



**LIMMAT  
STIFTUNG**

Bridging worlds since 1972



**Annual Report  
2021**



## The umbrella foundation promotes training - for the past 50 years

On the threshold of its 50th anniversary, the Limmat Foundation feels a particularly strong connection to its roots and can look back on a long history of experience. The cornerstone of the Foundation was laid in 1972. Since then, it has been continuously growing. True to its logo, the Limmat Foundation builds a bridge between donors and those in need. On the one hand, optimal solutions are developed for donors. The aim is to implement their wishes faithfully and effectively. On the other hand, effective projects are created to improve the living situation of the beneficiaries.

From the very beginning, people - each and every person - have been at the center of the Limmat Foundation's mission. This approach has its origin in the Christian values that inspired the main initiator of the Foundation, Toni Zweifel. From the example of St. Josemaría, founder of Opus Dei, he conceived the idea of working with a high degree of professionalism to serve those in need. The Limmat Foundation owes the "foundation of foundations" concept, as he called it, and the symbol of the bridge to Toni Zweifel. The Limmat Foundation is the oldest umbrella foundation in Switzerland. Its Project Center, with its own capital, bears the costs of general operations. It offers the founders of sub-foundations organizational and administrative solutions, as well as asset management and project management services. We are happy to summarize the guiding principle of the Limmat Foundation as follows: We enable the prosperous to better assist those in need.

By the 1970s, education was understood as a crucial factor for development and this importance has only continued to grow. Education at all levels, especially for women as well as for children, is and remains our priority. The Limmat Foundation works with proven local partners, whose own commitment ensures the long-term sustainability of the projects. Over the past 50 years, the Limmat Foundation has been able to support more than 1,000 projects valued at over 300 million Swiss francs.

Currently, the main focus, among many, is on vocational training which is still very poor in many countries. Such training is, however, the foundation or starting point for a secure future, giving people professional qualifications and a level of education that is better suited to meet market needs. The dual education system, which is highly advanced in Switzerland and in a few other countries, makes a valuable contribution to this. However, our educational model cannot be simply transferred to developing countries. The transfer requires the support of technically mature projects. This process is also a focus of this annual report.

The Limmat Foundation's course has now been established for 50 years and has stood the test of time. It is important to remain true to this course, but at the same time to keep enriching it with new developments over time. This is the commitment with which we want to approach the next half century, and thanks to your valued loyalty and support, this is possible.



Elisabeth Andrés  
President



François Geinoz  
Executive Director

# Dual vocational training in developing countries

The Swiss vocational training system enjoys international repute. Companies and technical training centers work together to provide needs-oriented vocational training, creating a high-quality training model. Dual education, with vocational school and the workplace as complementary places of learning, provides a solid professional foundation as well as a direct link to the world of work. It strengthens apprentices in their independence, provides an excellent starting point for their entry into the workforce, and ensures the establishment of the next generation of qualified specialists and managers. Training in the dual system benefits individuals, companies and society.

In developing countries, the dual system contributes a great deal to individual, economic and social change. For this reason, this model is also integrated into some of the Limmat Foundation's projects, for example in hotel and catering schools. In order to introduce the dual system there, it is necessary to build a network of hotels and restaurants where apprentices can complete the practical part of their training. Cooperation with external companies enables vocational schools to minimize the costs of maintaining and renewing their own equipment. On the other hand, dual curricula must be developed and instructors in the companies trained on the new form of instruction.

In the Limmat Foundation's projects, this change process in developing countries has been managed for several years by the experts of DESK Hospitality, a competence center for vocational training in the hospitality industry. Based on the efficiency of the Swiss vocational training model, the reputation of the Swiss hotel industry and experience in apprenticeship training, DESK Hospitality assists educational institutions as well as training companies that want to introduce the dual model.

## Professional development of young women in Côte d'Ivoire

Côte d'Ivoire, like many developing countries, produces graduates whose professional skills usually do not meet the needs of the labor market. This leads to high unemployment among young graduates. There are many possible reasons for this failed implementation of the dual education system: A lack of planning, competencies, coherent policies, financial resources, and proven relationships between schools and businesses.



The Yarani Vocational School trains young women from Côte d'Ivoire and outside the country in hotel, pastry and health professions. The diplomas are recognized by the State. To promote the professional development as well as the economic independence of the women, Yarani also offers internships in hospitality and business management. The school works closely with local businesses to provide training that meets their needs. For this reason, it has opted for a dual training model. Yarani is one of the first vocational schools in Côte d'Ivoire to train its teachers.

The project includes teacher training provided by the National Pedagogical Institute in Abidjan. A DESK Hospitality consultant conducts technical and practical training based on the Swiss dual model.

To do this, she works with the school’s management and teaching staff to analyze their needs and establish partnerships with companies in the sector. With the help of this information, the staff adapts the curriculum to the new standards, expands the school’s business development, and increases its financial autonomy.

Project Objectives:

- Improve the qualitative training of students
- Transition to competence-based training
- Restructuring into the dual system
- Partnerships with hotels in Abidjan
- Increase the financial autonomy of the schools
- Commercial development of the school restaurant
- Seminar room with catering services
- Catering expansion

<b>Project costs</b>	<b>CHF</b>	<b>23,000</b>
<b>Local partner contribution</b>	<b>CHF</b>	<b>14,000</b>
<b>Limmat’s contribution</b>	<b>CHF</b>	<b>9,000</b>

**Dual training for vulnerable women in Bolivia**

Bolivian women working in informal and self-employed occupations are one of the groups most vulnerable to the Covid-19 pandemic. CEFIM Technical Institute has been working for more than 30 years in promoting equal access to education for women. This project undertakes the educational transformation of the training center into the dual training model. The transformation takes into account the specific requirements of the local labor market in Bolivia and, thereby, creates a high-quality technical education offering. The bistro “La Especiería”, which is integrated into the education center, serves as a training campus and provides the students with a place to complete their practical training phase. This allows them to apply their theoretical knowledge directly. The entire CEFIM team is heavily involved in this process. An expert from DESK Hospitality guides the successful integration of the program in Bolivia and trains the staff to continue the dual system independently. The project is a great opportunity for the future of CEFIM, as the new training model promises both an increase in trainees and an advantageous economic positioning for the institute.

<b>Project costs</b>	<b>CHF</b>	<b>23,000</b>
<b>Local partner contribution</b>	<b>CHF</b>	<b>14,000</b>
<b>Limmat’s contribution</b>	<b>CHF</b>	<b>9,000</b>





**Vocational training as a new horizon for young people in Lebanon**

In Lebanon, about 40 percent of student graduates choose to leave the country within five years of graduation. They mainly emigrate to the Gulf States, Europe and the USA. Training in technical professions has a poor reputation in the country and is still often seen as a stopgap solution for those rejected by academic institutions.

With the aim of reducing the trend of emigration among young Lebanese, the Institute of Management and Services (IMS) has launched an employability project for young women in the tourism and hospitality sector. The organization has made a commitment to integrate dual vocational training into its hotel operations. The staff receive in-depth training so that they can professionally train the interns. Thanks to the skills acquired through their dual vocational training, the apprentices are more attractive to companies in the labor market and are better able to integrate into working life.

In the first phase, IMS teachers attend the online training course for corporate trainers of the Swiss canton of Vaud. DESK Hospitality experts are participating in the project on site, and support the project sponsors through providing training as well as consultancy services.

<b>Project costs</b>	<b>CHF</b>	<b>89,000</b>
<b>Local partner contribution</b>	<b>CHF</b>	<b>80,000</b>
<b>Limmat's contribution</b>	<b>CHF</b>	<b>9,000</b>

**Enabling a more secure future through hotel management training in Congo**

Since 1991, the Kimbondo training center has been offering young women from poor backgrounds practical training in home economics. Although the teachers are well trained and the school is considered the best of its kind in D.R. Congo, Kimbondo has struggled with a variety of problems in recent years. Again and again, students withdrew from the program early, finances were scarce, and instructors were exhausted. In order to improve the management structure and to support the teachers in their work, a Swiss expert from DESK mentored both the management and the teachers in adopting the dual training system. For this purpose, existing structures were examined and redefined, long-term planning was established, and the instructors were trained in delegating tasks. The program also

included the development of a marketing strategy and the design of a website.

Following the change to the dual system, the students at Kimbondo now not only complete theoretical training and internships in the school's own gastronomy center within the country's borders,



but also complete practical training in foreign hotels and restaurants. These internships are more versatile and practical. They give the students the opportunity to establish contacts for future employment. Part of the earnings from the internships go to the school. Thanks to this income, Kimbondo can subsidize the school fees for financially disadvantaged girls.

<b>Project costs</b>	<b>CHF</b>	<b>12,000</b>
<b>Local partner contribution</b>	<b>CHF</b>	<b>8,000</b>
<b>Limmat's contribution</b>	<b>CHF</b>	<b>4,000</b>

# Projects for Children



Fianarantsoa, Madagascar

# School education for socially disadvantaged children (Ceres)

Association Promes / Institut Européen de Coopération et de Développement (IECD)

More than 1.4 million children drop out of elementary school in Madagascar every year. Particularly in rural areas, very few children go to school. There are many reasons for this: Extreme poverty, child labor, dauntingly long distances to school, inadequate infrastructure, and too few and inadequately trained teachers. The country's educational level is one of the lowest in the world. Only four percent of students attain minimum requirements for reading and writing by the end of primary school. Only one percent of children attending elementary school in rural areas graduate high school at the end of their school career.

The "Ceres" project supports the poorest children and youth from rural areas of Madagascar on their path to higher education. The aim is to provide promising adolescents with solid elementary education and to prevent them from dropping out of school. The Ceres schools are spread over five villages in the Haute-Matsiatra region in central Madagascar. Boarding is available at all five locations for 200 children who live too far away from the schools. The project also offers educational support to several rural high schools.

Ceres enabled a total of 644 children and young people to attend a high-quality school in the 2020/2021 school year. 20 young adults began their teacher training to counteract the teacher shortage in rural areas. The installation of solar electricity in two boarding schools improved the learning atmosphere many times over. Apart from the financial savings on electricity, securing continuous power supply was a crucial improvement. Previously, frequent power outages not only hindered evening educational ac-

tivities, but also severely limited individual tutoring and individual study times after sunset. In the long term, it is planned to provide the three other boarding schools with similar installations as well.

Each year, 120 teachers from Ceres' partner schools receive access to teacher training. In the past school year, more than half of the teachers participated in this training despite the difficulties occasioned by the Covid-19 pandemic. Pedagogical support is

also provided to teachers at Ceres' partner schools in rural areas through the "Miaraka" network, which means "together" in Malagasy. The goal of this network is to improve the training of secondary school teachers and strengthen their pedagogical skills through joint training sessions. Three meetings were organized in 2021.

Evaluation of the project shows that 80 percent of participating secondary school students successfully completed compulsory education. The national rate, by comparison, is 40 percent. 94 percent of

students who continue to high school successfully graduate. In addition, the exam results of Ceres students are significantly better than the national average. The vocational preparation and the higher educational level of Ceres students make them more attractive to local companies and better able to find a job that earns enough to support them independently.



