

SWITZERLAND AS A PIONEER OF CHANGE? Impact Report 2019

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Why collaboratiot o helvetica



Collaboratio helvetica in 2019

2019 was an important year for collaboratio helvetica. We brought together our collective experience, the knowledge we have built up over time and, in particular, the commitment of a first cohort in our biggest project to date: <u>Switzerland's first Future Lab</u>, the Catalyst Lab. Since Autumn 2019, 15 selected change agents from all over Switzerland have been working together on no less than 14 of the 17 Sustainable Development Goals (SDGs) of the 2030 Agenda, driving their regional projects forward and, together with their teams, forming another important addition to our community.

Our vision of bringing together and supporting committed people to jointly shape the Switzerland of tomorrow has taken on a new dimension within the Catalyst Lab. Overall, 2019 has shown us that tides are turning and momentum towards our goals is building. Besides reaching new heights in scale and visibility, we also worked on building up our capacity to answer to the ever-growing demand for speeches, presentations as well as collaborative workshops, conference design and facilitation which now comes from all sectors.

With growing awareness and urgency as well as 10 years to go until <u>2030</u>, the time for societal transformation is now. Is Switzerland ready to become a pioneer of change?

"A sustainable society is a society that is inclusive of all generations and social classes. We must continually find and reinvent ourselves. To this it is essential to address the needs, dreams and ideas of all those involved. That's what Collaboratio helvetica is all about. They create spaces for experimentation and by means of robust participatory processes help to open up new ways of living, working and thriving in communities that are worth living in for all of us. As part of the Wisdom Council I want to accelerate the systemic transformations needed for a fast and effective sustainable development in Switzerland."

Véronique Ruppert Schmitt, National Focal Point for Sustainable Development (Agenda 2030) in Cantons, Communes and Cities (ARE)





<u>Collaboratio helvetica</u> is an initiative that has emerged from the conviction that we need new forms of collaboration and a new, holistic way of thinking to face the challenges of our time. Switzerland has a long tradition of cooperation and dialogue across language barriers and religious differences.

We therefore believe in Switzerland's unique potential to contribute to a change towards more ecological responsibility, humanity and the common good. Collaboratio helvetica supports this change with participatory approaches and creates spaces for dialogue, cooperation and the testing of holistic solutions.

We enable committed people and organisations to soften established positions, to conduct dialogues more effectively, to implement new forms of collaboration and thus to jointly rethink and shape the Switzerland of tomorrow.

Thanks to future labs, the establishment of an ever-growing network and a community of like-minded people, collaboratio helvetica is making an important contribution to a sustainable Switzerland.

"Engagement Migros accompanied and supported collaboratio helvetica during the founding phase and for several years afterwards. This pioneering project creates space for genuine dialogue and new forms of cooperation. Particularly convincing are the extraordinarily high innovative capacity and the experimental approach. Collaboratio helvetica sees itself not only as a learning organisation, but actually lives this maxim. In view of the promising approaches of collaboratio helvetica and the high level of networking throughout Switzerland, I am convinced that this organization will continue to make an important contribution to social change in the future."

Linda Sulzer, Engagement Migros





Many people and organisations work towards more sustainability, the common good and humanity yet we are not reaching the results we wish to see. What is needed is a community and platform that fosters connections between different sectors, themes and regions of Switzerland, holds the vision of a sustainable and ethical Switzerland and offers the tools, structures and approaches for successful collaboration towards systemic change and societal transformation.

New approaches

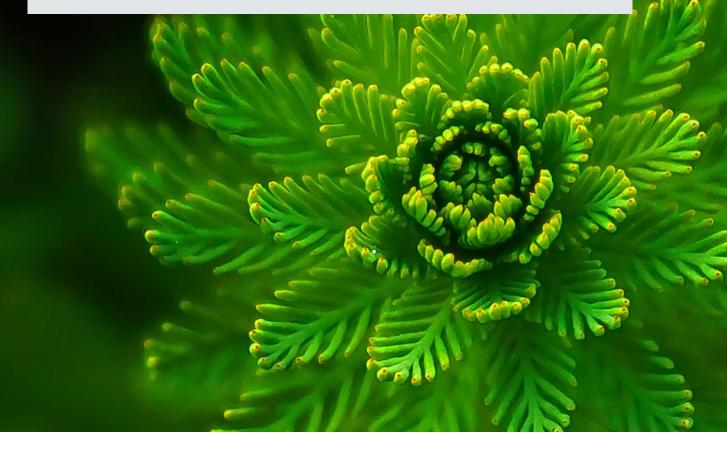
Collaboratio helvetica constantly strives to do things differently to the dominant paradigms from which the challenges we are facing stem. Here are a few examples:

