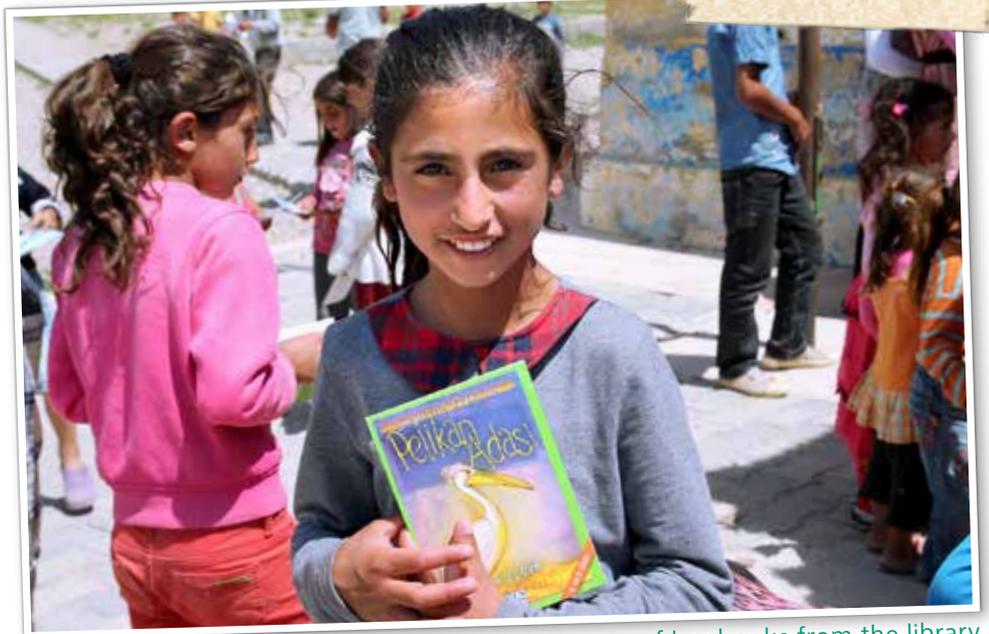
Achieving equality in access to education

The challenge faced by CYDD is the preservation and further development of a modern, democratic and secular society in Turkey with equal rights and opportunities, specifically for women and girls. Girls, particularly in rural areas, often have less access to schooling. There is also a shortage of schools, classrooms and dormitories in these areas.

The approach of CYDD focuses on achieving equality of access to education, with a particular emphasis on girls and young people from disadvantaged backgrounds. CYDD is a volunteer based organisation with an excellent reputation, which was founded in 1989. CYDD's conviction is that a contemporary society can only be attained through high quality education that is accessible to all individuals regardless of gender and economic or social background. To date, CYDD has mainly worked with scholarship programs and more than 120'000 scholarships have been provided to children and youngsters, mostly girls. CYDD is also doing grassroots work to convince parents to send their children to school. It cooperates with various organisations from the private and public sector to build schools, classrooms, dormitories and libraries. Moreover, CYDD educates the public on the above mentioned issues and brings people together to develop solutions. CYDD's activities are spread throughout Turkey. Currently, it has 102 branches, 14'000 members and is running approximately 40 interlinked projects. Dalyan supports CYDD through primary school scholarships for girls.

Progress to date

Dalyan supported 30 girls at primary school level over four years, from 2010 to 2013. Thanks to a donor family based in Switzerland, the program was prolonged for three further years. The scholarships were provided to 11 primary school girls in sixth grade, enabling them to finish their primary school education, which takes eight years in Turkey. These girls are all from disadvantaged backgrounds and come from different areas in Turkey. In 2015/16 nine of these 11 girls successfully completed seventh grade and are now attending their final primary



CYDD scholar showing one of her books from the library

school year. Two new girls replaced the ones who left and these two have started eighth grade. During the initial cooperation phase with CYDD, the idea of a mentorship program as an addition to its existing projects evolved and is described hereinafter.

www.cydd.org.tr

CYDD

Mentoring Program Turkey (2012 – 2016)

Mentoring for university students from disadvantaged backgrounds

The challenge faced by CYDD is that most of its scholars studying at the university are overwhelmed when entering work-life. They usually come from underprivileged backgrounds, often from rural areas. They lack a supporting network and role models to help them plan their career and find a suitable job, especially if they remain in the urban environment where they have been studying. Although well equipped with technical skills and know-how, most of them are not socially supported and integrated.

The approach is to establish a systematic one-to-one mentoring program for university students from disadvantaged backgrounds (80 percent female) and to mobilise CYDD's alumni and volunteers to act as mentors to coach these students. The mentors are assigned to mentees and both receive specialized training. They support them in areas such as career planning, job search, personal presentation in interviews and dealing with professional and personal issues. Dalyan's contribution to CYDD over a period of four years helped to establish CYDD Mentoring as a new program complementing its

well-established scholarship program. Besides the positive impact on students, the program strengthens CYDD's relationship to its alumni and allowed CYDD to become more experienced in project management and working with professionals.



CYDD-mentee and -mentor meet in a café

Progress to date

The program started in 2012 with a successful test phase with 20 mentors and mentees in six branches in Istanbul. Over the past five years, the team has consistently improved and expanded the program. In the academic year 2015-2016 the program was running in 21 branches in Istanbul and four other cities, with a total of 550 mentoring pairs over five years. The satisfaction level of mentors and mentees is very high and half of the mentors want to prolong their engagement with the program after the customary one year term. Mentors make an invaluable contribution to the lives of the scholars by sharing their knowledge and experience but also create new institutional cooperation opportunities for CYDD through their professional networks. CYDD has made good progress in raising funds for the mentoring program and thus becoming financially sustainable after Dalyan's exit. Project ownership within the CYDD organisation has increasingly strengthened during Dalyan's involvement and proved to be a major factor for the smooth and successful transition of the project management after four years.



