



2018

ANNUAL REPORT

Capacity

**Supporting migrants and
refugees since 2015**

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Foreword from the Capacity Team

With a retrospective look into 2018, we are delighted to share this year's achievements in fostering refugee and migrant entrepreneurship in Switzerland and beyond.

In the 2018 Entrepreneurship Programme, we trained **23 entrepreneurs from 20 different nationalities** working on projects ranging from food and technology to sustainable design and socio-politics. We are building an active community that helps cultivate innovation in entrepreneurship through diverse, cultural and professional approaches. Understanding our impact on our participants is therefore crucial. You can read more about our impact in the 2018 Evaluation Report.

2018 served as a magnifying opportunity for a wide realm of opportunities for growth and expansion with partners such as the United Nations Conference on Trade and Development (UNCTAD). Greater knowledge of migrant entrepreneurship is essential if policymakers are to better support migrant enterprises and their role in economic growth and job creation. The Capacity team collaborated closely with three **United Nations Agencies, UNCTAD, the International Organisation for Migration (IOM) and the United Nations High Commissioner for Refugees (UNHCR)** in 2018 to launch the *Global Policy Guide on Entrepreneurship for Refugees and Migrants*. Capacity was featured in the guide as a successful case study with a proof of concept and three years of operation at the microeconomic level. This policy guide was published during the **World Investment Forum** where our team was invited by the UNCTAD team to give the 'call-to-action' (invitation to other organisations to get involved) at the launch of the guide. The call-to-action connected Capacity's local work and the international importance of refugee entrepreneurship'



Through this milestone, Capacity's vision was broadened. At the same time, we learned how to explain our mission even better through our involvement with the United Nations. We realised that our work, our Entrepreneurship Programme, which supports people in their efforts to build new businesses and socio-cultural projects, is part of a global shift in the culture of integration and inclusion. This new policy guide provides practitioners and policymakers with the theoretical and practical foundations of our work, and the broader societal context in which we operate.

Capacity was invited to co-organise the **Global Entrepreneurship Week** in Geneva by UNCTAD, IOM, together with the World Intellectual Property Organisation (WIPO) and the Politecnico di Milano. During this week, two Capacity entrepreneurs participated in the Youth Entrepreneurship Pitching event: Start-Ups & Scale-Ups for SDGs. This collaboration is a recognition of our work and the high potential in skills and experiences of our entrepreneurs.



Members of the Capacity Team and community at the Pop-up Fair, June 2018

We could not have achieved our milestones without the continued support and generosity from our board, team, volunteers, mentors, coaches, trainers, advisors, collaborators, sponsors and partners. Capacity's progress is primarily visible in the continued demand for, and increase in applicants to, the Entrepreneurship Programme, increased involvement of our community in our events, as well as the impressive results of the Programme on our participants and the society in which we live.

We are looking forward to establishing more transformative changes and opportunities for advancement and partnership and expanding our impact and scope of operations. Our team and community are eager to continue enabling a more creative and inclusive start-up ecosystem while restoring dignity and encouraging self-sustaining frameworks for refugees and migrants.

Annual Report Summary

- 1** The Capacity Entrepreneurship Programme reached 20% more participants than in previous years while further expanding our diversity
- 2** The Programme public events gave participants more meaningful engagement with the community.
- 3** We were identified as a key change maker by international human rights organizations and were asked to contribute our experience to their policy development.
- 4** We refined our strategic positioning as an organization that places the active practice of inclusiveness as a cornerstone of our entrepreneurship program.
- 5** We learned from our impact study that a very valuable component of our programme is the opportunity to hone presentation skills and to be more at ease with public appearances.
- 6** We continue to expand access to personal and business development opportunities for our alumni network, recognising that successful entrepreneurial development requires a broad network of support.



About Capacity

Our history

Capacity is a non-profit association based in Zurich, Switzerland. It was founded in 2015 by a group of locals and migrants who recognised the need for creative solutions to long-term refugee and migrant unemployment and decided to mitigate the effects of long-term exclusion from work. The initial project, started in **February 2015**, was bolstered by the needs of refugees and receiving communities during the influx of refugees from summer 2015 onwards. Since then, our focus has been on finding sustainable solutions for refugees and migrants seeking to enter the economy and contribute to their new society.

Migrants who move to Switzerland for family reasons are mainly highly educated and hold a tertiary education degree. This segment of the population can spend several years searching for a job in Switzerland, and since they are newcomers, they are not counted as unemployed.⁷ Overall, the unemployment risk is higher for foreigners, as is dependency on social welfare, especially when coming from a 'third state' country.⁸



What is the problem we address?