- **Collaboration:** We believe that we need to work together, overcome competition and the ego-fuelled retention of power. Together, not against each other, is how we will create a sustainable future.
- **Changing the narrative:** We cultivate talking about potential and inspiring alternatives instead of focusing on the negative.
- Reinventing the way we work: We collaborate as an ecosystem using Sociocracy 3.0 and for example discuss and define our salaries together. We share our materials and learnings under the <u>Creative Commons</u> licence.
- New ways of financing: We aim to develop funding schemes that enable organisations and individuals to focus on long term societal change instead of short term deliverables and symptom-fighting.

Our principles

What we try to embody in our work and everyday life

- REGENERATIVE We respect and care for nature and ourselves
- SYSTEMIC CHANGE We dare to dive deep together
- ECOSYSTEM AWARENESS We activate and work with the power of collective intelligence
- CO-CREATION We co-create across boundaries leveraging diversity
- EMBODIMENT We start with ourselves, here and now
- PROTOTYPING We act through iterative processes and share our learnings
- EMERGENCE We embrace the yet unknown
- RESPONSIBILITY We are accountable and engaged



Why in Switzerland?

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Agenda 2030



Impact Report 2019

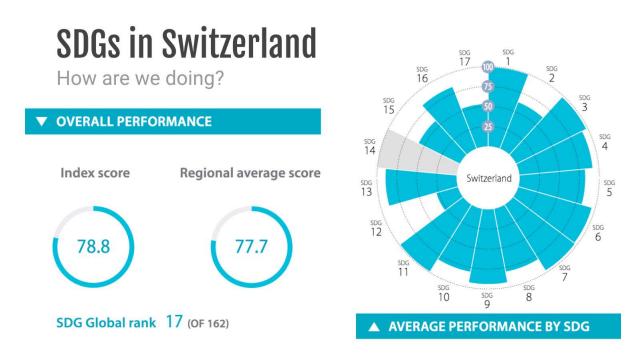


Why do we need change in Switzerland?

The <u>2030 Agenda</u> brought about a paradigm shift in international cooperation. For the first time we have a global vision, common goals that cover many issues and apply to all countries. Too often we still think of "development" as a linear concept, as if there were a clear, ascending line with the goal of becoming a country like Switzerland, for example.

The traffic light in the <u>SDG Dashboard for Switzerland</u> is green for only two of 17 sustainable development goals. Over the next 10 years, many of the concepts we were taught to consider as normal will become outdated, and paradigms will shift.

There is a lot of potential to reconsider the narrative around what a good life is and how we can best shape our future. What does the Switzerland you want to live in look like?



© Bertelsmann Stiftung und SDSN – <u>https://www.bertelsmann-stiftung.de/fileadmin/files/BSt/Publikationen/GrauePublika-tionen/Sustainable_Development_Report_2019_complete.pdf</u>

Who We are



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Collaboratio helvetica is above all a <u>community of people and organisations</u> working for societal transformation towards more ecological responsibility, humanity and the common good. Collaboratio helvetica offers its community members a platform to learn and grow together, support each others' projects, and develop skills and capacities. Community members exchange regularly, on- and offline.

What being part of the community offers

- Moral, personal and practical support for projects and personal development
- A network with many talents and ideas
- Communication and exchange via our online community platform
- Access to interesting events, projects and people in different regions
- Development of skills and capacities, and opportunities to learn about new forms of and tools for collaboration, facilitation and dialogue
- Opportunities to get involved in existing or new projects.

"I became an explorer at collaboratio helvetica because the organisation provides a thriving community with unbelievable social entrepreneurs. Whenever I struggle and wonder if I am just a little poor dreamer, there is someone in the community who reassures you. Together we stand in for a heartful society."