<b>Project costs</b>	<b>CHF</b>	<b>721,000</b>
<b>Local partner and other contributions</b>	<b>CHF</b>	<b>700,000</b>
<b>Limmat's contribution</b>	<b>CHF</b>	<b>21,000</b>



Lodwar, Kenya

# Kitchen and cafeteria at the St. Augustine Boarding School

Caritas

Turkana County in Kenya, which is located in East Africa, is the country's poorest region. Due to the lack of schools and teachers, a very low level of education characterizes the development of the children. They often attend kindergarten until the age of 11 because there are too few elementary schools in their locality. Boys in particular suffer from the scarcity of educational opportunities. Instead of attending school, they work in agriculture and help their parents raise livestock.

The St. Augustine boarding school in Lodwar provides quality education and prepares students for secondary school. Malnutrition, child labor and fear of armed robbery while tending livestock are a thing of the past for 518 boarding school students between the ages of 7 and 14. Their focus is solely on academic achievement. In class sizes of 40 students each, they focus on learning which will provide a better future for themselves and their families.

Since the boarding school's local funds are severely limited, only the school and boarding school dormitory could be financed with local resources. In 2019, the Limmat Foundation supported the construction of an adjacent kitchen and cafeteria building. Until then, meals were prepared in an external makeshift kitchen which was not a hygienic or safe workplace for the staff. For the children, the dedicated cafeteria significantly improved the learning environment as they had previously always had to eat their meals at their desks in the classrooms.

Since the construction of the kitchen and cafeteria was delayed by the Covid-19 pandemic, the second phase of the project began in 2021 with the purchase of interior equipment. The purchase and installation of tables, benches, electrical equipment and kitchen cabinets ensured compliance with health and safety standards for both students and staff. The improvement of the learning environment also increased the educational performance of the students, which has significantly increased the literacy rate in the Turkana region. Over 520 beneficiaries now enjoy the hygienic dining space and safely equipped kitchen on a daily basis.

<b>Project costs</b>	<b>CHF</b>	<b>59,000</b>
<b>Local partner and other contributions</b>	<b>CHF</b>	<b>37,000</b>
<b>Limmat's contribution</b>	<b>CHF</b>	<b>22,000</b>





Valle del Cauca, Buenaventura, Yumbo, Apartadó and Turbó, Colombia

# Saberes: Care and advancement of young children

Fundación Carvajal / Fundación las Golondrinas

In many communities in Colombia, children are cared for by nannies. However, these caregivers have barely completed elementary school education and often have no expertise in dealing with children. In many regions of Colombia, there is no opportunity to obtain quality vocational training in the field of early childhood education. Not only do the educators themselves suffer from this lack, but also the physical, emotional, social and cognitive development of the children entrusted to them, as this development is not sufficiently met by early childhood activities or pedagogical measures.

Through the “Saberes” training courses, caregivers learn professional pedagogical interaction with children between the ages of zero to five years in order to provide the children with comprehensive and high-quality care. The goal of the project is for the daycare workers to improve their knowledge and learn how to best support children in the optimal development of their potential. The training program is a total of 200 hours, divided into 70 hours of group training, 80 hours of independent preparation and follow-up, and 50 hours of individual supervision. The participants acquire both pedagogical skills and digital competencies. The latter, in particular, was essential for active participation in the training sessions which were held online due to the ongoing Covid-19 pandemic. The online classes



were supplemented by a virtual learning platform with various information materials for teaching a variety of topics in a child-friendly way.

The “Saberes” program promotes the successful future of children and contributes significantly towards improving their living conditions. Over a period of up to five years, the caregivers care for three groups of 12 children each, which is why they are an important point of reference for the children. The daycare mothers also give the children’s parents tips on how to implement practices they have learned at home, such as proper nutrition for example. Caregivers who have attended Saberes courses in the past have expressed a desire to attend a refresher course. It is particularly important to them to learn how to focus their pedagogical work on the needs and interests of the children.

An important component of the success of Saberes training is the excellent selection of early childhood care experts who conduct the training. All tutors receive an intensive introduction to the curriculum before the training begins.

The instructors address the desired topics, interests, needs and questions of the course participants in order to best support them in their daily work. Both a study conducted by the University of San Buenaventura in Santiago de Cali on the impact of Saberes and positive feedback from course participants confirm the success of

the high-quality educational program and the children’s educational progress. Over the past 11 years, nearly 7,500 educators have been trained through various Saberes programs, benefiting over 480,000 children.

<b>Project costs</b>	<b>CHF</b>	<b>420,000</b>
<b>Local partner and other contributions</b>	<b>CHF</b>	<b>336,000</b>
<b>Limmat’s contribution</b>	<b>CHF</b>	<b>84,000</b>

Cartagena, Colombia

# Early childhood education training for cognitive disabilities

Fundación Aluna

Research results as well as practical empirical data on the physical and mental development of children confirm that, especially in the first years of life, the family environment plays a central role. In order to improve the quality of life for disabled children and their families, this project provides high-quality training to educators. The program provides these professionals with valuable skills for their daily work with young children, as well as with knowledge of the legal situation and the special needs of people with disabilities. The goal is to uphold the dignity of children with cognitive disabilities. Moreover, this sophisticated pedagogical educational model targets best practices for integrating these children into family, school and social environments.

In 2021, 243 early childhood educators and mothers from the communities benefited from participating in the training program. Six training courses, each consisting of 12 weekly sessions on various topics such as raising awareness of early detection of symptoms and how to best care for children with disabilities, empowered educators to provide appropriate support to the children. Likewise, they are now able to recognize symptoms of a disability much earlier. Due to the ongoing Covid-19 pandemic, the

course was conducted online, which had the advantage of nearly doubling the planned number of participants. Despite inconsistent internet connection, unpredictable network maintenance and power outages which made course participation difficult at times, everyone involved was happy that the course could take place this way. Course participants committed to sharing their new skills with colleagues in their institutions and communities as well as with the families of the mentally handicapped children. This brings the number of beneficiaries up to 6,000 people of different ages.

Participants who have completed the program are very satisfied and grateful for the knowledge they have acquired. Their appreciation and sense of responsibility is shown by the high participation rate, as well as by the time invested weekly outside of attending the online sessions. The participation of the beneficiaries was lively and active, which also speaks for the success of the course.

<b>Project costs</b>	<b>CHF</b>	<b>37,000</b>
<b>Local partner contribution</b>	<b>CHF</b>	<b>17,000</b>
<b>Limmat's contribution</b>	<b>CHF</b>	<b>20,000</b>





Santiago de Cali, Colombia

# Childcare to strengthen social skills

Fundación Los Valles

Over 66,000 people live in Comuna 12 in the city of Santiago de Cali. Unemployment, domestic violence, drug abuse and dropping out of school are part of everyday life there. Almost 40 percent of the inhabitants of Comuna 12 are under 24 years old. Children in particular lack supervision at home since schooling, at five hours a day, covers only a small proportion of the time parents spend away from home because of their jobs. Many children are left alone for up to seven hours a day or are supervised by neighbors or relatives until their parents return. Further, recreational opportunities such as good sports facilities where children can engage in meaningful after-school activities are almost non-existent in Comuna 12, even though interaction with peers is very important, especially for adolescents.



The “Crecer Creando” project teaches children important soft skills and social skills through participation in creative workshops. Children between the ages of five and twelve are gathered in small, supervised groups and taught essential skills. The aim is to improve the children’s living conditions and to strengthen their positive attitude towards school, as well as their bond with the people around them.

Through child-friendly activities, the development of personal qualities is emphasized, in addition to skills for dealing with conflicts and problems.

The workshops organized in 2021 took place over a period of five months, running for four hours per week, and dealt with various topics such as environ-

mental protection, technology, English, music, literature and cooking. Starting in April 2021, the first step was to put together the teams, determine the methodological structure of the workshops, develop the pedagogical material, and prepare the premises to be suitable for children. After an initial start online due to the pandemic, the activities were

continued in person from August 2021 onwards, in response to the families’ desire for in-person care. 60 children took part in the creative workshops. They were divided into 3 age groups, which meant that as many families benefited indirectly from the program. In order to support the bonds formed between the children as well as the parent-child bond, a family excursion and six two-hour family meetings were organized in addition to the workshops. These were very well received.

<b>Project costs</b>	<b>CHF 74,000</b>
<b>Local partner and other contributions</b>	<b>CHF 34,000</b>
<b>Limmat’s contribution</b>	<b>CHF 40,000</b>

Guatemala, El Salvador, Peru and Argentina

# Scholarships for children from low-income families

Hijas de Santa Maria del Corazón de Jesús

The Christian community “Hijas de Santa Maria del Corazón de Jesús” is made up of 663 religious women spread over nine countries. Their commitment is to serve people all over the world. The



focus of their work is the education and upbringing of children and young people. They see their responsibility especially in the care and support of those in need. Their goal is for their students to develop a balanced personality that will enable them to live in harmony and responsibly within their families as well as in society. This focus on providing the best possible care to children entrusted to them is also reflected in the education and training of the novices as well as members of the order, who always train in academic and religious subjects. Order members also work consistently with professionals who provide expert guidance for their work in the community.

The Limmat Foundation supports the work of the religious sisters in Central as well as South America, i.e. in El Salvador, Guatemala, Peru and Argentina. In El Salvador and Guatemala, the Limmat Foun-

ation’s financial contribution in 2021 was used to maintain a boarding school and provide meals for about 90 girls. The program finances university studies in their native countries for all girls who successfully complete their high school diploma in the school. In the wake of the Covid-19 pandemic, many parents became unemployed and could no longer pay even the minimal school fees for their daughters. The program created full and partial scholarships to enable families in need to continue their children’s schooling. In principle, the program tries to keep costs as low as possible to ensure that the middle and lower classes also have access to education. However, even this minimal contribution is often unaffordable for low-income families.

In order to meet the legal health requirements in Guatemala as well as El Salvador and to protect the students, it was also necessary to purchase various medical materials, such as masks and Covid-19 tests. In addition, technology upgrades were made to enable the continuation of classes online.

In Peru, the renovation and expansion of a boarding school was carried out with the help of the Limmat Foundation. The dormitory houses 55 girls from the poorest regions of Peru. They

receive a full scholarship for their education, housing and medical care. Partial scholarships were granted to 77 low-income or large families. The school attaches great importance to equal opportunity, which is why the children and young people come from a variety of social backgrounds. Each of these children has the same opportunity to receive a solid education. In Argentina, the Limmat Foundation helped finance the construction of the first classrooms of a new school in a very poor area. In order to provide these children equal prospects for a successful future, they are supported with full and partial scholarships during their studies.

<b>Project costs 2021</b>	<b>CHF</b>	<b>670,000</b>
<b>Local partner contribution</b>	<b>CHF</b>	<b>335,000</b>
<b>Limmat’s contribution</b>	<b>CHF</b>	<b>335,000</b>



Fribourg, Bern, Zurich, Kreuzlingen; Switzerland

# Strengthening the parenting skills of refugee parents

Save the Children

The traumatic experiences of fleeing in addition to the foreign environment in asylum shelters are very stressful for many children and difficult to process. This project was launched in 2020 to support parents who are raising their children under such challenges.

After a year of development, program implementation began in 2021 in five asylum centers (four cantonal asylum centers and one federal asylum center). Through various educational modules on topics such as “dealing with stress and psychological strain” or “parenting skills”, parents were familiarized as fully as possible with the developmental needs of their children. In preparation to teach these courses, 47 employees from different work areas of the asylum

shelters received special training, some of which took place online due to the Covid-19 pandemic. Likewise, three webinars with experts were offered to ensure the quality of the teaching content. So far, 193 parents and 243 children aged 0 to 17 years have benefited from the educational modules. In addition, 3 workshops organized by language groups gave 14 parents of refugee children the opportunity to exchange ideas in a setting that was comfortable for them. Flawless communication with the course instructors was ensured by an interpreter.



