

# Annual Report 2019

**B360**  
education  
partnerships

10 years  
of know-how  
exchange



# Index

## **B360 education partnerships – Education in lieu of money. Helping people to help themselves in Southern Africa.**

**B360 organizes volunteer expert assignments at universities in Southern Africa, and internships in companies in Switzerland. Objective: A sustainable exchange of knowhow between European experts and students in Africa.**

B360 is a non-profit organization domiciled in Zug, founded by former banker Sabina Balmer in 2009. The guiding idea is «Business with a 360 ° perspective».

Under the «**Southward**» program, we facilitate volunteer teaching assignments of European experts at partner universities in Namibia, Zambia and South Africa. They give hands-on lectures in economically and socially relevant areas of study. The assignments last from ten days upwards. Since 2009, 238 experts have completed honorary assignments for B360.

The «**Northward**» program is a framework for talented students of our partner universities to experience three-month internships in Switzerland. Partner organizations provide internships, host families offer room and board. Since 2011, 81 students completed an internship. They have meanwhile graduated from university and started professional careers in their home countries, or received scholarships for continuing towards a Master degree.

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The former interns are members of the **B360 Intern Alumni**, a strong network in Southern Africa. This helps prepare future interns for their stay in Switzerland. It also partners in B360 activities at the universities, and assists B360 experts in specific workshops. B360 Intern Alumni are also an important link between universities and the economy.

Volunteer work and pro-bono services form a solid foundation for B360. In combination with a faithful group of donors and Friends of B360, they enable us to plan and implement our programs.

With its programs, B360 wants to make a significant contribution to long-term development and stability in the countries of Southern Africa. In addition, B360 aims at promoting cultural exchange and increased understanding between North and South.

[www.b360-education-partnerships.org](http://www.b360-education-partnerships.org)



## 10 years of knowledge exchange

When I embarked on the B360 journey ten years ago, I did not know where it would take me. Looking back, I am amazed at how large the B360 family has grown and what impact we have generated despite our very limited financial resources: 238 expert assignments in Southern Africa, 81 internships in Switzerland, 17'000 students taught, close to CHF 13 million market value in volunteering.

The goals we set continue to be valid. Our unique operating model has proven effective. We have established good relationships with our partners in Southern Africa and in Switzerland, with support for our work continuously growing.

## Outlook

A fundamental principle of B360 has been that our partners in Southern Africa define the areas in which they want knowledge exchange and collaboration with us. In the past ten years, globalization, technology, international mobility and economic challenges have had a big impact on Southern Africa. The needs at our partner universi-

ties have changed as a consequence. Our Southward program is adapting and consolidating, and new initiatives are preparing the ground for a third B360 program in Namibia. Growing our Northward program remains a priority.

All along, one of my personal goals has been to support the strengthening of relationships between the Namibia University of Science and Technology (NUST) and the private sector in Namibia. To me, a strong relationship between universities and the private sector is key in any country. It ensures that the students are being educated and prepared in line with the requirements of the country, and that research projects are being conducted which are relevant for the development of the economy. With the launch of the «Career Starter Week» project, we finally managed to establish links to companies in Namibia. Our B360 coordinator at NUST, Nico Smit, has mobilized his network in the Namibian private sector to participate. With this initiative and the support from the B360 Alumni Association Namibia, the foundation for the new B360 program «South-South» stands, and we are determined to find resources to grow this program.

## Thank you

In the North and in the South, B360 has become an amazing network of individuals, companies and universities with the common goal to support young people in Southern Africa to excel and build their careers in their home countries. A big thank you to all our donors, volunteers, host families, partner companies and universities as well as all alumni members who make B360 happen. A special thank you goes to all my board and advisory board colleagues for all their support and hard work in the past ten years.

Sabina A. Balmer  
President and Director



*Happy birthday B360! Five former B360 interns from Namibia and Zambia joined us for our anniversary celebration.  
From left to right: Bupe Chitumbo, Nicco Matengo, Ndapwa Kwedhi, Mercy Haindongo, Stefanie Garises*

## **Knowledge transfer and cultural exchange**

*Sharing experience and real-life expertise with students and local lecturers and promoting the exchange between cultures: such are the core objectives of the program. European professionals invest their time and know-how, teaching on a volunteer basis, in various fields of study, at the three partner universities. The universities cater for the local necessities, B360 coordinates the assignments and pays for the flights. This year, 26 experts from the public and private sectors have completed 27 assignments under our Southward program, lecturing at our partner universities without remuneration.*

### **Namibia University of Science and Technology (NUST), Windhoek 2019**

<i>Faculty/Center</i>	<i>Subject</i>	<i>Experts</i>
Blended Learning	Blended Learning	Armin Hollenstein
Health & Applied Sciences	Biomedical Sciences	Markus Schuppler
Health & Applied Sciences	Emergency First Aid	Claude Ramseier
Health & Applied Sciences	Food Safety	Corinne Gantenbein
Health & Applied Sciences	Food Safety	Susanne Pfenninger
Health & Applied Sciences	Food Safety	Rudolf Schmitt
Health & Applied Sciences	Human Nutrition	Beatrice Baumer
Health & Applied Sciences	Occupational Health and Safety	Thomas Kilchör
Health & Applied Sciences	Project Management and Career Starter Week	Kelly Butterworth
Health & Applied Sciences	Project Management and Career Starter Week	Martina Hross
Human Sciences	Journalism	Nicole Hess
Management Sciences	Career Starter Week	Rita Becker
Management Sciences	Career Starter Week	Armin Knoblich
Management Sciences	Career Starter Week	Matthias Michel
Management Sciences	Career Starter Week	Peter Stadler
Management Sciences	Finance and Accounting	Valeriy Potapov
Management Sciences	Marketing	Anja Janoschka
Management Sciences	Marketing	Seraina Mohr
Management Sciences	Supply Chain	Marc Stumpf
NUST Alumni	Career Starter Week	Michel Aebischer
NUST Alumni	Career Starter Week	Claudia Hovan

