

Annual Report 2020

B360
education
partnerships



WE
CARRY
ON!

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Please note: We do not mention titles and functions

B360 education partnerships – Helping people help themselves

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

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 «**Southbound**» program, we facilitate teaching assignments of European experts at partner universities in Namibia, Zambia and South Africa. Hands-on lectures are given in economically and socially relevant areas of study. The assignments last from ten days upwards. Since 2009, 249 experts have completed honorary assignments for B360.

The «**Northbound**» 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, 90 students have 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's degree.

The more recently started «**South-South**» program embodies our belief that development cooperation must ultimately result in autonomous development from within. Our projects bring academia, internship alumni and students together with local business. In that way, B360 facilitates the formation of structures for know-how exchange within Africa.

By the force of circumstance, the program «**B360 Virtual Volunteering**» was created. The Corona pandemic forced an immediate stop to all activities involving travel. Once everybody was back in their countries, all brains set to work to substitute physical presence through distance teaching and cooperation. Great progress has been made, as you will read inside this report.

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

2020 the year of challenges and opportunities

This year has taught us not to take things for granted, and to expect the unexpected. Emergency repatriations of interns and experts had to be decided and implemented within a very short time in March. Lots of flexibility and agility was needed from our partner companies and host families, and the B360 team and board members proved that they can deliver excellent crisis management.

Early in the lockdown it was clear that the pandemic was likely to influence our lives for quite some time. We were determined to keep the knowledge exchange with Southern Africa alive despite the unusual circumstances. Within a very short timeframe, we developed the new program B360 Virtual Volunteering. Through online sessions and digital counseling, it was possible to continue our work in a focused manner, independently of new regulations and restrictions for intercontinental travel.

Partner universities

The governments in South Africa, Namibia and Zambia all reacted very quickly to the pandemic, and lock-downs were put in place in March. Our partner universities had to shut down and move to online. Going online posed difficulties for education institutions around the globe. The challenges for the lecturers and students at our partner universities in Southern Africa were augmented by the many infrastructure issues and limited resources. The way they have dealt with the situation is impressive.

Donors, volunteers and partners

In difficult times, signs of support are very motivating. Foundations were flexible and let us alter the usage of earmarked donations, donors surprised us with significant extra funding to support us with the COVID situation and build our new Virtual Program. Our partner companies were accommoda-

ting and supportive in regard to our internship and expert programs. And finally, our Namibian and Swiss Volunteers easily switched to online and continued to work for our programs. All this support, flexibility and goodwill, has been extremely encouraging and touching.

Outlook

Planning remains difficult, an agile approach is key. Our virtual courses will start in February, an online project together with our partner university in Cape Town will launch in January. We hope to have experts back in Southern Africa by May or June.

The same applies for interns in Switzerland. In addition, we are launching an exciting new project B360 Virtual Internships. We are very happy that the Staub Kaiser Foundation has decided to take over the sponsorship of this project. The Research & Design phase will start in January 2021 and we hope to implement three pilot virtual internships in the course of 2021.

Thank you

Strong partnerships, committed donors, dedicated volunteers, team and board members are invaluable assets of an organization. A big thank you to all our donors, volunteers in Europa and Africa, host families, partner companies and universities as well as alumni members who have helped us tackle the challenges and develop exciting new programs that are opening new doors for students and graduates in Southern Africa.

Sabina A. Balmer
President and Director

«We
carry on»
– our motto for
2020

An experience with a lasting impact

Selected students of our partner universities get the opportunity to complete a three-month internship at one of our partner organizations in Switzerland. Living and working together with host families and colleagues, they gain insight into a day-to-day working environment and the Swiss way of life, and learn from one another. All intern alumni agree that the internship has a positive and long-term effect on their lives. They benefit from the experience both privately and professionally, and use their new capacities for their individual careers as well as to contribute to the development of their countries.

In the first semester of 2020, nine students from Namibia and Zambia stayed in Switzerland. Because of the Corona pandemic, the internships unfortunately had to be terminated early.

Credit Suisse, Zürich	Rosalie Robyn Kahambundu	NUST	Economics
Credit Suisse, Zürich	Halleluya Kombadayedu Ndimulunde	NUST	Economics
Credit Suisse, Zürich	Ronnie Leonardo Philander	NUST	Finance and Accounting
Credit Suisse, Zürich	Immanuel Amwaama Shilongo	NUST	Finance and Accounting
Credit Suisse, Zürich	Rakkel Eben-Ezela Teofilus	NUST	Finance and Accounting
Credit Suisse, Zürich	Mataa Wakumelo	UNZA	Economics
Mediaschneider, Zürich	Victor Kalalanda	UNZA	Media and Communication
SwissLife, Zürich	Milambo Chanda	UNZA	Economics
Swiss Re, Zürich	Tawanda Pius Dzinomwa	NUST	Finance and Accounting



February 1st: A warm welcome to the interns by host families



First working day: interns with their mentors

«The B360 internship taught me a lot of lessons at a cultural and professional level, and I wish to bring these experiences to bear on my life.»

Victor Kalalanda

Internships in the 2nd semester of 2020

The internships planned for the period August to October were cancelled and rescheduled for 2021 where possible. The situation remains difficult in an environment of Corona, home office, restructurings and job cuts. In addition, air travel remains uncertain.

Having to potentially disappoint the hopes of these outstanding students who were selected is heart-breaking. As a small compensation, they were offered the opportunity to participate in the pilot Virtual Career Starter course.

«I gained a deeper understanding of different roles and functions within the organization in a very personal manner.»

Tawanda Dzinomwa



March 18: We had to say goodbye to our interns.

Knowledge Transfer and Cultural Exchange

This program focuses on sharing real-life experience and know-how with students and local lecturers, and on promoting cultural exchange. European experts volunteer their time to teach a variety of subjects at the three partner universities. While our partners in the South oversee the local arrangements, B360 coordinates the assignments and normally pays for the flights. Over the years, B360 has established a broad network of highly qualified and dedicated experts.