Likewise, 5 former refugee parents, who themselves once lived with their children in one of the asylum centers, made their contribution to the successful integration of the next generation into Swiss society. With the help of local staff, they

filmed a total of eleven videos in three different languages to share their experiences and tips. These videos, as well as other content, can be found on Save the Children’s website ([www.savethechildren.ch/de/parents](http://www.savethechildren.ch/de/parents)) which is continuously being updated and are available to anyone interested.

The success of the project and the gratitude for the multi-faceted trainings sessions is reflected in the positive feedback from participants. 70 percent of the parents perceived the offerings as supportive

and felt that the individual exchange with the staff had strengthened their role as their children’s first caregiver. In order for more refugee families to adjust to their everyday lives in Switzerland and into the new culture, the project will be expanded to four more asylum centers (three cantonal asylum centers and one federal asylum center) in 2022.

<b>Project costs</b>	<b>CHF</b>	<b>69,000</b>
<b>Local partner contribution</b>	<b>CHF</b>	<b>49,000</b>
<b>Limmat’s contribution</b>	<b>CHF</b>	<b>20,000</b>

# Projects for Youth





**Fianarantsoa, Madagascar**

# Higher education for socially disadvantaged youth (Sesame)

**Association Promes / Institut Européen de Coopération et de Développement (IECD)**

Since 2013, the “Sesame” program has pursued the goal of enabling motivated and talented high school graduates from socioeconomically disadvantaged backgrounds in Madagascar to pursue higher education. Normally, only the upper class can afford high-quality education. The “Sesame” initiative promotes the successful integration of less privileged young people into the Malagasy labor market and their active participation in the development of their homeland by awarding scholarships that cover most of their living and school costs. Accommodation is provided in dormitories on campus. The annual selection of students is nationwide. During a preparatory year on the campus in the capital Antananarivo, the youth receive individual mentoring in both academic and personal areas over a period of ten months.



In 2021, 329 young people participated in Sesame’s program. 72 high school graduates, coming from 20 regions of Madagascar, were newly admitted. Likewise, 16 teachers received additional training in pedagogy and in the use of the digital learning platform “Moodle”. In addition, eight employees were trained as career counselors. In the process, they acquired new analytical skills as well as skills in methodology and interpersonal relations. With this acquired knowledge, they are better able to orient students towards the world of work and prepare them for their new stage in life. In this context of career advancement, the second “Forum of Professions” took place in 2021, with 35 partner companies and more than 20,000 attendees. Due to the ongoing Covid-19 pandemic, it was once again held online. The event aims to expose young adults to a wide range of opportunities and establish contacts with potential employers. An equally forward-looking event is the “Week of Challenges”. The young people spend a week working on a global challenge of their choice. The goal is to find an innovative solution to an existing problem. At the end of the week, there is a final presentation to the Sesame team. Selected topics in 2021 included the Covid-19

crisis, renewable energy and sustainable agriculture. Through projects such as the “Week of Challenges”, the young people are trained to assume responsibility. The annual “Masterchef Day” also pursues this intention. This social day is organized entirely by the youth. Working in groups, they manage both the planning and budgeting of scientific experiments, sports and artistic activities.

The success of the “Sesame” program is reflected not only in the positive feedback from the staff, but above all in the motivated and successful students. 95 percent of the students continue their studies with “Sesame” after the preparatory year at the university of their choice and 80 percent of the young people earn their degrees there. 85 percent of graduates are professionally integrated six months after graduation and, thus, can look forward to a secure future.

<b>Project costs</b>	<b>CHF</b>	<b>731,000</b>
<b>Local partner and other contributions</b>	<b>CHF</b>	<b>700,000</b>
<b>Limmat’s contribution</b>	<b>CHF</b>	<b>31,000</b>

**Pereira and Dosquebradas, Colombia**

# Program to reduce the number of school dropouts

**Fundación Iwoka**

The low quality of education in Colombia is paralleled by an increase in social problems among children and young people; problems such as drug abuse, crime and dropping out of school. The latter is mainly caused by malnutrition which forces the children into child labor, and by aggressive behavior of other students within the schools. These behaviors often end in bullying and keep the young victims away from school.

The program, funded by the Limmat Foundation, designs educational projects aimed at keeping children from becoming bullies and school dropouts. The larger goal is to improve the academic performance, living conditions and career prospects of children and youth in the Colombian city of Pereira. In a total of six educational institutions, the project supports a tutoring program that links high school students and elementary school children. As tutors, the high schoolers foster the successful academic and social development of younger boys and girls from the same school.

The young adults receive appropriate training for this responsible task. The process also involves the children's principals, guidance counselors, teachers and families.

In 2021, 540 primary school students between the ages of seven and nine as well as 125 young adults between the ages of 15 and 17 participated in the program. These beneficiaries come from disadvantaged populations that have been displaced and lack opportunities for quality education. They mostly live in residential districts where domestic violence,

physical, psychological and social abuse are part of everyday life. The families of these adolescents, for the most part, only have informal occupations as they themselves have a minimal level of schooling. The risk that this cycle will be repeated among their children is great. The program was originally planned as a face-to-face event in the schools, but due to the Covid-19 pandemic it initially had to take place online. In order to communicate the program topics in a way that matches the social and intellectual background of the children's parents, scripts were created and five-minute videos were filmed in the format of a television series. A digital platform will centralize all the important information for each of the participating children, for example, information about their development. This platform offers newly participating schools with the ability to share information about the program with the local sponsoring organization.



The results of the program are very positive. Children's academic performance and their readiness to learn have improved. In addition, absenteeism has decreased, as has the propensity for violence. Likewise, the youth are more optimistic about their future after participating in the program.

<b>Project costs</b>	<b>CHF</b>	<b>65,000</b>
<b>Local partner contribution</b>	<b>CHF</b>	<b>35,000</b>
<b>Limmat's contribution</b>	<b>CHF</b>	<b>30,000</b>



Fredonia, Colombia

# Training in agriculture

Corporación Urrea Arbeláez

The economy of the Antioquia region in Colombia generates income through the cultivation and sale of various products, such as coffee and citrus fruits. Livestock farming is also an important source of income for the six million inhabitants. Due to the great poverty, young people in particular see ille-

school "La Sandalia" is constantly trying to expand its collaboration with local companies so that it can offer the students a wide range of technical and technological internship opportunities.

The innovative "Rural Center" in the municipality of Fredonia is currently training 90 young people. In 2021, 26 third-year students successfully completed their training as skilled workers in agricultural production. Normally, the training offered by the agricultural school includes weekend courses, but these could not take place in 2021 due to the Covid-19 pandemic. All the produce generated during the training, for example vegetables, citrus fruits, eggs and meat, goes to an orphanage or is con-



gal trade as their only way of securing a livelihood. In order to offer these youth a meaningful alternative occupation and future prospects, as well as to strengthen the general offering of the agricultural sector, this project provides training in the field of agriculture and animal husbandry. The program combines theoretical and practical studies. The technical training lasts one year and includes, for instance, courses such as "Agricultural Production Techniques" or "Horse Breeding Techniques". If the training requires learning a new technology, for example, in the field of "Technology of ecological production in agriculture", the theoretical phase is 18 months and the practical is six months. Particularly for the practical part of the training, the agricultural

sumed by the students themselves. Some of them live on-site in a nearby boarding school. The guava harvest is sold to support an orphanage and jobs at the agricultural school. To motivate the residents of Fredonia to also grow vegetables for their own use, the students organized a nutrition event for interested families. As part of this event, they distributed seeds to encourage the planting of personal vegetable gardens and the exchange of produce within the neighborhood.

<b>Project cost</b>	<b>CHF</b>	<b>68,000</b>
<b>Local partner and other contributions</b>	<b>CHF</b>	<b>58,000</b>
<b>Limmat's contribution</b>	<b>CHF</b>	<b>10,000</b>

Medellín, Colombia

# Integration of former child soldiers into society

Don Bosco Youth Welfare Worldwide

Over the last 20 years, the number of former child soldiers in Medellín has risen sharply. To assist them on their way back to a normal life, the Don Bosco organization has developed the “Creating Dreams” program. It is aimed at young people between the ages of 14 and 18 who belonged to armed groups and were involved in the conflict in Colombia. The aim of the project is the successful social, familial and societal reintegration of the participants. In addition, it strengthens the independence of the young people and supports them in improving their living conditions.

The “Creating Dreams” program is a role model in Colombia and has been very successful. Since 2003, more than 500 former child soldiers have been integrated into society. With the help of an interdisciplinary team, the youth work through their traumatic experiences. Following the pedagogy of Don Bosco, the staff tries to meet the young people where they are and build relationships of mutual trust. Together, they create a new life plan that positively changes the young people’s self-image. They are encouraged to develop new dreams that push them to start a new life. The inclusion of a youth ministry for discussing worries and fears also plays a central role.

On enrollment in the project, the adolescents are placed in centers for special care. The facilities are based on an official model of the Colombian Ministry of Family Affairs. However, they go beyond basic services and guarantee the rights of children and adolescents. 90 percent of the 100 places are filled. Participation in the program is limited up to the age of 18, as the youth are then integrated into a state reintegration program for adults. As long as they are minors, they can stay at the center until they feel ready to live independently, and while there they receive everything they need to live: Education, health care, recreational activities, psychological and psychosocial care. On average, the program lasts two years. During their stay, the adolescents in the centers are given the opportunity to complete academic or technical training in order to prepare



for the labor market. To this end, they first complete their elementary education. Teachers regularly receive continuing education to help them deal with difficult situations and to develop new teaching methods. After completing their training in the apprentice workshops, for example in furniture making, car mechanics, tailoring, logistics, marketing, hairdressing, metal construction or as administrative assistants, the young people do an internship in an external company. Many of them are permanently hired afterwards.

<b>Project costs</b>	CHF	420,000
<b>Local partner and other contributions</b>	CHF	370,000
<b>Limmat’s contribution 2020-2021</b>	CHF	50,000



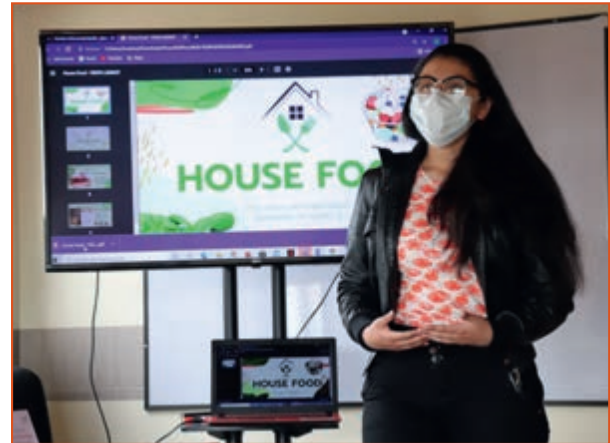
**Bogotá, Colombia**

# Training in entrepreneurship and innovation

**Asociación Cultural Femenina**

Women in Colombia often lack professional prospects. The virtual diploma course on “entrepreneurship” and “innovation” seeks to counteract this problem in order to inspire young Colombian women with new ideas. The goal is to promote the development of entrepreneurial skills as well as innovative competencies. The focus is on both the personal and professional development of the participants. Technical and economic knowledge also plays a central role in successful participation in the market. In the long run, the training program supports not only the development of the young women’s personal potential, but also their advancement within Colombian society by expanding their mindset and creativity.