### **Tertiary School in Business Administration (TSiBA), Capetown, 2019**

<i>Course</i>	<i>Subject</i>	<i>Experts</i>
	Blended Learning	Armin Hollenstein
	Communication Strategy	Amanda Blair
Postgraduate Diploma in Small Enterprise Consulting	Coaching and Mentoring	Elvira Kalmar
Postgraduate Diploma in Small Enterprise Consulting	Coaching and Mentoring	Daniel Meier
Postgraduate Diploma in Small Enterprise Consulting	Entrepreneurial Finance	Vitas Argimon
Postgraduate Diploma in Small Enterprise Consulting	Leadership	Patrizia Herzog

**No assignments in Zambia**

*Reports of experts and details on the Southward program can be found in our website.*





Anja Janoschka



Patrizia Herzog



Markus Schuppler



Nicole Hess



Claude Ramseier



Corinne Gantenbein



Thomas Kilchör



Valeriy Potapov



Rudolf Schmitt



Martina Hross and Kelly Butterworth



Vitas Argimon



Elvira Kalmar and Daniel Meier



## ***B360 Career Starter Week – a joint initiative and a success story***

*The Career Starter Week (CSW) is a joint initiative of NUST and B360. It aims to enhance the employability and marketability of undergraduate students and unemployed graduates. The CSW program was piloted in 2017, and since 2018 it has involved Namibian professionals alongside B360 experts. The local involvement ensures that the workshops are more specific to the Namibian context. In addition, it provides participants direct exposure to industry professionals. This has been an ongoing development as local professionals participated in six of the eight CSW workshops held in 2019.*

### **Excerpts from three reports:**



*Claudia Hovan and Michel Aebischer with their CSW class.  
Front left: Nico Smit, International Coordinator at NUST and Retuura Ballotti, HR expert with Bank Windhoek and CSW lecturer.*

« The participants showed great interest, high motivation, appreciation and huge commitment throughout. They were very eager to learn and develop their skills, leaving their comfort zone in order to practice. It was fantastic to see how quickly they picked up new things and how they developed and performed right from day one.

Feedback from many of the participants showed that the 1:1 sessions were eye-opening and helpful. The group presentations at the end of the week were definitely among the highlights. They showed that the participants had understood the training contents and were able to build on what they had learned. This B360 program definitely creates a win-win situation for all. »

**Claudia Hovan**, Leadership Development Expert and **Michel Aebischer**, Head Experiences & Campus Recruitment SUB, Credit Suisse AG NUST Alumni, NUST, 2019

« As the students had voluntarily decided to participate in the CSW, they showed up very motivated. Participants were eager to work on case studies and presentations, rather than to get theoretical inputs. They appreciated the involvement of local professionals, which helped them realise the relevance of specific topics or skills. Original statement of a student: 'That was a wonderful experience. I really learned a lot, and I believe that it will surely help me be successful in any field of work I choose.' »

**Rita Becker**, Expert in Finance and Human Resources and **Matthias Michel**, Expert in Political Leadership and Public Management Faculty of Management Sciences, NUST, 2019

« The Career Starter Week course proved particularly well suited for students in their final year of study when they have to prove themselves in a tense job market. From the very beginning, the students focused on the following points: having a professional CV, performing professionally, building a network and having a job search strategy. The inputs from local specialists were essential supplements to the courses. »

**Peter Stadler**, Senior HR Counselor, Swiss Life Faculty of Health Sciences, NUST, 2019

Visit our website for the full reports.

## Equal partners

The close cooperation at many personal levels and the continuing dialogue with B360's three partner universities in Namibia, Zambia and South Africa are essential. In its programs, B360 strives to satisfy the concrete needs of faculties and lecturers, and to establish ties to the local economy whenever possible. Sharing professional expertise between European specialists and local lecturers and students is our main goal.

### Namibia University of Science and Technology NUST, Windhoek



Founded in 1996 as Polytechnic of Namibia. Renamed NUST in 2015. 6 faculties, approx. 11'200 students in either full or part-time enrolment, the majority from Namibia.

### University of Zambia, UNZA, Lusaka



Founded in 1966, approx. 30'000 students. Of the 10 faculties, B360 cooperates mainly with Economics and Media and Communication.

### Tertiary School in Business Administration (TSiBA), Capetown



Founded in 2004. Private university for purpose driven young people. 420 students, three core areas: Business School, Ignition Academy and Education Trust.



«The partnership with B360 is a win-win situation. Through it, a network of friends has been created and has brought together different groupings and people of seemingly diverse interests. They are now united by a common goal.»