Group of mentors and mentees of CYDD

Interview

with Philipp Juen,
Medha Internship Autumn 2016

Philipp Juen holds a Bachelor's Degree of Business Administration from the University of St. Gallen. In autumn 2016, he benefited from Gateway to India's internship program and volunteered ten weeks with our NGO Partner Medha in Lucknow, Uttar Pradesh. In our interview, he spilled the beans on his time in India.

Dalyan: Philipp, one reason for you to volunteer was to put your theoretical skills in business administration into practice. Did it work?

P. Juen: I didn't expect to apply my theoretical knowledge one to one, but I was definitely able to work with what I know about business development, HR processes and project management. Medha is still growing - a start up, so to say - so I was given the opportunity to work within various topics and fields. The general knowledge I acquired during my studies definitely helped me, but it was just as important to stay flexible and adjust to the circumstances as they changed.

Can you tell me about your overall experience in Uttar Pradesh?

It was certainly very interesting. Before I arrived I had imagined the city of several million people to be livelier at night, but it turned out not to be a nightlife hotspot. Even though it is quite a conservative area, people were very welcoming towards a foreigner like me. Lucknow is a good base for venturing out into the region and I was able to see other cities and attend events. During a ceremony around the Maharajah, I was even interviewed for a local newspaper.



Philipp Juen (2. from right) with members of Medha

What was the most rewarding thing that happened to you during your stay?

I felt very welcome and appreciated by the Medha team. They live a flat hierarchy approach and there is an open door policy, which creates a good working environment. I was given full responsibility for implementing a new HR system, which was very rewarding. Medha also held a team-building event with the whole team, which was fun and a great way to get to know everyone.

What is your take-away from your time with Medha and India? How will you try to apply this in your future (studies)?

I definitely learned to discuss difficulties sooner rather than later. A small conversation can potentially solve a problem a lot faster than one might think. Also, I learned a great deal about how an organisation prepares for growth. The whole team was very open and let me be part of the discussions about challenges and opportunities Medha is going to face in the future.

Gateway to India II

Switzerland (2014 – 2017)

Supporting Swiss students interning at Indian NGOs

The challenge addressed by the student organisation of the University of St. Gallen is twofold: the need for temporary manpower support in Indian NGOs for specific projects and the problems faced by Swiss students when organising internships in an emerging market without prior knowledge of the country, its culture or the field of development work.

The approach used by Gateway to India consists in organising internships at Indian NGOs for carefully selected students. The student initiative started in 1998 and since then partnerships with Indian NGOs have been built and assessed continuously. This has allowed the organisation to arrange a valuable cultural exchange between qualified Swiss students and established NGOs in India. Furthermore, Gateway to India has been able to support the Indian NGOs in their effort to make a long-lasting impact in their chosen field of activity. Dalyan supported Gateway to India from 2010 to 2013 with three internships and has renewed its commitment in 2014 by contributing to the costs of lodging and accommodation for additional five students during their internship in the NGOs supported by Dalyan.

Progress to date

In 2016, three students from Gateway to India had the opportunity of an internship with Dalyan as a sponsor. The first student visited our NGO partner Sampark and was part of a team that conducted qualitative research in the field. Two other students were assigned to the NGO Medha, helping in various administrative tasks such as improving the IT database or simplifying certain operational procedures. The interns' stays have proven to be extremely valuable learning experiences for all parties involved. The feedback and the internship reports of the students provide important insights into the everyday challenges of our partner organisations and generate new ideas and useful recommendations.

www.gatewaytoindia.ch



Philipp together with members of Medha



GRAVIS India (2015 – 2017)

Developing leadership skills and economic earnings of women and girls in the Thar desert

The challenge addressed by GRAVIS is the harsh living conditions for communities living in the Thar Desert, a very arid region in Rajasthan. The region only receives two months of rainfall and many villages lack a secure source of clean drinking water and water for irrigation with resulting health, food security and income generation consequences. The harsh environment poses many challenges to women and girls which by tradition are discriminated and have a low position in society, even by Indian standards.

The approach of GRAVIS is based on the Gandhian notion of village self-rule, namely empowering communities to identify and solve problems through know-how transfer and self-organisation. Consequently, GRAVIS' interventions are need-based and community driven. At the same time, GRAVIS pushes for change, tries to break up traditional thinking and end discrimination based on religion, caste and gender. This forces the organisation to strike a fine balance between supporting and provoking, which is not always easy to achieve. It needs persistence of the NGO and patience from its donors. After initially focusing on water management and food security, GRAVIS has in the past years expanded its interventions

to the benefit of women and girls since their discrimination is a major inhibitor of development in the region. The program financed by Dalyan focuses on promoting leadership skills and economic earning potential of women and girls through the set-up of self-help

groups and skills training for women and school and bicycle stipends for girls.



Girls on exposure visit to Mehrangarh with GRAVIS to learn about historical places near their villages

Progress to date

In the course of 2016 GRAVIS worked on implementing the program for women and girls across six villages. Whilst the implementation of the education and bicycle stipends for the girls was successful, the GRAVIS team faced a number of challenges in the program for building leadership capacities of women and improving economic earning through self-help groups. Some self-help groups developed well, others were not able to achieve their ambitious targets. Based on the various lessons learnt over the past months, Dalyan and GRAVIS agreed on the need to thoroughly review the program and refocus its activities taking into consideration practical realities as well as the strong relationship of GRAVIS with the communities. It was also agreed on the need for GRAVIS to strengthen the implementation team in the area of self-help group support and to improve the tracking of beneficiary outcomes.

www.gravis.org.in



From Despair to Confidence:

The Story of

Dhapu Kumari, GRAVIS

Dhapu is a 12-year-old girl living in a small village in Jodhpur district in Rajasthan. In a family of five, she is the eldest amongst her siblings. Her parents are farmers working on their own land. The village Dhapu lives in is a hamlet, which has minimal electric facilities. Drinking water has to be fetched from a kilometre away. Her siblings go to school close to their home. Dhapu, however, has now moved up to class seven, and her new school is two and a half kilometres away from her house.

