



☪ d a l y a n

Dalyan Foundation
Annual Report 2013



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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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A Sampark self-help group at it's weekly meeting



Women helping at a Sampark awareness camp on social development

Children are weighed by SEWA caretakers to check their development



Playing children at the Nilüfer childcare center

1 Reflections on 2013

As we celebrated our fifth operational year in summer 2013 it was also a time for a first review of our strategy and accomplishments. A main conclusion was that our volunteer structure asks for an even more targeted approach, to find niches where Dalyan can bring a true value add to partners and programs.

Following these reflections and a phase of consolidation we started new co-operations with three partners. However, due to the closure of three projects the number of our projects only increased to 16 in 2013. They received contributions of CHF 238'000, out of which 73% for India and 27% for Turkey and other countries.

Our main preoccupation has been in three areas this past year:

- Women in India: The brutal gang rapes have put a spotlight on the challenging situation of women in India. What will be the impact of increased international attention and support on the situation of Indian women and what does it mean for our work? We asked our colleague Bernard Imhasly, a long-standing expert on India and its social landscape. You find his views on the matter in this report.*
- Crossover between profit and non-profit: We have increasingly been faced with structures that blend for profit and not for profit activities. We feel that the potential tension between social and commercial targets in these structures can be quite high. Time will tell whether convincing models can be established, which we can support.*
- Urban versus rural: Migration and the development of mega-cities have increased the need for NGO work also in urban and sub-urban settings, where Dalyan increasingly gets involved. Lack of infrastructure, disruption of traditional social networks, diverse communities of different values and languages and the divergence of income levels are specific challenges faced in the urban world. For these reasons a different approach is required in urban areas and we are still learning.*

We have been inspired and motivated by our continuing cooperation with like-minded donor organizations like the Volkart Foundation, Pende Foundation, by the support of the Interbourse team and private donors. We look forward to expand such working-relationships. It will enable the small volunteer-based organization that we are to continue adding value to the development of our NGO partners and help them increase their impact.



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 globalization with those left out. Dalyan’s interventions aim to increase economic chances and life choices of those less fortunate. We at Dalyan believe the empowerment of women and children to be a key factor in creating a lasting impact on society. Thus 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 supported the first project in India in 2008 and took up activities in Turkey two years later. Over the years, Dalyan’s portfolio grew to a total of 25 financed projects as of the end of 2013.



Thulasi from Kalakshetra dance school performing

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 with regard to politics, religion and race. We at Dalyan pursue no commercial purpose.



Primary school students from Ararat-Doğubeyazıt-CYDD

How we work together

Clear milestones are drawn up, monitored and discussed with the partner organization. All supported programs must send semi-annual reports. 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 organizations. We therefore primarily enter into long-term partnerships lasting three to five years.

Our organization

For the selection and guidance of projects, we are able to access the professional and private networks of our founders, Yonca Even Guggenbühl and Alastair Guggenbühl-Even, both long-time experienced entrepreneurs. Managing director Susanne Grossmann worked in the Swiss Development Cooperation 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 expertise. Currently, 16 individuals allocate their time and knowledge to Dalyan foundation on a voluntary basis.

Our team and supporters

Our Board

- *Yonca Even Guggenbühl*
- *Alastair Guggenbühl-Even*
- *Murat Even*
- *Susanne Grossmann*

President

Vice-President

Member

Managing Director

On July 3, 2012, all members were re-elected for another four-year term.

Team members

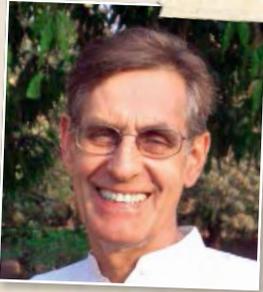
- *Dejian Cui*
- *Yonca Even Guggenbühl*
- *Susanne Grossmann*
- *Alastair Guggenbühl-Even*
- *Celia Inacio*
- *Anabel Marques*
- *Ako Nakano*
- *Yeşim Yağcı Silahtar*

- *Murat Even*
- *Daniela Graf*
- *Joëlle Grütter*
- *Bernard Imhasly*
- *Deepa Kuruvilla*
- *Paola Matulli*
- *Corinne Steiner*
- *Michael Eric Widmer*

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

- *BTS Investment Advisors AG*
- *Consultive Revisions AG*
- *Kommunikationsfabrik Zürich AG*
- *Monterosa Services AG*

Spotlight Women in India: Vulnerability and Strength



Bernard Imhasly

After decades of stagnation, India is now in a phase of rapid economic development. In the last twenty-five years, its economic output has nearly quadrupled. A shrinking agricultural base has triggered

a mass-migration into cities, accompanied by technological change, namely telecom and TV connectivity.

This economic reordering has brought about unprecedented social convulsions. Mobility and growth have upset traditional values and institutions and generated new economic and social aspirations.

Rapid but uneven growth has also led to a rapid expansion of inequality (the "GINI Coefficient"). This is also due to the fact that educational outcomes and health indicators have lagged behind. The distance between the reality of and the aspirations to a better life has widened, puncturing the dreams of a golden road to job security.

In this process, girls seem to fare better than boys. This is not only because they start from a lower base. Not protected by patriarchal traditions, they also grasp educational and career opportunities more eagerly.

One symptom of this combustion of crisis and opportunity is the rise in reported violent crimes against women, ever since the gang rape of a student in Delhi has caught the headlines. This young woman came from a similar background as the rapists, both having migrated from village poverty to the city, in search for better opportunities.

But otherwise she was everything that her tormenters were not: She was studying to be a medical practitioner, she had strong support from her family, she was self-assured in the way she claimed the public space of the city.

By contrast, these men were the losers in the race for jobs, relationships, security. They lived without their families in a slum, could not hold on to jobs due to illiteracy and lack of skills, they were threatened by expulsion from their illegal hutments. Some had taken to drink and drugs. They felt betrayed by the promises of the city, were without emotional moorings, loaded with resentment. This psychological constellation perhaps explains the ferocity with which these desperate men assaulted their victim.

It is still not clear whether the exponential rise in rape reports reflects an increase in these acts or is merely an expression of heightened media sensibility. There is no doubt however that many more women victims come out in the open and seek justice. And media attention reflects this new resolve and expands its visibility.

In a paradoxical way therefore, the increase in reported gang rapes also confirms the rise of women who see themselves as persons with increased autonomy and agency.



Leader of a Sampark women's cooperative

It has been noted above that educational outcomes among a majority of schoolchildren lag behind their potential and their aspirations. But India has reached at least the one Millennium Development Goal of near-universal school enrolment for girls.