Of the scheduled assignments in the first half of 2020, seven could be completed as planned. Due to the Corona

pandemic, the remaining five had to be terminated early or cancelled altogether. All in-person assignments scheduled for the second semester had to be cancelled as well.

There was never a doubt that we would continue to pursue our goals despite the crisis, maintaining our support for partner universities and students. To bridge the distance enforced by the travel bans, we immediately set to exploring the opportunities offered by the internet. As you will see on page 13 the resulting Virtual Volunteering program was developed and launched within a very short time span.

Namibia University of Science and Technology (NUST) Windhoek

<i>Faculty / Center</i>	<i>Subject</i>	<i>Experts</i>
	Career Starter Week	Rita Becker
	Career Starter Week	Susann Bongers
	Career Starter Week	Markus Huebscher
	Career Starter Week	Peter Stadler
Health and Applied Sciences	Career Starter and Project Management Weeks	Constantin May
Health and Applied Sciences	Career Starter and Project Management Weeks	Borna Ivan Müller
Health and Applied Sciences	Nutrition	Stephanie Baumgartner
Health and Applied Sciences	Food Safety	Corinne Gantenbein
Health and Applied Sciences	Food Safety	Susanne Pfenninger
Management Sciences	Management	Eva Bilhuber

Tertiary School in Business Administration (TSiBA), Capetown

<i>Course</i>	<i>Subject</i>	<i>Expert</i>
	Student Recruitment	Amanda Blair

No assignment in Zambia

«We are proud to be part of these efforts; feel fulfilled and realized that we learned at least as much as the students – about values, ourselves and about another part of this planet and its people and nature.»

Constantin May and Borna Müller



Beginning on site

My lecturing work was with students in the 6th semester of the Bachelor program «Human Nutrition». The course aimed at equipping the students with professional competence, enabling them to develop a nutrition program at community level as part of a multi-disciplinary team in a primary health care setting. The student's natural behaviour facilitated achieving the practical objectives and led to lively classroom sessions.

Continuing online

After one week at NUST, the campus closed due to the first Covid-19 cases in Namibia. Upon my return to Switzerland, we immediately started to convert the uncompleted course into an e-learning course and finished it successfully in mid-June. The students took a remote exam and submitted a written assignment.

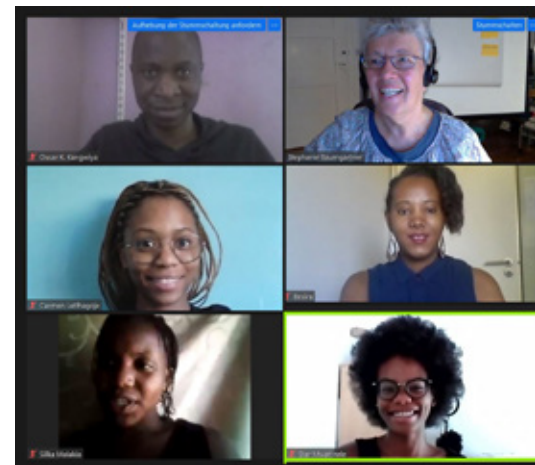
The second course has been running since October with the same 28 students. Technical obstacles had to be surmounted but meanwhile, I teach my Namibian students the same way as the Swiss ones. During the weekly consultation hours we discuss and deepen the topics prepared by the students beforehand. Each of them has his or her own project and applies the theory continuously. The objective of the course is to develop a proposal for a health promotion project that will stand up to scrutiny by official bodies and investors.

I hope to return to Namibia next year to further help build the Nutrition program, and anchoring the blended learning, combining the best elements of remote studying and classical skills training on site.

Stephanie Baumgartner



We started in Windhoek...



...and continued online!

«Every day, even every hour at NUST was memorable»

Stephanie Baumgartner



«The interactive and highly communicative process that supported my project was a deal maker!»

Amanda Blair



«Education is the key to independent thinking, self-development and ultimately success.»

Markus Huebscher

A milestone for B360

The South-South Program aims at building a sustainable and successful partnership between B360, NUST, local professionals, companies and organizations. The goal is to facilitate the know-how exchange of Namibian companies, professionals, B360 intern alumni with students, lecturers and university management. Side by side with European experts, local professionals are volunteering in our programs, contributing the important country-specific aspects. Hopefully, this initiative will contribute to the local support for

young people looking for employment and/or wishing to start their own business.

«South-South» is a milestone for B360. It is our firm conviction that a sustainable development cooperation must result in the countries in the South shaping and driving their own future.

The program is off to a good start:

The virtual Career Starter Courses (CSC), piloted in June and July, have grown very popular. They have proven to be an ideal vehicle for bringing together European and African professionals. Seven Namibian experts joined as panel members for the final presentations, marking the conclusion of each CSC. It's particularly gratifying to find three B360 intern alumni among them.

The Namibian experts from top left to bottom right:

- Hasekiel Johannes, Innovation Officer, NUST
- Illona Shikongo, Financial Analyst Capital Markets, NAMFISA
- Nico Smit, International Officer, NUST
- Ndapwa Kwedhi, Investment Specialist, Namibia Asset Management
- Lelanie Basson, Founder and Managing Member, Twafiika Consultants
- Leena Shipanga, Manager, Business Consulting EY

Not in the picture: Emmeric Angermund, Capricorn Capital

A Dream Team!

In October 2020, Daniel Gasser of Credit Suisse and B360's advisory board, conducted a CSC together with Tobias Furrer. One of the Namibian professionals invited to the final presentation panel was Leena Shipanga, B360 intern in Daniel Gasser's team at Credit Suisse back in 2015. Leena has in the meantime graduated as a Certified Internal Auditor. In the past four years, she has worked at Ernst & Young in Windhoek.



**«I want to be
part of this again
in the future»**

Leena Shipanga

Networking Event of March 2020 in Windhoek

More than 50 participants from numerous Namibian companies, B360 experts from Europe, members of B360 Intern Alumni and representatives of NUST met for a social gathering in the courtyard of NUST's hotel school.