**Dr Tjama Tjivikua,**  
former Vice Chancellor NUST



«The B360 experts not only help our students build professional expertise. They also contribute to augmenting the competencies of lecturers.»

**Dr Basil Hamusokwe,**  
Head of Department of Media and Communication Studies, UNZA



«The partnership between B360 and TSiBA is an exchange of highly skilled volunteers to TSiBA and the multi-layered community it serves. B360 supports TSiBA, its students, entrepreneurs, and student business advisors. The impact of the work of B360 is powerful with the intention of building socially and economically self-reliant communities.»

**Reidwaan Ismail Jawoodeen,**  
Head PGDip Program

## Three Questions to Sabina Balmer

by Albert Zwicker, Advisory Board member

### ***Sabina, it is ten years since you entered into this huge commitment for Southern Africa. What motivates you?***

In fact, my commitment dates back even further. Directly after graduating from university, I worked as a teacher at a mining school in the Namib desert, and in 1994 I undertook a DEZA (SDC) project in Burkina Faso.

The motivation actually roots in my childhood, as I spent many vacations with relatives in the South of the USA. I saw the grave consequences of segregation policies and their effects on the different ethnic groups, especially in education.

What keeps motivating me are those talented young Africans and their huge potential for learning. Seeing their personalities unfold along with their expertise is simply wonderful.

### ***What experience has made the greatest impression on you during the ten years with B360?***

On the one hand, it's the fact that our fundamental principles have proven valid to this day. B360 helps people help themselves, all parties have to contribute, and we are all on an equal footing.

On the other hand, our involvement is changing and developing. There are areas where we have made ourselves redundant because certain projects are now run locally.

### ***What's the meaning of «B360»?***

That's the Most Frequently Asked Question ... The 360 degree angle has always stood for such concepts as all-around perspective, integrated thinking, putting yourself in the other person's position. While holding up my principles, I have always tried to remain open to all sides. There is so much we can learn from one another.

Looking back over the ten years, I see a huge universe of people – students, lecturers, experts, partner companies, host families, mentors, volunteers, the B360 office team, universities – who experience the involvement in B360 as a win-win situation. This wide circle adds meaning to the «360».

As far as the B is concerned. It does not stand for Balmer. Initially it stood for Business with a 360 degree view. Today B360 stands for a lot more.

## B360 Milestones

**June 23, 2009:** Founding of B360 by 5 board members (Sabina Balmer, Madeleine Dreyfus, Reto Kuprecht, Peter Schmuki, Daniel Sicher)

**August 18, 2009:** Memorandum of Understanding (MoU) with Polytechnic of Namibia (PoN), Windhoek Namibia

**September 22 – October 19, 2009:** Southbound – first expert assignment at Polytechnic of Namibia – Christian Merz, Mechanical Engineering

**February – April 2011:** Northbound – first two internships at Credit Suisse

**2012:** Advisory Board is founded

**June 12, 2012:** Memorandum of Understanding signed with University of Zambia (UNZA) in Lusaka, Zambia

**November 8, 2012:** Memorandum of Understanding signed with Cape Peninsula University of Technology (CPUT) in Cape Town, South Africa

**March 2013:** first intern alumni meeting held

**March 29, 2014:** renewal of MoU with PoN

**November 30, 2015:** Memorandum of Understanding signed with Tertiary School in Business Administration (TSiBA) in Cape Town, South Africa

**January 2017:** first Career Starter Week conducted

**September 6, 2017:** renewal of MoU with UNZA

**June 26, 2018:** renewal of MoU with NUST  
**September 2018:** Namibian private sector professionals participate for the first time as co-lecturers in a Career Starter week

**2019:** B360 Alumni Association Namibia founded



## Happy Birthday B360

On July 3, a festive mood prevailed among the crowd gathered for the traditional annual meeting of B360 at Museum Rietberg in Zurich. Everybody enjoyed the impressive and refreshing performance of five former interns, the interesting remarks of Council of State member Matthias Michel, and the motivating presentation by Nico Smit, International Coordinator for B360 at NUST, on the past co-operation and the joint projects planned for the future. Plenty of reasons for bringing a toast to the 10-year anniversary and a prosperous future for B360 on this cloudless summer evening!





## *An experience with a lasting impact*

*14 students from Namibia and Zambia met the high admission standards in 2019 and travelled to Switzerland for an internship at one of our partner organizations. During the three months of their stay, they experienced the Swiss work and private lifestyle. They learned a lot and lived exciting adventures together with teammates and host families. After completion of the program, the young people from Southern Africa all agree that the internship will impact their lives at home for a long time to come.*

*They will now start a career path using their new experience in their private and professional lives, and pass it on to others in order to contribute to the development of their countries.*