Mario Stankovic - Luzern im Wandel



The Team

We believe in Switzerland's potential to drive the change towards ecological responsibility, more humanity and the common good. We are deeply convinced that the societal challenges can be solved together. We are committed and contribute to our vision with our competences, expertise and whole person.



Co-Founder & Catalyst



Coordination & Partnerships



Communication & Media Relations



Community



Communication & Visualisation



Catalyst Lab & Learning Cycles



Accounting & Finances



Participatory Designer & Learning Ecology



Catalyst Lab Design



Gender Lab coordinator



Practitioner Circle Coordinator

Stewards









Wisdom Council



Véronique Ruppert Schmitt



Alexander Schieffer



Till Berger



Darya Gerasimenko



Solomon Jaya Prakash



What Whe offer Older

- 2



Collaboratio helvetica offers a network of facilitators and process stewards for systemic change and social innovation. We design and facilitate spaces and in-depth experiential processes tailor-made to the specific context and issue for organisations from the private, public and non-profit sectors as well as for communities, networks and larger ecosystems.



We design and facilitate in depth transformational change journeys based on the Social Innovation Lab approach and Theory U. We address and explore social challenges of systemic relevance, bringing together different stakeholders and unlikely allies to co-create solutions that tackle the root causes of today's challenges. For organisations, administrations, companies and universities

Design and facilitation of workshops & conferences



Based on our guiding principles, diverse experience as well as our community and network of practitioners we offer inspiring and tailor-made process design and facilitation. We focus on touching heads (cognitive connection), hearts (empathetic connection) and hands (embodied connection) to get participants to perceive the topic on diverse levels and thus activate their intrinsic participation, ownership and leadership. For conference and workshop organisers from all sectors

Dialogue

The dialogue work within collaboratio helvetica focuses on three kinds of spaces. One is the Dialogue Evenings, a project to activate a widespread conversation and expand dialogue on a local level as a service for municipalities. The others are Dialogue workshops and Dialogue Facilitator Training organised by <u>Alles ist</u>. <u>Dialog</u> and designed for facilitators and space holders who want to expand their toolbox and become Dialogue facilitators.

For individuals, communities and politicians

Gender Equality Workshops & Consulting



We design and facilitate workshops that allow participants to explore aspects of gender on a personal, societal and organisational level. Through innovative small-group exercises, facilitated dialogue, deep listening and co-creation, we offer participants the opportunity to share perceptions and experiences of individual and collective gender norms in a safe and creative space.

For organisations, administrations, companies and universities

New ways of working



We consider our organisation as an embodied prototype of the principles we strive for. This is why we hold extensive knowledge on the topic of new ways of working and have created our own processes and tools for it. We coach, support and hold lectures in the fields of Sociocracy 3.0, human centered approaches and purpose driven organisations.

For new organisations and startups, private sector, academia

Thought Leadership & Speeches

We bring inspiration and thought-provoking ideas into your format. From speeches to lectures, podium discussions and written articles, we are happy to share our ideas and expertise.

For conference and event organisers

Our main topics:

- 2030 Agenda in Switzerland
- Multi-stakeholder processes
- Societal transformation
- Participation and co-creation
- Cross-sector collaboration
- Business and sustainability

