



Capacity

Annual Report 2021



Giovanna Dughera, Volunteer



Content

Foreword from Curdin Duschletta, UBS 3

Foreword from the Team 4

What we did in 2021 6

Running Capacity in 2021 7

What we achieved in 2021 8

Direct Impact 10

Case Studies 11

Outlook to 2022 13

Thank you 15

Appendix 1

Financial statements 16

Appendix 2

Capacity in figures, Team and Board 18

Foreword from one of our partners



Before I started writing this foreword, I checked when we started our collaboration with Capacity. I knew we had been working together for some time but was still surprised when I saw the number in front of me: it's been six years! Six years of partnership, mutual trust and support, openness and appreciation.

When we joined forces in 2016, the Capacity founders were still in the early stages of building their organization and community. We were taking our first steps in our ambition to better support the integration of refugees and migrants into the Swiss labor market and our society. Capacity at the time was a mentee in another mentoring program we support financially and with UBS volunteers. They were looking for a corporate partner to help them launch their entrepreneurship program.

We met, listened, probably asked way too many questions, and were very quickly convinced. We were of course impressed by the concept and program. But we were even more impressed by the people behind the idea. And that hasn't changed to this day. Many of our UBS volunteers got inspired too - and have since supported dozens of refugees and migrants in their endeavors. What particularly inspires me: In each of our six years together, Capacity has evolved, improved and grown. They stay true to their purpose and their human centric approach - yet constantly improve the how and what.

A unique combination of determination and dedication, kindness and compassion is what makes Capacity as special as it is. And even though their resources are sometimes stretched to the limit, they do everything they can for the participants on their programs. The last few months have been particularly challenging and intense. Faced with the largest refugee movement in Europe since the Second World War, Capacity has decided to act. They are currently developing a fast-track version of their new labor integration program Access. We have been proud supporters of the pilot project and are now pleased to assist the implementation of this important new program. To see their work being recognized more and more by other companies and institutions makes us happy. How great that refugees and migrants here in Switzerland can continue to count on Capacity. We will continue to count on them too.

Curdin Duschletta, UBS, Head Community Impact Switzerland & Foundations

Foreword from team

2021 was another exciting year for Capacity, best captured by the word 'Emerge': preparing, gathering resources, ready for emergence with new energy and full of action.

Having adapted to the new reality of the coronavirus pandemic, our organisation continued to offer hybrid and online tuition and networking to our participants. We successfully ran our flagship Entrepreneurship Programme, nurturing refugee and migrant business people to move from idea to prototyping to launching their initiatives. In November, we were able to host our first in-person networking event in 2 years - the closing ceremony and pitching event for the Entrepreneurship Programme, 'Pitching a Dream'. This event glowingly reaffirmed the power of meeting in person, the essential value of artfully articulating ideas and the joy of sharing good food and experiences together in person.

The various transitional periods in between programme phases presented us with valuable opportunities to survey our alumni, discovering more about the long-term effects of our work on both their professional and personal endeavours. Our community building and ongoing support from the team continue to demonstrate the value of Capacity's holistic, skills-based yet human-centric approach to integration and entrepreneurship.



Marisa König Beatty and Valentina Velandia, Capacity Team



We dedicated substantial time and energy to research and design a new programme, focused on labour market integration. This new programme, known as Access, responds to the evident need for newcomers to access a stable income, alongside (or instead of) entrepreneurship as a route to financial income and durable integration. Access launched in early 2022, but the hard work, background research and support raising took place throughout 2021.

Our operational team went through some important changes, with long-term members moving on to new adventures while new team members joined forces with us. As we adjusted to these transitions, innovative approaches to our teamwork emerged which now strengthen our operations and help the organisation to continually adapt to the new hybrid reality. We also explored geographic expansion and what that would need from the team and organisation.