Newcomers to Switzerland face a series of linguistic, cultural, educational and practical barriers in finding work and integrating into Swiss society that can take years.

In terms of numbers, 25%¹ of inhabitants in Switzerland are foreign-born – the highest rate in Europe after Luxembourg². In 2017 around 240,000 foreigners immigrated to Switzerland.³ In 2017 alone, around 137,000 moved as permanent residents, and 102,000 moved with a temporary permit.⁴ Employment (approximately 47%) and family reunification (31%) are the main reasons for immigration.⁵

1. Ausländische Bevölkerung, Bundesamt für Statistik <https://www.bfs.admin.ch/bfs/de/home/statistiken/bevoelkerung/migration-integration/auslaendische-bevoelkerung.html>

2. Ausländer in Europa - Vergleichszahlen <https://crp-infotec.de/eu-auslaenderzahlen/>

3. Statistik Zuwanderung Ausländerinnen und Ausländer in der Schweiz, Dezember 2018 Jahr 2018, <https://www.sem.admin.ch/dam/data/sem/publiservice/statistik/auslaenderstatistik/monitor/2018/statistik-zuwanderung-2018-12-jahr-d.pdf>

4. Ausländer- und Asylstatistik 2017, Staatssekretariat für Migration SEM Bern, März 2018 <https://www.sem.admin.ch/dam/data/sem/publiservice/statistik/bestellung/auslaender-asylstatistik-2017-d.pdf>

5. In addition to the foreign spouses of Swiss nationals and their children, the right to family reunification is also granted to the family members of persons with a residence or settlement permit.

6. Ausländer- und Asylstatistik 2017 Staatssekretariat für Migration SEM Bern, März 2018. Page 40 <https://www.sem.admin.ch/dam/data/sem/publiservice/statistik/bestellung/auslaender-asylstatistik-2017-d.pdf>

7. Die Zuwanderung in die Schweiz geht markant zurück, Neue Zürcher Zeitung, 3.7.2018. <https://www.nzz.ch/wirtschaft/die-zuwanderung-aus-der-eu-geht-deutlich-zurueck-ld.1400254>

8. Social assistance rate of foreign national social assistance recipients by nationality, 2014-2017. Bundesamt für Statistik, 2018. <https://www.bfs.admin.ch/bfs/de/home/statistiken/kataloge-datenbanken/grafiken.assetdetail.6967764.html>

With 1.9 asylum seekers per 1000 inhabitants, Switzerland is well above the European average of 1.2 asylum seekers per 1000 inhabitants, behind Greece, Sweden and Germany. The asylum seeking (N), temporarily protected (F) or recognised refugee (F/B) populations are comprised of approximately 123,397 people – 1.45% of the population. However, in terms of social welfare, this community has a dependency on state support of 70-80% and an employment rate of 6.3% during the asylum process (N-permit holders), rising to 30-40% employment after recognition as an asylum seeker.⁹ This is in contrast to the broader migrant population (including EU citizens) dependency on state support of 6-7%, or the native Swiss population of 2%.

The lack of employment opportunities for people with migrant and refugee background as well as the lack of recognition of skills and knowledge have adverse effects on the individual. As a result of frequent rejection and uncertainty, under- or unemployment, many are subject to long-term stress, depression, deterioration of self-worth and physical and mental health.



“I wasn’t able to judge my capabilities. During the Capacity Entrepreneur Programme I got to know my weaknesses and strengths.”

PARTICIPANT

Therefore, the refugee and migrant community often experience personal hardships, lack of financial stability and independence, and are unable to exercise their knowledge and experience to support themselves, their dependents and to contribute to society, leading to disempowerment and disengagement.

The effects on Swiss society are significant, too. Migrant populations are often highly entrepreneurial, but barriers to enter the Swiss market, get access to finance and attain clients are considerable. As a result, business ideas by migrants and refugees may potentially fail because of a lack of local knowledge, and access to resources for their start-up ideas. **It is these barriers that Capacity seeks to address and overcome.**

Furthermore, migrant communities often operate and live in parallel networks from local communities, having fewer interactions with locals and without profiting from valuable opportunities which may arise. People with refugee and migrant background report difficulties in integrating into Swiss

9. Social assistance rate of different risk groups, Bundesamt für Statistik, 2017.
<https://www.bfs.admin.ch/bfs/de/home/statistiken/kataloge-datenbanken/grafiken.assetdetail.6967760.html>

society.¹⁰ Structural and cultural biases and stigma between communities are exacerbated with stereotyped narratives told by sensationalist and mainstream media. It is also important to address equal and fair representation of refugee and migrant populations in media, politics, business and the start-up ecosystem to avoid an increase of personal and community isolation.