At first, she was happy to go to the new school because her level of studies improved, she had a good study environment and found good friends. But the long way to school started taking its toll. Dhapu no longer could help her mother fetch drinking water, do household chores and help her siblings with homework. Also, as the level of studies increased so did the amount of energy she had to invest in it. Walking five kilometres every day, with no local transport available, started taking a toll on her health. She began to miss school days and faced health issues such as dehydration.

She would often also go to school on an empty stomach. She became fearful of being bullied and punished at school. Once a happy child, Dhapu soon became depressed and started isolating herself. The fact that she wasn't able to catch up with her studies became her and her family's main worry.

GRAVIS learnt about Dhapu's issues and helped address her problem by donating a bicycle. This has made life much easier for Dhapu as she can now go to school and return back home on time and hopefully eventually achieve her dream of being a doctor. She has started attending her classes regularly again. The bicycle has also boosted her confidence and she now started supporting her family by going to the market. The introduction of the bicycle to her life has provided her relief and a sense of security.



Dhapu on her way to school with her bicycle from GRAVIS



Chagall alumni gathering in front of the school Unterstrass at a get together



Paper bridge activity during a class provided by Medha

Kalakshetra India (2011 – 2017)

Dance scholarships for talented, underprivileged girls

The challenge addressed by Kalakshetra consists in the dilemma of many talented adolescent girls from underprivileged backgrounds who are prevented from following their passion of becoming professional dancers due to their parents not being able to afford the fees.

The approach applied by Kalakshetra, founded in 1936, is to provide scholarships for a holistic education in different art forms taught in an inspiring natural environment. The buildings at Kalakshetra are open and allow the students to learn indoors and outdoors. Students are trained in Bharatanatyam, Carnatic vocal and instrumental music, visual arts, traditional crafts and textile design, aesthetics, history and philosophy. Kalakshetra's art performances are widely recognised for their in-depth research, technique and aesthetics. The foundation's work is guided by two important principles: "Education without fear" and "Art without vulgarity". Dalyan supports five girls from an underprivileged background with a six-year scholarship for a master diploma course in dance at Kalakshetra. The

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



Saskia Bianchi

Progress to date

In 2015, all five teenage girls who were granted the scholarship passed their exams and graduated with a First Class diploma in dance and three of them qualified for a postgraduate diploma course. To maintain the scholarship program, Dalyan decided to support another two girls in their third year until their First Class diploma. In 2016, all five teenage girls advanced to their last year courses in dance before the final diploma exams. All of the girls participated regularly in Kalakshetra repertory company's performances across India and in Singapore.

www.kalakshetra.in



Dancing class at Kalakshetra

Mann Deshi

India (2016 – 2017)

Cash credit for women vendors from disadvantaged backgrounds

The challenge addressed by Mann Deshi Foundation and Mann Deshi Bank is the limited access of women from disadvantaged backgrounds in India to capital as well as to know-how, on how to successfully build a livelihood through a business activity. These women mostly use informal channels such as money lenders who charge very high interest rates. In the particular case of women vendors in Indian markets, they often lack a credit facility and the financial literacy to improve their business performance. They are unable to manage their cash cycle throughout the day in order to buy goods in the morning and deposit the earned cash in the evening after a business day.

The approach adopted by Mann Deshi Foundation and Mann Deshi Bank is to economically empower rural women by providing capital and other financial services as well as training in business skills, financial literacy and management. The Weekly Market Cash Credit program, developed by Mann Deshi Foundation and Mann Deshi Bank, offers an innovative overdraft facility and training program to help small vendors in local markets to become financially literate, access short-term credit to support their cash cycle and eventually be mainstreamed as clients into Mann Deshi Bank. Since its inception Mann Deshi Foundation trained over 300'000 women and Mann Deshi Bank reached out to 200'000 women through seven

branches granting loans. The three-year program support was initiated by Edelgive Foundation in 2014-2015 and has led to a partnership with Dalyan for the



Mann Deshi field officer and micro credit beneficiaries at weekly market

years 2016 and 2017. During this period Dalyan contributes financially to the program whilst Edelgive Foundation assumes responsibility for monitoring and support. The Mann Deshi Bank whilst being a for-profit organisation, is a grassroots women's establishment that is fully owned by women who are also beneficiaries of its services.

Progress to date

The Weekly Market Cash Credit program has provided training in financial literacy to 4'350 women vendors in its second year of operation and allocated loans of up to 40'000 INR (ca. 600 USD) to 2'610 women vendors. The number of villages where the program was available grew from 23 to 42 and lessons learned from the first year were implemented. This partnership with Edelgive Foundation was extremely fruitful and inspiring.



Mann Deshi financial literacy training session

www.manneshifoundation.org

The Story of Lata Pise and her life with the help of Mann Deshi

I was born and brought up in a poor family. We were five members in our family including myself, my parents and two brothers. Due to our poor financial condition it was not possible for my father to send all of us to school. My parents discontinued my education for the sake of providing education to my brothers. My parents arranged my marriage when I was 13 years old.



Lata Pise, a beneficiary of the Mann Deshi credit facility, working at the weekly market

Over the years I gave birth to four daughters. My in-laws were expecting a boy, but in my fifth pregnancy, I gave birth to yet another girl. I underwent a family planning operation after the fifth pregnancy, despite my father's disapproval. He was afraid that my husband would remarry someone else to father a baby boy despite my husband's otherwise reassurance.

A year later my in-laws urged my husband to marry again so he could have a son. My husband threatened to commit suicide if I would not allow him to marry another woman. So I searched for a poor girl and married her to my husband. They moved to a new home and I was left alone to take care of my five daughters. One day, my father gave me five rupees. I bought coriander leaves with it and sold them. I realised that I had made a profit of five rupees from that and was motivated to take up a vegetable vendor business. I later heard about Mann Deshi Mahila Bank's loan scheme for weekly market vegetable vendors and contacted them for details. I formed a group of three ladies to take up the loan and took an initial 10'000 INR (ca. 150 USD) loan.