The digital training is currently in the content development phase, of which the first module and 70 percent of the second module are complete. Particular attention is paid to the combination of technology and communication for the best possible user experience. The University of la Sabana in Chía (Colombia) provides expert support for the development and management of the program to the local partner organization, which includes members



of Opus Dei. A pilot test with the first two modules is planned for early 2023, while the third module is being developed. In 2021, the entire framework for the course content was created, 87 percent of the virtual content was produced, and 60 percent was uploaded to the learning platform. 33 percent of the digital education site was reviewed for usability, which constitutes 32 percent of the training hours produced.

To help cover the cost of the educational programs, the local partner is looking to offer their training to executives in Colombia who are interested in training their employees and improving their innovation thinking for the success of their companies.

<b>Project costs</b>	<b>CHF</b>	<b>39,000</b>
<b>Local partner and other contributions</b>	<b>CHF</b>	<b>26,000</b>
<b>Limmat’s contribution</b>	<b>CHF</b>	<b>13,000</b>



## Seoul, South Korea

## Center for the Promotion of Cultural Exchange

## East Asia International Exchange Foundation (EAIEF)

Fierce competition for success and social status increases not only mental stress but also a materialistic outlook, especially among adolescents. They lose sight of their fellow human beings and the priorities of life. In the long run, this condition affects their personal development as well as their family and social relationships. The organization "East Asia International Exchange Foundation" wants to counteract this external pressure. Therefore, it supports the international exchange of ideas between students and professionals of different cultures within Korea as well as from other countries in order to promote the mental, physical, social and spiritual development of human beings.

The Dorimdong Center in Seoul has been established as a venue for international exchange. The Center will include event and meeting rooms, classrooms, libraries, and accommodations for guests from other countries. Currently, it is still under reconstruction, the financing of which is being supported by the Limmat Foundation. In the meantime, activities will take place in other educational facilities.

In 2021, three seminars were held to train 25 participants in topics such as society, nature, technology and media. All offerings are free or very inexpensive, making them affordable for students. The new building can accommodate about 500 beneficiaries.

The local partner has developed various programs that support the development of the individual per-

sonality. The program "Sophia" offers various trainings and promotes deep understanding of fellow human beings, social skills, honesty and solidarity. In order to put the last into practice, the participants get involved in soup kitchens and visit elderly people. To ensure that the positive skills acquired by the adolescents are also reflected in their interactions with their immediate environment, parenting is of central importance. A special family support program is dedicated to this area, strengthening the bond between family members. During online and face-to-face courses, parent couples share their experiences with each other.

Another of the organization's programs focuses on academic and cultural activities to open new horizons for young people. The aim is to help foster understanding and exchange in our world. To this end, volunteer services are organized in Southeast Asia and Africa to help those in need. In this context, there are also regular presentations about distant countries and cultures, which have proven to be very successful. Cultural trips will be offered as soon as the Covid-19 pandemic permits.

The "Biblios" program is also used for cultural education. It promotes access to Christian and humanist-oriented content in the form of books, web media or audio files. Many international materials are translated into Korean to eliminate language barriers. Similarly, an app has been developed and a YouTube channel created. Both digital platforms include information from Koreans.

**Project costs**

**Local partner contribution**

**Limmat's contribution**

**CHF 1,100,000**

**CHF 880,000**

**CHF 220,000**

**Beirut, Lebanon**

# Lebanese Civic Center

**Association Libanaise pour le Développement  
et la Culture (ALDEC)**

It is not only the economic crisis of 2019 that fills the inhabitants of Lebanon with existential fear. Even before that, pessimism about the country's future had been rising sharply. The majority of the population, especially the young people, have little hope and are looking for ways to leave Lebanon as soon as possible.

The organization "Association Libanaise pour le Développement et la Culture" has been in existence for over 50 years and was founded by members of the Catholic prelature Opus Dei. It wants to counteract this despair and urge to emigrate. Through various initiatives in the fields of education and culture, experts work to show young people between the ages of 9 and 25 prospects for a successful future in Lebanon, thereby also reducing the number of emigrations. Likewise, the Lebanese association shows them in various ways the reasons why it is important to feel responsible for the future of their own country and to work for its progress.

The holistic educational program is divided into three progressive phases geared towards the different age groups of the participants. It includes individually tailored training, coaching and mentoring, as well as collaboration with parents. Adolescents hear presentations, learn to work together in groups, attend classes as well as exhibitions, interact with peers from other institutions on topics related to Lebanon and engage in both recreational activities as well as educational trips at home or abroad.

The construction of a Lebanese Civic Center in the capital city of Beirut in 2017 laid the foundation for a common meeting place for citizens. The goal of the center is to bring optimism back to the people through various educational and cultural activities.

Due to the country's economic collapse two years after the start of construction, the building could not be completed in 2020 as planned. To begin civic initiatives as soon as possible and contribute towards solving Lebanon's problems, the building was opened in September 2021, despite still being under construction. The Limmat Foundation has made a gift to support the completion of the Lebanese Civic Center.

Currently, 128 people benefit directly and 350 people indirectly from the center's services. These numbers are expected to increase to 610 active participants and 1000 indirect beneficiaries in the future when events with more participants are permitted to be held again. Likewise, some programs and activities had to be postponed due to the restrictions related to Covid-19.

Many events are already planned that will actively contribute to the development of the country. In the long run, the Citizens' Initiative would like to expand its concept of promoting the common good and its activities to the whole of Lebanon. In this way it hopes to motivate even more people to become personally involved in the future of their homeland.

**Project costs****Local partner contribution****Limmat's contribution****CHF 905,000****CHF 465,000****CHF 440,000**



Athens, Greece

# Therapy program for people with disabilities

ELEPAP

Brain injuries are the main cause of disability and have serious chronic consequences on the functionality of the body. The limitations not only complicate the lives of those affected, but also of their families. The Center for Neuropsychological Rehabilitation of the ELEPAP organization offers people with brain injuries a comprehensive neuropsychological intervention program appropriate for their reintegration stage. The professional staff consists of neuropsychologists, rehabilitation counselors and social workers. ELEPAP strives to keep costs as low as possible for the affected families and provides annual participation scholarships to the most economically disadvantaged. The Limmat Foundation supports this initiative with its financial contribution.

In 2021, a total of 28 adults with acquired brain injuries participated in the program. They benefited from valuable interventions that were designed to meet their needs. Some participants took part in the day program, which consisted of group training, cognitive rebuilding and counseling for the injured person as well as their family members respectively. Several participants completed a four-month intensive program so that they could return to work. Others benefited from the program by starting or continuing a course of studies or training or becoming able to live independently again.



Similarly, in 2021, 36 children improved their cognitive skills, emotional stability, self-acceptance, behavior, and self-esteem through various neuropsychological intervention programs. At the same time, the program promotes the reintegration of children into the family as well as the larger social environment through family counseling and cooperation with schools. In addition, the ELEPAP team cooperates with the "Aghia Sophia" Children's Hospital in Athens, where it conducts neuropsychological examinations and counseling sessions with the families. If necessary, these are continued even after the child has left the pediatric clinic.

Further, there is an intervention program for infants with motor delays or at risk of neurological malformations. In 2021, it served 47 infants. The

Limmat Foundation covers the annual cost of the rehabilitation program for ten uninsured babies whose families suffer great financial and social hardship. The program aims to prevent neurodevelopmental deficits in high-risk babies and increase brain potential through early intervention. Parents are specially trained to be able to continue the therapy in their homes.

A major goal of the Holistic Neuropsychological Rehabilitation Program is to increase its effectiveness through the continuous education of both professionals and the general public. The rehabilitation and reintegration measures developed since 2008 clearly show positive results, attested by patients as well as by their families and medical therapists. In addition, health care workers, the medical faculty in Athens and major hospitals in Greece confirm the effectiveness of the program.

<b>Project costs</b>	<b>CHF</b>	<b>548,000</b>
<b>Local partner contribution</b>	<b>CHF</b>	<b>300,000</b>
<b>Limmat's contribution</b>	<b>CHF</b>	<b>248,000</b>

Athens, Greece

# Support for disabled youth

**Etairia Prostasias Spastikon (EPS)**

The organization Etairia Prostasias Spastikon (EPS) works in Greece for the better integration of children and young people with disabilities into all areas of life. These children suffer from cerebral palsy, which is caused by a severe malformation of the brain. The brain damage occurred either during brain development in pregnancy or during birth. For those affected and their families, everyday life is therefore fraught with many hurdles that they cannot overcome without external help. Poverty and financial circumstances do not allow them to cope with the cost of living or to purchase necessary aids for the care of their children. Dignified care of their children is therefore virtually impossible for the affected families. EPS supports them in removing seemingly insurmountable barriers and building a bridge to normality.

EPS social workers make onsite visits to determine the exact situation of the families and identify their specific needs, for example for therapeutic aids or financial support. Among the beneficiary families are many single mothers or fathers who have been

hit by unforeseen misfortune or suffer from health problems that have caused them great financial hardship. Their disabled children attend the "Open Door" institution, which includes a kindergarten as well as a special school and an educational center. This makes it possible for the single parents to care for themselves, the healthy siblings and for the handicapped child. This is the case for the family of the disabled Dimitri. He is 15 years old and attends secondary school at "Open Door". His parents divorced in 2019. Since then, the father has abandoned the family and is married again. The mother is, thus, solely responsible for her disabled son and two other children. She has not yet found a job, which puts the family in financial difficulties in addition to their mental stress. Social Services supports her with psychological counseling. Thanks to a financial donation from the Limmat Foundation, they are able to pay for some of the medical expenses for Dimitri's orthopedic treatment, as well as pay for other expenses to meet their daily needs. In 2021, the Limmat Foundation supported a total of 16 families to alleviate their needs. All beneficiaries suffer great poverty and have at least one disabled family member who is cared for by the EPS organization.

<b>Projektkosten</b>	<b>CHF</b>	<b>69,000</b>
<b>Beitrag Lokalpartner</b>	<b>CHF</b>	<b>30,000</b>
<b>Beitrag Limmat Stiftung</b>	<b>CHF</b>	<b>39,000</b>



Zurich, Switzerland

# Job application workshop

Appisberg



workshop. The prerequisite was that they had completed at least the first year of apprenticeship. Depending on pandemic-related regulations, the application workshop took place in the classroom or via online, telephone and video training. During the training with both internal and external job coaches, the focus was on developing personal conduct, individual attitudes, and improving technical and soft skills. Under the guidance of the coaches, participants developed an application strategy and created individual application documents.

Participant feedback on the application workshop program is unanimously positive. After the job application training, they feel better prepared for an interview and can better assess both their competencies and their development potential. They also find it easier to identify their strengths and weaknesses. 14 trainees, more than 50 percent, were invited to an interview after participating in the job application workshop. Six young people were permanently employed.

With the job application workshop, the Appisberg Competence Center supports physically and mentally handicapped young people in their professional integration into the primary labor market. The goal is to increase their chances of becoming skilled workers so that they can shape their future with financial independence. Through group and individual coaching, participants are prepared for all steps of the job application process. They receive professional help in preparing their application documents and preparing for job interviews. The focus is either on obtaining an internship during the training program at Appisberg, a contract to complete the training started there at an external company or a permanent position in the field of the training completed.