Capacity advocates for equal representation across sectors and industries and aims to increase the equal access to opportunities within the start-up and business ecosystems while building connections between networks and communities that often operate independently from each other.

The Capacity solution

The Capacity Mentoring and Entrepreneurship Programme, launched in 2016 and successfully ran in 2017 and 2018, **supports people with refugee and migrant backgrounds to develop business and socio-cultural project ideas as a way to create sustainable incomes for themselves.** The Programme is the first of its kind in Zurich, and the second in Switzerland.

The Capacity Entrepreneurship Programme is a start-up incubator, intended to provide knowledge, training and connections to help people with refugee and migrant backgrounds, who have ideas for businesses or socio-cultural projects, to develop those ideas in a safe and supportive environment. We blend a unique mix of entrepreneurship training, intercultural and inclusion training and a strong focus on personal development.

exclusion that many refugees and migrants face in Switzerland. The Capacity Entrepreneurship Programme aims to support individuals with refugee and migrant backgrounds to embark a route to financial security and social inclusion for themselves, and their dependents. It is therefore designed to bring together personal development (such as confidence in navigating a non-native language and social situations) with business development and entrepreneurial tools that emphasise creative approaches to problem-solving, a prototyping mindset for solutions and an understanding of their skills and advantages/opportunities. Critically, what is provided to all participants is hope, an understanding of their value in their new



Ana Vaedia and Ana Maria Angarita, Capacity Team

context, and a sustainable route for their lives, whether they go on to develop their own business, or whether they use the training and opportunities in other ways to become self-sufficient. Our egalitarian (eye-to-eye level) mentoring approach encourages corporate and business experts to engage with the diverse and often socially and economically excluded refugee and migrant communities, allowing both groups to learn from each other to create self-sustaining

10. Erhebung zum Zusammenleben in der Schweiz (ZidS): Ergebnisse 2018
<https://www.bfs.admin.ch/bfs/de/home/statistiken/bevoelkerung/migration-integration.assetdetail.7466706.html>

allowing both groups to learn from each other to create self-sustaining frameworks for income generation for our entrepreneurs.

To date, Capacity has implemented three Entrepreneurship (previously: Mentoring) programmes (2016-2018) which were sponsored by partners from the public, private, academic and start-up sectors. The programme in 2016-2018 was an 8-month programme of mentoring, workshops and networking events.



"I believe I benefited from every piece I could commit to. I benefited from seeing the diversity of projects and ideas, as well as their realisation and struggles."

MENTOR

Our vision and objectives

We firmly believe in the democratisation of entrepreneurial education and the creation of economic opportunities for all. Therefore, we envision a society that is open to new entrepreneurial ideas, in which everyone can contribute their skills and potential, and which values diversity as a strength, regardless of gender, nationality, religion, race or socio-economic background.

Our objectives are three-fold:

- 1** To enable refugees and migrants to become sustainable long-term economic and social contributors to society by creating for-profit businesses and non-profit community organisations;
- 2** To create a better integration environment through engagement with policy-makers, by contributing to high-level policy documents, and by working with local communities;
- 3** To foster connection across communities, create spaces for engagement and to break stereotypes, supplying a platform for people with migrant and refugee background to have a public voice.

Our approach

We recognise that each person brings a unique combination of skills and experiences that can add significant value to their receiving society. We work hard to support people with refugee and migrant backgrounds to develop their potential in the Swiss economy (and beyond). We aim to make a substantial contribution to a more inclusive, tolerant and receptive society.

Capacity works across the migration-entrepreneurship-inclusion nexus in three different ways:

- 1** Providing direct mentoring, coaching and training to refugees and migrants through our programme to support the creation of refugee- and migrant-led businesses and projects
- 2** Overcoming social barriers through skill-based sharing
- 3** Ensuring that our on-the-ground experience and learnings inform and support high-level policy drafting and implementation for a holistic socio-economic inclusion of refugees and migrants

Our approach is pragmatic and solution-oriented. We engage with diverse partners across different sectors as we strive for real integration and seek to encourage cross-sectoral cooperation on a topic that has connections to all aspects of society and how it functions. We seek to maximise the benefits of integrating refugees and migrants into the local economy to achieve economic self-sufficiency, while also working with receiving communities and building new and inclusive relationships and opportunities. Alongside, we constantly reflect and improve our own work around inclusive language and behaviour and seek to lead by example.