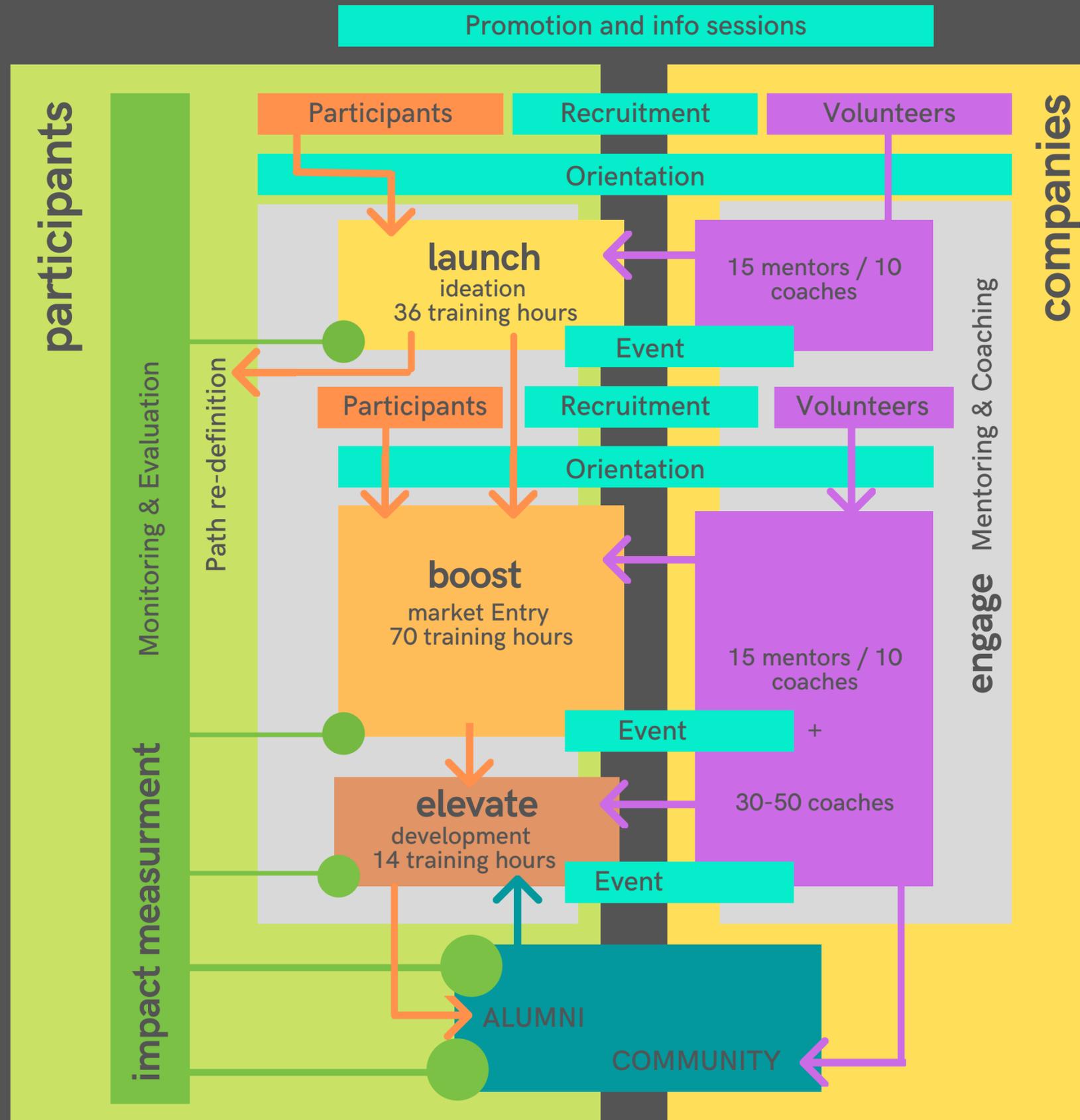
As we enter 2022, the pandemic restrictions on room occupancy and office working are lifting, opening up a renewal of our lively in-person gatherings and a return to the classroom for our programmes, with all the associated benefits of informal learning and networking between sessions that online teaching lacks.

Capacity in 2021

What we did

"Capacity provided me a platform to be seen and heard and feel validated as an independent working professional in this country."