Bank Julius Bär, Zürich	Victor Nendongo	NUST	Informatics
bob Finance	Kristine Naikaku	NUST	Computer Sciences
Credit Suisse, Zürich	Joseph Chirwa	UNZA	Economics
Credit Suisse, Zürich	Rabecca Hatoongo	UNZA	Economics
Credit Suisse, Zürich	Uvatera Mahua	NUST	Economics
Credit Suisse, Zürich	Matrina Mumba	UNZA	Economics
Credit Suisse, Zürich	Ashley Tjikune	NUST	Human Resources
Credit Suisse, Zürich	Hileni Wilbard	NUST	Economics
Ferrum AG, Schafisheim	Romeo Shilunga	NUST	Mechanical Engineering
HACO, Gümligen	Modesta Amulungu	NUST	Environmental Health Sciences
Mediaschneider, Zürich	Tapela Lungu	UNZA	Media and Communication
SQTS, Courtepin	Hilalia Ishindwa	NUST	Environmental Health Sciences
ZHAW, Wädenswil	Lauren Philander	NUST	Medical Laboratory Sciences
Zweifel Pomy-Chips, Spreitenbach	Mulozi Lisao	NUST	Environmental Health Sciences



*Credit Suisse and Mediaschneider interns with their mentors*





Andreas Meyer and Rinzin Faul with Tapela Lungu, Mediaschneider



Mulozi Lisao with Marco Blumenthal, Zweifel



Victor Nendongo with Julius Baer mentors



Modesta Amulungu with Haco Team



Hilalia Ishindwa with SQTS Team



Farewell for Lauren Philander at ZHAW



bob Finance Management with Kristin Naikaku



Dario Di Domenico, Romeo Shilunga and Daniel Voss, Ferrum

## Our partners – Win-win all around

Thanks to our Swiss partner organizations, we can grant three-month internships in Switzerland to selected students from Southern Africa. This undertaking confronts both sides with many linguistic and cultural challenges, which need to be met. Back in 2011, the first three students from Namibia travelled to Switzerland and completed internships at Credit Suisse and SQTS. It's gratifying that many of the companies have offered B360 internship opportunities repeatedly, and that we have succeeded in continuously expanding the network of partner organizations.

To date, B360 interns have been placed with the following organizations:

bob Finance, Büchi Labortechnik AG, Chocolat Frey AG, Coop Zentrallabor, Credit Suisse, Deloitte, Ferrum AG, HACO AG, Bank Julius Baer & Co. AG, KPMG AG, Mediaschneider AG, SQTS (MGB) – Swiss Quality Testing Services, Swiss Life, Swiss Re, ZHAW Zürcher Hochschule für Angewandte Wissenschaften and Zweifel Pomy Chips AG.



# «Northward» – Host Families

## Host Families – indispensable for B360

During their three months in Switzerland, the B360 interns stay with host families who are a vital support for the young people from Africa. The hosts provide them a home away from home, guide them in overcoming the multiple challenges of daily life and help them in blending into the Swiss way of life. Today, B360 is fortunate to have access to a well-functioning network of host families. In 2019, no less than 18 families welcomed a guest from Southern Africa in their homes.



Lauren Philander and family  
Sievers Staub



Kristine Naikaku with Markus Hübscher  
and Ruth Locher



Mulozi Lisao with Marco Blumenthal,  
Karin Bearth and children



Matrina Mumba with  
Franziska and Isabella Liebich



Victor Nendongo with  
Walter Rothlin



Romeo Shilunga with Madeleine  
Abdulkadir and her grandson



Hileni Wiilbard with  
Catherine Graf



Hilalia Ishindwa with Modesta Amulungu,  
Christine Maurer and family



Uvatera Mahua with Simone and André  
Ochsner and family



Ashley Tjikune with Stefan Niederhauser  
and Martina Mumba



Rebecca Hatoongo with Tapela Lungu,  
Joseph Chirwa and Elisabeth Niederer



Tapela Lungu with Jeannette Bucher  
and Martin Feller



Elena und Philipp Zogg with  
Rebecca Hatoongo



## *An important pillar for B360*

*The former B360 interns who are members of the Namibian and Zambian alumni organizations have since 2013 met annually in Windhoek and Lusaka, respectively. These meetings serve primarily as social platforms for exchanging real-life experience and discussing issues encountered while building a career, looking for employment or starting in a job. With the support of Nico Smit, International Coordinator at NUST, the B360 Internship Alumni Association was established in Windhoek.*

The purpose of the association is to serve as a professional network for its Namibian members, to sustainably support B360's activities in Southern Africa, thus «paying it forward». The members want to assist in developing the B360 programs further, volunteer as mentors for career starters, and co-teach in Career Starter Workshops. Fundraising is done to support the Northward Program and B360-NUST Projects in Namibia.

Visit our website for more information on the B360 Intern Alumni.



*Barbecuing for a good cause – At events in June and November, a total of 428 barbecue packages were sold to companies, cooked and delivered for lunch. The proceeds are used to pay for drinks and snacks at the Career Starter Workshops in 2019 and 2020.*



*The alumni members play an important role as links between B360 and individual faculties at UNZA. They help with the application and selection process under the Northward program, and assist the successful applicants in preparing for their journey to Switzerland. Pictured above are 1st semester UNZA interns with Alumni members Nampaka Nkumbula, Mukuka Mulenga and Gerald Soko during their coaching session.*



*Sharing knowledge and making a contribution are fundamental principles of the alumni. Shown above are 1st semester NUST interns with Alumni members Laina Shivolo, Stefanie Garises, Ralph Uuyuni, Manoria Niingo, Daniel Kasoma.*

## **Future leaders in their own country**

The former B360 interns have meanwhile finished their studies. They have either started successful professional careers in their home countries, or been granted scholarships for Master studies abroad. They are members of B360 Intern Alumni, a tightly-knit group which actively carries the B360 idea forward in the region. In 2019, a total of 14 new members joined in Namibia and Zambia.