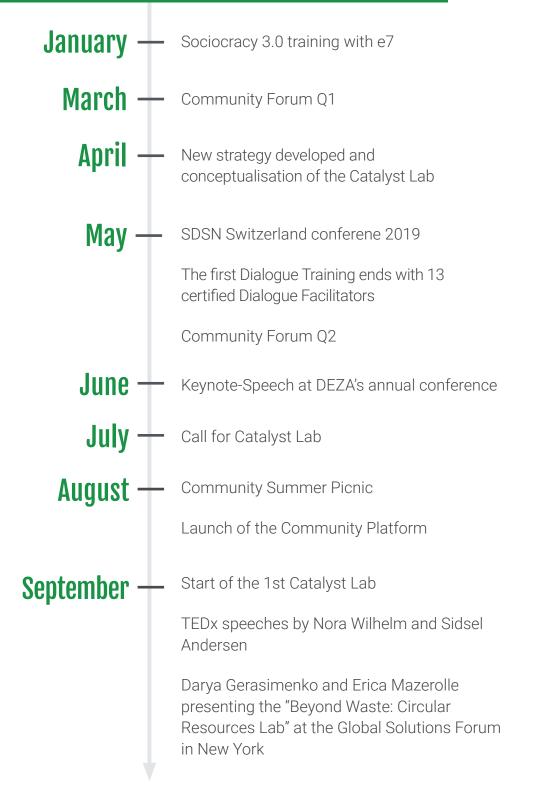


What we did in 2019 2019

Facts & Figures

1000+ Reach 17 4 People reached Network Guest lectures partners with our formats 2907 384 10 Public Social media Newsletter followers subscribers speeches 19 **50** Media Methods & clippings tools blogs Community 72 6 People in our Community fora Trainings community (+54 curious) **Facilitation** 48 Social Labs Co-designed Dialogue conferences spaces

Milestones



October -

Unternehmerische Zukunftsfähigkeit: Der Mensch als Brückenbauer – Designing and co-moderating Forum ö

High level panel discussion about implementation of the 2030 Agenda organised by collaboratio helvetica, SDSN and Michael Gerber (Former Ambassador & Swiss Special Envoy for Global Sustainable Development 2012-18)

Collaboratio helvetica governance system 3.0 gets introduced

Art of hosting training

Community Forum Q3

December — Community Forum Q4



Alected Decisets

Selected Projects

Catalyst Lab

How we act and live as a society today is not sustainable. To change this, we must do much more than combating symptoms or seeking another quick fix. We have to foster the transformation of our systems towards more ecological responsibility, humanity and the common good.

Collaboratio helvetica started the first <u>Catalyst Lab</u> in autumn 2019. This future lab is a profound learning and design process for particularly committed people (Catalysts) and their teams. People who are committed to implementing the 2030 Agenda in Switzer-land by contributing to systemic change in their local environment.

Dialogue Training

At collaboratio helvetica, one of our key methods is <u>Dialogue</u>. By "Dialogue" we mean the kinds of conversations that change something within and between the people who are involved.

The Dialogue Space is a space where we try to learn and understand by seeing another perspective through the eyes and story of someone else, and by getting a new sense of the broader ecosystem that the discussed issue is part of. In 2019, collaboratio helvetica has offered a Dialogue Training for facilitators and space holders who want to expand their toolbox and become Dialogue Facilitators.

A beautiful success <u>story of Dialogue</u> (method): Nadine McCormick, after having participated in one of our Dialogue Evenings, felt the desire to apply the dialogue skills to help connect communities and improve democracy more locally. She set up the first dialogue on climate in Nyon, together with Elise Buckle, a well-connected local councillor with the Green Party. Twenty councillors across almost all of the political parties participated, representing more than a fifth of all councillors. Some councillors shared their surprise that an event "could produce such conversations", while others expressed a desire to "practice all politics in such a human way". <u>Read here</u> the whole story.



Community platform

In August 2019, collaboratio helvetica launched its online <u>community platform</u>. This interactive platform allows members (called Explorers) to share their projects, events and ideas, find personal and practical support, benefit from a nationwide network and engage in existing or new projects. The platform integrates an interactive map that allows members to find allies in their region as well as a chat function to easily connect with other members.

Manifesto

Collaboratio helvetica is cultivating the conditions for collaboration towards systemic change. Building a strong network of organisations working towards the implementation of the 2030 Agenda is a key part of this. We have therefore published a <u>Manifesto</u> for Switzerland and invited other organisations to join. Together we underline our commitment to a regenerative Switzerland and the 2030 Agenda. Check out our Manifesto partners <u>here</u>.



*the understanding that there is a system of interdependent elements of which we are part and the capacity to play a constructive role in it ("I see me, my work and my impact from the perspective of the whole and understand how I can shape the system I am part of")

manifesto: (noun) a written statement declaring publicly the intentions, motives, or views of its issuer



SDSN Conference

In May 2019, we supported the design and flow of the morning session of the yearly SDSN Conference under the motto "The Sustainability Transformation: A Joint Task for Our Society". A slightly new format was wanted where the participants are not only invited to a conference with powerful speeches and panels but also to learn and be inspired from real-world cases. The morning was designed with six parallel Learning Journeys that allowed smaller groups to elaborate an in-depth understanding of a specific topic and take time to sense the most impactful next steps.