Participant 2021



"...the program allowed me to reflect on my own story and my skills as a mentor, making me confident that I can contribute to the change that our community needs."

Corporate
Volunteer 2021

Running Capacity in 2021

TIME COMMITMENT

8'200 hours of work by the
team / 4.9 FTE

6'100 hours paid / 3.6 FTE

2'100 hours volunteered /
1.3 FTE

EVENTS RUN

40 group training sessions on business and
personal development

53 individual coachings on business topics

30 1:1 mentor relationships established

1 Public networking event for Capacity
entrepreneurs with ~90 people

2 rounds of support given to Capacity
entrepreneurs invited to join a market
offered by a large finance firm

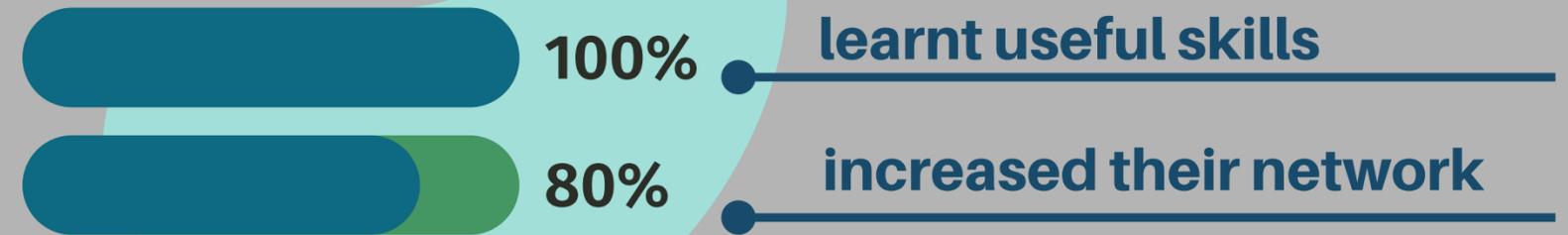
9 outreach events (info events, public
workshops)