The first networking event in Namibia was a complete success. Contacts were established and friendships strengthened. And one of our alumnae landed a job that very evening!



Valuable support

Namibian experts contribute significantly to B360's activities, giving presentations, helping with interview training and making short videos for virtual courses. Our Namibian volunteers provide the important local perspective to the courses of the international B360 experts.



The former interns are part of the B360 Intern Alumni. They have meanwhile finished their studies. Most of them have either started successful professional careers in their home countries, or been granted scholarships for Master studies abroad, or are continuing with their studies locally. The 90 Alumni are a well connected group in their countries and a very important network for the work of B360.

Alumni Members as of 2020

Ambuga Justina (Ferrum), Amulungu Modesta (HACO), Andreas Ruth (KPMG), Bwacha Isaac Kabunda (Credit Suisse), Bwalya Nataasha (Mediaschneider), Chanda Milambo (Swiss Life), Chirwa Joseph (Credit Suisse), Chitumbo Bupe (Credit Suisse), de Koe Nancy (Credit Suisse), Dyantyi Gcobani Isaac (Credit Suisse), Dzinomwa Tawanda (Swiss Re), Edward Martin (Credit Suisse), Endley Wallace (Ferrum), Garises Stefanie (Julius Bär), Haidula Liopa (SQTS), Haindongo Mercy (HACO), Haludilu Selma (Credit Suisse), Hangula Armas (Credit Suisse), Hangula Ndeshi (Zweifel), Hanhindi Martha (SQTS), Hatoongo Rebecca (Credit Suisse), Hausiku Theresia (Büchi), Hekandjo Emma (Credit Suisse), Iidhenga Vaino (Credit Suisse), Ipinge Antonia (HACO), Indongo



Zambia Alumni members at their meeting in Lusaka, March 2020

Johannes (Credit Suisse), Ishindwa Hilalia (SQTS), Ismael Salatiel (SQTS), Jagger Charmain (Credit Suisse), Jatileni Nambahu (Credit Suisse), Joseph Ndahafa (Choco Frey), Kaapangelwa Ndapewa (Credit Suisse), Kahambundu Rosalie (Credit Suisse), Kaimbi William (Coop), Kaindume Jason (Credit Suisse), Kakuru Alphons (ZHAW), Kalanda

Victor (Mediaschneider), Kasoma Daniel (Credit Suisse), Kauma Kristof (Credit Suisse), Keendjele Justina (Chocolat Frey), Kwedhi Ndapwa (Credit Suisse), Lifasi Michael (SQTS), Lisao Mulozi (Zweifel Pomy Chips AG), Liyali Pacevarl (SQTS), Lungu Tapela (Mediaschneider), Mahua Uvatera (Credit Suisse), Mambwe Aston (Ferrum), Manda Getrude (Mediaschneider), Maqhoboza Sandile (Credit Suisse), Matengu Nicco (SQTS), Mkosi Lundi Bill (Credit Suisse), Mouton Daniella (SQTS), Mulenga Mukuka (Credit Suisse), Mumba Matrina (Credit Suisse), Mushongo Christalin (HACO), Mwansa Joseph (Credit Suisse), Naikaku Kristine (Bob Finance), Nanchengwa Joseph (Büchi), Nangolo Rosalia (HACO), Ndimulunde Halleluya (Credit Suisse), Nendongo Victor (Julius Bär), Niingo Manoria (HACO), Njovu Rute (Credit Suisse), Nkumbula Nampaka (Credit Suisse), Philander Lauren (ZHAW), Philander Ronnie (Credit Suisse), Sakavuyi Kasole (Mediaschneider), Shatumbu Saara (SQTS), Shikesho Lot (Julius Bär), Shikongo Ilona (Credit Suisse), Shikongo Tomas (Ferrum), Shilongo Immanuel (Credit Suisse), Shilunga Romeo (Ferrum), Shimwino Eben Ezer (Credit Suisse), Shinana Paulus (Zweifel), Shipanga Leena (Credit Suisse), Shivolo Laina (Credit Suisse), Shuuya Victoria (ZHAW), Soko Gerald (Credit Suisse), Teofilus Rakkell (Credit Suisse), Tjikune Ashley (Credit Suisse), Tsuseb Malcolm (Credit Suisse), Uugulu (Elago) Hileni (Credit Suisse), Uugwanga Loise (Swiss Re), Uusiku Elise (Deloitte), Uusiku Helena (Credit Suisse), Uuyuni Israel (Credit Suisse), Uuyuni Ralph (Credit Suisse), Wakumelo Mataa (Credit Suisse), Wilbard Hileni (Credit Suisse).



Namibia Alumni members at the Networking Event, March 2020

Agility and flexibility as a business model

Both themes are essential for our work, in Corona times more than ever. Roche is one of our important partners and well known for promoting agile leadership. We asked Roche to contribute some thoughts on the subject of agility for our annual report. We wish to thank the author, Tammy Lowry, and hope you will enjoy reading.



Wanna be Agile? Get in the right headspace first.

F. Hoffmann-La Roche, a leading global healthcare company, began its agility transformation by coaching leaders to adopt the right mindset.

Tammy Lowry, Chapter Lead of People & Organizational Growth at Roche, explains why this approach has helped the company to successfully navigate these turbulent times.

At an organizational level, working in an agile way is so fundamentally different from what we were taught. Everything we learned about how to be a leader needs to be unlearned: you are the leader, you give the direction, you are at the top, you approve things, you are the one who ultimately knows. Agile turns that triangle upside down.

In an agile environment, it's not the leader's job to decide or to know. It's to find the right people to put in the room to design a solution. And when she does not know the right people, it's to enable the system to identify the right people. It's very exciting. And it is very different from the hierarchical, process-driven, documentation-laden world we used to know.

We developed a program for leaders to help them understand how their mindsets and behaviors impact their effectiveness. We helped leaders to identify how they behave when in a reactive state (e.g., stressed or fearful) compared to how they show up when they're in a creative state (e.g., open and collaborative). From there, leaders took a look at how these styles can impact their colleagues and teams. Then we explored organizational transformation, how to make structure, processes and culture more agile. The program has been cascaded into teams and has really taken off.