Annual Conference of the Swiss Development Cooperation

In June, Nora Wilhelm was invited as keynote speaker at the annual conference of the Swiss Development Cooperation. She addressed this year's topic of "Partnerships for the future" by speaking about the importance of collaboration, and developing new ways of thinking for systemic change. She shared about her unshakable belief in the potential of a sustainable Switzerland and underlined the need for a shared vision for the future, based on compassion, curiosity and the courage for the yet unknown.

Forum ö

In 2019, öbu, the Association for Sustainable Management celebrated its 30th anniversary. Collaboratio helvetica was requested to support the design of the anniversary conference forum ö and to co-facilitate the event with the title "Entrepreneurial sustainability: People as bridge builders". Around 220 participants made their way to the Gottlieb Duttweiler Institute in Rüschlikon for discussions, inspiring lectures, panel discussions, pitches, break-out sessions and dance interludes.

Testimonial

"I worked with collaboratio helvetica on the conception and moderation of a large conference with around 225 experts on sustainable development from all over Switzerland. Collaboratio helvetica was closely involved in the design of the day's programme and ensured that the dramaturgy of the conference was consistent and that the content provided tangible benefits for the participants. The work impressed with an exceptionally high level of commitment, goal orientation and structure combined with a very cooperative and sensitive approach. The feedback of the participants was extremely positive and clearly strengthens the positioning and credibility of öbu."

Olmar Albers, CEO of öbu (Association for Sustainable Business)



TedxLuzern

Challenging and shifting deeply ingrained and institutionalised patterns and mindsets individually and collectively is critical to envisage systemic solutions. Six inspiring speakers - among them <u>Sidsel Andersen</u> and <u>Nora Wilhelm</u> from collaboratio helvetica - shared their experiences and learnings with a broad audience at the TedxLuzern.

Sustainability Event

By 2030, Switzerland, like all UN member states, needs to achieve the 17 sustainability goals of Agenda 2030 (Sustainable Development Goals - SDGs). The invitation of the Federal Council's Special Representative for Sustainable Development 2012-2018, Michael Gerber, the Sustainable Development Solutions Network (SDSN) Switzerland and the non-profit organisation collaboratio helvetica convened around 70 people to discuss the importance of partnerships and the development of new approaches to the SDGs at the Generation House in Berne on 25 October. Among the speakers were Georges-Simon Ulrich, Director of the Federal Statistical Office, Kathrin Amacker, Member of the SBB Management Board, Marie-Claire Graf, Youth Advocate and one of the heads of the Swiss climate movement, and Gerhard Andrey, entrepreneur and member of the National Council of the Green Party. They agreed that Switzerland has the potential to become a pioneer in social transformation, but that it still has to overcome a number of challenges to achieve this.

- Let is no longer enough to tweak something here and there. We have to have the courage to initiate and implement major changes. But in the end, this can only be achieved together." Gerhard Andrey
- **C** The SDGs affect all areas of the economy and of public and private life. We need cooperation that involves all stakeholders. Then we have a real chance to achieve the goals." Georges-Simon Ulrich
- **C** The economy is a collaborative part of society and environment. We can only make Switzerland a pioneer by working together in a broad network." Kathrin Amacker
- I think that with the climate movement we have shown what is possible when many join forces. What began as a movement by and with young people is now firmly anchored in all population groups." - Marie-Claire Graf

WE PROTOTYPE

Sociocracy 3.0 (S3)

We use <u>Sociocracy 3.0</u> (S3) to structure our collaboration and take decisions within collaboratio helvetica. After three years of iterating and continuous learning, we were able to bring our innovative governance to a new level with our latest prototype.