Despite outcomes, the fact of near universal attendance has by itself shaken the traditional steel frame of a girl's life, where she was only allowed to migrate from being a family servant to that of a



Aswathy, a Kalakshetra dance scholar, wants to become a great dancer and start an institute in Kerala to spread this art to the younger generations

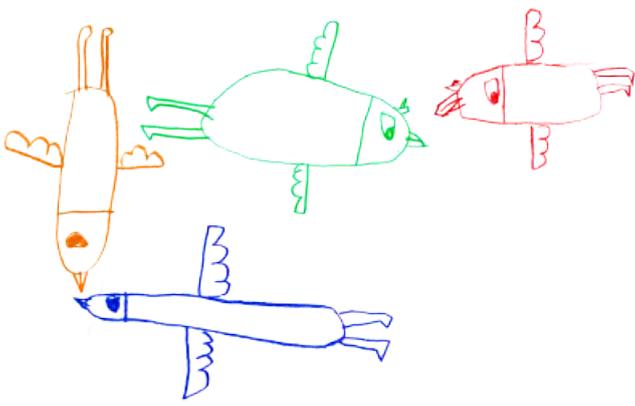
married woman. School attendance alone has the potential to make her more autonomous; it is also slowly breaking the patriarchal mould of social rules and roles, by opening up new forms of work and employment.

There are still less girls than boys moving into secondary and tertiary education. But when they do, girls perform better than their male counterparts. It is also not widely known that more young women choose engineering and information technology as their preferred course options, rather than social sciences, leave alone "domestic science". One NASSCOM report spoke of an increased "feminisation" of the IT industry.

Accelerated economic growth and progressive social legislation are the main reasons for bringing about this positive change. But civil society too can claim its share in bringing about this often painful but necessary transition. Many private initiatives focus on securing the survival of the girl child, on ensuring her health and nutrition, they prevent her from dropping out of education at an early stage. They help girls in forming their own personalities, capable of making choices, by opening up avenues other than mere housework, earning a wage, or even becoming small-scale entrepreneurs.

Dalyan is one such institution. However small its footprint in this vast and churning space, it has become part of the large chorus of voices and of the army of helping hands that emanate from it, to help the women and girls of India break through age-old discrimination and claim their rightful equality.

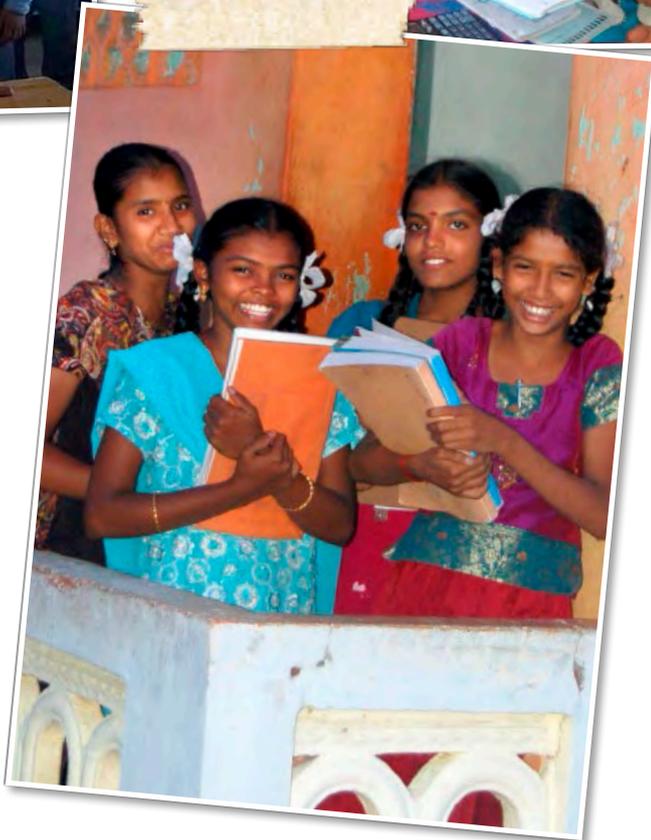
Bernard Imhasly has lived in India for thirty years, first as a Diplomat for the Swiss Foreign Service, then as a journalist, as a correspondent for the *Neue Zürcher Zeitung*. Since his retirement he lives near Mumbai, represents Dalyan in India and writes a column for the Internet Webpaper www.journal21.ch.



All loan repayments are noted down by the bookkeeper of a Sampark self-help group



CYDD scholars in Karagöl-Kahramanmaraş primary school, wearing woolen hats and scarves hand knitted by a CYDD donor