I grew my business with this capital and repaid the loan within ten weeks in order to get another loan of 20'000 INR. To date, I've taken loans totaling to 120'000 INR and have successfully repaid them all.

With this help I have been able to provide a good education for my daughters. Later, my husband was diagnosed with kidney stones and he asked me for help. Despite his past behaviour I helped him. I even volunteered to donate one of my kidneys to save his life. Thanks to the loans from Mann Deshi Bank my life has changed a lot. My monthly earnings were between 8'000 -10'000 INR and they have since almost doubled and I am earning 12'000 -15'000 INR. I am free from all my worries and I can now focus on my business and the education of my daughters.

Maya | KEDV Turkey (2015 – 2016)

Expanding the microfinance offering for underprivileged women in Turkey

The challenge faced by Maya is that low income women in Turkey have mostly no access to financial services and only 30 percent of women participate in the workforce. The economic crisis and high unemployment rate force women into self-employment. Half of women's entrepreneurial activities are home-based which increases the need for microloans. As a result, it is estimated that there are two million potential female microfinance clients in Turkey with only two small microfinance providers (both NGOs) active in the country.



Maya client bought raw leather to scale her leather gift production business with her second loan (Photo by Delizia Flaccavento)

The approach of Maya is to expand their microfinance activities to reach more women and support them in their struggle for economic independence, financial literacy and empowerment. Maya was established in 2002 by KEDV, a non-governmental organisation with the mission to empower grassroots women's initiatives. Maya, based in Istanbul, has branches in Kocaeli and Eskisehir and has provided over 13'300 loans worth USD 4 million. In 2013/14 together with the support of Grameen-Jameel, a leading pioneer in the area of microfinance, Maya started re-designing and testing a new business model, to get

closer to their clients and educate them in a broad range of areas. With this methodology, Maya has disbursed more than 2'190 micro loans. The new methodology foresees group lending to groups of three to five women that act as guarantor for each other and make their repayments in weekly group meetings. Women receive a pre-credit training on financial literacy and entrepreneurship and are mentored by Maya's loan officers.

Maya developed a five-year scaling plan to reach out to more women and become financially sustainable as an organisation. Dalyan has supported Maya over 12 months with a grant contribution to its operational costs and to an impact measurement program as well as a loan for lending micro-credit. In addition, Dalyan provided know-how support in establishing a business plan and seeking further donor support.

Progress to date

Maya has been operating unwaveringly in quite a difficult environment in the past 12 months. Its scaling efforts have been severely jeopardised by the political as well as economical turbulences and insecurities in the country. Nevertheless, Maya was able to find additional donors and delivered microcredit to 500 women. The first impact measurement was performed with the support of Isik University of Istanbul. The team is currently concentrating its efforts on consolidating the existing body of work and continuing the search for expansion funding once the country's political environment improves.

www.kedv.org.tr



Medha India (2016 – 2019)

Improve employability and career opportunities for underprivileged youth in Uttar Pradesh.

The challenge addressed by Medha is to close the “education to employment gap” that exists in India. Each year, five million students graduate in India but a majority are unemployable due to lack of skills, knowledge and attitude that employers seek. The problem is particularly acute in the northern and eastern parts of India where some of India’s largest companies have started expanding into the cities of Uttar Pradesh and Bihar. Many of the students in the region come from poor, rural backgrounds and have no exposure to a corporate workplace. As families are less likely to invest in the education of young women, they may be forced to attend public sector colleges which often provide poor educational quality and employment opportunities. Considering 240 million Indians joining the workforce in the next 20 years, low returns on education will pose an ever more pressing issue.

The approach of Medha focuses on improving employment outcomes for students through career counselling, skills training and on-the-job exposure based on input received from corporates in the region as to the existing skill-gaps. Whilst not pursuing an explicit gender focus, a majority of Medha's students are female. Medha collaborates with three stakeholders: employers, students and academia. Through a unique partnership with the Government of Uttar Pradesh, Medha brings its Career Services Centers to their existing



Medha Co-founder Byomkesh with students

educational institutions where they offer training to interested students. The curriculum includes 100 hours of in- class training on career advancement skills, life skills and technology skills and 150 hours of on-the-job training with internships that they arrange with corporate partners. Medha believes the most effective way to improve employability and teach life skills is through ex-posure and experience.

Progress to date

Since its establishment in 2011, Medha has trained over 3'000 students across 30 educational institutions, and placed 65% of them into internships and full-time jobs with 200 leading employers. Contributions by Dalyan allow Medha to expand its work in the Sitapur district over a three-year period, through building new partnerships with colleges and polytechnics, to increase its outreach to 1'350 students in the district. In the first year of the project, Medha has trained and certified 215 students across six educational institutions in Sitapur. Of these, 60% were young women, with 27 already completing their internships and four getting placed into full-time jobs. In 2016, Medha was highly successful with fundraising and thus able to meet the demands of the growing organisation. Medha is also strengthening its team with a new finance manager and is actively seeking to hire a Fundraising and Partnership Manager based in Mumbai.



Students at Medha with their diplomas

www.medha.org.in

Mentor Together India (2014 – 2018)

Mentoring high school and university students from disadvantaged backgrounds

The challenge addressed by Mentor Together is the high number of drop out students from disadvantaged backgrounds at high school and college level. Those who make it through college struggle with the transition into professional life. Children and adolescents from difficult social and family situations often lack the mentoring and guidance that enables them to identify opportunities and make sound career choices. Young women are especially confronted with social pressure and family expectations to quit school as early as tenth grade and marry at young age.