Of the 81 members in total, five came to Switzerland to attend this year's traditional Rietberg event. What they had to say about the impact of B360 on their progress left us very happy. In fact, they confirmed that we are on track to reach our most ambitious goal: the start of a self-reliant development which will make us redundant some time down the road. Here are some of the insights along with the underlying quotes:

### **Nicco Matengu**

*Intern at SQTS in 2011*

*Studied Food Safety at NUST*

*Current position: Environmental Health Practitioner, for the City of Windhoek*

«When I mentioned during the job interview that I had done an internship in Switzerland, the whole panel basically just forgot about asking all the other questions.»



«Switzerland and the whole of Europe have an established food safety system. Back home, there are so many areas where we could do better. So that led me to one of the goals that I set myself after leaving Switzerland.»



### **Mercy Haindongo**

*Intern at Haco in 2016*

*Studied Food Safety at NUST*

*Current position: intern at FAO (Food and Agricultural Organisation of the UN), Rome*

«When I returned, my family saw me as much of a leader and more of a responsible person. As for my friends, I was seen as a role model and an inspiration.»

«I plan on approaching the FAO, so I can develop a framework that will eradicate food insecurity in Namibia. The country is facing a drought which may leave more than 500'000 people without access to food.»



## **Stefanie Garises**

*Intern at Bank Julius Baer in 2018  
Studied Computer Science at NUST  
Current position: Junior Data Scientist at  
Pangea Digital Media Ltd., Windhoek*

«One of the projects I was working on at Julius Baer was the General Data Protection Regulation. It started raising a lot of questions for me. That is what started me on this kind of career path.»

«I found that working in a team, like the one I was working in, is really good to visualize what you are working on. This way the whole team is aware of it and everybody is aware of what everybody is doing, and also of your progress while you are dealing with the task. So building this

kind of communication was really good for me, and I use that personally like with my friends and family. As we are working in a free space, where there aren't a lot of restrictions, but that means, we have to take a lot of initiative, and I have learned to take this initiative in this working environment.»



ment is very valuable for an employer, because a working environment can also change from time to time.»

## **Bupe Chitumbo**

*Intern at Credit Suisse in 2016  
Studied Economics/Masters in Economics at UNZA  
Current position: Investment Officer at Ministry of National Planning and Development, Lusaka*

«When we become leaders and start influencing policies, we'll know how Switzerland works, how their trains run, how they do their planning. We'll be thinking long term in the future.»



## **Ndapwa Kwedhi**

*Intern at Credit Suisse in 2013  
Studied Economics at NUST  
Current position: Responsible for Financial Services Back Office Administration at Pointbreak, Windhoek*

«A few soft skills I learned would be discipline, general work ethic, professionalism, punctuality, how to work in a team.»

«The ability to adapt to different or changing expectations in a changing environ-

«The reason for bringing people together is that united, we are stronger and we can go far. As we integrate more, we create a bigger network that will make it easier for us to share resources – this will bring about a great effort to eradicate poverty in our countries.»



You will find more on the B360 Intern Alumni on our website

## *The bliss of volunteering*

*B360's concept – and its success – are based on the efforts provided by volunteers, and the great commitment of experienced professionals, companies and host families in Switzerland. This unique strategy has again proven its value in 2019. The intercultural exchange, the new experiences and the conviction of doing something useful – all this leads to a win-win situation for everyone involved.*

### **B360 Impact**

Number of	2019	2009-19
Students taught	1'640	17'560
Lecturing hours	1'050	12'905
Co-teaching und coaching partners	180	2'185

### **Volunteering – the basis of B360**

Number of	2019	2009-19
Volunteer hours of experts	3'270	37'290
Other volunteer hours	2'800	25'760
Approximate market value of expert volunteer hours in CHF	653'700	7'459'800
Approximate market value of other volunteer hours and pro bono services in CHF	578'200	5'187'410



Marc Stumpf teaching

## **Finances and Pro Bono Contributions**

During 2019, B360 raised CHF 198'000 (2018: CHF 259'000 of which CHF 24'000 earmarked for projects in 2019). The difference to 2018 has several reasons: a large one-off donation for 2018 and 2019 as well as several one-off donations to support the growing of the Career Starter Project. However, the 2019 fundraising result is below target. Combined with the necessary and budgeted staff increase, this leads to a negative financial result for 2019. Thanks to the received donations, 26 expert assignments (31 in 2018) could be arranged as well as 14 internships (2018: 16). Originally 28 assignments were planned, but two had to be cancelled due to personal reasons of the experts.

The B360 experts continue to teach as volunteers and therefore do not receive any salary or fee. Calculated at market values, their contribution during 2019 represented an equivalent of approximately CHF 653'700 (2018: CHF 859'200).

In 2019 public relations, communication, translations, proofreading, graphic design work, accounting and reporting services were again performed on a pro bono basis, and the office space continues to be sponsored to a large extent by a third-party supporter. The new website was also implemented on a pro bono basis.