Our commitment to the Sustainable Development Goals

Capacity is committed to supporting Agenda 2030, focusing specifically on elements of 5 Sustainable Development Goals:



Goal 1: No Poverty

Although Switzerland has a strong social security system, the proportion of individuals depending on it is disproportionately high in refugee (70-80%) and migrant (6-7%) communities compared to local communities (around 2%).¹⁰

Capacity seeks to provide alternative sources of income for this group through entrepreneurship.



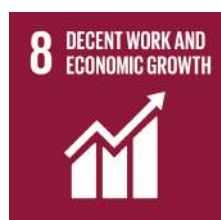
Goal 4: Quality education

Capacity offers its Entrepreneurship programme free of charge to its participants, to allow them to develop new skills and learn skills relevant to the Swiss context.



Goal 5: Gender equality

Capacity is proud to have an even gender balance in its cohorts and seeks to always take into account the socio-economic implications and barriers that intervene when a gender lens is added to the migration and entrepreneurship equation. We do this in recognition of the evident gender inequity gap in entrepreneurship representation and investment opportunities for women-led ventures or ventures with a gender-lens approach in Switzerland. We adopt a family-oriented approach to support the participation of families and caregivers.



Goal 8: Decent work and economic growth

Entrepreneurship is a response to either a need within society or as a route to personal independence and achievement. Capacity supports a broad range of entrepreneurs, driven by diverse needs and interests, with training and connections designed to help them learn about and leverage entrepreneurial tools in their businesses as well as in further education or employment.



Goal 10: Reduced inequalities

Capacity seeks to provide a tailored education programme for people experiencing barriers to economic participation that are the result of their origins, intending to open new opportunities for them to participate in the economy and reduce their reliance on state support.

1. Statistik über die Sozialhilfeempfängerinnen und -empfänger in der Schweiz
<https://www.bfs.admin.ch/bfs/de/home/statistiken/soziale-sicherheit/erhebungen/shs.html>

Capacity in 2018

During 2018, Capacity grew and continued to further professionalize its organisation. The core team grew from 3 in 2017 to 5 in 2018, with all team members being paid part-time, although numerous volunteer hours by the core team (in addition to those invested by the Board, our Advisors, Mentors, Trainers and other volunteers) continue to be a vital aspect of delivering our activities through the year. This growth was in part due to a grant from the Karl Kahane Foundation (Stiftung). The advantage of the increased team size was that more activities could be undertaken, and all aspects of Capacity's Entrepreneurship Programme could be delivered on a larger, more professional scale. It was also possible to grow our relationships with partners and sponsors, delivering more in-kind services to the Programme.



The 2018 Capacity Entrepreneurs

The most visible outcome of this extra funding and larger team was through the Entrepreneurship Programme. We were able to accept 23 participants from 20 countries, our largest cohort to date. We were also able to host our two public events in a larger venue, and to reshape them into formats that are more relevant and useful to the participants and the attendees. Our **June Pop Up fair** (previously: Poster event) still featured posters, but also had a stronger emphasis on participants providing prototypes of their products, as well as two amazing speakers with refugee backgrounds who gave insights into how they had overcome barriers to employment and business ownership. The event was attended by **150+ people**. Our **November Pitch Party** (previously: Closing event) was even better attended with **200+ people**, and was opened by an inspiring drumming group, with speeches from an UNCTAD representative and one of our Alumni, as well as pitches from each participant and a market-place for those with products for sale.

2018 was also a year where certain relationships matured very productively, notably the discussion with representatives from the United Nations Conference on Trade and Development, which had started in mid-2017, discussed in the Foreword. The exposure of a small, local NGO to a global audience was vital experience for how we understood the organisation and its potential.

Over 2018, the language we use around Capacity and its work has crystallised in response to the work with UNCTAD and our internal discussions, positioning the organisation within a global, and European, network of other NGOs and social enterprises all working towards shared goals of integration and entrepreneurship as one solution to migration issues. We also see ourselves more clearly as an incubator (providing ideas with a warm, supportive environment designed to help them mature into something more concrete), whilst retaining our unique mix of cultural education for the Swiss business context, keeping our lively, fun approach to workshops and events, and recognising that we offer a programme that is in high demand, and therefore valuable and valued.