In 2021, 26 physically and mentally impaired young people from Appisberg apprenticeship program were able to attend the job application

<b>Project costs</b>	<b>CHF</b>	<b>30,000</b>
<b>Local partner contributions</b>	<b>CHF</b>	<b>20,000</b>
<b>Limmat's contribution</b>	<b>CHF</b>	<b>10,000</b>





# Other Projects for Youth

Limmat's contribution in 2021  
in CHF

<p><b>Tallinn, Estonia</b> <b>Student Residences</b></p>	<p>This project supports various Christian student dormitories in Estonia and Finland. In 2021, the dormitories housed students from Italy, Portugal, Spain, Russia and Ukraine. Activities organized regularly, such as excursions, lectures, meditations, summer camps as well as cultural events strengthen the sense of community among the students and lead to international friendships. The teaching of Christian values is equally important, as it helps them to be responsible citizens and bring about positive change. The Limmat Foundation contributes to the annual upkeep of the student dormitories, since this cannot be financed without donations.</p>	<p><b>54,000</b></p>
<p><b>Bukavu, D.R. Congo</b> <b>Scholarship for studies in Europe</b></p>	<p>An 18-year-old student from Bukavu in eastern Congo has been awarded a partial scholarship to study electrical engineering at the University of Genoa in Italy at the request of a donor. The Congolese girl passed the entrance exam and began her studies in the fall of 2021.</p>	<p><b>3,000</b></p>
<p><b>Nairobi, Kenya</b> <b>Kibondeni College</b></p>	<p>The Kibondeni College teaches technical skills in the hospitality industry to more than 300 young women every year. Due to the Covid-19 pandemic, it was necessary to adjust the teaching situation. To be able to continue the training in compliance with the official protective measures, a square was prepared outside with paving stones and an external classroom was built afterwards. The project also supported the awarding of scholarships to 118 impoverished female students.</p>	<p><b>27,000</b></p>
<p><b>Limuru, Kenya</b> <b>Kimlea Training Center for Women</b></p>	<p>Kimlea's technical training center offers young women training in the following subjects: Cooking, tailoring, agricultural technology, beekeeping, laundry, hospitality, information technology, accounting, English, nutrition and food production. In 2021, the Limmat Foundation supported the training center in the purchase of new machinery and equipped a PC room with new computers. The project was implemented together with the Rhine-Danube Foundation and with the help of the German Federal Ministry for Economic Cooperation and Development.</p>	<p><b>10,000</b></p>

# Projects for Adults



**Kinshasa, Democratic Republic of the Congo**

# Medical care at Monkole Hospital

**Centre Congolais de Culture, de Formation et de Développement (CECFOR)**

Monkole Hospital is located in the Democratic Republic of Congo on the outskirts of the capital, Kinshasa. It has 110 beds and eight medical departments. A total of 133,000 patients use the hospital's services each year. Monkole's goal is to provide dignified, high-quality health care to all segments of the population, especially the marginalized and disadvantaged. Likewise, the focus is on the professional and human development of the population to strengthen the Congolese health system.

In 2021, Monkole Hospital renovated its maternity ward and built five new maternity wards. The aim of this measure was to offer mothers and infants higher-quality equipment for better medical treatment. Premature infants can now be successfully cared for at the hospital. In 2021, 400 mothers gave birth in Monkole. To ensure that pregnant women from poor neighborhoods can afford quality medical care and delivery, Monkole has developed the "Fortfait Maman" project. Each woman pays a fixed price of 50 Swiss francs for her treatments during pregnancy and delivery. The remaining 310 Swiss francs, which are the additional cost per person, are financed by donations.

The Limmat Foundation also supports provision of intensive care for newborns and Monkole's orthopedic pediatric surgery. In order to provide the best possible care for newborns, the equipment was upgraded in 2021 with two incubators. The intensive care unit provided care for 160 infants in 2021 and is usually at 100 percent capacity. The orthopedic pediatric surgery unit treats young patients who, for example, need a hip prosthesis due to sickle foot. In 2021, 158 orthopedic surgeries took place

at Monkole Hospital. The hospital specializes in the treatment of sickle feet using the Ponseti method.

In the radiology department, the Limmat Foundation supported the repair of the image intensifier and the computer tomograph used to perform scans. Monkole's radiology equipment had been non-functional for 2 years, which caused limited diagnostic capabilities, reduced revenue, and necessitated tedious transportation of 350 patients who are transferred annually to other hospitals with adequate equipment. Monkole incurred 400 Swiss francs cost per scan to share the equipment, as well as staffing costs in the form of a driver and an accompanying nurse. The installation of the radiology equipment also enables staff training and makes the hospital more competitive. The cost of examinations is covered through the contributions of the more



affluent patients who pay for their own services, for example through insurance, thus helping to pay for the treatments of the indigent population.

Urgent short-term assistance was also needed in 2021 due to the ongoing Covid-19 pandemic. Oxygen production was financed to ensure the ventilation of many infected patients.

<b>Project costs</b>	<b>CHF</b>	<b>935,000</b>
<b>Local partner contribution</b>	<b>CHF</b>	<b>495,000</b>
<b>Limmat's contribution</b>	<b>CHF</b>	<b>440,000</b>



Santa María de Nieva, Peru

# Entrepreneurship training in the banana sector

Codespa

Many families in Peru devote themselves primarily to banana cultivation. This project was set up to familiarize them with new technologies for the efficient processing of their surplus produce and to strengthen their business management skills. 100 indigenous farming families in the Amazon region benefited from the program in 2021. Of them, 15 young people between the ages of 18 and 25 with low levels of education, received training in the professional drying of bananas using dehydrator technologies. This process makes it possible to sell

development of soft skills. With this knowledge, the young people assume responsibility for the production of dried fruit in a newly established company. In order to successfully master their new responsibilities, they received support in the initial phase. The other 85 program beneficiaries are people who work in banana cultivation. They are now able to sell the once discarded production surplus to the young entrepreneurs for further processing as dried fruit, which has a positive impact on their income as well.

The program has the goal of providing the most vulnerable population groups in the Peruvian Amazon with career aspects, as there were few high-quality jobs locally. The economic growth of the forward-looking company will create new employment opportunities, helping another 1,000 local families to find work and earn an income. The project also supports sustainable entrepreneurship, as the technological solution provides added value to the products. In the test phase, 50 kilograms of dried



second- and third-grade bananas in a different way. Apart from the practical part of the training, the curriculum also includes business management, financial and administrative management, accounting, marketing, hygiene standards as well as the

bananas were produced within two months. Vacuum packaging ensures the shelf life of the products. Discussions have already taken place with local microfinance institutions to further expand the successful business model.

<b>Project costs</b>	<b>CHF 157,000</b>
<b>Local partner and other contributions</b>	<b>CHF 140,000</b>
<b>Limmat's contribution</b>	<b>CHF 17,000</b>

Medellín and Santiago de Cali, Colombia

# Training of micro-entrepreneurs

Fundación Carvajal and Interactuar

Many people in Colombia suffer from the high rate of unemployment. Women and young people in particular cannot find work. The high number of unemployed is also due to the influx of the approximately 150,000 victims of the armed conflict who have sought refuge in the municipality. In an attempt to support themselves, the majority of the Colombian population opens their own informal microenterprises. However, for the most part, these people have no knowledge of business management and the lifespan of their businesses is very short. In order to help vulnerable populations fight poverty, this project provides them with MBA training for economic and social inclusion.

Between January and June 2021, 361 micro-entrepreneurs with low levels of education participated in the program offered at a local business school. The 90 hours of class were held online and in-person. The courses provided participants, 65 percent

of whom were female, new skills and entrepreneurial expertise useful for their business operations. In addition, the training strengthened marketing and management skills. The students developed an entrepreneurial, forward-looking and transformational mindset to enhance the growth as well as productivity of their business. Likewise, the course supported them in their personal development as senior business managers.

The training follows the methodology of “learning by doing”, which means that the entrepreneurs are individually coached and actively involved in the intensive process of transformation. Likewise, the program provides them with access to microcredit for an investment project to help accelerate their commercial progress. The goal of this transformative project is to help the micro-entrepreneurs create a profitable, sustainable business that creates jobs and lifts the people of Colombia out of poverty, as well as improves the quality of life of their own families.

<b>Project costs</b>	<b>CHF</b>	<b>574,000</b>
<b>Local partner and other contributions</b>	<b>CHF</b>	<b>462,000</b>
<b>Limmat’s contribution</b>	<b>CHF</b>	<b>112,000</b>



Buenaventura, Colombia

# Promoting women's entrepreneurship

Fundación Carvajal

Many companies suffered steep financial losses due to the Covid-19 pandemic and had to suspend their activities. To help women resume their entrepreneurial activities, this project provides training courses to develop socio-entrepreneurial skills. The course was conducted virtually and complemented by personal coaching. In order to provide the best possible support to the women, project staff received specialized training in negotiation, cost analysis, safety, marketing and networking.

A total of 120 female entrepreneurs participated in the training program, received information as well as seed money and resources worth up to 353,000 Swiss francs to reactivate their businesses. The focus is on teaching skills and obtaining the necessary equipment and materials rather than simply on providing financial assistance. The team also familiarizes the women small business owners with lending institutions and funds. Likewise, the mentors direct them to local entrepreneurship programs offered in their districts so that they can improve their knowledge and business strategies. More than 80 percent of the women business owners who participated in the training increased their sales, improved their profits, and

reduced their costs. More than 95 percent of the women business owners formulated strategies to reduce debt and reactivate their businesses.

Since many businesswomen have children who did not attend school during the pandemic, an additional program was offered to teach these children about various topics and strengthen their social skills. 52 children of the program participants took



advantage of this offer and also got to know their mothers' businesses better. At the same time, 21 women entrepreneurs took advantage of a training session on "parenting guidelines". 76 percent of these women implemented at least three parenting guidelines with their children. Both measures proved to be very successful.

<b>Project costs</b>	<b>CHF 62,000</b>
<b>Local partner and other contributions</b>	<b>CHF 56,000</b>
<b>Limmat's contribution</b>	<b>CHF 6,000</b>



## Ljubljana, Slovenia

## Renovation of the conference center

## ZAVOD TROMOSTOVJE (ZAVOD)

The "Polzela" conference center in Ljubljana sponsors numerous activities for the optimal development of an individual's character. The events are aimed at families, professionals, young people, and children of both genders. The center also organizes family counseling courses, mentoring, professional coaching, leadership courses for professionals and recreational activities. In addition, the center's services include coaching in the transmission of values.

Due to increased demand for the various activities and the registration of ever larger groups, mainly

from Slovenia, Croatia and Italy, the conference center has become too small. In 2021, the local organization ZAVOD turned to the Limmat Foundation for support in financing the renovation and expansion of the building. The expansion of the attic began in 2021, which resulted in the creation of eight new guest rooms. The financial contribution also enabled the purchase of furnishings for the rooms, the renovation of the house entrance and staircase, the installation of an elevator, the completion of a house chapel, the establishment of a secretariat and the construction of a new access road for cars.

<b>Project costs</b>	<b>CHF 786,000</b>
<b>Local partner and other contributions</b>	<b>CHF 363,000</b>
<b>Limmat's contribution</b>	<b>CHF 423,000</b>

## Riga, Latvia

## Renovation of the student dormitory

Baltijas Izglitibas un Kulturas  
Attistibas Biedriba (BIKAB)

Universities in Latvia offer students a good education. Nevertheless, students receive very little support in integrating the professional skills they learn into their lives. For the most part, there is no place for personal development outside of their field of expertise. The student residence "Agenskalns" in Riga is committed to closing this gap. The accommodation brings together people from different faculties, cultures and countries, so that all 16 residents learn to understand diversity and help each other. A program of activities, excursions, shared mealtimes, classes and projects encourages mean-

ingful use of free time, the exchange of ideas, and the formation of friendships.