B360 follows the cost structure and allocation method of ZEWO (Swiss monitoring agency for charitable fundraising), and the financial accounting is in line with the Swiss GAAP FER 21 standards for charitable, social and non-profit organizations. Given the unique operating model of B360, which is based on volunteer expert work and pro bono services, the value of these contributions needs to be considered for the purpose of calculating cost ratios.



**Balance Sheet** as of December 31

Anhang

31.12.2019 / CHF

31.12.2018 / CHF

ASSETS			
<b>Current Assets</b>			
Cash in hand and at bank		379'126	381'318
Prepaid expenses and accrued revenues	4	9'332	10'940
<b>Total Current Assets</b>		<b>388'458</b>	<b>392'258</b>
<b>Total Assets</b>		<b>388'458</b>	<b>392'258</b>
LIABILITIES, FUNDS AND CAPITAL			
<b>Liabilities</b>			
Deferred income	5	0	0
<b>Total Liabilities</b>		<b>0</b>	<b>0</b>
<b>Funds Assets</b>			
Earmarked funds education	6	0	24'600
<b>Total Funds Assets</b>		<b>0</b>	<b>24'600</b>
<b>Organization Capital</b>			
Organization capital per 01.01.		367'658	314'362
Net result for the year		20'800	53'296
<b>Organization Capital</b>		<b>388'458</b>	<b>367'658</b>
<b>Total Liabilities, Funds and Capital</b>		<b>388'458</b>	<b>392'258</b>



CSW class

## Financial Outlook 2020

B360 plans and operates on a long-term basis. Expert assignments and internships are generally decided six to twelve months in advance, therefore the financial resources to make these commitments need to be available. Even though the balance sheet at year-end might look solid, the money is already committed for 2020.

As the fundraising results 2019 show, raising money remains a key challenge and action is required in 2020. Several initiatives are being considered to make B360 better known, and to further grow the number of donors and supporters.

# Statement of Operations 2019

Statement of Operations from 01.01.-31.12.	Appendix	2019 / CHF	2018 / CHF
<b>CONTRIBUTIONS AND DONATIONS</b>			
Donor contributions (non-earmarked donations)		180'333	179'131
Donor contributions public sector		0	0
Earmarked donations		18'600	80'000
<b>Total Contributions and Donations</b>		<b>198'933</b>	<b>259'131</b>
<b>EXPENDITURE</b>			
Project expenditure	7	119'514	114'047
Administrative expenditure	9	22'487	22'294
Fundraising and information expenditure	10	60'501	44'604
<b>Total Expenditure</b>		<b>202'502</b>	<b>180'945</b>
Sub-Total 1		-3'569	78'186
<b>NET FINANCIAL INCOME / EXPENDITURE</b>			
Financial result		-231	-290
<b>Total Net Financial Income / Expenditure</b>		<b>-231</b>	<b>-290</b>
Sub-Total 2 (before net surplus/deficit from funds)		-3'800	77'896
<b>Net Surplus/Deficit from Funds</b>			
Allocation of earmarked funds education		18'600	80'000
Usage of earmarked funds education		-43'200	-55'400
<b>Total Net Surplus/Deficit from Funds</b>		<b>-24'600</b>	<b>24'600</b>
<b>NET RESULT FOR THE YEAR</b>			
Allocation of the net result for the year: to Organization Capital		<b>20'800</b>	<b>53'296</b>
<b>STATEMENT OF CHANGES IN CAPITAL (in CHF)</b>			
<b>Organization Capital</b>			
Opening balance as of 01.01.		367'658	314'362
Net result for the year		20'800	53'296
Closing balance as of 31.12.		388'458	367'658
<b>Funds Capital</b>			
Opening balance 01.01.		24'600	0
Allocation to earmarked funds education		18'600	80'000
Use of earmarked funds education		-43'200	-55'400
Closing balance per 31.12.		0	24'600



## APPENDIX

### General Accounting Principles

#### 1. Principles and Organization

**Legal Form and Foundation** «B360 education partnerships» (B360) is an association according to Art. 60-79 ZGB (Civil Code) and was founded 2009. The association is tax exempt in the Canton of Zug.

**Domicile** The association is domiciled in Zug.

**Purpose** B360's purpose is to contribute towards the global goal to build capacity in higher education in emerging and developing countries, and to create awareness in the public in Switzerland and other countries of the existing challenges.

The association facilitates know-how exchange between companies, institutions, individuals in Switzerland and institutions and the private sector in developing and emerging countries. In addition, the association can take measures to support the improvement of education levels in developing and emerging countries as well as to help individuals to build a solid basis for their livelihood and be successful in the working world.

#### 2. Basic Principles of Financial Accounting

The accounts of B360 are rendered on the basis of the Core-FER and the Swiss GAAP FER 21 accounting recommendations and provide a true and fair view of the financial position and the results of operations. As a social, non-profit organization, B360 adheres to Core-FER and Swiss GAAP FER 21. B360 is a small non-profit organization according to Swiss GAAP FER 21.

The financial statement was established based on the principle of going concern and materiality.

Expenses and income are accounted on an accrual basis appropriate to the period.

#### 3. Accounting and Valuation Principles

##### General information

In principle, acquisition or manufacturing costs are applied in the financial statements. The accounting records are maintained in Swiss francs. The most significant accounting principles are described below:

##### Cash and cash equivalents and marketable securities

This position includes cash in hand and at banks. The valuation is done at market value on the balance sheet day.