The approach of Mentor Together is to guide disadvantaged adolescents through higher education and improve their employability. One-to-one mentoring relationships, conducted by committed volunteer mentors, should help achieve this. Mentors are recruited from different professions such as law, journalism, psychology, and from varying socio-economic backgrounds. They coach their mentees in English language, computer literacy, learning methods, work discipline and career and academic planning. Most importantly, the mentees receive emotional support and learn life skills, such as self-confidence, self-management and problem solving skills. Dalyan's financial contribution to Mentor Together was meant to support the program in three areas: finance a school-based mentoring project in Bangalore for at-risk adolescents, support the development and consolidation of a research based curriculum for the mentoring and finance the development of a state-of-the-art sustainable evaluation system. From the beginning, Dalyan's commitment remained subject to Mentor Together obtaining the required prior permission from the Indian Ministry of Home Affairs as provided in the Foreign Contribution Regulation Act (FCRA) (2010).



Mentees from Madiwala government high school enjoying a lighter moment with Junior Program Manager Ashwini Kambar of Mentor together (on the right)

Progress to date

To date, Mentor Together has not been able to obtain the prior permission from the Indian Ministry of Home Affairs. Therefore, Dalyan has continued its efforts to introduce Mentor Together to domestic funders for support. Also thanks to this, Mentor together was able to successfully finalise and implement its new curriculum which proved to be very effective for the organisation and encouraged the team and the mentors. Mentor Together also continued with the implementation of a professional evaluation system and plans to finalise its first impact report by the end of the academic year 2016-2017. Mentor Together also succeeded in financing the further expansion of its flagship mentoring program in Bangalore until 2018. Dalyan continues to monitor the development of Mentor Together and helps to expand the domestic funding base. Dalyan hopes to be able to support Mentor Together's growth once the official FCRA approval is granted.

www.mentortogether.org

The Story of Mallikarjun and how Mentor Together impacted his life

Mallikarjun is a 13-year-old boy living in Chikkabegur, a small dwelling in the outskirts of Bangalore. Chikkabegur is largely undeveloped with a lack of basic infrastructure including access to pure water, electricity and transportation facilities. Mallikarjun lives in a tarpaulin tent house with his mother and three siblings. His mother and elder brother work on a nearby construction site as daily wagers, while the elder sister takes care of the household chores. Mallikarjun and his younger brother are able to go to regular school, albeit having to work part time on weekends at the construction site.

The Mentor Together team first met Mallikarjun at his home for mentee selection. Mallikarjun was shy and apprehensive to talk with strangers. He shared little information about himself. Further processes of mentee selection revealed that Mallikarjun used to miss school often to visit his relatives or to work at the construction site. Mallikarjun also used to struggle with his academics and particularly hated learning English. Based on his needs and personality, Mentor Together identified Samod Shetty, a software engineer at Cisco as his mentor.

In his initial interactions, Samod realised Mallikarjun's hesitance to voice his opinions. Through curriculum activities, Samod began to share significant events and experiences in his own life. Samod was committed and never missed a meeting. Slowly, Mallikarjun was able to develop trust in Samod and started opening up to him about his thoughts and



Mallikarjun (13)

feelings. Samod and Mallikarjun started identifying common interests through the Mentor Together curriculum, further improving their bond. Samod identified Mallikarjun's interest in drawing and his strong spatial skills and gave him opportunities to practice. This allowed Mallikarjun to develop more confidence in his own abilities. Samod also helped Mallikarjun improve his English speaking skills through a mobile application. Mallikarjun would play games and learn new words. Samod also provided aids such as story books to help Mallikarjun improve his reading skills.

Today, Mallikarjun is a confident individual. He is a regular at school and his grades have significantly improved while he looks forward to his meetings with Samod. The Mentor Together team is eager to help Mallikarjun next year's transition from high school and choose a path that will help him to move his family out of the instability of daily wage earnings.

Milaan

India (2016 – 2018)

Empowering adolescent girls as change makers in their communities - Edelgive framework agreement

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

The approach adopted by Milaan is to empower children from disadvantaged rural areas, particularly adolescent girls, through different programs, namely the Milaan School and the Girl Icon Fellowship program. The latter is a two year leadership development program for adolescent girls. The girl fellows receive a learning grant of 20'000 INR (ca. 300 USD), 20 days of residential capacity building training and individual mentoring support. Each girl fellow forms a peer group of 20 adolescent girls in their community which meets on a regular basis and becomes a powerful network and platform for advocacy for girls. The goal of the program is to empower adolescent girls to become community leaders and change

makers with the potential to transform their own lives and the communities they come from. Dalyan's support for Milaan runs under Dalyan's framework agreement with Edelgive Foundation. In the frame of this strategic partnership, Dalyan contributes to programs financed by Edelgive Foundation, who assumes responsibility for monitoring the program and accompanying the executing NGO partner.

Progress to date

The program is just about to start and aims at supporting 30 Girl Icon Fellows across Uttar Pradesh and Madhya Pradesh and will seek to train 600 adolescent girls in the Girl Icon Fellows communities in life-skills, leadership, gender, decision making and active citizenship. Finally, the program will work on empowering communities to address social barriers to education for girls, reaching out to close to 4'500 people.

www.milaan.in



The Girl Icon team after a 'Stories that Inspire Us' session during a leadership training in Lucknow

Sampark

India (2011 – 2014, prolonged to 2017)

Revolving loan fund for women's cooperatives in Karnataka

The challenge addressed by Sampark is the poverty in the northern part of the State of Karnataka, in particular amongst communities with large groups of low castes where women are especially vulnerable. They need support in order to gain direct control over their lives and improve their living conditions.