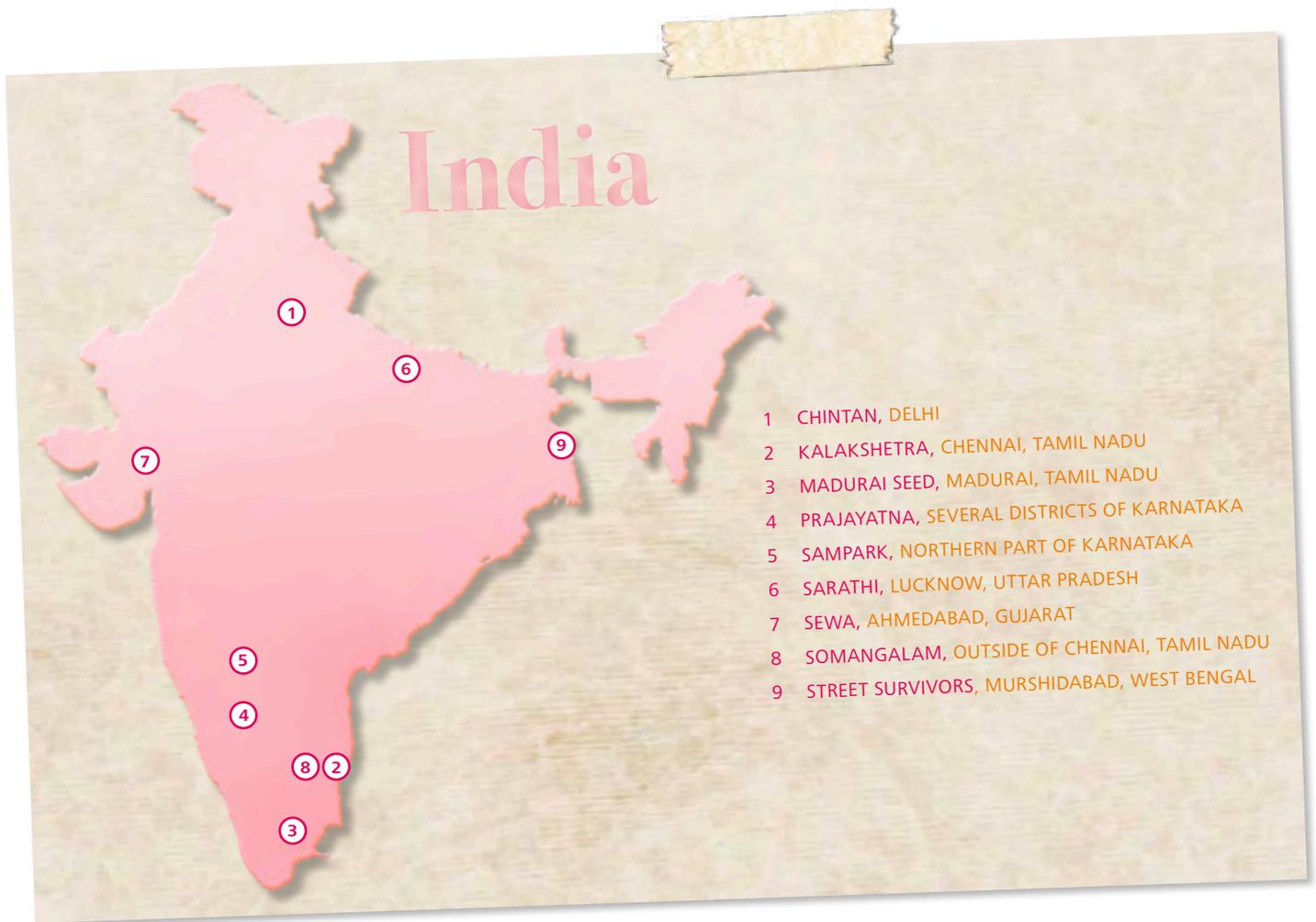


Girls participating in evening classes of one of Madurai Seed's Holistic Education Centers



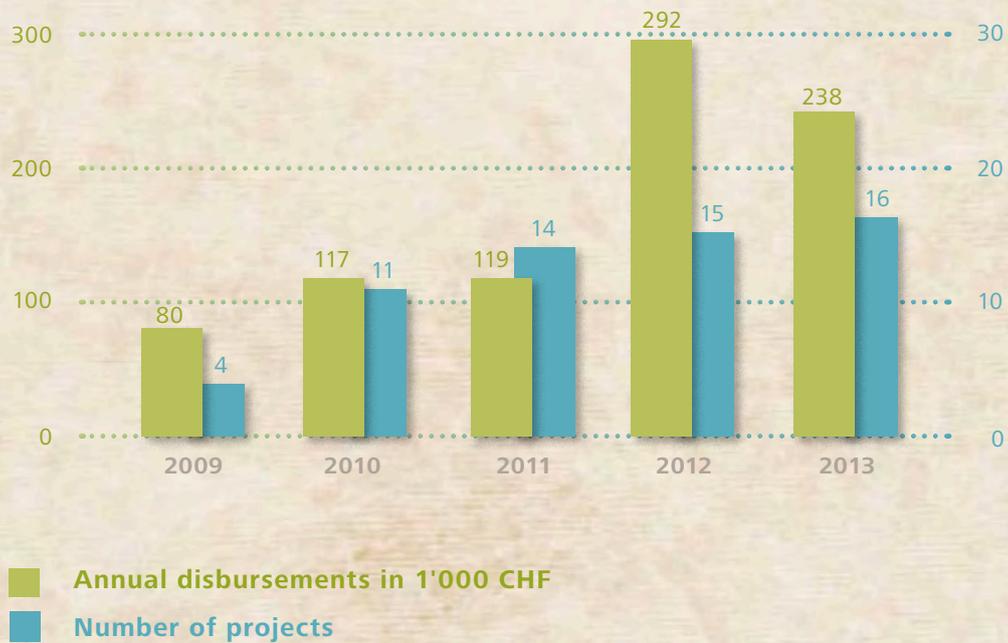
Krishna is one of the girls benefitting from a Kalakshetra dance scholarship

4 Activity Report



Annual disbursements

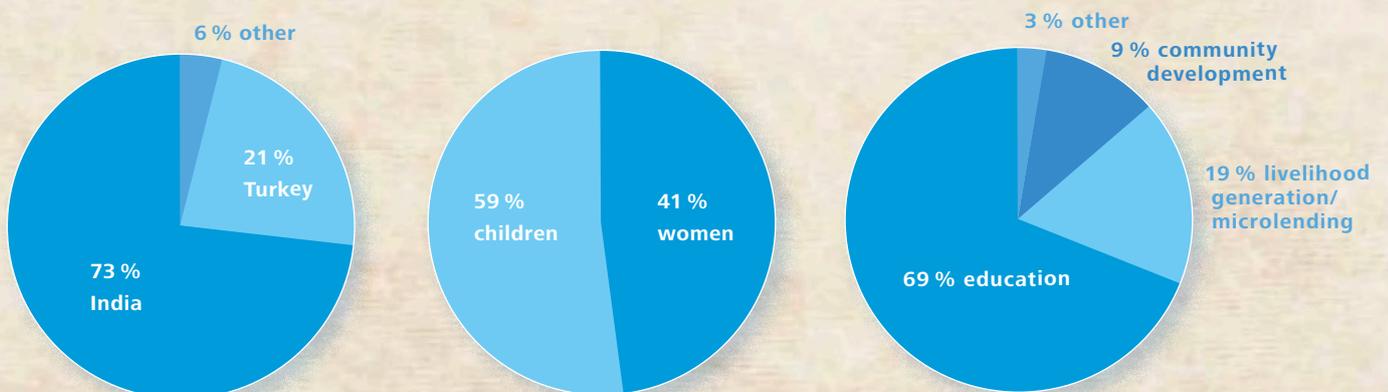
in 1'000 CHF and number of projects



Beneficiaries by country, gender and topic

in % of amount disbursed in 2013

100 % = 238'000 CHF



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 a currency risk, all projects receive pledges in their local currencies.

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 do not have a fair chance to pass the entrance exam to gymnasium, the gateway to university education in Switzerland. Even candidates with academic potential and motivation for higher education struggle. Limited language skills, low education levels, lack of support within the family and poor financial means to afford private tutoring in migrant families are the main reasons for this.

The approach of Chagall is to identify secondary school students with a migration background in the Canton of Zurich who get nominated by their teachers based on their motivation, great mathematical ability and academic intelligence for higher education. Chagall will then support them during the exam preparation and probation period of the gymnasium. The children go through a vigilant selection process to be accepted to the Chagall program. Students will receive regular tutoring, personal counselling and social support. Since its inception in 2008, initiated by 5 teachers at the Gymnasium Unterstrasse, an average of 65% of the participating students has passed the exam. None of these students would otherwise have had a realistic chance to go to gymnasium.