The residence offers young people a place for personal and professional growth that contributes to their holistic development and thus to the improvement of their community. Spiritual care is also offered, entrusted to the Prelature Opus Dei. With a donation, the Limmat Foundation is helping the residence carry out a renovation and the acquisition of new furnishings. Apart from the students, non-residents who participate in the residence's public events also benefit from this.

<b>Project costs</b>	<b>CHF 856,000</b>
<b>Local partner contribution</b>	<b>CHF 234,000</b>
<b>Limmat's contribution</b>	<b>CHF 622,000</b>

Folegandros, Greece

# Basic medical care for islanders

Médecins du Monde

The organization “Médecins du Monde”, which the Limmat Foundation supports financially, has been present on the island of Folegandros in Greece since 2016 and provides the permanent residents of the island with a health clinic that offers free basic medical care. Without this facility, local islanders would not have access to primary health care and would have to travel to another Greek island or to the mainland for treatment, which is not possible for them due to financial reasons. The clinic’s goal is to provide medical and preventive care services that at least match the average standard of clinics on the mainland and fully meet both the medical and pharmaceutical needs of the residents. This includes the dispensing of low-cost medicines.



The well-equipped medical office is staffed by a physician and a nurse practitioner. The latter position was filled by a new employee in 2021. This person received intensive training in the operation of the infirmary as well as in-depth training in the use of the available equipment. In addition to acute first aid, the team also carries out check-ups and annual physicals as necessary. These include, for example, analysis of blood count as well as blood sugar, electrocardiograms and ultrasound examinations. In 2021, around 2,300 treatments were carried out. About half of the patients were female and not permanent island residents. 172 cases were referred to

specialized clinics in the Cyclades and Athens, and seven patients were transferred to other hospitals for further treatment. A total of 55 home visits to physically impaired islanders were made in 2021. One of the advantages is that the attending physician can be reached 24 hours a day in acute and urgent cases. 65 emergencies were recorded last year, many of them from traffic accidents.

Health promotion and prevention are the program’s primary mission. Therefore, the project attaches great importance to vaccination. Upon request, any child living on the island receives free vaccination against meningococcal type B at the clinic on Folegandros. Likewise, the year 2021 was marked by creating awareness about Covid-19 as well as education about the coronavirus vaccine. In addition, more than 500 Covid-19 tests (antigen and PCR tests) were performed. Despite the Covid-19 pandemic, blood collection and testing continued, as monitoring the health status of chronically ill patients remains of great importance.

In order to provide medical care not only to the islanders of Folegandros but also to the people of the other small remote islands of Sikinos, Iraklia and Koufonisi, the staff of “Médecins du Monde” also provide treatment there on certain days. All the islanders are very grateful to the project and for the health care offered.

**Project costs**

CHF 292,000

**Local partner and other contributions**

CHF 100,000

**Limmat’s contribution**

CHF 192,000

**Agios Dimitrios, Greece**

# Residential home for severely disabled adults

**Etairia Prostasias Spastikon (EPS)**

In Agios Dimitrios, a suburb of Athens, a gift from the Limmat Foundation helped finance the construction and equipment of a residential home named "Ariadne". It houses nine adults severely impaired by cerebral palsy. The construction of the dormitory was urgently needed and was motivated by high demand from parents who, with increasing age, are no longer able to adequately care for their severely disabled children. They are very grateful for the accommodations in the "Ariadne" house which provide their adult family members with a permanent home and eliminates the frequent upheavals of short-term stays. The aim is for those in need of care to grow together into a family in a safe environment and for parents to know that their children are well accommodated as they grow old. The beneficiaries are very happy to move into their own new domain, a place which they share with their friends.

In order to provide the best possible care for the most severely disabled residents of the home, the staff received advanced training and undertook a first aid course. As soon as the home residents were identified, the social workers began to work in a

focused way with both the parents and their children to prepare them for this new step in their lives. For this purpose, the caregivers organized several trial stays for the new residents in a nursing home which is operated by the same organization. The mayor of Agios Dimitrios and the authorities have supported the construction of the new residence from the very beginning. There is a very good cooperation with local companies as well as a friendly relationship with the neighbors who have warmly welcomed the new residents.

The operational costs of the residence are covered by the social security and social assistance of the residents as well as by donations. The "Ariadne" home is the second residence operated by the local partner and, hence, valuable knowledge and experience from the first building were incorporated into the planning of the new one. In the future, the local organization plans to build at least two more residential homes to meet the great need and the many requests from aging parents of severely disabled children.

<b>Project costs</b>	<b>CHF 423,000</b>
<b>Local partner contribution</b>	<b>CHF 300,000</b>
<b>Limmat's contribution</b>	<b>CHF 123,000</b>

## Other projects for adults

Limmat's contribution in 2021  
in CHF

**Athen, Greece**

**Care for Greek refugees from Turkey**

This project supports Greeks displaced from their homes in the former Constantinople in Turkey. They are issued with vouchers to use in supermarkets to buy food and help alleviate their poverty as well as hunger. The cost of necessary medicines is also catered for. They find refuge in a shelter for the homeless, whose operating costs are also subsidized by the Limmat Foundation.

**8,000**



# Events



## Charity Golf Tournament

# 26. Esmeralda Charity Cup 2021

In 2021, the Limmat Foundation had the privilege of welcoming around 400 golfers to the Rheinblick, Crans-sur-Sierre, Bad Ragaz, Ascona and Wylihof golf courses. The mostly beautiful summer weather enhanced the good atmosphere, which was characterized by a congenial mixture of sporting ambition and relaxed playfulness for a good cause. Ralph Wälchli, ASGI, and Ercan Duran, member of GC St. Apollinaire, climbed the podium of the 2021 tournament series. They won the 1st prize net, which comes with a trip to Colombia. There they will visit several of the street children projects supported by the Limmat Foundation and are invited to participate in two charity golf tournaments.

In the course of the 26-year success story of the Esmeralda Charity Cup, around 14,000 participants have raised the money with which the Limmat Foundation has supported 3,000,000 children. The proceeds of CHF 143,700 generated in 2021 will go to two projects benefiting children in need in Colombia.

### Project 1: Agricultural vocational training for rural youth

For decades, armed conflicts prevented the development of rural Colombia. At the "La Sandalia" training center for agricultural innovation, up

to 120 young people a year can complete a one- or two-year vocational agricultural apprenticeship (see page 17). Focusing on organic farming, animal husbandry and horse breeding, they learn the theory and the practice of how to run an economically sustainable and environmentally friendly farm. The apprenticeship provides the young people with an alternative to the usual strategies of emigration or employment through criminal enterprise. The degree is recognized by the State.

### Project 2: Support for slum children

After the long school closures, it is necessary to not only catch up on the school curriculum, but also to promote the social skills of the children. The project "Creceer Creando" ("growing up creatively") offers 135 slum children a year of meaningful recreational activities (see page 11). Girls and boys create music together, play theater and learn English. In the process, they develop social skills and fine-tune their emotional intelligence and creativity. In the medium term, this also improves their academic performance so that dropping out of school, which is very common in marginalized neighborhoods, can be avoided.

**Main sponsor:** Bank J. Safra Sarasin

**Sponsors:** LC Rossi, Profidata, Unternehmer-agentur Gerald Piunti, Klinik Pyramide am See, Spectralwaves economically

**Co-sponsors:** Apart, Artigiano, Athison, Caran d'Ache, Computer Help AG, Dior, Gensac, Golfers Paradise, Lerros, Lindt, Paul Mitchell, PKZ, Sensolar, Snow Pearl, Wein & Sein, Victorinox



# Umbrella Foundation

## From the Experience of our Umbrella Foundation

As an umbrella foundation, the Limmat Foundation offers its donors various options for philanthropic involvement without having to establish their own foundation. This solution is both cost-efficient and administratively attractive. It satisfies all regulations and facilitates the implementation of a goal with maximum social benefit. The Limmat Foundation's many years of experience, as well as its network of qualified local partners, are another tremendous advantage it makes available to all donors.

The reasons for choosing a solution within an umbrella foundation are almost as diverse as the projects that deserve support. Donors want to engage in philanthropy and realize their heart's desire. To this end, they use our existing structures and benefit from existing contacts with local partners. For our donors, it matters that their projects benefit from strategy and systematics, and that existing synergies are exploited. Our donors are united by the desire to make financial resources available as effectively as possible for good causes and to achieve the greatest possible added value for the beneficiaries.

It takes more than money to do good and do it well. Thanks to our efficient project management, not only is the giving side optimized, but just as much attention is paid to the impact on the beneficiaries. In 2021, our sub-foundations funded a total of 49 projects. Funding is also derived from a variety of sources. For example, the Limmat Foundation hosts a sub-foundation whose philanthropic projects are funded by the proceeds of an authors' copyrights.

Other possible sources of funds are real estate, investments, art and other assets.

The Limmat Foundation sees that there is a growing trend of converting independent foundations into sub-foundations within umbrella foundations. There are currently more than 13,000 foundations in Switzerland (see chart). Many founders are looking for a professional continuity strategy as well as improved achievement of purpose.

During the 2021 reporting year, the Limmat Foundation had the experience, among other things, of establishing a sub-foundation to take over the assets of a fund existing within another umbrella foundation. The original donors, the original umbrella foundation, and the Limmat Foundation worked together to find the best solution so that the intended purpose could be implemented in the best possible way. In this particular case, the Limmat Foundation's expertise and network in developing countries was an important factor in the decision. This is a positive example of the charitable sector acting in the best interests of both donors and beneficiaries. The Swiss Federal Supervisory Authority for Foundations attested to the value added through this transaction by certifying the restructuring.

Likewise, the Limmat Foundation is pleased to announce several new earmarked funds. Among them is the Elisabeth Fund, whose purpose is to support people in need in developing countries, especially children, young people and women,



through education-related social projects carried out by local organizations. The fund benefits from the Limmat Foundation's project management services and can be efficiently administered since it focuses primarily on projects that are established and have a successful history. It also involves local partners who are already known to the Limmat Foundation.