A timely change

We are always looking for ways to get our medicines and diagnostic tests to patients faster. Starting about five years ago, we realized that we needed to transform more rapidly as we faced a number of concurrent disruptive changes. Our

«We could never have imagined how important mindset and agility would become in 2020»

Tammy Lowry

portfolio was evolving, we were facing new competition and digitization was offering new development opportunities. All at an unprecedented speed. But we could never have imagined just how important mindset and agility would become as we faced the realities of 2020.

The transformation set us up to be able to respond to the pandemic in a really good way. Paradoxically, travel restrictions have shown us that we are not limited by location. We have realized that we can do even more virtually than we thought. It has enabled us to further leverage the system to quickly pull the right talent together

to focus on a specific topic and then disband that team again quickly. I think the only thing we haven't conquered yet are time zones!

The pandemic also helped us to further pull patients into the centre of the conversation. Patients are at the heart of everything we do, but I think COVID-19 forced us to address challenges that we didn't even know we would have to address, like how do people get access to their tests and medicines when they are staying at home? We found that the only way to solve these kinds of challenges was to pull patients in so they are really part of the solution design.

When you look at all the different stakeholders who are needed to

take on systemic challenges, like in healthcare for example, and you apply this equation of mindset plus agile practice in service of a common purpose... together we can make a really positive impact. And I think this is the really exciting part.



«There is nothing permanent except change»
Heraclitus

While Constantin May, Roche Learning & Organizational Development Partner, was guest lecturing at the Namibia University of Science and Technology in February 2020, he led an Agile Leadership Workshop for a small group of the NUST staff and Namibian Professionals.

Capacity building online – overcoming limitations!

The Corona pandemic with the ensuing travel restrictions has dealt a severe blow to B360 activities spanning two continents and several countries. To maintain the know-how exchange with Southern Africa despite the unusual circumstances, we resorted to state-of-the-art technology. Within a very short time, we launched the new Virtual Volunteering program.

Online sessions, distance learning and digital coaching enable the B360 organization, experts and mentors to continue their work efficiently and with a clear focus. While international travel is difficult or impossible, the only limit to virtual exchange is the capacity and accessibility of the internet. We are optimizing our tools and arrangements such that communication is as obstacle-free as possible.



Trainings offered in 2020

Career Starter Course (CSC) (6 weeks)

During April and May, the conversion of the Career Starter Workshop (CSC) into a six-week online course was fast-tracked. Its objective is to improve the job opportunities and the employability of students and unemployed graduates. In addition, participants receive insight into starting a micro business. This year, 34 young Namibians took the CSC.

B360 Experts:

Eno Aronu, Silke Aschmann, Sabina Balmer, Ciaran Burkett, Tobias Furrer, Daniel Gasser, Prisca Hafner, Markus Huebscher, Reto Jost, Matthias Michel, Esther Sapi, Thomas Weber

Online Teaching and Virtual Workshops

In March, Stephanie Baumgartner and Eva Bilhuber had to abort their assignments in Namibia due to the Corona pandemic. The assignments of Beatrice Baumer and

Thomas Schneider, scheduled for July and August, had to be cancelled. All of them have volunteered to continue supporting B360, working on virtual courses. Beatrice Baumer and Stephanie Baumgartner are involved in Nutrition courses for the Health Sciences Faculty. Eva Bilhuber successfully ran a Research Fellow Workshop, and Thomas Schneider held a public lecture on Business Management in the Digital Age which was highly appreciated.

B360 Experts:

Sabina Balmer, Susann Bongers, Diane de Saint Victor, Stefanie Neumann

Cooperation between NUST and HSLU

B360 expert Christine Larbig, working as a lecturer at Hochschule Luzern (HSLU), has launched exciting projects. She managed to enlist the Managing Director Sub-Saharan Africa of DHL for a virtual speech which students of NUST and HSLU could get access via Zoom.

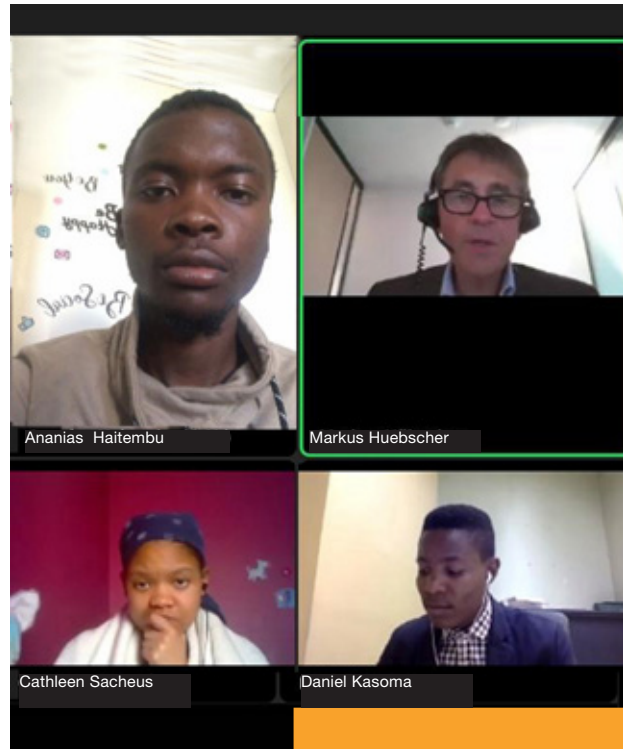
Also, Christine Larbig ran a joint lecture with NUST academics on Supply Chain Management, during which students of NUST and HSLU jointly did virtual group work.