because we are all human

List of key events attended by Capacity

Capacity invited to be keynote speakers, panellists or experts

- **11th April.** Capacity was invited to moderate a panel for WeSpace on how to foster gender equality in entrepreneurship.
- **19th – 20th April.** EVOLVE Conference on Social Entrepreneurship – Capacity was invited to give a keynote speech at the University of St. Gallen in Switzerland.
- **3rd May.** Impact for Refugees by Euforia and the Eritrean Diaspora Academy – Capacity were asked to be project judges at the annual Impact for refugees youth gathering of the Eritrean community in Switzerland
- **12th – 13th June.** INFOCUS Conference on Social Innovation at the United Nations Headquarters in Geneva – Capacity was invited to be a panellist in a panel on “The role of social entrepreneurship in sustainable development”.
- **12th – 13th June.** UNCTAD, IOM, and UNHCR Expert meeting on Entrepreneurship and Migration: Supporting the socio-economic integration of refugees and migrants through entrepreneurship – Capacity was invited as an expert on the topic to review the first draft of the Global Policy Guide on Entrepreneurship for Migrants and Refugees.
- **29th September.** Capacity was nominated for the Swiss Diversity Award (one of 3 finalists), Refugee Award category, and was invited to attend the Gala night.
- **12th October.** Capacity was invited to join a Human Library as part of a training for interns at Swiss Re, alongside 3 other refugee projects.
- **24th October.** Capacity was invited to give the ‘call to action’ at the World Investment Forum in Geneva as part of the launch of the Policy Guide on Entrepreneurship for Migrants and Refugees.
- **31st October.** Lean In Switzerland and Room To Read Zurich fundraising event around the power of learning – Through a storytelling session, Capacity representatives helped to raise 4,316.50 CHF to send 7 girls to school through the Room to Read Programme.
- **15th November.** Capacity ran an external workshop for Deloitte to train mentors for their new CARE programme, supporting refugee job-seekers, capitalising on the expertise of Capacity in working with corporate mentors

Capacity at national or international conferences

- **17 Jan 2018.** Euraxess Conference on Integration of Refugee Scholars in Switzerland – Capacity was present at the University of Zurich where relevant research was published.
- **15th Feb 2018.** SDSN Conference in Bern – Capacity was present at the launch of the Sustainable Development Switzerland Network
- **25th October.** Digital Day 2018 VIP Event – One of the Capacity co-founders was recognised as a Digital Shaper through her work at Capacity, and was invited to the event.
- **2nd November.** Capacity was invited to attend the Global Entrepreneurship Summit in London.

Capacity at entrepreneurship events

- **6th April.** The Capacity team attended the Women Entrepreneur Gala in Zurich.
- **26th April.** The Capacity team was invited to attend the Good Festival and presented Capacity.
- **19th June.** Attended Swisscontact event on entrepreneurship.
- **12th – 16th November.** Capacity co-organised the Start-Up and Scale-Up SDGs Youth Entrepreneurship competitions as part of Global Entrepreneurship Week Geneva, in partnership with UNCTAD, IOM, WIPO, Politecnico di Milano. One Capacity Alumnus and one 2018 Participant were finalists in the competition.

Capacity at partner events

- **26th June.** Aperó from the Fachstelle für Integrationsfragen Kanton Zürich – The Capacity team were invited to attend the Aperó due to our long-running relationship with them.
- **19th November.** Launch of Generali Switzerland's The Human Safety Net (THSN) Initiative – Capacity was selected amongst all applicants to receive a grant from THSN and present our work in front of the Swiss CEO and other relevant employees.
- **3rd – 14th December.** UBS Christmas Market – Three Capacity alumni and team were selected to represent our respective organisations at the sustainable UBS Christmas Market in Bahnhofstrasse.



The Capacity Entrepreneurship Programme 2018



Overview

The 2018 Capacity Entrepreneurship Programme ran from February-November 2018. Recruitment started in February with an Information Event alongside other forms of outreach. Participant and mentor selection started in late March, with a training session for mentors and trainers and an entrepreneur preparation session. Workshops were held over 2 weekends, one in May and one in September, with fortnightly co-working sessions in between. There were two public events, one in June and one in November.