Capacity in 2021

What we achieved during the the Entrepreneurship Programme and other activities

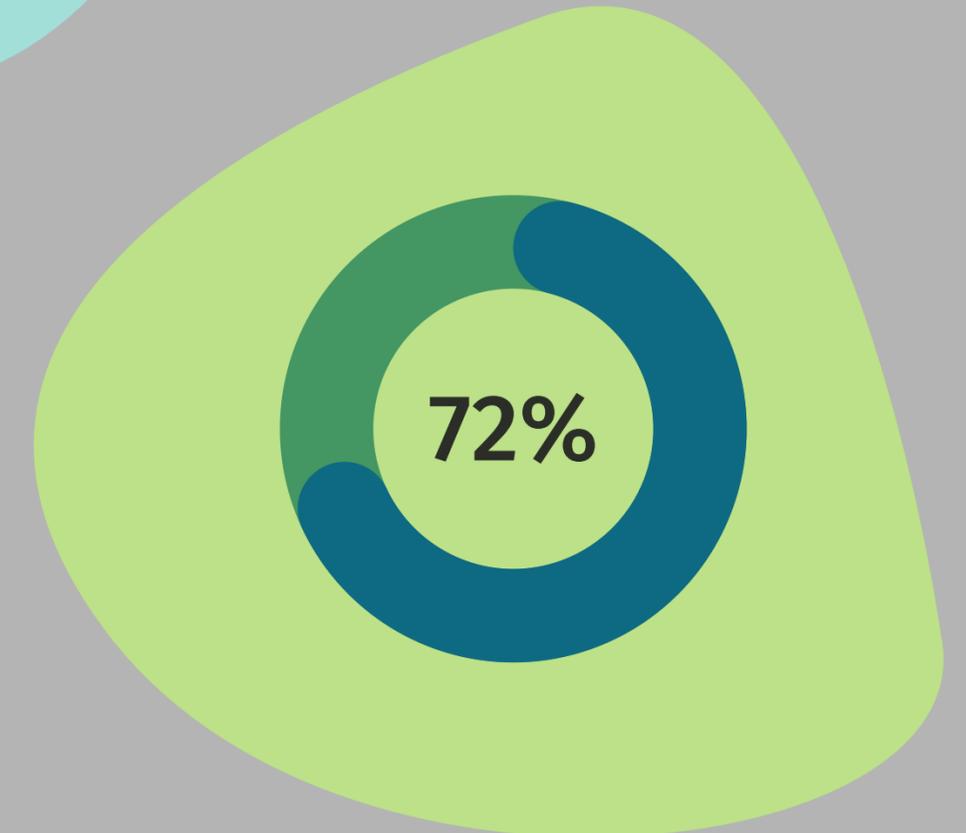
19 participants

19 entrepreneurs entered the Launch programme. 11 continued to the Boost and Elevate Programmes. 5 alumni joined the Elevate programme



"It helped me gain the confidence required to go ahead and build my own "happiness" in Switzerland."

Participant 2021



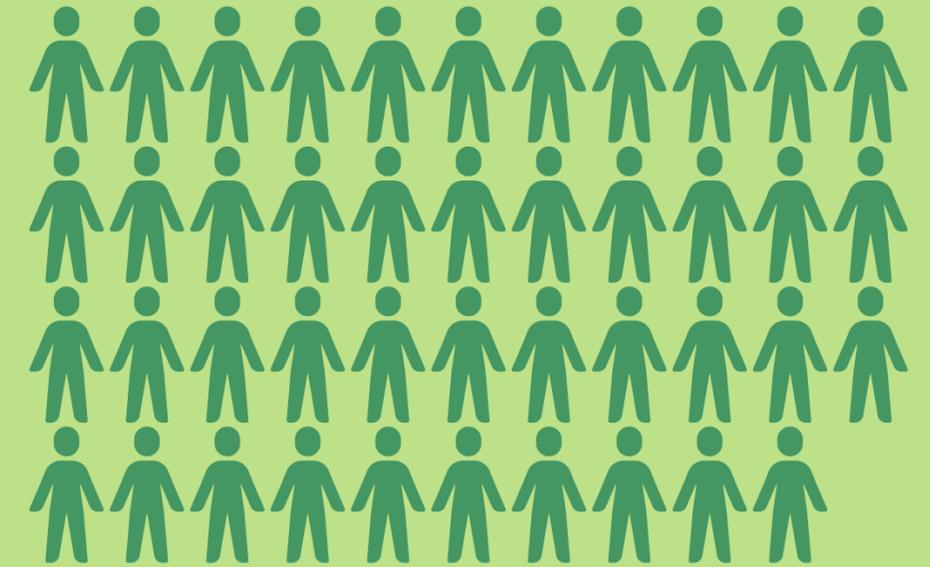
Capacity's effect

72% participants reported improved wellbeing for themselves and their families as a result of taking the programme



What happened next

At the end of the programme, participants reported on their current plans



Volunteers

43

people joined the programme as mentors, coaches and trainers

"... an eye opening experience regarding the situation of migrants & refugees - their challenges but also and more importantly their resilience, strength, courage, passion and the incredible talent pool that they represent.

I have been very humbled through this journey [...]. It is important to be reminded that many of us also are migrants and that someone also gave us an opportunity -- it is now our duty to give back to the community and support others thrive"

Direct Impact

On participants (refugees and migrants)

Skills acquisition (top five):

- entrepreneurial resilience
- pitching
- strategic thinking
- time management
- partnership building

Network growth:

- strengthened (2/12)
- grew in size and strength (10/12)

Self confidence growth:

- increased (10/13)

Social integration:

- the programme supported their social integration (10/12)

"It has given me my voice back. I feel empowered to be a part of the independent working professionals' ecosystem."

Participant 2021

"Being part of this program has been satisfying, broadening and gave me the opportunity to share knowledge, time, stories and laughs."