Our contribution of CHF 23'400 over a period of four years supports the Chagall+ program, the accompanying program to the original Chagall program which is fully funded by the canton of Zurich. The Chagall+ Program is designed as a follow-up and supports the Chagall students who have been accepted to gymnasium, throughout their six-month probation period. This support includes mandatory half-day tutorial courses every Saturday, where they can also exchange experiences. Personal coaching is also provided to guide them through the difficult and strenuous probation period. The aim of Chagall+ is to achieve a minimum of 75% of their students to finish gymnasium, the average pass rate in the canton of Zurich. Our first group of students has finished the probation period in February 2014. The program is expected to be implemented throughout German-speaking Switzerland in the medium term.

www.chagall.ch



Students participating in the Chagall scholarship program

China's Forgotten Orphans China (2012-2015)

Providing professional care for orphans

The challenge addressed by China's Forgotten Orphans consists in the lack of professional care for orphans. Many of these orphans are left behind due to physical or mental disabilities which make them a burden for poor parents or a stigma for the family. These children require special treatment which is still new territory for many orphanages.

The approach of the organisation China's Forgotten Orphans, established in 1998, focuses on improving the living conditions and health of orphans through comprehensive practices. These include a healthy diet, proper accommodation, loving care and medical treatment. Although privately established, the organisation cooperates with the state, to increase the number of good quality orphanages and link them up to governmental financial support. In Fuyang, China's Forgotten Orphans supports an orphanage for disabled children with focus on providing access to professional physiotherapy and medical treatment. A western-trained therapist visits the orphanage twice a year, works with the children and educates 20 caretakers and four therapy assistants to ensure adequate care for the children.

Our contribution finances the effective cost of the physiotherapy program up to CHF 9'200 per year. In April 2013, Annie Sindol from the Philippines conducted a three-week training program at the orphanage. However, the scheduled October training was cancelled due to visa problems. The four therapist assistants conduct daily morning and afternoon sessions for 35 children as well as a morning session which takes place on Saturday. Head therapist Wang Jin provides cognitive training to some of the young children, teaching them to sing and read. We have seen a number of successful and encouraging cases in the therapy rooms. During the past two years, five children affected by illnesses such as cerebral palsy, autism and mental retardation have started to walk with or without support. Officials from the provincial government of Fuyang, who assessed the performance of the orphanage, highly commended the therapy program.

www.chinaswaisen.ch

A therapist is training Zanmei to stand on her own



Chintan India (2013-2014)

No Child in Trash

Providing access to education for waste picker children

The challenge addressed by Chintan in the “No Child in Trash” project is 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 watching their siblings while their parents work. These children are heavily discriminated against and marginalized in Indian society due to the nature of their work, making it difficult for them to access education.

waste picker children are first generation learners with little support at home, they find it difficult to deal with the demands of education at school and to cope with life’s challenges. The new curriculum aims to address this by teaching life skills.

Our contribution of CHF 37’400, supported by Interbourse Golf with an amount of CHF 11’051, will support “No Child in Trash” in two ways over the course of one year. Firstly, we are supporting the expansion of “No Child in Trash” into the Tughlaqabad area near the Okhla landfill in Delhi with an amount of CHF 9’400, where a waste-to-energy plant has become operative. The plant is competing with the waste pickers for trash, reducing their income and making the community especially vulnerable. One hundred children will take part in Chintan classes and are then mainstreamed into public schools. Secondly, we are providing CHF 28’000 to finance the development and first application of the Chintan curriculum. The same is to be implemented in all Chintan education centers. We are

also helping Chintan to establish an adequate impact reporting. Since the initiation of the project in December 2013, Chintan has successfully signed a contract with an external agency for the baseline assessment on impact reporting.

www.chintan-india.org



Students at Chintan’s Tughlaqabad education center are enjoying a warm-up session

The approach implemented by Chintan, founded in 1999, through the “No Child in Trash” project consists in developing basic literacy and numeracy skills amongst out-of-school children, subsequently mainstreaming them in government schools. Chintan helps with the enrollment process and also provides tutorial classes for mainstreamed children. To improve the program, Chintan is developing a new curriculum, focusing not only on math, social studies, and science, but also on important life skills. Since most

CYDD Turkey (2010-2013) 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 in the access to education, with a particular emphasis on women, girls and young people from disadvantaged backgrounds. CYDD is a volunteer based organization with an excellent reputation, which was founded in 1989. Their 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. 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 organizations from the private and public sector in order 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.

Our contribution to CYDD is a grant of CHF 33'800, to support its scholarship program over a period of four years, 2013 having been the last year of this program. There is, however, the possibility that the program might be prolonged in a smaller scale thanks to the support from private donors. Dalyan's donation enabled 30 girls in primary and intermediary school to pursue their education. During the initial cooperation phase with CYDD, the idea of a mentorship program as an addition to its existing projects evolved and it is described hereinafter.

www.cydd.org.tr



CYDD secondary school scholars

CYDD Mentoring Program Turkey (2012-2015)

Mentoring for university students from disadvantaged backgrounds

The challenge faced by CYDD is that most of its scholars who are studying at the university, whilst successfully finalizing their university education, are quite overwhelmed when entering work life. They usually come from underprivileged backgrounds, often from rural areas. They also lack a supporting network and role models to help them plan their career and find a suitable job, especially if they want to remain in the urban environment where they have been studying. Although well equipped with technical skills and specialist 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% female) and to mobilize CYDD's alumni and volunteers to act as mentors to coach these students. The mentors are assigned mentees and both receive specialized training. The mentors accompany their mentees one-to-one through their critical last year at university. They support them in areas such as career planning, job search, self-presentation in interviews as well as dealing with professional and personal issues.

Our contribution of a total of CHF 152'600 to CYDD over a period of three and a half years helps to establish CYDD Mentoring as a new program complementing their already well-established scholarship program. Besides the positive impact on

students, the program will strengthen CYDD's relationship to its alumni and allow CYDD to become more professional and gather project management experience. In 2012, the program successfully underwent a test phase with 20 mentors and mentees in six branches in Istanbul and was adapted based on the insights of the first year. In September 2013, the expansion phase started, including 53 mentors and new mentees in 15 branches. The test phase also brought to light some challenges. It showed that logistic difficulties arise in a large city such as Istanbul when rapidly scaling a program based on intensive one-to-one meetings. The team is consistently improving the program through creativity and great commitment in order to lead it to success and to gradually expand it throughout Turkey. In parallel, an internet platform is being established to enable broader access to CYDD resources. This is supported by an external expert who is also institutionalizing the project for scalability.

www.cydd.org.tr



CYDD mentor and mentee pair participating in the 2013 program

The Story

of Özge Evren Gök, CYDD scholar

Özge Evren Gök (22), a CYDD mentee, is a student of economics in her last year at Istanbul Marmara University

My sister and I grew up in Antalya, a city in South Turkey. My parents both work. I made a conscious choice five years ago to study in Istanbul - 700 kms away from my hometown – as the possibility to get adequate education in Antalya was limited. The fact that I know absolutely nobody in Istanbul has made me nervous over the past five years. When I arrived



Özge and her mentor Tekgül

in Istanbul, my father who knew about CYDD, encouraged me to apply for a CYDD scholarship. This has really impacted my life, as it offered some financial security and, more importantly, a door to knock on when I had problems. The CYDD branch manager was like a second mother to me during my first years. At the branch events I met other students in similar situations, who became good friends and gave me comfort.