Programme Statistics

23

parti-
cipants

20

mentors

19

coaches
and
trainers

70

hours of
contact
time

8

hours of
public
event
time

28

hours of
work-
shops

20

hours of
co-
working
time

2

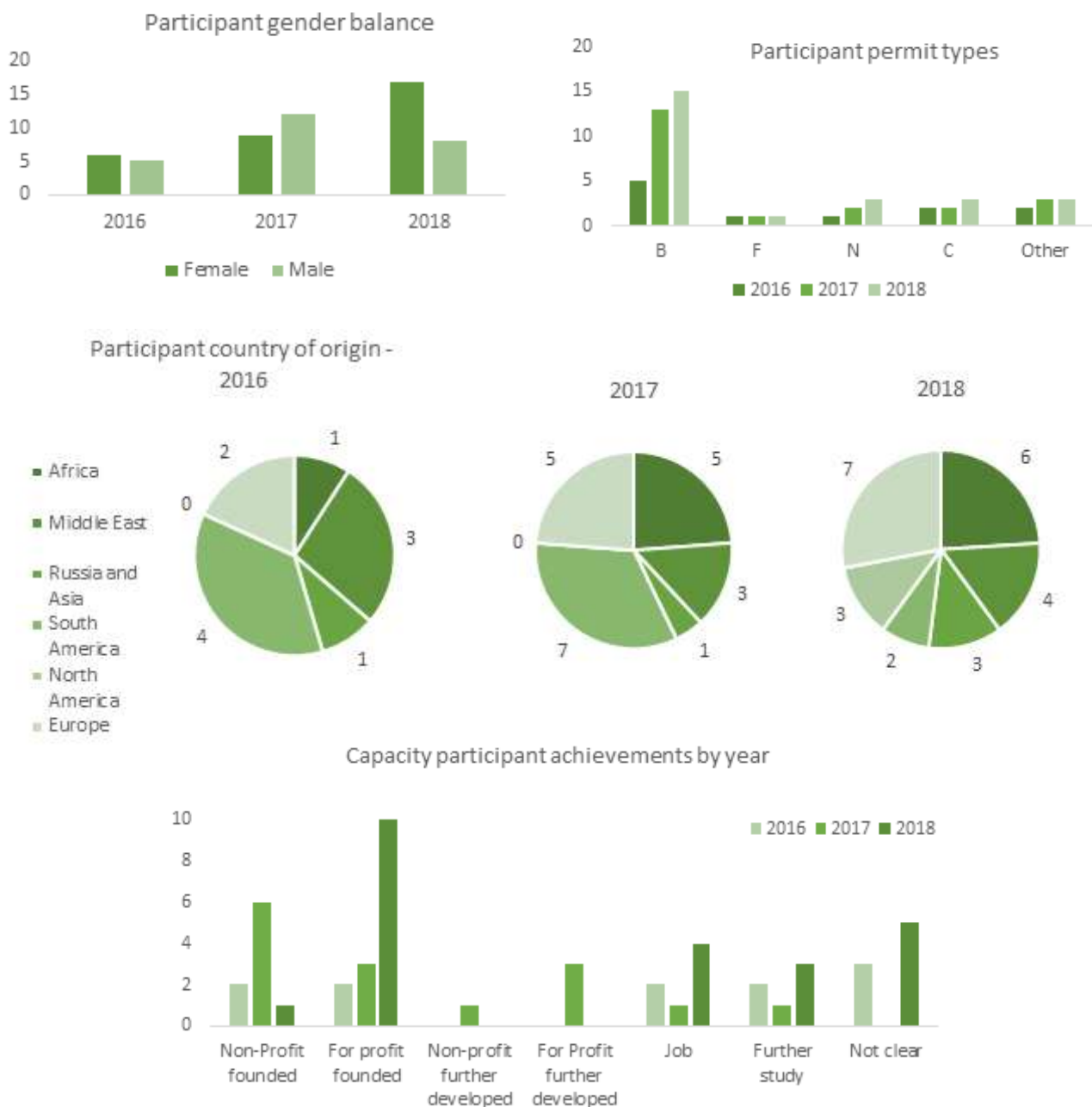
hours of
event
rehearsal

15

business
topics

Since we started the Capacity Programme in 2016...

... Capacity has supported **57 participants from 34 different countries!** We also supported the establishment of 8 non-profit organisations, 15 for-profit companies and helped further develop one non-profit and three for-profit organisations. Our participants also started seven jobs, and five courses of continuing education. Our entrepreneurs are generally balanced by gender as well – in contrast to the general state of start-ups in Switzerland, which tend to be male-dominated.¹



1. Unternehmertum in der Schweiz: Firmen von Frauen: <https://www.kmu.admin.ch/kmu/de/home/kmu-politik/kmu-politik-zahlen-und-fakten/kmu-in-zahlen/unternehmertum-entrepreneurship/frauen.html?>

Case Studies

TETE JEWELLERY

Maria Teresita Ordaz



Maria Teresita designs and creates pieces of feminine and delicate jewellery in Venezuela, generating employment and economic growth as well as attractive professional and educational opportunities for her team. Through their programme Una Más, they allocate financial support from sales to small, local NGOs committed to gender.

TETE is committed to improving sustainability, especially in Venezuela where in the absence of the multinationals that have left the country, SMEs are more than ever crucial to help tackle the current massive, economic and social challenges.

"I have little experience with the Swiss market and was stuck with the legal aspects. I had a lot of open questions and knew that I had to adapt my project to Switzerland. I felt limited [in how] to contact people for answering the questions, legal questions, what kind of company, money and time. It was confusing for me. ... I was going through a hard moment being a migrant. ... I have a Masters degree and could not find a job. I felt very bad and needed people to understand what I was [going] through."