Progress to date

The capacity building program was successfully concluded in 2015. Four cooperatives currently provide sustained financial services to their members and function largely independently, although Sampark continues to closely monitor their activities to ensure result sustainability. Dalyan's contribution to the Revolving Loan Fund was foreseen to be transferred to a new charitable project in India either with Sampark or with a new NGO identified by Dalyan end of 2015. However, given new restrictions on the cooperatives to refinance themselves in the local financial sector, Dalyan agreed to prolong its engagement in the



Gateway to India intern Adriane (middle) with the leader of the successful Gavvisideshwara cooperative in Kolor Village (left) and a member of Sampark (right)

Revolving Loan Fund for up to two years. This allows Sampark to finalise and implement its plans to transform the current organisational set-up and create a financial intermediary, which will facilitate refinancing of the cooperatives.

The approach adopted by Sampark, registered in 1991, focuses on enabling poor women in their self-driven journeys towards empowerment and self-sufficiency. Sampark follows an approach in which it plays a facilitating role, allowing local leadership to grow. Key interventions include self-help groups, microcredit, entrepreneur training and health. In North Karnataka, Sampark promotes women's self-help groups through the establishment of independent women's cooperatives and through the scale-up and professionalisation of the groups' micro-lending. These activities were supported jointly by Dalyan and Volkart Foundation from 2011-2015 through a capacity building program. Dalyan also offered refinancing to their micro-lending activities through a contribution to the Sampark Revolving Loan Fund.

www.sampark.org



Swayam Shikshan Prayog

India (2016 – 2019)

Building female leadership and entrepreneurship to improve resilience of rural communities

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

The approach adopted by SSP aims at improving the resilience of rural communities through several initiatives and by promoting women entrepreneurs as employers, leaders and advocates for their communities. To implement its strategy, SSP has built an “ecosystem” of four financially sustainable social enterprises that work in the core areas of entrepreneurship, financial literacy and health. The three-year cooperation between SSP and Dahanu aims at expanding and deepening SSP’s entrepreneurship and leadership training as well as mentorship to women by building self-managed support structures. These structures, called

Resource Centers, are to continuously drive women entrepreneurship and women leadership, offer a platform for networking and peer learning, fundraising and coaching support to scale successful businesses and create lasting jobs. The Resource Centers are expected to become financially and institutionally self-sustaining over a period of four to five years through income generation such as membership fees. 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

The program is soon to start and will aim at setting up four operational Resource Centers by the end of 2017 in its first year.

www.sspindia.org



Bernard Imhasly and SSP founder Prema Gopalan (in red) with SSP women entrepreneurs

Vikas Sahyog Pratisthan

India (2016 – 2018)

Capacity building of grassroots leaders and institutions - Edelgive framework agreement

The challenge addressed by Vikas Sahyog Pratisthan (VSP), founded 1996 in Mumbai, is the vulnerability of rural societies in drought prone regions in India. These are very remote regions with little presence of government programs or NGOs.

The approach adopted by VSP is to strengthen the resilience of rural, agricultural based communities through a broad-based program. Activities include promotion of local integrated farming systems with increased productivity, moving from subsistence farming to micro-enterprise income generation, promote technical and marketing guidance for modern poultry and goat farming, provide processing equipment to increase resilience and income, facilitate convergence of existing schemes of government and link up community members to these schemes for better inclusive growth. VSP works very much bottom up, including the women beneficiaries in the design and focus of activities as well as in the monitoring. The NGO currently has 16 staff and works mostly through its 55 local volunteers. Dalyan's support for VSP runs under Dalyan's framework agreement with Edelgive Foundation. In the frame of this strategic partnership, Dalyan contributes to programs financed by Edelgive Foundation, who assumes responsibility for monitoring the program and accompanying the executing NGO partner.

Progress to date

The program recently started and aims at improving the income of 1'800 women-headed households through more productive farming methods based on an organic approach and collective marketing. Additional income streams are to be generated through goat rearing and the facilitation of micro-enterprises. Finally, young people will be trained as



Ecological garden orientation meeting with field facilitators and beneficiary women at Kakoda village

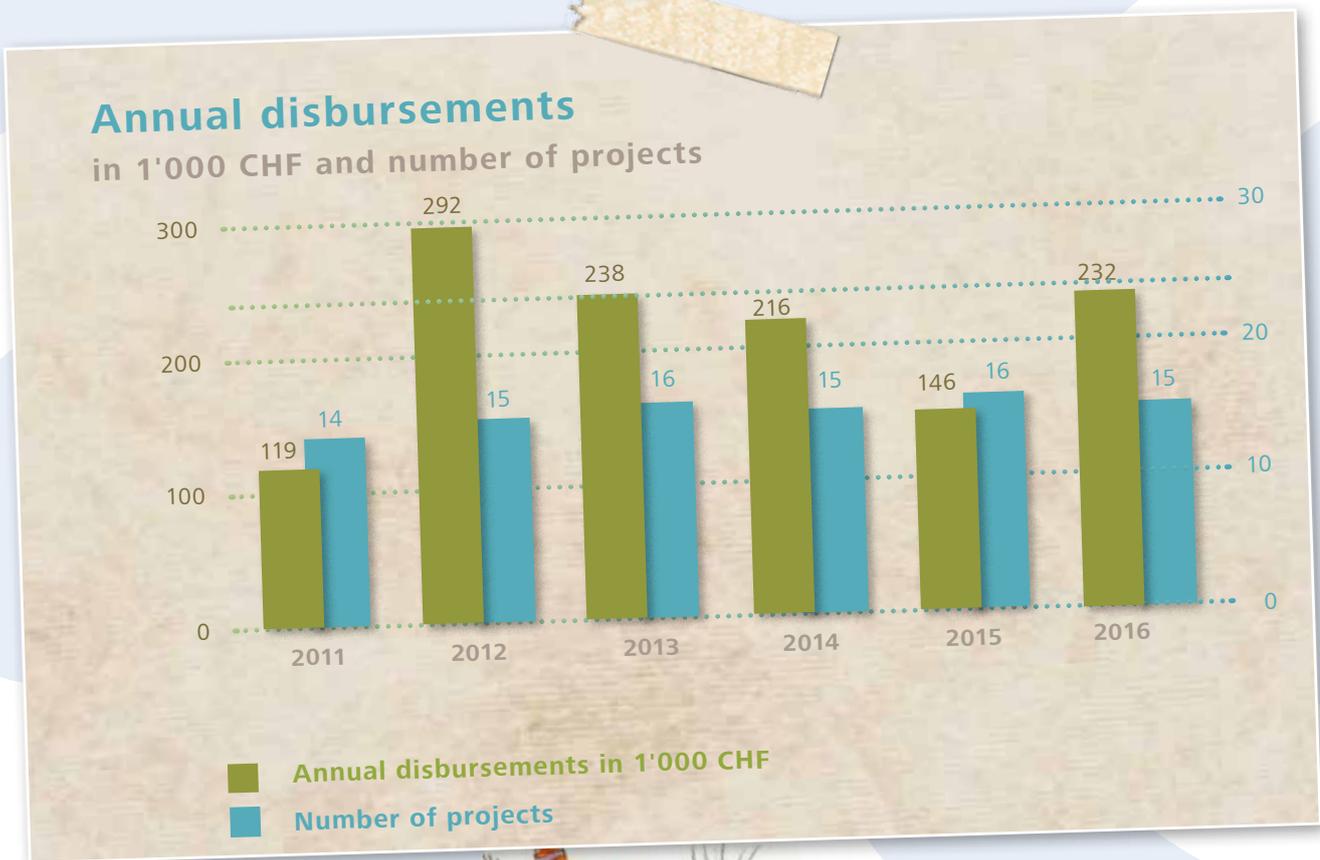
volunteers in veterinary, motor rewinding, carpentry, masonry, soil harvesting. In addition to project support VSP shall be helped to further develop its own organisation by establishing a management information system, professional reporting and donor communication.