B360 Experts:

Beatrice Baumer, Stephanie Baumgartner, Eva Bilhuber, Christine Larbig, Thomas Schneider

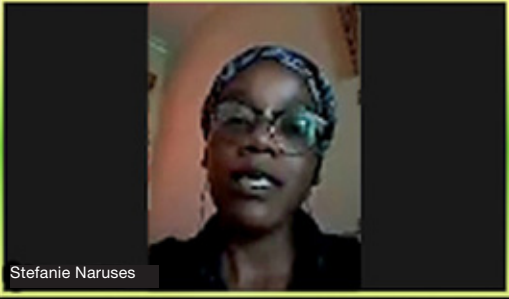
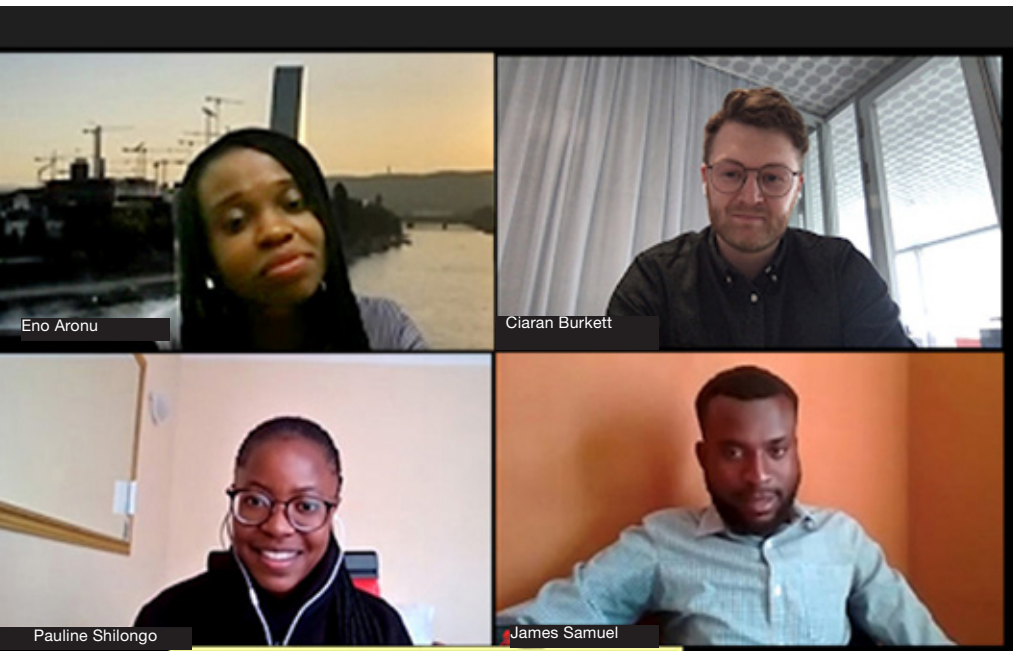
«I have learned so much that is valuable in the corporate world and in entrepreneurship»

Pena Nelumbu



«The career starter course that was virtual has been an eye opener and very informative. I really grew personally and professionally»

James Samuel



«B360 CSW course is a great way to learn and grow. You gain great insight from your peers as well as the experts»

Stefanie Naruses

Read the full reports on our website

Impact – Career Starter Courses

Since the launch of our Virtual Volunteering Program, 34 students from various faculties of NUST, UNAM (University of Namibia) and IUM (International University of Management), all based in Windhoek, successfully completed the six-week course. The three-week training course was attended by seven students of NUST and UNAM, respectively.



«It has been so fulfilling seeing these young people evolve in such a short period. Some

of them have come a long way from being extremely shy to becoming more confident in their presentations and communication. Overall, I am grateful for the experience and the fact it could be virtual. This gave a lot of room for flexibility.»

Eno Aronu, B360 expert



«Working with the four ambitious students and supporting them in their personal develop-

ment was very rewarding. They used the opportunity to dive into new topics and make new experiences. It was great to see them connect to be successful with their business case presentation. An exciting virtual 6 weeks.»

Prisca Hafner, B360 expert



«I got a job at Letshego Bank as a Teller and I am on training for three months. From the

application process to the interview, I used what I was taught in the Career Starter Course and I was successful.»

Kristof Kauma, participant



«Through B360 I found who I am, where I want to be and how to go about it. Being unique and

make every organization want you. Be prepared in everything you do, trust yourself and work hard to get where you want to be.»

Nandjabi M. Hamukoto, participant



«With the Career starter program, I have grasped the necessary skill for job hunting and

business operations. Working with a Swiss mentor has been one of the most exciting and beneficial parts of the program. The fact that the Swiss mentors share their professional knowledge without hesitation has made me test the professional working environment.»

Anthens Liyali, participant



«The virtual CSC is like a high dose of an energy drink. In a restricted time of 12 hours, the students

get the essence of preparing themselves for the labour market. The same energy is required from the participants: Good preparation, high concentration and self-discipline.»

Matthias Michel, B360 expert



«It was great to observe how the students grew and became more confident over time. The

CSW was a very good experience for me and – I trust – for the students. The course organization by B360 was excellent and allowed me to focus on sharing experience and interacting with the students.»

Thomas Weber, B360 expert



«These courses mean teaching and learning. Being able to provide some

guidance to young and ambitious Namibians is a very rewarding activity.»

Silke Aschmann, B360 expert



«The Career Starter Course is an eye opener to new graduates and upcoming business

owners. It actually injected me with an idea of approaching several potential investors so I may expand my tutoring academy so we may be able to reach out to as many struggling learners as possible.»

Martha Ipinge, participant

The rewards of volunteering

The contribution made by volunteers is a fundamental pillar of B360. A pool of senior professionals in the North and South share their knowledge and experience. Companies and host families in Switzerland enable the internships for students from Southern Africa.

2020 was a challenging year and the support of our partners to meet our goals was more vital than ever. We greatly appreciate their support and trust in our work. We hope that the intercultural exchange, the new experiences and the certainty of making a positive and lasting impact will continue to inspire them.