##### Transitory items

This position comprises prepayments and accrued revenues on the one hand, accrued liabilities and deferred income on the other. The valuation is based on the nominal value less necessary adjustments.

##### Earmarked funds

Contributions (donations) earmarked for certain projects are allocated to the relative funds. Their usage is also project related. Surplus from not yet completed projects will be allocated at year-end to the earmarked fund position.

#### Organization capital

This position comprises the capital usable within the statutory purpose.

#### Contributions and general purpose donations

The contributions and donations consist of Friends donations and voluntary contributions and donations. Friend donations are annual contributions of CHF 500 for individual persons and CHF 800 for couples and families. It is to be noted that this is not a membership. For voluntary contributions and donation the CHF amount can be freely chosen.

	2019 / CHF	2018 / CHF
<b>4. Prepaid Expenses and Accrued Revenues</b>		
Accident and sickness allowance insurance	1'219	1'510
Flights	7'473	8'785
Website security and maintenance 2018	140	145
Rent	500	500
<b>Total Prepaid Expenses and Accrued Revenues</b>	<b>9'332</b>	<b>10'940</b>
<b>5. Deferred Income</b>		
Contributions	0	0
<b>Total Deferred Income</b>	<b>0</b>	<b>0</b>
<b>6. Earmarked Funds Education</b>		
Opening balance as of 01.01.	24'600	0
Donations Career Starter Workshop	0	65'000
Micro secondment contribution Roche	17'400	15'000
Other earmarked donations	1'200	0
Expenses expert assignment and internships	-42'000	-55'400
Flight for intern	-1'200	0
<b>Total Earmarked Funds Education</b>	<b>0</b>	<b>24'600</b>
<b>7. Project Expenditure</b>		
Personnel related expenditure	77'581	61'829
Travel expenditure experts, president, board and advisory board members	27'189	35'028
Travel expenditure interns/lecturers	14'744	17'190
<b>Total Project Expenditure</b>	<b>119'514</b>	<b>114'047</b>
<b>8. Administrative Expenditure</b>		
Personnel related expenditure	6'084	11'020
Expenditure for IT	2'769	160
Expenditure for telephone and stamps	2'323	2'219
Accounting and other services expenditure	520	349
Rent	6'000	6'000
Other expenditure	4'791	2'546
<b>Total Administrative Expenditure</b>	<b>22'487</b>	<b>22'294</b>

## PERFORMANCE REPORT

	2019 / CHF	2018 / CHF
<b>9. Fundraising and Information Expenditure</b>		
Personnel related expenditure	39'233	27'988
Expenditure for fundraising event	19'383	14'646
Expenditure for fundraising and information material	712	0
Expenditure for annual report production	975	1'044
Other expenditure	198	926
<b>Total Fundraising and Information Expenditure</b>	<b>60'501</b>	<b>44'604</b>
<b>10. Personnel Related Expenditures</b>		
Salaries	106'970	87'284
Auxiliary staff costs (AHV/IV/EO/ALV)	9'907	6'913
Pension fund contribution	4'512	4'526
Accident and sickness allowance insurance	1'510	1'443
Recruitment	0	671
<b>Total Personnel Related Expenditure</b>	<b>122'899</b>	<b>100'837</b>
<b>11. Compensation to the Members of the Governing Bodies</b>		
President (including travel costs)	50'113	51'625
Employees of B360 office	60'970	41'284
Board and Advisory Board members (travel assignment costs only)	3'644	3'123
<b>Total Compensation to the Members of the Governing Bodies</b>	<b>114'727</b>	<b>96'032</b>

The board of directors and the advisory board work pro bono and without expenses. Expenses are only paid in case of international travel for B360 and only cover travel costs.

	2019	2018
<b>12. Pro Bono Services</b>		
Volunteer work of experts in Southern Africa (hours)	3'270	4'300
Volunteer work of «Swiss volunteers» (hours)	882	806
Volunteer work of B360 board and advisory board members, overtime at B360 office (hours)	1'920	1'865
Donated flight tickets (number)	9	10
Sponsored services (CHF)	4'936	5'200
Sponsored venues (CHF)	18'150	19'860

The association B360 facilitates know-how transfer between European experts and African students. European experts teach at universities in Africa on a voluntary basis, and African students complete internships in European corporations. The bottom line is a win-win situation. In 2019, 26 expert assignments were arranged in Southern Africa and 14 internships in Switzerland. In 2020, 14 internships and approximately 25 expert assignments are planned.

It is very important that the benefits and added value of the work of B360 is evaluated. For this reason, all the experts are asked to document their activities and contacts prior to, during and after their assignments. Not only quantitative information is gathered, but also qualitative evaluations are important for the overall assessment of B360.

Qualitative information is obtained in various ways. Most B360 experts test their students at the end of the assignment, or the project work is evaluated together with the local lecturers. The results are part of the semester grades. In addition, feedback is systematically collected to ensure that the expert assignments achieve the objectives and bring the desired benefit to all stakeholders.