My CYDD branch manager almost “forced” me to join the mentorship program as a mentee. I was worried that I had no time for it and wasn’t clear about what it could offer me. Now I have become one of the main

advocates of this program. My mentor and I had about 15 meetings during the nine months of the program, most of the time in a café nearby. I was very insecure about what to do after I graduate and I was nervous about staying in Istanbul. We had long discussions about life, choices and career. She has given me the courage to stay in Istanbul for a few years and see how I survive in the working life in this megacity. I realize now how lonely I had been with all my worries in the years before.

As soon as I gain some work experience I want to become a CYDD mentor myself. My mentor Tekgül has become a role model for me and I want to be able to offer the same kind of help to students who are in the same situation.



Gateway to India

Switzerland (2010-2013)

Supporting Swiss students interning at Indian NGOs

The challenge addressed by the student organization 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 organizing 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 organizing 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 organization 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.

Our contribution of CHF 2'000 to Gateway to India covers the cost for lodging and accommodation of four students during their internship in one of the NGOs supported by Dalyan. The interns write a report about the respective NGO for Dalyan and support the management and staff of the NGO. To date, three students have worked at different partner NGOs. Their stays have proven to be very valuable both for Dalyan and the hosting organizations. The interns have provided us with important insights into the everyday challenges of our partner organizations. They also bring new ideas and valuable recommendations.

www.gatewaytoindia.ch

GTI intern Sara is saying goodbye to the children she met at Madurai Seed during her 10-week stay



Kalakshetra India (2011-2017)

Dance scholarships for talented, underprivileged girls in India

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.

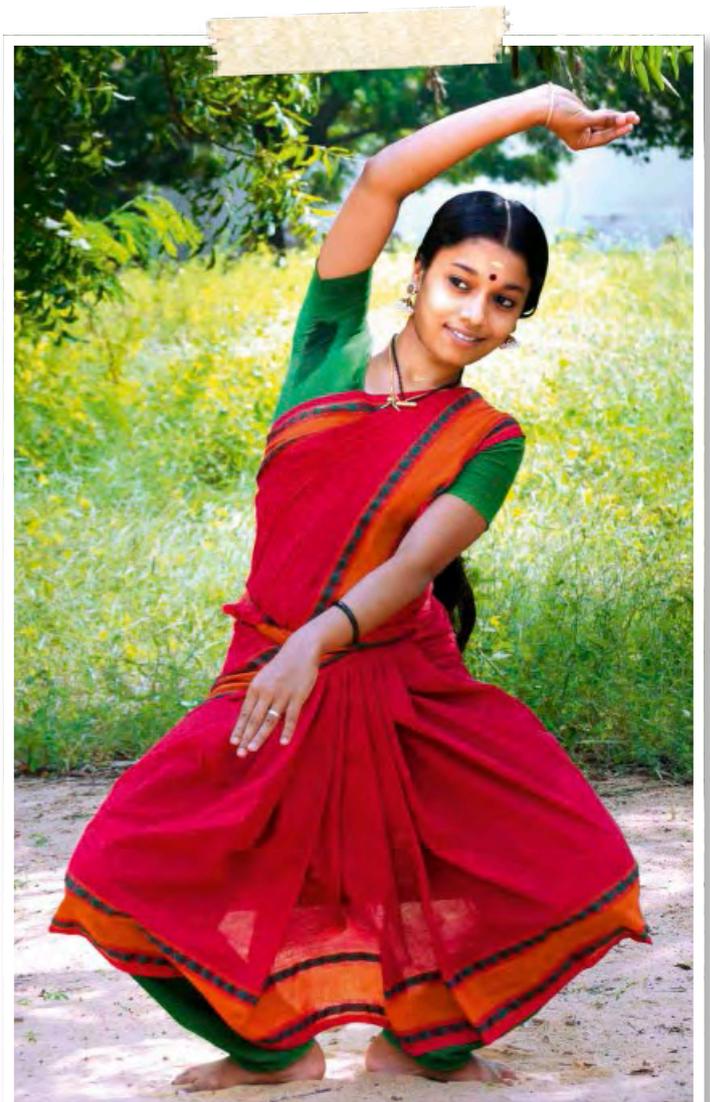
The approach applied by Kalakshetra, founded in 1936, is to provide scholarships for a holistic education in different art forms taught in an inspiring natural environment. The buildings at Kalakshetra are open and allow the students to learn indoors and outdoors. Students are trained in Bharatanatyam, Carnatic vocal and instrumental music, visual arts, traditional crafts and textile design, aesthetics, history and philosophy. Kalakshetra's art performances are widely recognized 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".

Our contribution of CHF 29'500 to Kalakshetra supports five girls from an underprivileged background with a six-year scholarship for a master diploma course in dance. 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. In 2013, all five teenage girls who were granted a scholarship passed their exams and can therefore continue their diploma courses in the third year.

www.kalakshetra.net



Saskia Bianchi in whose memory the scholarship is given



Dancer Surya K.P. is one of the girls supported by a six-year scholarship

Madurai Seed India (2013-2015)

Providing education support for disadvantaged children in India

The challenge addressed by Madurai Seed consists in the various problems of children and young people in Karumbalai and Madurai in the State of Tamil Nadu, South India. These include extreme poverty, an environment lacking basic necessities such as living space and adequate study rooms, an inferior school system and unsupportive uneducated parents.

The approach of Madurai Seed is to provide a supportive, nurturing environment for socially and economically disadvantaged children and young adults. It aims at developing their education and mental abilities as well as their sense of self-esteem. It also aims at empowering them through emotional stability and promoting personal and social responsibilities. Via drop-in centres, Madurai Seed offers local children help with their schoolwork and also with the transition into working life. This is achieved through supported study groups, training, a library, sports activities, excursions, camps, and a range of creative activities such as dance and art classes.