www.vspindia.org

5 Dalyan in Numbers 2016

Our disbursements, average amount pledged and beneficiaries

Dalyan aims to have annual disbursements between 200'000 – 300'000 CHF spanning 10-15 projects. Some annual fluctuations may happen, due to delayed starts of cooperations or cumulation of ending projects (such as in 2015). We do not enter higher engagements than 50'000 CHF per project and year. We seek to have cooperations that last three to four years, although we often like to start with a pilot year to mutually get to know each other and then expand our cooperation to the targeted term, which we feel is necessary to attain a sustainable impact.



Average amount pledged and duration per project

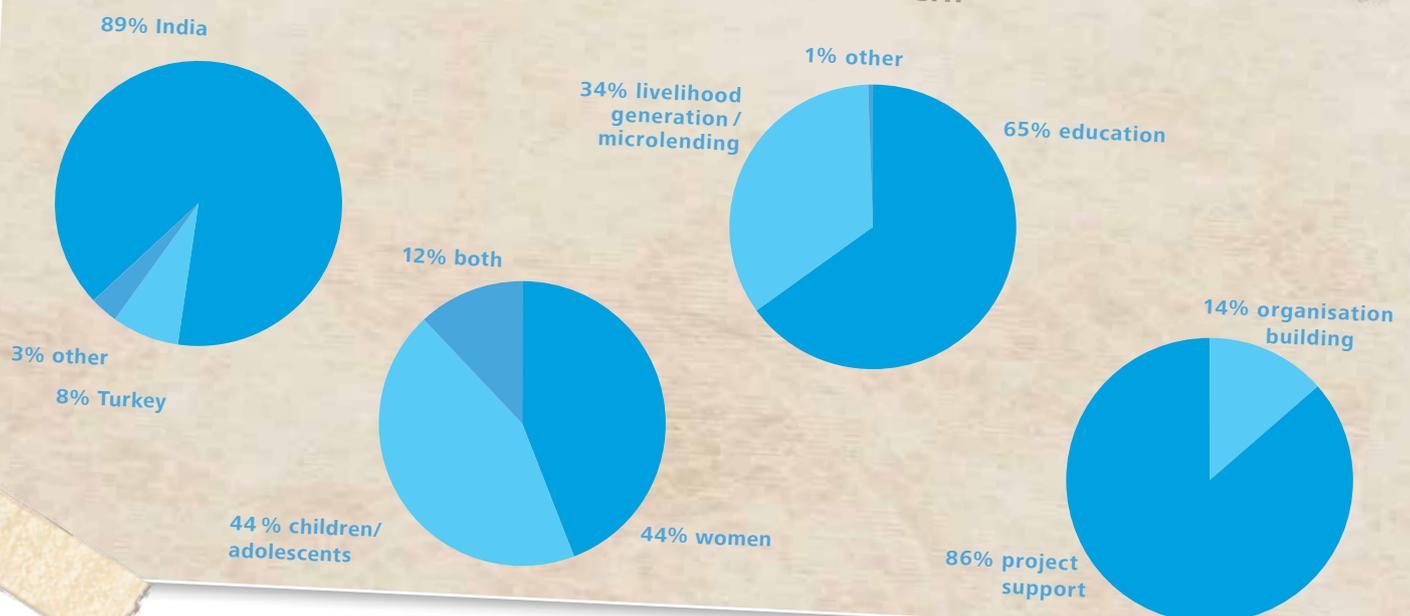
in 1'000 CHF and years *



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

Beneficiaries by country, target group, type and topic

in % of amount disbursed in 2016. 100 % = 232'000 CHF





Women entrepreneurs of SSP in the Hinglajwadi Village, Maharashtra



Gateway to India intern Adriane (on the right) with children of Sampark



Ecological garden established by Lalita Mohan Detha from Hingna Village - VSP

6 Outlook 2017

We are looking forward to gaining more experience in organisational building support with our partners in 2017. We see particular potential for this type of support in Turkey, which we perceive as a fairly dichotomised market. Whilst there are few strong, established and well-funded NGOs, there are also numerous small players struggling with limited management bandwidth and lack of regular funding.