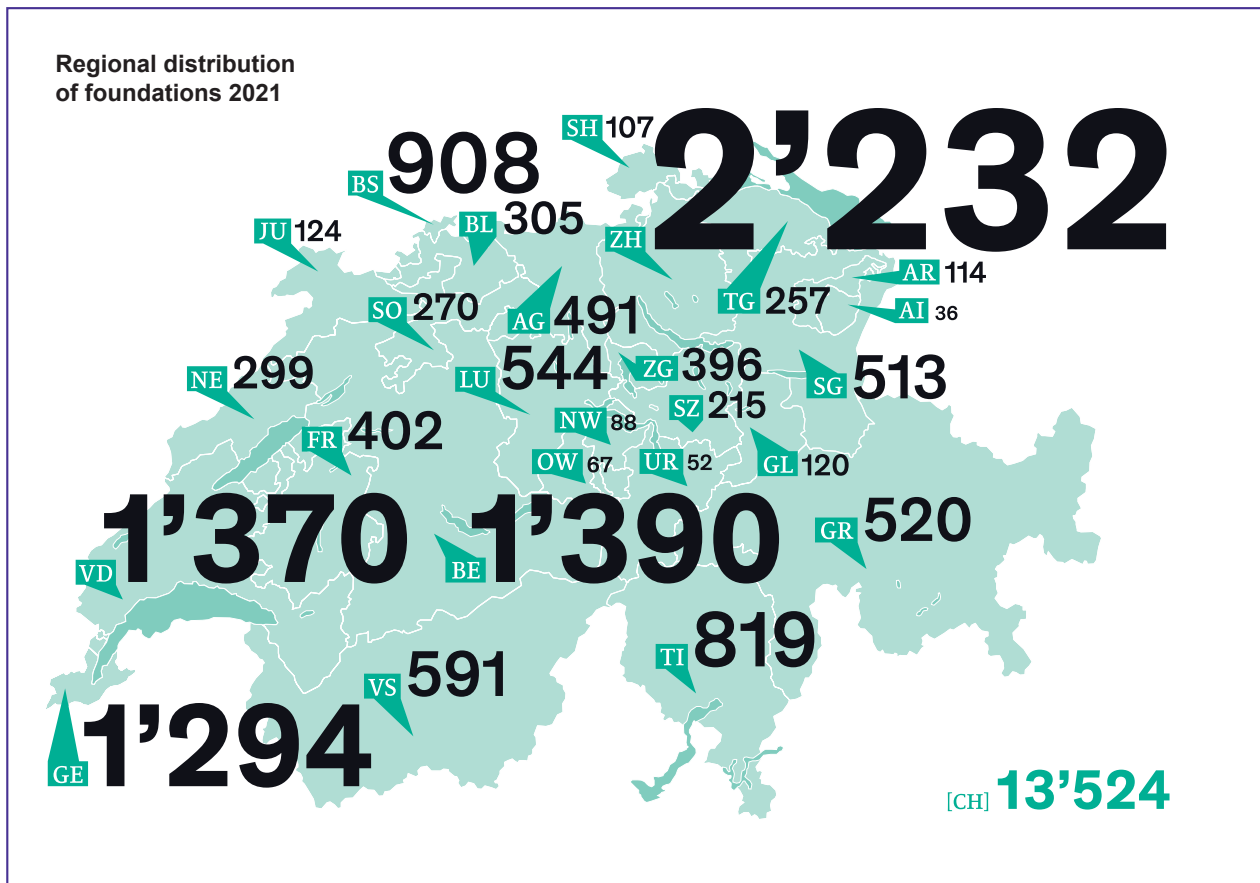
### 12th Workshop of Swiss Umbrella Foundations

Fortunately, the 12th workshop for umbrella foundations, organized by the Limmat Foundation in cooperation with proFonds, took place in-person at the Association Management Institute (VMI) of the University of Fribourg. The majority of Swiss umbrella foundations were represented.

This year also included a premiere: The Center for Philanthropy Studies presented its first statistics on umbrella foundations. The survey, which will

be conducted annually from now on, is intended to create added value for interested parties and the sector.

Sabrina Grassi, Executive Director of the Swiss Philanthropy Foundation, presented the Covid-19 Solidarity Response Fund, in which the umbrella foundation played an important role. Particularly in times of a pandemic, online presence is indispensable. To this end, Claire de Trey-Freymond of stiftungschweiz.ch presented her platform and Isabel Probst of the Limmat Foundation introduced the website of the umbrella foundations ([www.dachstiftungen.ch](http://www.dachstiftungen.ch)). François Geinoz then spoke on the subject of tax exemption for umbrella foundations. The last item on the agenda, the report on the current situation of the individual umbrella foundations, impressively demonstrated that even a pandemic does not slow down the sector and that the individual players have responded flexibly as well as quickly to the challenges.



Source: Der Schweizer Stiftungsreport 2022/CEPS-Datenbank

# Core Data 2021

The annual financial statement of the Limmat Foundation (Project Center and sub-foundations) was written and revised according to the recommendations of the Swiss GAAP FER. The auditor's report and the statement of principles are published on the foundations website. You can find them under menu item "Who We Are" → "Highlights" → "Financial Highlights". The new website will be launched in 2022. From then on, you will find the

financial documents under "about us" → "key data". The balance sheet and annual statement of operations of the sub-foundations will be provided on the donor's demand. In the following, we publish a short version of the financial statements of the entire Limmat Foundation, itemized as sub-foundations and project centre. As the calculations are made with a higher level of numerical accuracy, it is possible that rounding differences may occur.

## Financial Statement 2021

### Balance Sheet

in 1,000 CHF

	<b>Total 31.12.2021</b>	Sub- foundations	Project Center	<b>Total 31.12.2020</b>	Sub- foundations	Project Center
Liquid assets and long-term deposits	14,269	11,509	2,760	20,759	15,643	5,116
Securities	106,232	90,562	15,670	77,989	65,500	12,489
Receivables and prepaid expenses	400	24	376	575	195	380
Receivables from sub-foundations net		355	-355		1,408	-1,408
<b>Current assets</b>	<b>120,901</b>	<b>102,450</b>	<b>18,451</b>	<b>99,323</b>	<b>82,746</b>	<b>16,577</b>
Real estate gross	9,996		9,996	9,773		9,773
Receivables from sub-foundations net		2,345	-2,345		2,603	-2,603
<i>Real estate net</i>	<i>9,996</i>	<i>2,345</i>	<i>7,651</i>	<i>9,773</i>	<i>2,603</i>	<i>7,170</i>
<i>Net loans and participations</i>	<i>14,033</i>	<i>14,033</i>		<i>19,678</i>	<i>19,678</i>	
<b>Non-current assets</b>	<b>24,029</b>	<b>16,378</b>	<b>7,651</b>	<b>29,451</b>	<b>22,281</b>	<b>7,170</b>
<b>Total assets</b>	<b>144,930</b>	<b>118,828</b>	<b>26,102</b>	<b>128,774</b>	<b>105,027</b>	<b>23,747</b>
<b>Short-term borrowed capital</b>	<b>90</b>	<b>10</b>	<b>80</b>	<b>114</b>	<b>16</b>	<b>98</b>
Mortgages and loans	983	383	600	949	349	600
Provisions	11,772	9,672	2,100	8,760	6,860	1,900
<b>Long-term borrowed capital</b>	<b>12,755</b>	<b>10,055</b>	<b>2,700</b>	<b>9,709</b>	<b>7,209</b>	<b>2,500</b>
<i>Earmarked funds</i>	<i>5,856</i>	<i>5,856</i>		<i>8,959</i>	<i>8,959</i>	
Sub-foundations at January 1st	88,742	88,742		83,555	83,555	
Unrestricted funds	84	84		101	101	
Annual results sub-foundations	14,081	14,081		5,187	5,187	
<i>Sub-foundations at December 31</i>	<i>102,907</i>	<i>102,907</i>		<i>88,843</i>	<i>88,843</i>	
<b>Total funds</b>	<b>108,763</b>	<b>108,763</b>		<b>97,802</b>	<b>97,802</b>	
Project Center at January 1st	21,149		21,149	21,425		21,425
Annual results Project Center	2,173		2,173	-276		-276
<b>Project Center at December 31</b>	<b>23,322</b>		<b>23,322</b>	<b>21,149</b>		<b>21,149</b>
<b>Total liabilities</b>	<b>144,930</b>	<b>118,828</b>	<b>26,102</b>	<b>128,774</b>	<b>105,027</b>	<b>23,747</b>

## Annual Statement of Account

in 1,000 CHF

		Total 2021	Sub- foundations	Project Center	Total 2020	Sub- foundations	Project Center
Donations		5,178	5,178		1,688	1,688	
Donations for earmarked funds	(a)	2,939	2,939		3,021	3,021	
<b>Total project-based contributions</b>		<b>8,117</b>	<b>8,117</b>		<b>4,709</b>	<b>4,709</b>	
Reimbursement loans (projets)	(b)	6,316	6,316		2,155	2,155	
<b>Total earnings for projects</b>		<b>14,433</b>	<b>14,433</b>		<b>6,864</b>	<b>6,864</b>	
Grants to projects		-3,470	-3,470		-2,136	-2,136	
Grants to projects (earmarked funds)		-1,853	-1,853		-1,097	-1,097	
Project management: human resource and travel		-71		-71	-107		-107
<b>Total projects costs</b>		<b>-5,394</b>	<b>-5,323</b>	<b>-71</b>	<b>-3,340</b>	<b>-3,233</b>	<b>-107</b>
Restricted loans to projects	(b)	-840	-840		-24	-24	
<b>Total expenses for projects</b>		<b>-6,234</b>	<b>-6,163</b>	<b>-71</b>	<b>-3,364</b>	<b>-3,257</b>	<b>-107</b>
<b>Results from foundation activities</b>		<b>8,199</b>	<b>8,270</b>	<b>-71</b>	<b>3,500</b>	<b>3,607</b>	<b>-107</b>
Human resources costs		-864	-17	-847	-669	-20	-649
Travel, representation and communication costs		-52		-52	-35		-35
Office and administration costs		-93	-1	-92	-93	-2	-91
Other revenues		46		46	24		24
<b>Results administration</b>		<b>-963</b>	<b>-18</b>	<b>-945</b>	<b>-773</b>	<b>-22</b>	<b>-751</b>
Financial earnings		113	113		139	139	
Bank fees, commissions, deposit fees		-35	-33	-2	-24	-24	
Net market-value adjustment	(c)	14,019	11,332	2,687	-1,035	-968	-67
Real estate adjustment		153		153	154		154
<b>Results investments</b>		<b>14,250</b>	<b>11,412</b>	<b>2,838</b>	<b>-766</b>	<b>-853</b>	<b>87</b>
<b>Loans: interests and exchange rate adjustment</b>		<b>-190</b>	<b>-190</b>		<b>-60</b>	<b>-60</b>	
<b>Financial result</b>		<b>14,060</b>	<b>11,222</b>	<b>2,838</b>	<b>-826</b>	<b>-913</b>	<b>87</b>
<b>Annual result before allocation of funds</b>		<b>21,296</b>	<b>19,474</b>	<b>1,822</b>	<b>1,901</b>	<b>2,672</b>	<b>-771</b>
Variations in earmarked funds		3,119	3,119		4,371	4,371	
Variations in provisions		-3,039	-2,839	-200	464	464	
Increase (decrease) in value adjustments loans		353	353		306	306	
Balancing payments (repayments) loans	(b)	-5,476	-5,476		-2,131	-2,131	
Administrative expenses sub-foundations - Project Center			-551	551		-495	495
<b>Total allocation of funds</b>		<b>-5,043</b>	<b>-5,394</b>	<b>351</b>	<b>3,010</b>	<b>2,515</b>	<b>495</b>
<b>Annual result</b>		<b>16,253</b>	<b>14,080</b>	<b>2,173</b>	<b>4,911</b>	<b>5,187</b>	<b>-276</b>

(a) After deducting expenses for fundraising (CHF 41,043.84)

(b) Education projects are supported also by loans. The corresponding movements have an effect on balance sheet only. In the present statement, the increase and decrease in loans are included to give a correct overview of the volume of projects.