Our contribution consists of two parts. Dalyan helps with a budget contribution of CHF 1'000 and it also sponsors a capacity building workshop for Managing Trustee & President Karthik Bharathi delivered by a reputed Mumbai based NGO. Training includes sessions on strategic growth, communication and branding, impact assessment and leadership and team development. The goal is to enable Madurai Seed to formalize its future targets and goals, and build a robust plan for achieving them.

www.madurai-seed.org



Volunteers teaching Madurai Seed evening classes are college students. Most of them had been students of Madurai Seed when they were younger

Nilüfer /KEDV Turkey (2012-2013)

Building a catering business for a women's cooperative in Turkey

The challenge of the women's cooperative Nilüfer was to offer support to the families which had suffered from the 1999 earthquakes in Düzce. Hundreds perished and thousands were left without homes or jobs. It was especially difficult for women to rebuild their homes, to gain property rights and to generate income.

The approach used by Nilüfer started out as a women's and children's center in the tent areas after the earthquakes. In 2002, it was transformed into a cooperative. Nilüfer provides a platform for low-income women in Düzce to jointly create solutions for their different needs. Nilüfer offers training to these women, supports them in accessing financial resources and runs a daycare center. Nilüfer is supported by KEDV, which is an NGO specialized in supporting women's cooperatives in achieving institutional and financial sustainability. KEDV had introduced Dalyan to Nilüfer and monitors the project.

Our contribution is twofold. A grant to Nilüfer of CHF 21'000 will be used for investments into a new for-profit catering business run by the cooperative. This should provide income to Nilüfer to help finance its other social activities and improve the livelihood of women members of the cooperative. Additionally, a grant of CHF 20'300 has been given to KEDV for establishing a revolving loan fund. Nilüfer drew a loan from this fund to finance the start-up operations of its for-profit business, to be repaid after five years. KEDV will then be able to utilize these funds to support new cooperatives in similar projects. The venture has so far provided valuable experience to the cooperative and Dalyan. In 2013 Nilüfer was closely accompanied by KEDV in its efforts to professionalize and set up accounting and monitoring systems needed in a for-profit operation. KEDV also

helped establish marketing plans, and product and pricing development. Nilüfer was – after substantial delay – able to obtain the licenses to operate its small-scale catering / café and childcare businesses. Currently, Nilüfer is trying to attract customers for its homemade products and catering / café services and overhauls



Selma, leader of the Nilüfer cooperative, presents the dishes for an event they catered in their own café

its marketing and product packaging. In parallel Nilüfer is trying to increase the outreach of the childcare services. Broadening of the organization and delegation of responsibilities to professionally scale up activities still remains a major challenge for Nilüfer on it's way to moving to a successful for-profit activity that supports their cooperative.

www.niluferkadinlar.com



Corinne from Dalyan and Didem from KEDV with women and children from Nilüfer

Prajayatna India (2012-2015)

Education reform through strengthening community stake holding in India

The challenge addressed by Prajayatna lies in persisting deficiencies of the Indian public school system and its insufficient implementation. There is a lack of ownership and responsibility for good schools at community level and from elected political bodies. There is also an absence of institutionalized processes that allow the communities to promote a better and more accountable school system. As a result, Indian public schools face high dropout rates, low learning levels and poor infrastructure.

The approach implemented by Prajayatna, founded in 2000, aims at improving the quality of public schools and decentralizing responsibility and decision making on education through institutionalized processes involving local communities and regional governance bodies. Prajayatna acts mainly as an initiator and facilitator, with a clear exit strategy once new structures are established. Prajayatna also aims to introduce innovative, interactive learning approaches and contents relevant to the children's practical lives, replacing the classical rote learning with its Kalikayatna program.

Our contribution supports Prajayatna in five districts with a total amount of CHF 161'000 over a period of three years. In 2013, Prajayatna continued to improve school management at community level. It works with representatives of the education department and of the civil governance system (Panchayat Raj Institutions - PRI) to strengthen the school system from top down. It recently started exiting from regions with a stable school management, whilst simultaneously intensifying its work in areas with weak institutions. In order to extend its reach faster, Prajayatna plans to intensify its collaboration with other NGOs/NPOs. It also plans to increase its work with the PRI and the education department to enable them as drivers of public education reform. In Kalikayatna, Prajayatna will upscale and implement the approach, which is currently implemented in clusters, in entire blocks.

www.prajayatna.in

At a monthly collective meeting, teachers are mapping out the concept and planning activities



Sarathi

Development Foundation India (2012-2015)

A better life for adolescent girls through community development in India

The challenge addressed by the Sarathi Development Foundation is the difficult living conditions of adolescent girls in India. Adolescent girls are more vulnerable, less supported and have fewer choices in life than adolescent boys. Many developmental problems such as child marriage, child and maternal death, and low education levels could be effectively addressed at the root by improving the situation of adolescent girls.

The approach implemented by Sarathi is based on a unique, integrated planning method. It engages communities in identifying and addressing their own needs. In doing so, Sarathi puts a particular focus on maternal and child health, nutrition, and adolescent girl empowerment and education. Since its operational start in 1998, Sarathi has built expertise in executing large-scale, self-sustaining community development and behavior change programs across Uttar Pradesh. This has occurred mostly in a rural context and with a systematic integration of volunteers. Additionally, Sarathi tries to systematically link up its programs with government initiatives and uses scientific methods in documenting and disseminating its findings.



Meeting of a Sarathi field coordinator with adolescent girls

Our contribution of CHF 66'800 over a period of three years is channelled through the Giving Circle on Adolescent Girl Empowerment, managed by the Mumbai-based NGO Dasra. With a total amount of CHF 501'200, the Giving Circle is helping Sarathi conduct its community development project Saloni in 700 urban slums in Lucknow (Uttar Pradesh), with a focus on adolescent girls. The Giving Circle also supports Sarathi's own organizational growth. In the first year, Sarathi built the project team and worked in 262 slums with a population of roughly 155,000. The project is close to target for slum planning and building up a volunteer network. However, forming and positioning adolescent girl groups in the slum communities took longer than planned. Going forward, Dasra and Sarathi will specifically focus on this issue.

www.sarathidevfo.org



Adolescent girls are practicing how to correctly and thoroughly wash their hands

The Story of Devamma

How joining a self help group of Sampark changed Devamma's life

Devamma (38) is married with two daughters and two sons. One daughter is married and the elder son is working. The other two children are still in school. Her family owns no agricultural land, but thanks to a government subsidy of Rs. 40,000 (CHF 600) they have built a one-bedroom house in Koppal, North Karnataka, India.

Being part of the Madivalar caste Devamma's family washes clothes for other households and receives food, vessels and clothes in exchange for the work provided. Devamma also works 15-20 days per month as an agricultural laborer for which she receives Rs. 1500-2000 (CHF 20). Her husband works day and night-shifts in the stone quarry and earns a maximum of Rs. 5000 (CHF 75) per month. It is dangerous work: while cutting a stone with a machine he lost his vision in one eye. The eldest son contributes Rs. 3000 (CHF 45) per month. Devamma struggled to run the household on this low income and used to take small loans from informal money lenders.