Corporate Volunteer 2021

on corporate volunteers (mentors, coaches and trainers) and on society

Awareness and understanding of the situation of migrants and refugees:

- increased (7/12)
- was already very high prior to the programme (5/12)

Openness to hire migrants or refugees and/or a referral:

- more likely (5/12)
- no change, already high before programme (4/12)
- no answer (3/12)

Use of inclusive language:

- more aware of the language they use (7/12)
- no difference (5/12)

Case studies

Case study 1

César de la Cruz Curril Mining Equity Foundation (IMEF)

The programme empowered some participants to become leaders in their communities. One example from the 2021 cohort is César de la Cruz Curril, an advocate for indigenous people in Peru. Through the Capacity entrepreneurship programme, César, who has indigenous background himself, is committed to establish a nonprofit that aims to reduce the poverty of indigenous people living in mineral rich countries.

His project, the Indigenous Mining Equity Foundation (IMEF), seeks to create inclusion of indigenous people in the extractive mineral sector, so that they can directly benefit economically from the mineral wealth of the lands they live on. IMEF contributes to this inclusion by researching and advocating, impact investing and business model solutions to empower indigenous people in the mineral extractive sector and give them access to capital markets.

A quote from César: "Capacity is the engine that helped me unlock the power in me as a social innovator"





Case study 2

Nigist Goytom **HaHu Scripts**

Nigist Goytom is the founder of HaHu Scripts, a platform aiming to reduce digital inequality by making under-represented African writing systems accessible.

After becoming a mom, it became clear to her that there were no beginner-friendly learning materials for her children in Amharic. She started preparing all the files and documents needed for early education and small children in digital form, illustrating simplified Geez/ Amharic alphabets using architecture software, since her background is in architecture.

The purpose of her startup is to make early education and literacy available to children and adults alike, no matter their location. The long-term goal is to integrate other indigenous scripts and writing systems, as well as educational content within the platform. Through the Capacity programme, Nigist was able to meet another participant with a different African language (Tigrinya, widely spoken in the African diaspora in CH and Europe) and together they started working on HaHu's Tigrinya content. Nigist found that the Capacity programme helped her gain in confidence and provided a nurturing environment for her project to develop. In early 2022, HaHu Scripts received angel investment and is now rapidly expanding.



Outlook to 2022

2022 promises many exciting developments for Capacity, centering primarily around the beginning of our new programme: Access. The past years have shown the necessity of supporting our beneficiary community beyond entrepreneurship training alone. Many would-be entrepreneurs in the refugee and migrant communities lack financial resources, or have partners and family members who would benefit from a more stable, predictable source of income than an early-stage business can provide.

Capacity started in 2015 with a focus on job-seekers, before moving to entrepreneurship as our main sphere of activity, but in 2022 we are now well equipped with the experience and network necessary to offer support in labour market integration.

Access launches in early 2022, with results due in June. We are working closely with HR and recruitment specialists in the context of advising curriculum development and coaching our first-ever cohort. With much anticipation, we await the results of how our unique blend of advice and skill-building will positively impact our participants.

Tragically, as we write this annual report, we are also observing the first land war in Europe in two decades. The flood of Ukrainian refugees fleeing the Russian invasion of their country, many of whom have now reached Switzerland, has opened up discussions about the Swiss immigration system. Ukrainian refugees have been granted fast-track access to permission to stay, and the government has eased their integration - unlike for refugees from other parts of the world.

Capacity of course has sought out how best to respond to this rush of new arrivals. Although we are not a front-line response organisation, and celebrate the many others who do what we cannot in meeting the initial needs of refugee arrivals, Capacity plays an important role as people settle into their new situation and assess options in creating financial sustenance.

Our ability to provide both community and training, coupled with our investment throughout 2021 into the new Access programme, has allowed us to rapidly create 'Access Fast Track' - a leanly optimised route for highly skilled migrants to assess and understand their fit with the Swiss labour market.

We are incredibly proud to be able to finally offer these different programmes, thus ensuring that anyone approaching Capacity can be suitably placed in the best programme for their situation. Watch this space as we emerge into 2022, tapping as always into our deep passion, entrepreneurial courage and community-driven creativity to support as many refugees as possible!