"[Thanks to the Capacity Entrepreneurship Programme] my contacts changed a lot. I also learned about Social Media and got more tools. My big learning was networking and legal aspects. I feel more confident and [was] very fortunate to participate [in] different markets, [and] at the UN entrepreneur week. I was really afraid about public speaking. I learned a lot... Capacity helped me understand ... why I do what I do. [My mentor] was great... She pushed me out of my comfort zone, she was clear and honest. She inspired me... Capacity was a door opener. I was able to join the UBS Christmas market and I am still in contact with them."

TIME TO TEA

Sunita Kour



Sunita is the co-founder of this venture, which started in India by people from the IT Industry, who used to struggle to get a cup of sugar-free tea. The idea of offering customized tea and quick bites on the go was born and what started with one selling point in a corporate setting, has grown to 40+ selling points and 8 independent stores. Sunita wants to bring the idea to Switzerland.

"As I recently moved to Switzerland, I was looking for associations for migrants and business. Then I found Capacity and was really motivated. I love how they collaborate and [how] they work in general."

"I didn't know anything at all about the legal aspects [of having a business] in Switzerland, but [I knew] about selling tea. Here the economy is very different, also the legal aspects, rules and taxation. We had very focused sessions about legal aspects. There were persons from the canton who helped us decide on the type of company we want to set up in Switzerland. It was very important because Google answers everything, but the answer is not always correct and you get lost. The coaches helped us with solutions and the type of company and [to] become aware that it is not impossible to set up a company. This made the process easier and we could make a judgement."

"The network is great and the team members were very supportive. They have bigger projects in mind and make opportunities [available], that means they tell us about conferences and so on which could be interesting for us. They bring everybody forward, make us ready to set up our business. And the best... they still write [to] us about events and make us think even after the programme."

"With Capacity I found people [who] are really supportive ... Here they help selflessly, that's the biggest thing, [it] changes mindsets and you start learning from people. I feel more emotionally connected to Switzerland. I can call people and just talk to them, they are friends and mentors. [The Public Events] were the most wonderful events in my life, I was also happy because my family was there. It boosted my confidence to do be better."

Thank you

The 2018 Entrepreneurship Programme was made possible thanks to the financial support of the Karl Kahane Stiftung and UBS Switzerland, as well as in-kind donations of resources such as rooms for events from Kraftwerk, OfficeLAB, Impact Hub Zurich, The Relevant Collective and 25 Hours Hotel Zurich, support with printing costs from Citi Bank Switzerland, coworking space from WeSpace, and ongoing support for participants who need computers from Calex via iPad donations. To all these organisations, and the people within the organisations who are our ambassadors and supporters, we give a very heartfelt thanks – without you, it would not have been possible to run the Programme.

We furthermore benefited a lot from a strong community of supporters and organisations working in the same field, and would like to thank them for their ongoing interest and engagement in the field of refugee and migrant entrepreneurship: Student Project House ETH Zurich, Euforia, Architecture for Refugees, Think Yellow, Mamagora, the University of St. Gallen, Powercoders, Crescenda, Singa Switzerland, JASS, Stride, Ecloo, Dr. Nicole Werner, and König Beatty Projects. We would also like to again thank NowBoarding for their excellent website, launched in late 2017, which supported our programme and Capacity very well during 2018, and which helped raise our profile nationally and internationally through its design and online presence. Thanks also to Kerstin Bütschi for her support with the 2018 evaluation.

We would also like to thank the UNCTAD team for their engagement with Capacity during 2018, especially for inviting us to the launch of the Policy Guide on Migrant and Refugee Entrepreneurship and to co-organise the Youth Start-up and Scale-up competitions. The opportunity to step onto a global stage and join international organisations in discussing our work has been an honour.

Finally, to our dedicated group of volunteers, who have supported us with translation, event management, advice, contacts and much more, thank you. You underpin our Team and Board and help us deliver our work on a very tight budget to a high standard. We look forward to collaborating with you again in the future!