In 2008, Devamma joined a self-help group in Gavisiddeshwara cooperative. Since then she has managed to repay three out of five loans she took out. She repaid Rs. 3000 lent for household needs and Rs. 5000 and Rs. 8000 lent to cover health costs of the family. However, she was not able to repay the loan for her daughter's wedding and the loan for emergency needs. Noticing others successfully venturing into dairy production, she requested a further Rs. 50,000 loan. Despite the two outstanding loans, the self-help group decided to support her. She bought a cow for Rs. 28,000, dry fodder for Rs. 1000 and built an additional room. Devamma now sells four liters of milk a day to the local dairy. This has helped her to start repaying the outstanding debt.

Devamma's family now lives comfortably and is able to pay for her children's education. Devamma plans to repay the loans and request another loan for a cloth-ironing shop for her husband, so he can stop working in the quarry. She will train her husband beforehand to run a business and how to charge money for his services. It is also important for her to motivate her children to study thus giving them a chance for a better life.

Devamma with her husband and two of her children



Sampark India (2011-2014)

Capacity building of women's cooperatives in India

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. Women are especially vulnerable. They need support in order to gain direct control over their lives and improve their living conditions.

The approach adopted by Sampark, registered in 1991, focuses on enabling poor women in their self-driven journeys towards empowerment and self-sufficiency. Sampark emphasizes a people-centered and integrated livelihood approach in which it plays a facilitating role, allowing local leadership to grow. Key interventions include self-help groups, micro-credit, entrepreneur training and health and support of migrant workers. Sampark is also very actively researching these topics to influence development practice and policy work. In North Karnataka, Sampark supports women's self-help groups through the establishment of women's cooperatives and through the scale-up and professionalization of the groups' micro lending.



Self-help group members are collecting loan repayment and disbursing fresh loans to members

Our contribution of CHF 189'600 to Sampark is supported by Volkart Foundation Switzerland with a total amount of CHF 60'000 and is used two-fold: an amount of CHF 142'100 over three years for capacity building of eight women's cooperatives in North Karnataka, and a contribution of CHF 47'500 to Sampark's revolving loan fund. The second year of



A woman, who is member of a self-help group, received a loan to buy this cow and can now generate income by selling the cow's milk

cooperation saw a rapid expansion of the four advanced cooperatives, much beyond original targets. They currently serve 692 SHGs with 9663 members, are financially self-sustaining and close to institutional independence. The self-help groups of the four weak cooperatives have mostly been integrated into the advanced cooperatives or Sampark supports them to continue independently. Based on this success Sampark has started to replicate its approach in new regions in North Karnataka.

www.sampark.org

SEWA India (2011-2014)

Financing crèches for self-employed women workers in India

The challenge addressed by SEWA (Self Employed Women's Association) is the difficult situation of poor, self-employed women workers. These women earn a living mostly as domestic workers or through small businesses. They do not have access to welfare benefits like employees in the organized sector, cannot reach their goal of self-reliance and bear a high poverty risk. In addition, they are often exposed to various forms of violence and abuse as domestic workers.

The approach implemented by SEWA, which was registered as a trade union in 1972, consists in organizing self-employed women workers in order to obtain full employment and become self-reliant. Since it is a membership based organization, it is its members' priorities and needs which shape the direction of the organization. SEWA arranges supportive services such as savings and credit, health care, child care, insurance, legal aid, capacity building and communication services. The SEWA Bank, which has obtained financial viability many years ago and offers a variety of financial services, can be seen as an example.

Our contribution to SEWA of an amount of CHF 97'600 is used to cover the full cost of six crèches in Ahmedabad over a period of three years. This fills an important gap for self-employed women as public crèches have limited daily opening hours. The crèches engage in children's development and regular training of caretakers. In 2012, SEWA started to include the fathers into its process of educating parents: the quarterly mother teacher meetings were complemented by quarterly father teacher meetings. In 2013, as requested by Dalyan, SEWA increased the contributions from parents and communities to the crèche budget. It also succeeded in attracting more fathers to the parent teacher meetings. SEWA has also been focusing on achieving an increase in donations from local institutions and companies.

www.sewa.org

Caretakers are weighing a two year old child to check his development



Street Survivors India (2011-2013)

Helping women exposed to domestic violence in India

The challenge addressed by Street Survivors India is the issue of domestic violence, to which migrant women from impoverished East Indian states are particularly exposed. As the women suffer, so do their children, many of them not being able to go to school.

The approach of Street Survivors includes several initiatives: in 2000 the founding couple started a school called Jagruti for children from disadvantaged families. In 2002 an informal arbitration court and justice delivery system covering 264 villages was established. After having been confronted with various cases of violence against women, project Damini was created. Damini is a home for women who have escaped violent husbands, have been abandoned or are destitute widows. To enable these women to earn an income, the organization introduced courses teaching the production of Kantha, a traditional textile in high demand. Street Survivors also runs several Shiksha Shakti (power through learning) centers.

Our contribution to Street Survivors of CHF 20'000 went towards the construction of the Damini Rescue House project, as a joint engagement with the Pende Foundation, Switzerland. The objective is to make it an income-generating project and to achieve self-sustainability. In the course of 2013 the street-level part of the building, which hosts a kitchen and restaurant, was completed. The restaurant called TUMI Aashbe BOLE ("Because you are coming") with a 60 seating capacity successfully started operations and serves lunch and dinner for Jagruti Public School hostel students and the general



One of the two outside eating arrangements of the restaurant "Tumi Aashbe Bole" (because you are coming), built in the traditional fashion with mud, hay and bricks

public. The premises for the Kantha sewing production on the first floor were also completed and have become fully functional. Both businesses are already profitable. The two top floors are still under construction and will have rooms for rent to tourists and visitors. This project with Street Survivors ended as per plan in August 2013.

www.streetsurvivorsindia.org



The workroom for Kantha sewing production: The Kantha cooperative with 1432 women members has a retail shop in Delhi and supplies shops all over India

Somangalam India (2010-2013)

Rehoboth

Helping mentally challenged women in India

The challenge addressed by the NGO Rehoboth lies in the harsh living conditions of homeless women who suffer from mental disabilities. In India, having a disabled child is stigmatized. This is especially true if the child is a girl as it is very hard to find a partner for her. This often results in girls or young women being left to fend for themselves on the street where they are exposed to violence and sexual abuse.