*"You join Capacity to bring life to a project,
you leave learning how to strengthen a
community."*

Participant 2021



Haben Kflemariam, Capacity Entrepreneur 2021

THANK YOU!

Thank you to all our partners, collaborators and friends for your full support over the last year and for being part of another remarkable year.

Thank you to all the generous donors - we would not have been able to run the programme without your support.

Also, thank you to our loyal crowd of volunteers, who assisted us with their valuable expertise. You strengthen our organisation and help us widen our impact in the communities we serve.

Thank you, to our community, for your dedication, power, and vital engagement, as we together are building a more inclusive society.



Appendix 1:

Financial Statements
Audited by PwC
Financial Year 31.12.2021

BALANCE SHEET

| ASSETS (CHF) | Notes | 31.12.2021 | 31.12.2020 |
|---------------------------------|-------|----------------|----------------|
| Cash and cash equivalents | 1 | 179'777 | 183'025 |
| Trade accounts receivable | | 3'000 | 214 |
| Total current assets | | 182'777 | 183'239 |
| Property, plant and equipment | 2 | 0 | 1'875 |
| Total non-current assets | | 0 | 1'875 |
| Total assets | | 182'777 | 185'113 |

| LIABILITIES AND EQUITY (CHF) | Notes | 31.12.2021 | 31.12.2020 |
|-------------------------------------|-------|----------------|----------------|
| Trade accounts payable | | 940 | 896 |
| Other short-term liabilities | | 6'451 | 3'243 |
| Accruals and short-term provisions | 3 | 126'424 | 132'656 |
| Total short-term liabilities | | 133'815 | 136'795 |
| Profit/loss brought forward | | 48'318 | 29'707 |
| Profit for the year | | 644 | 18'611 |
| Total equity | | 48'962 | 48'318 |
| Total liabilities and equity | | 182'777 | 185'113 |

INCOME STATEMENT

| INCOME STATEMENT (CHF) | Notes | 2021 | 2020 |
|-------------------------------|-------|----------------|----------------|
| Donations received | 4 | 224'034 | 224'189 |
| Other operating income | | 5'989 | 3'250 |
| Total operating income | | 230'023 | 227'439 |
| Cost of purchased services | | 13'801 | 18'413 |
| Personnel expenses | 5 | 206'780 | 145'684 |
| Other operating expenses | 6 | 8'798 | 44'731 |
| Operating result | | 644 | 18'611 |
| Profit for the year | | 644 | 18'611 |

NOTES

1. Cash and cash equivalents

| | 31.12.2021 | 31.12.2020 |
|---------------------------------|------------|------------|
| Bank account (Alternative Bank) | 173'256 | 176'599 |
| Paypal | 6'521 | 6'425 |

2. Property, plant and equipment

Property, plant and equipment (PPE) is valued at acquisition or manufacturing costs less accumulated depreciation and impairment losses. The 15 used laptops received as in-kind donation in 2019 are depreciated on a two year period.

3. Accrued expenses and deferred revenues

Capacity received in advance for programs of 2022:

- CHF 45'050 from eBay Silicon Valley Foundation (Through Charities Aid Foundation America) for the Entrepreneurship Programme
- CHF 25'000.00 from UBS for the Entrepreneurship Programme
- CHF 25'000.00 from UBS for the Access Pilot
- CHF 10'000 from the Temperatio Foundation for the Access Pilot
- CHF 3'432.83 from the Tent Foundation for the recruitment of refugee women for the Tent Mentoring Programme during the years of 2022 and 2023. This programme has a duration of 3 years (2021, 2022, 2023) for a total of CHF 5'149.25.
- CHF 2'841.83 from Fondazione Generali The Human Safety Net for entrepreneur Aghan Laziz