B360 Impact

Number of	2020	2009-20
Students taught – on site	520	18'080
Students taught – virtual programs	41	0
Lecturing hours – on site	610	13'515
Lecturing hours – virtual programs	550	550
Internships in Switzerland	9	90
B360 experts in Namibia	10	190
B360 experts in Zambia	0	29
B360 experts in South Africa	1	30
B360 experts in virtual programs	23	0
Co-teaching and coaching partner	90	2'275
Volunteer hours of experts	2'550	39'840
Other volunteer hours	2'400	28'160



A day in Zug with the Interns, February 2020

Finances and Pro Bono Contributions

During 2020, B360 raised CHF 344'679 of which CHF 50'000 is earmarked for the Virtual Internship Project which will be launched in 2021 (2019: CHF 198'933). Donors surprised us with significant extra funding to support us with the COVID situation and build our new Virtual Program. This additional funding motivated us greatly in 2020 and has made planning for 2021 possible. Due to the lower number of assignments and internships as well as the cancellation of the annual event, the costs are lower than in 2019. Staff costs are approximately the same. The resources in the Zug office were needed to develop the Virtual Program.

Due to the COVID pandemic only 11 assignments in Southern Africa took place, 14 assignments had to be cancelled. Of the planned 17 internships only 9 took place during 6 weeks. In 2019, 26 assignment and 14 internships took place. Accordingly, the expenditures are lower than in 2019.

The B360 experts continue to teach as volunteers and therefore do not receive any salary or fee. Calculated at market values, their contribution during 2020 represented an equivalent of approximately CHF 510'480 (2019: CHF 653'700). In 2020 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.

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.

Financial Statement 2020

Balance Sheet as of December 31

Appendix

31.12.2020 / CHF

31.12.2019 / CHF

ASSETS			
Current Assets			
Cash in hand and at bank		563'963	379'126
Other short-term receivables from third parties		3'450	0
Prepaid expenses and accrued revenues	4	1'719	9'332
Total Current Assets		569'132	388'458
Total Assets		569'132	388'458
LIABILITIES, FUNDS AND CAPITAL			
Liabilities			
Deferred income	5	1'075	0
Total Liabilities		1'075	0
Funds Assets			
Earmarked funds education	6	50'000	0
Total Funds Assets		50'000	0
Organization Capital			
Organization capital per 01.01.		388'458	367'658
Net result for the year		129'599	20'800
Organization Capital		518'057	388'458
Total Liabilities, Funds and Capital		569'132	388'458

Financial Outlook 2021

We are well prepared for the new year thanks to our donors, volunteers, partners and the careful financial management over the past years. B360 always 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. Planning for 2021 is difficult and we are dealing with many question marks. In addition to our Northbound and Southbound programs, we are planning virtual assignments as well as the development of the project «Virtual Internships».

Fundraising and making B360 better known remains a key activity also in 2021 to ensure that we can continue to develop and grow our programs in a sustainable manner.

Career Starter Class with certificates, February 2020



Statement of Operations 2020

Statement of Operations from 01.01.-31.12.

Appendix

2020 / CHF

2019 / CHF

DONATIONS			
Donor contributions		232'679	180'333
Donor contributions public sector		0	0
Earmarked donations		112'000	18'600
Total Donations		344'679	198'933
EXPENDITURE			
Project expenditure	7	100'161	119'514
Administrative expenditure	9	21'660	22'487
Fundraising and information expenditure	10	43'038	60'501
Total Expenditure		164'859	202'502
Sub-Total 1		179'820	-3'569
NET FINANCIAL INCOME / EXPENDITURE			
Financial expenditure		-221	-231
Total Net Financial Income / Expenditure		-221	-231
Sub-Total 2 (before net surplus/deficit from funds)		179'599	-3'800
Net Surplus/Deficit from Funds			
Allocation of earmarked funds education		112'000	18'600
Use of earmarked funds education		-62'000	-43'200
Total Net Surplus/Deficit from Funds		50'000	-24'600
NET RESULT FOR THE YEAR		129'599	20'800
Allocation of the net result for the year: to Organization Capital		129'599	20'800
STATEMENT OF CHANGES IN CAPITAL (in CHF)			
Organization Capital			
Opening balance as of 01.01.		388'458	367'658
Net result for the year		129'599	20'800
Closing balance as of 31.12.		518'057	388'458
Funds Capital			
Opening balance 01.01.		0	24'600
Allocation to earmarked funds education		112'000	18'600
Use of earmarked funds education		-62'000	-43'200
Closing balance per 31.12.		50'000	0

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 in 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.

Donations

The donations consist of Friends donations and voluntary donations. Friends 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 donations the CHF amount can be freely chosen.

4. Prepaid Expenses and Accrued Revenues

	2020 / CHF	2019 / CHF
Accident and sickness allowance insurance	1'219	1'219
Flights	0	7'473
Website security and maintenance	0	140
Rent	500	500
Total Prepaid Expenses and Accrued Revenues	1'719	9'332

5. Deferred Income

Annual Report	975	0
Telephone	100	0
Total Deferred Income	1'075	0

6. Earmarked Funds Education

Opening balance as of 01.01.	0	24'600
Donations Career Starter Workshop	42'000	0
Micro secondment contribution Roche	20'000	17'400
Donation Virtual Internship	50'000	0
Other earmarked donations	0	1'200
Expenses expert assignment and internships	-62'000	-42'000
Flight for intern	0	-1'200
Total Earmarked Funds Education	50'000	0

7. Project Expenditure

Personnel related expenditure	79'396	77'581
Travel expenditure experts, president, board and advisory board members	16'425	27'189
Travel expenditure interns/lecturers	4'340	14'744
Total Project Expenditure	100'161	119'514

8. Administrative Expenditure

Personnel related expenditure	9'106	6'084
Expenditure for IT	920	2'769
Expenditure for telephone and stamps	2'217	2'323
Accounting and other services expenditure	479	520
Rent	6'000	6'000
Other expenditure	2'938	4'791
Total Administrative Expenditure	21'660	22'487

PERFORMANCE REPORT

	2020 / CHF	2019 / CHF
9. Fundraising and Information Expenditure		
Personnel related expenditure	40'286	39'233
Expenditure for fundraising event	0	19'383
Expenditure for fundraising and information material	0	712
Expenditure for annual report production	1'950	975
Other expenditure	802	198
Total Fundraising and Information Expenditure	43'038	60'501
10. Personnel Related Expenditures		
Salaries	114'436	106'970
Auxiliary staff costs (AHV/IV/EO/ALV)	11'142	9'907
Pension fund contribution	1'878	4'512
Accident and sickness allowance insurance	1'332	1'510
Total Personnel Related Expenditure	128'788	122'899
11. Compensation to the Members of the Governing Bodies		
President (including travel costs)	48'445	50'113
Employees of B360 office	68'436	60'970
Board and Advisory Board members (travel assignment costs only)	3'310	3'644
Total Compensation to the Members of the Governing Bodies	120'191	114'727

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.