The approach taken up by Rehoboth, founded in 1998 as a public charitable trust, comprises of different elements. All women are provided with accommodation, daily meals and medical care. Wherever possible, the women are taught to create small items such as baskets, bracelets and decorations, which are then sold in order to create an income. Approximately 50 women who are in a stable mental condition and physically fit live on a farm called Somangalam, where they take care of the animals and help with farming work.

Our contribution to Rehoboth of CHF 42'700 helped expand the farming project Somangalam. The money was used to set up the basic infrastructure and to buy seeds and livestock. Whilst the agricultural activities of the farming project faced several problems, the animal breeding was quite successful. It provided a new stream of income as well as positive therapeutic effects for the mentally challenged women. Rehoboth's management feels that this project has also motivated them to become less dependent on donors. We have seen new initiatives such as the opening of a shop which sells donated household articles after minor repairs as well as farm products. Dalyan gained important insight into the challenges of agricultural projects and how to balance diverging commercial and humanitarian targets. The project support by Dalyan ended in May 2013 as per its original plan.

www.rehobothhome.org



A resident at the Somangalam shelter in charge of the piggery unit: she feeds the pigs and keeps the unit clean and odorless

The Story of J. Lakshmi

Ms. Lakshmi, who has been diagnosed with schizophrenia, was referred to the rescue center in 2008. She had been married and has a son, but was abandoned by her husband after the onset of mental illness. After initial psychiatric medication Ms. Lakshmi was discovered to be an intelligent and efficient woman who could read, write and maintain basic accounts. Ms. Lakshmi was put in charge of the poultry unit funded by Dalyan. She is in charge of feeding, watering, cleaning, monitoring and recording. She enjoys the responsibility and is proud to be productive.



J. Lakshmi is doing her daily tasks in the poultry unit

The Story of Ms. Beevi

When Ms. Beevi reached the rescue center in 2001 she often had severe hallucinations, would sometimes talk to herself and laughed a lot. After initial psychiatric medication one came to see a very hard working, artistic personality. Though she cannot walk much due to psychosomatic dysfunction of her legs, Ms. Beevi likes helping with kitchen activities, such as cutting vegetables and cleaning vessels. She often arranges onions and garlic peels as a floral decoration in her hair.

Ms. Beevi is also interested in broom making. She has a daily routine in the shelter, always keeping busy. A major income is generated from the sales of her coconut brooms.



Somangalam resident Ms. Beevi is making a coconut broom which will later be sold



Therapist playing with Minyu, a mentally disabled child supported by China's Forgotten Orphans



Madurai Seed teacher holding an evening class on the roof



Two girls celebrating at a multi-religious function, through which Madurai Seed promotes secularism and pluralistic ideals to children and young people



SEWA caretakers serving typical food to children to ensure healthy nourishment



Sampark's cooperative leaders discussing with self-help group members in Indore during their exposure visit

6 Outlook

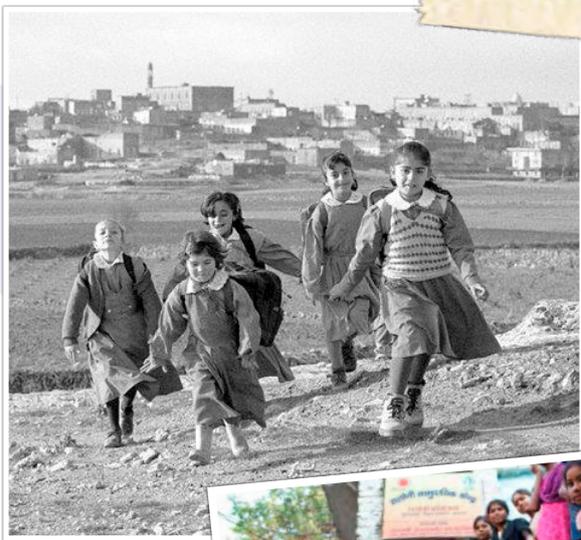
As Dalyan is moving ahead, the maturing of the projects in our portfolio offers access to a growing body of learnings. In fact, with four of our large multi-year partnerships coming to an end in 2014, we will have the first opportunity for a more comprehensive debate on social outcomes generated. It will also be a challenge to more systematically channel the experience of our partners, team members and beneficiaries back into our existing and new projects whilst keeping us a lean organization.

As our experience grows we would like to start comparing and contrasting different approaches, their results and costs, whilst being fully aware that efficient projects do not necessarily lead to the most sustainable development effects. A related question which we would like to explore in the coming months is how the use of volunteers versus paid staff in the field affects scalability and sustainability of projects.

The phasing out of a number of large programs will put Dalyan's "exit strategy" through its first reality test. It will be interesting for us to see what it will mean for Dalyan in each program. As for the new co-operations to be added in 2014, we will retain the focus on programs that increase the income earning capacity of women whilst at the same time building sustainable self-organization capacity of women. In this sense, we are interested in expanding our work with women's cooperatives and self-help groups both in India and Turkey and to more actively venture into micro-lending.

For children and adolescents, our priority will remain on expanding their life choices through the access to vocational training and quality education in public schools and by helping them succeed in those schools. The efforts for bringing children (back) to school currently benefit from a certain momentum in India as primary education has become a constitutional right. However, this does not address the lack of secondary education certification, which again hampers the employability of the young generation. Hence, we hope to become engaged in coaching secondary education certification and vocational training in the coming months. This is an area where more activity by government and NGOs seems to be needed.

For all our new and existing projects we continue to remain open for partnerships with like-minded donors, which we experienced as extremely fruitful so far and which we hope to replicate in the future. We are also keen to further stimulate the exchange of knowhow and expertise of our local partners, as they have a lot to share but often are not connected with each other even when working in the same region. There is considerable potential to learn and cooperate across organizations, sectors and regions and more collaboration is definitely needed to achieve large scale social change and offer better life choices for the less fortunate. In this sense we are looking forward to putting in all our energy and efforts again in 2014.



Primary school children from Eastern Anatolia, CYDD



Adolescent girls gathering at a center in Sarathi's Project Saloni



Young woman during a tailoring session in Sarathi's Project Saloni



Members of a school management committee discussing the status and further development of the school in the Prajayatna program



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 by a culture of sharing, through 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. In 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 increasingly become 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. But the voluntary sector can support the state in sharpening its interventions. Dalyan therefore encourages programs which improve access of the poor to good government services and foster accountability of the state.

Our **Approach**

Building strong Organizations

In the fight against poverty, implementation capacity on the ground is often the biggest bottleneck. Hence, we focus on supporting partner organizations with the will and potential to grow and to become strong and broad based organizations and by that augment their outreach.

Our **Request**

Neutrality towards Religion, Race and Politics

People in need shall be helped without imprinting a religious, racial or political belief onto them, and people in need shall not be excluded from help nor be discriminated 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.



☪ dalyan

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