4. Grants and Donations received

| | 2021 | 2020 |
|--|--------|--------|
| Caring as One Foundation | -- | 10'000 |
| Citibank Switzerland | -- | 5'000 |
| DOW Chemicals (through Charities Aid Foundation America) | 22'706 | 24'042 |
| Fachstelle für Integration - Kanton Zürich | --- | 25'000 |
| Fondazione Generali The Human Safety Net | 2'842 | 63'579 |
| Generali Personenversicherungen AG (through Foundation des Fondateurs) | 60'000 | 20'000 |
| UBS Switzerland AG | 29'950 | 25'000 |
| Zürcher Spendenparlament | --- | 9'000 |
| Silicon Valley Community Foundation Ebay | 43'750 | --- |
| Verein WEMAKEIT | 32'183 | --- |
| TENT | 1'716 | --- |
| Impact Hub (in kind) | 1'400 | 14'570 |
| Office Lab (in kind) | -- | 300 |
| Wicki Partners (in kind) | 21'411 | 18'965 |
| Wicki Partners | 3'000 | --- |
| Other donations | 27'888 | 8'733 |

5. Personnel expenses

In 2021, all team members are still being paid part-time, although numerous volunteer hours by the core team (in addition to those invested by the Board, our Advisors, Mentors, Coaches, Trainers and other volunteers) continue to be a vital aspect of delivering our activities through the year.

6. Other expenses

These expenses include the costs of the workshops and public events, partly paid for in kind by our sponsors.

Appendix 2: Capacity until 2021

118 participants with refugee or migrant background

90% completion rate

57 nations represented

66% identify as women

33% bring refugee experience, the rest migrant experience

106 projects developed

60% for profit businesses

40% non-profit initiatives

55% operating up to date (running estimate)



Capacity Team in 2021

All team members worked part time for a total of **4.9 FTEs**.
Capacity paid **3.6 FTEs** and **1.3 FTE** was volunteered.



VALENTINA S. VELANDIA
Gender Policy, Migration and Social
Entrepreneurship
Capacity: Co-founder & Partnership
Curator



ANA MARIA ANGARITA
International Relations & Migration
Capacity: Co-Founder &
Programme/Partnership Manager



ISABEL BRÜCHER
Architect & Historian
Capacity: Co-founder,
Strategy & Fundraising



EMILY ELSNER PhD.
Human Geography | Impact
assessment
Capacity: Co-Founder & Impact
Measurement



ADRIENN GYÖRY, PhD.
Social Policy Expert
Capacity: Access Programme
Manager



JULIETA NOVOA
Supply Chain Practitioner
& Business Enabler
Capacity: Project Manager



BLENDA SCHMUTZ
Graphic Design
Capacity:
Event Management



EVGENIYA VODOLAZOVA
Psychologist
Capacity: Talent Development Expert



MARISA KÖNIG BEATTY
Entrepreneurship Programme Co-Lead
and Organisational Facilitation



CATHELENE BELL
Communications and Volunteer
Partnerships Manager

Volunteers

Our work would not be possible without the invaluable support of:

- Pallavi Seghal
- Giovanna Dughera
- Elisabetta Cogotzi
- Edward Brown
- Luisa Trujillo
- Laura Clemente
- Christina Mittmasser
- Sarah Besel
- Marianne Müller
- Gillian Sonnad
- David Medoff
- Dina El Halaby
- Guillaume Ladislas
- Diana Driza
- Andrea Ostinelli
- Bernhard Elsner
- Cristina Stadler
- Enrico Brusoni
- Maria Gabriella Donato
- Charmian Kok

Capacity Board in 2021



Selina Benke-Bruderer
Co-founder, Chair and Legal Advisor



Anne Murray
Communications Expert



Anna Stando
Diversity and Inclusion and Event
Management



Stefan Saner
Business Development and Media



Magdalena J. Schneider
Multi-Stakeholder Alliances and
Fundraising



Katerina Klezlova
Corporate Partnerships and Fundraising



Chris Gopsill
Chief Mentoring Officer and Team
Interface



Zsofia Molnar
Communications Advisor



You can also
become an actor
of change



Support
Capacity



"My mission in life is not merely to survive, but to thrive; and to do so with some passion, some compassion, some humour, and some style"

Capacity Entrepreneur, 2019

Contact

us

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