(c) The financial earnings (CHF 1,488,171.95) and bank fees (CHF 325,617.20) of the internal portfolios are included in the market-value



## Changes in Capital

in 1,000 CHF

	Total	Total funds	Earmarked funds	Sub-foundations	Project Center	Borrowed capital
<b>At January 1st</b>	<b>128,774</b>	<b>97,802</b>	<b>8,959</b>	<b>88,843</b>	<b>21,149</b>	<b>9,823</b>
Donations	8,117	8,117	3,082	5,035		
Contributions to projects	-5,323	-5,323	-1,844	-3,479		
Project-based management costs	-71				-71	
<b>Results foundation activities</b>	<b>2,723</b>	<b>2,794</b>	<b>1,238</b>	<b>1,556</b>	<b>-71</b>	
<b>Results administration</b>	<b>-963</b>	<b>-18</b>		<b>-18</b>	<b>-945</b>	
<b>Financial result</b>	<b>14,060</b>	<b>11,222</b>	<b>-4,003</b>	<b>15,225</b>	<b>2,838</b>	
Contributions to Project Center		-551	-37	-514	551	
Internally fund transfers			-301	301		
Provisions/ value adjustments	-2,686	-2,486		-2,486	-200	
<b>Total assignments</b>	<b>-2,686</b>	<b>-3,037</b>	<b>-338</b>	<b>-2,699</b>	<b>351</b>	
<b>Variation funds/ capital of Project Center</b>	<b>13,134</b>	<b>10,961</b>	<b>-3,103</b>	<b>14,064</b>	<b>2,173</b>	
Variation borrowed capital	3,022					3,022
<b>At December 31st</b>	<b>144,930</b>	<b>108,763</b>	<b>5,856</b>	<b>102,907</b>	<b>23,322</b>	<b>12,845</b>

## Return on Investments

	2021	2020
10-year average (CHF)	7.0 %	4.8 %
20-year average (CHF)	4.0 %	2.7 %
10-year average (EUR)	8.7 %	6.4 %
10-year average (USD)	7.3 %	5.4 %

## Efficiency Report 2021: Key Data of Projects

	2021	2020
Number of ongoing projects	49	48
Countries in which the Limmat Foundation has funded projects since 1972	81	81
Countries with ongoing projects	14	16

in 1,000 CHF

	2021	2020	5-yr Average
Contributions received	8,158	4,765	5,400
Loans repayed	4,714	1,906	2,600
<b>Total income for projects</b>	<b>12,872</b>	<b>6,671</b>	<b>8,000</b>
Contributions to projects *)	5,313	3,215	5,200
Loans granted to educational projects	840	24	700
<b>Total for project support</b>	<b>6,153</b>	<b>3,239</b>	<b>5,900</b>

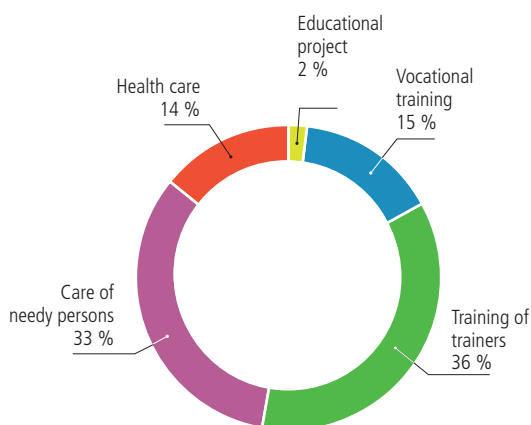
\*)without project cost of Karl Lukas Honegger patronage [CHF 10,119.90]

### Contribution to Projects by Type and Continent

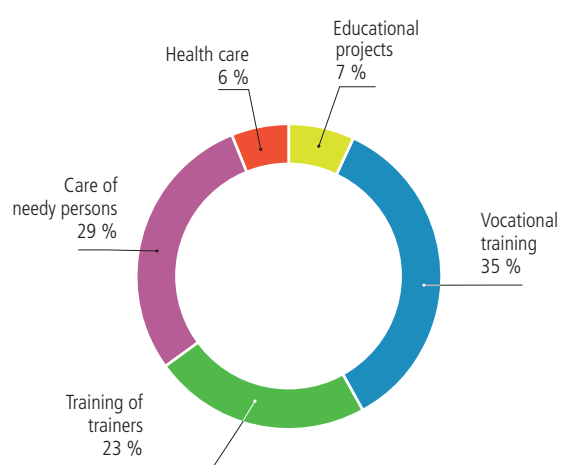
in 1,000 CHF (without loans)

Project type	Africa	Asia	Europe	Latin America	Total
Educational projects				33	<b>33</b>
Education of former streetchildren				50	<b>50</b>
Vocational training	90	18		211	<b>319</b>
Training of trainers	103	449		330	<b>882</b>
Care of children	22			419	<b>441</b>
Medical care	440				<b>440</b>
<b>Total development cooperation projects</b>	<b>655</b>	<b>467</b>		<b>1,043</b>	<b>2,165</b>
Educational projects			15		<b>15</b>
Training of trainers		220	676		<b>896</b>
Vocational training			614		<b>614</b>
Care of children			293		<b>293</b>
Care of needy persons			1,011		<b>1,011</b>
Medical care			319		<b>319</b>
<b>Total philanthropic projects industrial countries</b>		<b>220</b>	<b>2,928</b>		<b>3,148</b>
<b>Total contributions</b>	<b>655</b>	<b>687</b>	<b>2,928</b>	<b>1,043</b>	<b>5,313</b>

**Contribution by Type of Project**  
Total: CHF 5,313,000

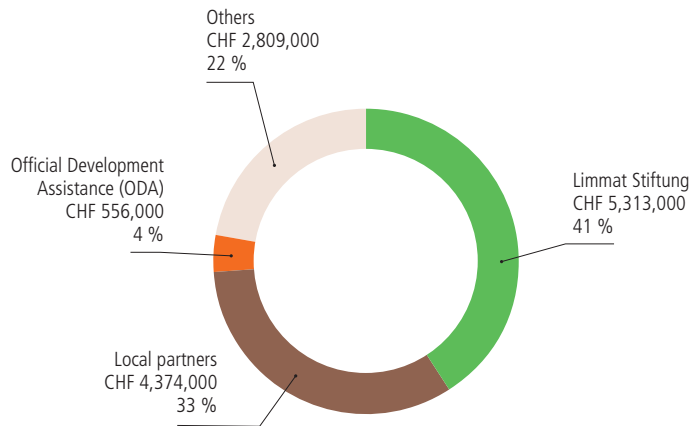


**Breakdown of Beneficiaries by Type of Project**  
Total Beneficiaries: 8,700 / Share of women: 53 %



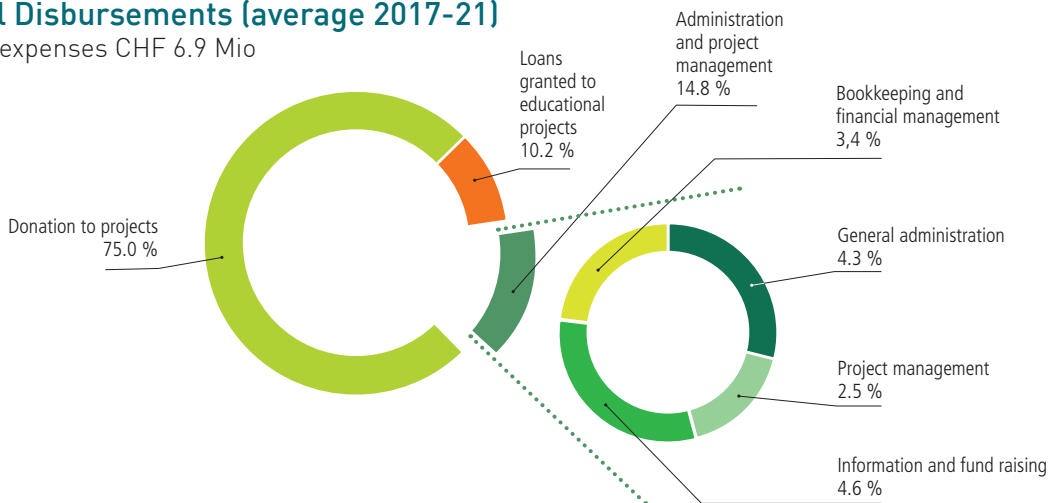
### Source of Funding for Projects

Only projects supported by donation  
Total CHF 13,052,000



### Administrative Costs Compared with Total Disbursements (average 2017-21)

Total expenses CHF 6.9 Mio



## The guiding principle of the Limmat Foundation

### Vision

#### Development through education

The vision of the Limmat Foundation is a world in which all people receive an education that enables them to shape their communities responsibly and for the benefit of all. Therefore, the Limmat Foundation promotes education, including human and cultural education. The focus is on the training of educators. The highest priority is given to the education of women.

### Mission

#### From donors to beneficiaries: Bridging worlds since 1972

The structure of an umbrella foundation enables donors to realize their philanthropic ideas and projects worldwide. Under the umbrella of the Limmat Foundation, donors can establish sub-foundations that are structured and operated like independent foundations. Donors help decide which specific projects they support. The Limmat Foundation's many years of experience and contacts are available to them for this purpose.



# Organization

## Umbrella Foundation

The Limmat Foundation is an independent umbrella foundation (foundation of foundations) and has existed since 1972. In the 2021 reporting year, it united 15 sub-foundations and 34 earmarked funds. The sub-foundations each have their own board which decides on the projects to be supported.

## Project Center

The Limmat Foundation's Project Center has a central infrastructure that serves as a service center for all projects. It manages the administration of the umbrella foundation as well as the management of the projects and has its own capital. As of December 31, 2021, the Limmat Foundation had 5.9 full-time equivalents (FTE).

## Networking of the Limmat Foundation

To carry out social projects, the Limmat Foundation works with professional local partners. Occasionally, it cooperates with international foundations and NGOs to finance social projects.

The Limmat Foundation is a member of proFonds ([www.profonds.org](http://www.profonds.org)), the umbrella organization of charitable foundations in Switzerland. François Geinoz, Executive Director of the Limmat Foundation, is also the President of proFonds.

## Board of the Limmat Foundation

Elisabeth Andrés, President  
 Xavier Boutin  
 Henri Danguy des Déserts  
 Dr. Cédric George  
 Dr. iur. Tina Huber-Purtschert  
 Prof. Alberto Ribera  
 Andrea Vigevani  
 Marguerite Zimmermann  
 Michele Zorzi, Secretary

## Management

François Geinoz, Executive Director  
 Ignasi Fainé, Project Director  
 André Meier, Financial Director

## Imprint

Publisher: Limmat Foundation Zurich  
 Editor: Lisa Meier

## Patronage Committee

The following personalities belong to the Patronage Committee of the Limmat Foundation. Their membership is a sign of sympathy and support for the Foundation and its work:

Jeroo Billimoria, Founder of Child Helpline International, One Family Foundation and Co-Founder of Catalyst 2030.  
 Maria Del Rosario Carvajal, former president of the Fundación Carvajal, Santiago de Cali / Colombia  
 Prof. Luis Fernando Cruz, former Rector of the Universidad Libre, Santiago de Cali / Colombia  
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 Dr. Alfred Wiedekehr, lawyer  
 Pirmin Zurbriggen, Olympic champion

## Donation account of the Limmat Foundation

**Recipient:** Limmat Foundation Zurich  
**Bank:** PostFinance  
**IBAN:** CH36 0900 0000 8001 0060 3  
**BIC:** POFICHBEXXX



Layout: Helge Thelen  
 Publishing: DRUCKEREI DB GmbH



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Donations: PC 80-10060-3