We continuously strive to improve our internal processes, learning from failures and success alike, and were thrilled to share about this in a guest lecture at the University of St. Gallen. <u>Read more.</u>

Salary prototype

After a first prototype with a need-based approach, we co-developed the basic model of the current salary prototype in 2018. The calculation of the salaries starts with a basic income which is then increased according to three criteria: Experience, responsibility and time spent within collaboratio helvetica. With the current prototype and its basic income we intend to value everyone's time more equally than it is the norm. <u>Read more.</u>

Recruiting

Collaboratio helvetica invites applicants for an open job position to a co-creation session - all at the same time. During the session, the methods applied are those which also characterise our everyday work. Thus, applicants can form their own picture of the way the organisation works. Applicants are given the opportunity to show themselves, to discuss the challenges of collaboratio helvetica in a relaxed atmosphere and to think about possible solutions. <u>Read more.</u>

Toolbox – test and further develop

We test, adapt and further develop the tools used in our everyday work. We share our insights, experiences, failures and also success with anyone interested via our public online toolbox. <u>Read more.</u>

WhatWhatMediaSaySay



Im lokalen Umfeld etwas bewegen

Sabina Gränicher engagiert sich für die Umsetzung der Ziele «Agenda 2030» und arbeitet im Zukunftslabor mit.

Zukunftslabor der Schweiz

Diese Toggenburgerin ist für unsere Zukunft zuständig

Perfekte Welt im Jahr 2030

Er will die Oberstufe zum Testlabor machen

Markus Roos ist kein Pädagoge. Trotzdem will der Schüpfener das Bildungswesen revolutionieren: Im Rahmen des ersten nationalen Zukunftslabors will er die Oberstufe so umfunktionieren, dass die Schüler eigene Projekte umsetzen können. What We have learned

3



Learning fields

Wherever we are invited for speeches and trainings or to present our ideas and vision, we find open ears. Nearly every request is followed up by new requests. There seems to be much interest in the topics that collaboratio helvetica addresses and in the new approaches we propose. The conviction that we need change is spreading at a fast pace. Now is the time to build bridges, to soften positions by dialogue, to lead the discussions and forms of cooperation away from confrontation and dogmatism. We've learned that the way there includes celebrating small and big successes alike, appreciating every step, less judgment and more generosity towards self and others.

Within collaboratio helvetica we also practice and learn every day. As our own prototype for new ways of working together, some things necessarily do not work out the way we originally intended it. We too (still) have to navigate certain constraints. These are some of the learning fields we are working in:

- We contribute to a new emerging paradigm of collaboration and sharing while working within and depending on a system built on a mindset of scarcity and competition.
- We are operating as a self-organised team based on Sociocracy 3.0, in the legal form of an association, and have to navigate laws that don't fully make sense or sometimes even complicate work in our context.
- We strive to align our harvesting to the needs of reporting to donors and a larger audience, exploring how to build a 'Learning Ecology' that also accounts for individual, organisational and ecosystem level learning.
- We experiment and seek to think even more outside of the current notions of (social) innovation and ecosystem activation, which typically does not fit into the scheme of donors.
- Overhead costs are not popular with funders, yet professional communication about us and the projects within our ecosystem - a typical overhead function - is necessary to create future partnerships.



Our toolbox

We are harvesting the learnings from all we do and share these openly in our toolbox and in our blog. Anyone who is interested can find the theories, methods and tools we use for our Social Innovation Labs, Dialogue Evenings and community activities online no paywall or login needed. We aim to describe everything in a way that anyone can easily use it. By the end of 2019, we have made 50 methods and tools publicly available on our website.

With the toolbox and blog collaboratio helvetica supports the collective capacity to create, design and hold meaningful spaces and processes for collaboration.



Current Reality Movie CRM (Sensing) Jan 23, 2020 -#U.Lab, #presencing, #ORM, #sensing





20 Minutes Dance (Sensing, Mindfulness of the Body)



Stuck exercise for individuals and groups (Sensing)



U.lab journey with coaching circle (September December every year)



Openers - setting the stage for your conversation



4 Levels of Listening - Theory U/ Deep Listening Exercise



Facilitation anchor grid

What's next?

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Coming soon

Impact of the first Catalyst Lab

15 change agents from all over Switzerland engaged in an intensive learning and design process over a period of nine months. Switzerland's first future laboratory ends in May 2020.

Launch of the second Catalyst Lab

The second edition of the Catalyst Lab is expected to be launched in autumn 2020. The "Call for Catalysts" is planned for early Summer 2020.