<b>B360 Impact (Numbers)</b>	2019	2009-2018
Students taught	1'640	17'560
Lectures held	1'050	12'905
Internships in Switzerland	14	81
B360 experts in Namibia	20	180
B360 experts in Zambia	0	29
B360 experts in South Africa	6	29
Co-teaching and Coaching Partner	180	2'185
Total volunteer hours of experts	3'270	37'290
Pro bono/other volunteer hours	2'800	25'760

A risk analysis is performed annually and the major risks are discussed regularly at board meetings. The Board is of the opinion that the risks are adequately managed.

### Board of Directors

Mrs Sabina Balmer, Member of the Board of Directors since 2009  
Mrs Rita Becker, Member of the Board of Directors since 2019  
Mrs Marianne Egli, Member of the Board of Directors since 2010  
Mr Rudolf Schmitt, Member of the Board of Directors since 2013  
Mr Peter Schmuki, Member of the Board of Directors since 2009

### Office

Mrs Sabina Balmer, Director  
Ms Laura Camenzind, Projects & Support  
Mr Olivier Fischer, Website  
Ms Zélie Lam, Projects & Support  
Mrs Paola Morosin, Projects & Support  
Ms Jessica Thompson, Projects & Programm Development

The statutes date from May 13, 2014. The original statutes dated June 23, 2009 were revised and supplemented on November 29, 2011 and May 13, 2014.

Buchhaltungs und Revisions AG, Zug have been the auditors since 2009.



**REPORT OF THE STATUTORY AUDITORS  
ON THE LIMITED STATUTORY EXAMINATION**

to the association meeting  
of **B360 education partnerships**, Zug

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As statutory auditors, we have examined the financial statements (balance sheet, statement of operations, statement of changes in capital and notes) of B360 education partnerships for the year ended December 31, 2019. In accordance with Swiss GAAP FER 21 the content of the performance report does not need to be audited by the auditors.

The board of association is responsible for the preparation of the financial statements in accordance with Swiss GAAP FER, the legal requirements and the statutes. Our responsibility is to perform a Limited Statutory Examination on these financial statements. We confirm that we meet the licensing and independence requirements as stipulated by Swiss law.

We conducted our examination in accordance with the Swiss Standard on the Limited Statutory Examination. This standard requires that we plan and perform a Limited Statutory Examination to identify material misstatements in the financial statements. A Limited Statutory Examination consists primarily of inquiries of company personnel and analytical procedures as well as detailed tests of company documents as considered necessary in the circumstances. However, the testing of operational processes and the internal control system, as well as inquiries and further testing procedures to detect fraud or other legal violations, are not within the scope of this examination.

Based on our Limited Statutory Examination, nothing has come to our attention that causes us to believe that the financial statements do not give a true and fair view of the financial position and the result of operations in accordance with Swiss GAAP FER and do not comply with Swiss law and the statutes.

Zug, January 23, 2020 / 2

**brag**  
**Buchhaltungs und Revisions AG**



Michael Annen  
Licensed audit expert  
Auditor in charge



Barbara Zolliker  
Licensed auditor

**Enclosures:**

- Financial statements (balance sheet, statement of operations, statement of changes in capital and notes)



**Board:**

Sabina A. Balmer, President and Director of B360 education partnerships (1)  
 Rita Becker, Expert in Finances and Human Resources (2)  
 Marianne Egli, Communication Specialist and Senior Advisor (3)  
 Dr Rudolf Schmitt, Professor of Food Microbiology and Food Safety, University of Sion (retired in 2016) (4)  
 Dr Peter H. Schmuki, Attorney-at-Law, retired Investment Banker (5)



**Advisory Board:**

Dr Eva Billhuber (6), Ernst Elsener (7), Dr Corinne Gantenbein (8), Daniel Gasser\*,  
 Dr Armin Hollenstein (9), Reto Kuprecht (10), Esther Sapi\*, Hans-Jürg Schaer (11),  
 Sandra Weidmann (12), Albert Zwicker (13).

\* = not in the picture

**B360 Team:**

Sabina A. Balmer, President and Director  
 Laura Camenzind, Projects and Support  
 Olivier Fischer, Website Management  
 Zélie Lam, Projects and Support  
 Paola Morosin, Projects and Support  
 Jessica Thompson, Project- and Program Development

Accounting: Ivo Kaufmann; Auditor: Michael Annen; Buchhaltungs und Revisions AG, Zug;  
 Film and photos: Fee Liechti, Barbara Graf Horka; Finance and Reporting: Rita Becker;  
 Graphic Design: Dieter Egli; Public Relations: Marianne Egli;  
 Research, editing, translations: Dagmar Kaufmann, Albert Zwicker;  
 HR Consulting: Lotti Schneider; HR Support: Monika Bölsterli

**Contact:**

Sabina A. Balmer, Baarerstrasse 78, 6300 Zug, sabina.balmer@b360.ch, Tel +41 41 710 99 16  
 www.b360-education-partnerships.org



B360 education partnerships is a non-profit organization. To reach our long-term objectives, we have to raise financing for our activities, which requires broad support. The individuals and corporations named below endorse B360's vision and have supported us in the past years with donations, volunteer expert assignments, volunteering, as well as with services and contributions in kind. Thank you!

The list is not exhaustive. Some donors or foundations do not wish to be named, or could not be reached for granting consent.

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## Impressum

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