12. Pro Bono Services	2020	2019
Volunteer work of experts in Southern Africa (hours)	2'582	3'270
Volunteer work of «Swiss volunteers» (hours)	424	882
Volunteer work of B360 board and advisory board members, overtime at B360 office (hours)	1'976	1'920
Donated flight tickets (number)	4	9
Sponsored services (CHF)	5'600	4'936
Sponsored venues (CHF)	12'000	18'150

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. Due to the Corona situation in 2020 only 11 expert assignments in Southern Africa were arranged and 9 internships in Switzerland. In addition, 11 virtual courses took place. The planning for 2021 is still very difficult and depends on the development of the pandemic.

It is very important that the benefits and added value of the work of B360 is evaluated. For this reason, all 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.

B360 Impact (Numbers)

	2020	2009-2020
Students taught face to face	520	18'080
Students taught in virtual programs	41	0
Lectures held face to face	610	13'515
Lectures held in virtual programs	550	550
Internships in Switzerland	9	90
B360 experts in Namibia	10	190
B360 experts in Zambia	0	29
B360 experts in South Africa	1	30
B360 experts in virtual programs	23	0
Co-teaching and Coaching Partner	90	2'275
Total volunteer hours of experts	2'550	39'840
Pro bono / other volunteer hours	2'400	28'160

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, May 13, 2014 and May 6, 2020

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

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, 2020. 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. During the financial year an employee of our company has been engaged in bookkeeping services. However, he was not involved in the limited statutory examination.

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 26, 2021 / 2

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Buchhaltungs und Revisions AG



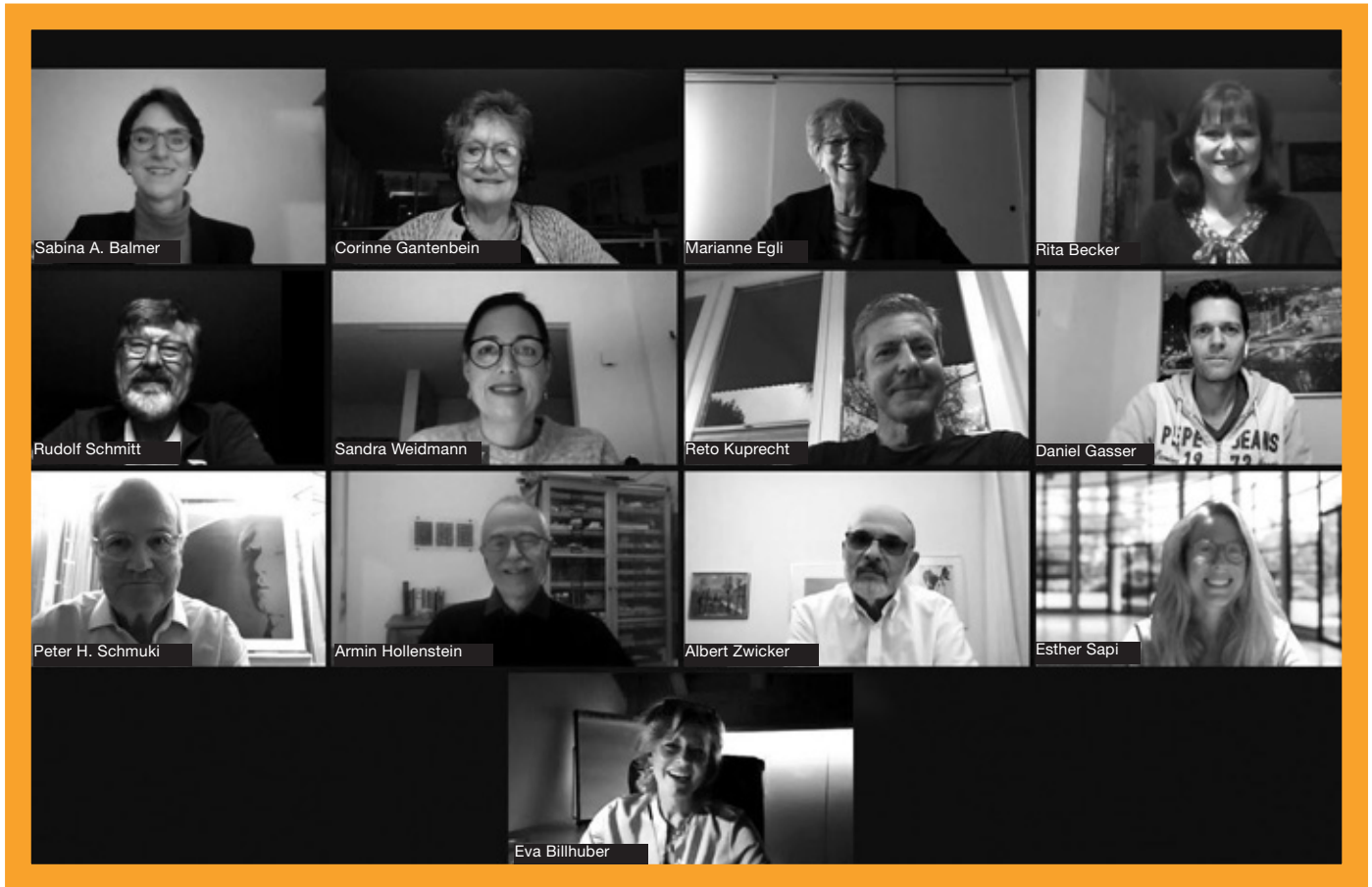
Michael Annen
Licensed audit expert
Auditor in charge