Contributing to the community of communities

Since 2019, we provide our community members with an operational virtual meeting place with robust organisational tools. In 2020, we are exploring more ways to connect different changemaker networks in Switzerland, turning the digital sphere into a buzzing hub for exchange of information and knowledge, collaboration and the development of innovative systemic solutions.

Learning Ecology

Building on past work, we are working on a modular framework for

- 1. Capturing, reflecting on, and analysing 'what is going on' (data \rightarrow information)
- 2. Distilling insights, and producing engaging, playful, deep and useful learning tools that enable the transfer of the knowledge gained, both within the organisation and beyond, and ultimately contributes to the emerging new paradigm of working together (knowledge \rightarrow wisdom).

Budgets & Financese S

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Profit & Loss 2019

Income

Contributions from Public Authorities Contributions from others Other income		86'000 432'110 72'347
Total Income		590'457
Expenses		
General expenses:		
HR	116'982	
Office Costs	26'130	
Communications	48'255	
Administration Costs	15'231	
Financial Costs	278	206'876
Community		80'645
Social Labs		126'052
Practitioner circle		69'683
Cohe as a prototype		31'273
Ecosystem activation		31'875
Practice & knowledge		31'930
Total Expenses		578'334
Year-end result		12'123

Balance sheet on 31.12.2019

Assets

Cash Trade receivables Other short-term accounts Prepaid expenses	289'333 9'257 - -
Total Assets	298'590
Liabilities	
Trade payables	16'971
Other short-term liabilities	14'263
Not yet paid expenses	5'109
Profit/Loss last years	124
Fonds capital	150'000
Organisation capital	100'000
Year-end result	12'123
Total Liabilities	298'590

Thank You!

We would like to thank all the different persons, organisations and institutions that collaborated with us in 2019 and every single person in Switzerland who is committed to achieving the SDGs. Together we create the Switzerland of tomorrow - built on ecological responsibility, humanity and the common good.





Schweizerische Eidgenossenschaft Confédération suisse Confederazione Svizzera Confederaziun svizra

Département fédéral de l'intérieur DFI Bureau fédéral de l'égalité entre femmes et hommes BFEG Aides financières prévues par la loi sur l'égalité



Schweizerische Eidgenossenschaft Confédération suisse Confederazione Svizzera Confederaziun svizra

Swiss Confederation

Bundesamt für Raumentwicklung ARE







Schweizerische Gemeinnützige Gesellschaft Société suisse d'utilité publique Società svizzera di utilità pubblica Societad svizra d'utilitad publica





Eliane Kern (30)

BaselWandel, participant of the first Catalyst Lab



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"For the changes that want to happen in today's world, we need pioneers who strive to combine a clear mind, an open heart and a strong hand. It is

a profound, personal and collective process of combining wisdom and compassion and implementing them in everyday actions and business. In the modules of the Catalyst Lab of collaboratio helvetica we learn as a group of around 20 people from all over Switzerland. We learn to meet the challenges of our time in a different way. The modules are fine-tuned and tailored to the group process. The facilitators are honest and sensitive in their framework design. Research is conducted with "collective leadership": How can a group lead itself so that it is efficient and productive, yet flat and full of possibilities for the individual?

Fascinating and dynamic moments emerge. Participants come together to implement different sub-projects and to test together what it takes to initiate a change towards more collaboration in society. You can feel a crackling in the air, the potential of the group and the whole community of collaboratio helvetica becomes tangible. Wow. What would it be like if people from all over Switzerland, from a wide range of fields, were to work together to initiate change? Venture something new together? I see the possibility that Switzerland could become more organic and dynamic again, more alive. Switzerland is wonderfully and properly organized, and that should continue to be appreciated. And yet, let's become more supple and lively, and let's drive the changes forward in dialogue and collaboration between all sectors. This is about us. Let us carefully integrate warmth and dynamics into our order and stability. For this courageous project - the future laboratory of Switzerland "Catalyst Lab" - it is worthwhile to stand up for it a hundredfold and engage in my context. Thank you collaboratio helvetica for the support and the space you offer me to develop myself further."

Photo by Marisa Harris on Unsplash - Basel



IMPACT REPORT 2019