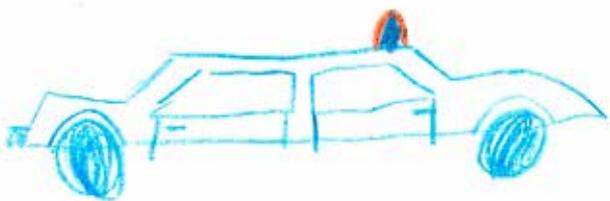
In the course of the next twelve months, we can hopefully draw first conclusions on what works and what doesn't in organisational support. We will also reflect on this together with our NGO partners and share our experience with other donors engaged in this field. This is a new area for Dalyan and we are still in a steep learning curve. Finding execution capacity on the ground will remain a challenge and we will continue our efforts in 2017 to find organisations that can help NGOs in different areas of need, be it human resources, strategising or financial management, in both Turkey and India.

Dalyan has been supporting its partners in regularly assessing their impact for a number of years. As of 2017 we will also regularly measure the effects of our own work with the help of our newly created performance measurement system. The annual review of our partnerships, both from the perspective of our partners as well as from our own point of view, shall help us remain a learning organisation and a valuable partner striving for best quality in work.

The results of the first performance measurement in 2017 will also feed into a general strategic review of Dalyan's work over the past eight years. We want to explore whether we need changes in terms of focus or type of interventions. We have realised, for instance, that in our efforts to improve the situation of women and girls in Indian and Turkish societies, we should not forget fathers, brothers and sons as drivers for change.

Dalyan will continue to strengthen its networks with like-minded donors and NGO partners and to nurture close relationships. Hopefully we can deliver value to our NGO partners that goes beyond financial support. We hope to become a reliable and strong building block and thus help them become more stable and sustainable in reaching their missions.





7 Dalyan's 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 fulfil many development needs. However, the voluntary sector can support the state in sharpening its interventions. Dalyan encourages programs which improve the poor'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.

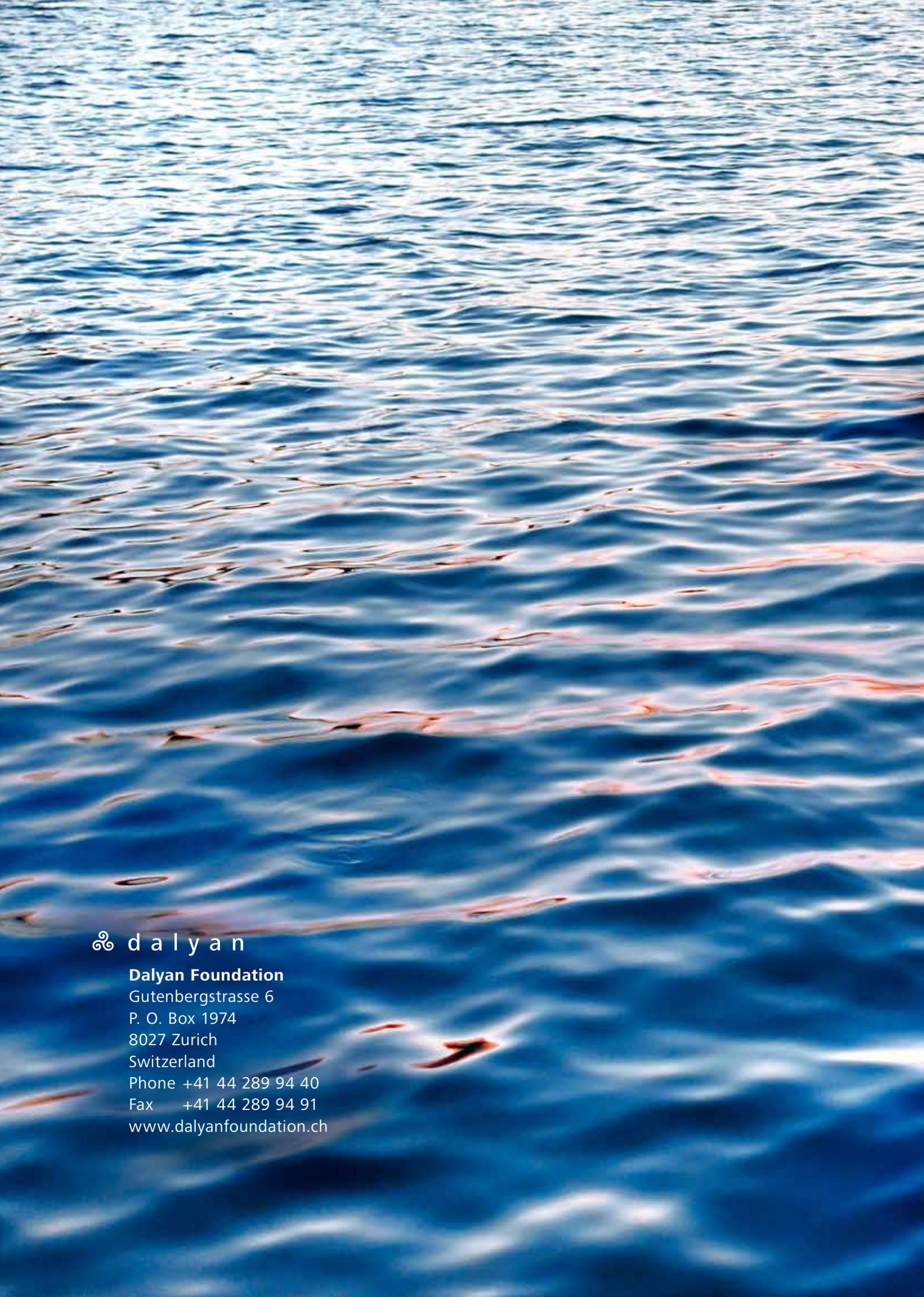
Our **Request**

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 1974

8027 Zurich

Switzerland

Phone +41 44 289 94 40

Fax +41 44 289 94 91

www.dalyanfoundation.ch