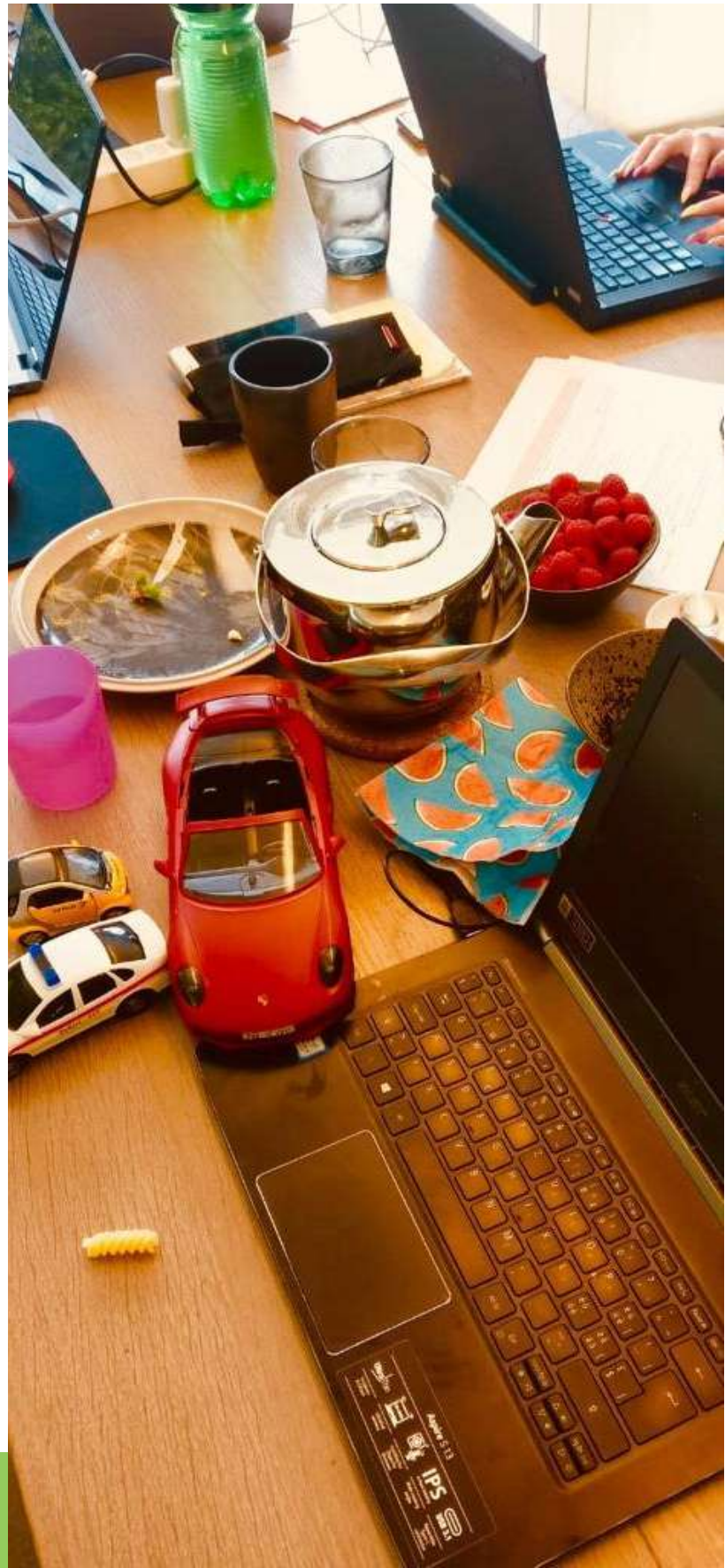


Looking ahead to 2019

There are some important changes being planned for 2019, especially around the Entrepreneurship Programme and how it is structured.

To improve our existing training programme, in 2019, we are implementing a more modular, topic-based programme approach, dividing the existing 8-month programme into two shorter programmes - **CAPACITY LAUNCH** and **CAPACITY BOOST** -, which more specifically meet the different needs of our participants, whilst also providing a stronger focus on skills-based training and learning, as well as personal development.

CAPACITY LAUNCH is an ideation programme providing fundacional entrepreneurship and prototyping skills for those who want to become entrepreneurs (We are currently implementing **LAUNCH** as it takes place from March to June, 2019); and **CAPACITY BOOST** equips more established entrepreneurs with advanced entrepreneurial skills and business development to enter the Swiss Market. In addition to these programmes, we are hoping to expand our trainings by introducing new immersive modules on **STORYTELLING**, and, longer-term, on **GENDER** and **SUSTAINABILITY**.



We are also fortunate to have new partners on board for 2019, namely eBay and Generali Schweiz, who will be joining through their corporate volunteering arms. We look forward to both seeing what these new partners bring to Capacity, whilst continuing to enjoy working with our long-standing supporters like UBS and the Canton of Zurich.

The team and board, as usual, is constantly evolving and changing, in line with our needs and the interests and time of those involved.

If you might be interested to join Capacity in some way, or if you think that your company might be interested to support Capacity, its programme and its alumni in some way, then please don't hesitate to get in touch with info@capacityzurich.ch. We look forward to meeting you soon!