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
 Rita Becker, Expert in Finances and Human Resources
 Marianne Egli, Communication Specialist and Senior Advisor
 Rudolf Schmitt, Food Safety Expert, Professor (retired) at University of Sion
 Peter H. Schmuki, Attorney-at-Law, retired Investment Banker

Advisory Board

Eva Billhuber, Corinne Gantenbein, Daniel Gasser, Armin Hollenstein, Reto Kuprecht, Esther Sapi,
 Sandra Weidmann, Albert Zwicker
 As of May 2020 Ernst Elsener and Hans-Jürg Schaer did not stand for reelection to the Advisory Board. Both Ernst Elsener and Hans-Jürg Schär supported B360 with their subject matter expertise and with their volunteer assignments in Southern Africa. A very big thank you for all their support contributions to the development of B360 in the past ten years.

B360 Team

Sabina A. Balmer, President and Director
 Laura Camenzind, Projects and Support (until September 30)
 Olivier Fischer, Website Management
 Zélie Lam, Projects and Support
 Paola Morosin, Projects and Support (until August 30)
 Jessica Thompson, Project and Program Development (until March 31)
 Accounting: Verona Mustafa, Auditor: Michael Annen, Buchhaltungs und Revisions AG, Zug;
 Film and Photos: Fee Liechti; Finance and Reporting: Rita Becker; Graphic Design: Dieter Egli;
 HR Consulting: Lotti Schneider; HR Support Monika Bölsterli; Public Relations: Marianne Egli;
 Research, editing, translations: Albert Zwicker

Contact

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

The following persons and organizations have supported us in the past years through pro-bono work, donations and/or services and contributions in kind. The list is incomplete, as some individuals or foundations do not wish to be listed or could not be reached for clearance. Please note: We do not mention titles and functions.

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Friends of B360 and supporters

Jean-Pierre Awad; Rainer Bachmann; Rosmarie and Hansjörg Balmer; Sabina and Christoph Balmer; Rita Becker; Sabine Bernhard and Joseph Hildbrand; Claudine Bumbacher and Daniel Benninger; Ruth and Hans Benz-Bachmann; Peter Böni; Elfi Bohrer, Galerie für Gegenwartskuns; Manfred Bruch; Martina and Jürg Dräyer; Chris Eckert; Madeleine Dreyfus and Peter Emch; Marianne and Dieter Egli; Peter Fairley; Michel Favre; Patrick M. Flaherty; Denise and Helmut File; Norma and Peter Fischer; Barbara and Michael Fischer; Prisca Hafner; Remo Halter; Rose Marie Hartmann; Barbara and Urs Heierle; Ursula Herzog; Ursula Kamer-Weber; Dagmar and Ivo Kaufmann; Ernst Kessler; Michael Klainguti; Irene and Karl Kupper; Andrea and Reto Kuprecht; Catharina and Matthias Kreysel; Eva and Fabio Leoni-Balmer; Hannes Leuthold; Markus Lüchinger; Ruth Locher and Markus Hübscher; Frank Lopez-Balboa; John Mathew; Helga Meier; Christl and Kenneth Meszkat; Anton Muff; Astrid David Müller and Patrick M. Müller; Gabriella Pichert; Agnes Reicke and Hannes Glaus; Martina Susanne Roth; Lilo and Hans-Jürg Schär; Hilmar Scheel; Esther and Rudolf Schmitt; Amanda and Peter Schmuki; Erika and Eugen Schneider; Lene and Roland Schwärzler; Marie-Therese and Daniel Sicher; Silvia and Christoph Sievers-Staub; Daniel Sommer; Martin Sutter; Gabriella Chiesa and Ueli Tanner; Thomke Invest, Ernst Thomke; Urs Ühlinger; Margrit and Lothar Weber; Christine Wepfer and Stephan Müller; Suzanne Wettenschwiler; Peter Zurfluh; Yolande and Albert Zwicker

Volunteers, lecturers and host families

Madeleine Abdulkadir; Tanja and Oliver Adler; Michel Aebischer; Emmeric Angerm and; Silke Aschmann; Astrid and Alois Aschwanden; Vitas Argimon; Eno Aronu; Christoph and Sabina Balmer; Lelanie Basson; Reto Battaglia; Beatrice Baumer; Stephanie Baumgartner; Rita Becker; Charles Bennett; Eva Bilhuber; Amanda Blair; Karin and Marco Blumenthal Bearth; Urs Bolt; Monika Bölsterli; Susann

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B360 and Partners – a symbiotic network

Without our partners, it would be impossible to realize our projects and programs, and to reach our objectives. The more difficult the circumstances, the more indispensable are partners on whom we can rely. We count ourselves extremely lucky to have a sizable network of partner organizations in the North as well as in the South. The same holds true for our long-standing cooperation with our partner universities in Namibia, Zambia and South Africa.

Namibia University of Science and Technology NUST, Windhoek



Founded in 1996 as Polytechnic of Namibia. Renamed NUST in 2015. 6 faculties, approx. 11'500 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.

Donations

Donate towards sustainable capacity building in Southern Africa so these countries can drive their own economic and social development.

This is how you can help by:

- A one-time donation
- Micro Donations using the CS Online Banking Platform
- Making a donation as a gift to a friend
- Becoming a Friend of *B360 education partnerships*

Donation account:

B360 education partnerships, Credit Suisse, CH-8070 Zurich

IBAN: CH08 0483 5127 4423 3100 1

Credit postal account: 80-500-4

Donate online:

www.b360-education-partnerships.org

Impressum

Contributions to this Annual Report: Sabina Balmer, Stephanie Baumgartner, Marianne Egli, Tammy Lowry, Zélie Lam, Albert Zwicker, B360 Partners, Experts, Host Families and Interns, B360 Alumni; Photos: Sabina Balmer, Julie Fischer, B360 Experts; Layout: Dieter Egli; Print: Kyburz AG