



SEET

Support Education
Empower Together

Annual Report

2024

Table of Contents

Foreword	3
1. About The Seet Association And Its Mission	4
1.1. Introduction	4
1.2. The Association	5
1.3. The Programme Concept	5
1.4. The Seet Programme In 2024	7
1.4.1. The Mentoring Programme	7
1.4.2. Skills And Network	9
1.4.3. Financial Support	9
2. Communications	9
2.1. Communication Strategy	9
2.2. Communication Activities	11
3. Finance And Accounting	12
3.1. Finance Team Review	12
3.2. Financial Situation Of Seet	12
3.3. Optimizing Financial Operations	14
4. Fundraising & Partnership	14
5. It & Knowledge Management	15
6. Human Capital & Legal Compliance	15
7. Strategy & Change Management Team	16
7.1. Concluded Initiatives	16
7.2. Ongoing Initiatives	16
8. Statistics	16

9. Outlook 2025	17
9.1. Program Team	17
9.2. Communication Team	17
9.3. Finance & Accounting Team	18
9.4. Fundraising And Partnership Team	18
9.5. It & Knowledge Management Team	19
9.6. Human Capital & Legal Compliance Team	19
9.7. Strategy & Change Management Team	20
Appendix	21
Audit Report	21

Foreword

The year 2024 marked another significant milestone in SEET's development. The past year was characterized by both growth and restructuring, which challenged us in many areas. We are proud to say that we have successfully managed these challenges together as a team.

We are immensely proud and grateful that we were able to offer a place in our program to 33 mentees, which represents a program growth of 90% on the previous cycle. After focusing exclusively on female participants for many years, we opened the program for the first time to all genders, and subsequently welcomed four men and one non-binary person into our community. This was another progressive step on our journey toward greater diversity and inclusion. We are excited about the enriching perspectives our mentees will bring in the coming years.

To keep pace with this rapid growth, we have undergone a comprehensive organizational restructuring. From originally three teams, we have now expanded to seven:

- Program Management Team
- Fundraising & Partnership Management Team
- Finance & Accounting Team
- Communications Team
- Human Resources & Legal Compliance Team
- IT & Knowledge Management Team
- Strategy & Change Management Team

This restructuring is not only a response to our growing responsibilities and the need for organizational development, but also another step towards professionalization. Furthermore, we created two additional positions in the Fundraising and Partnership Management Team to ensure the long-term stability of the organization.

Our work is based on strong partnerships, which make our success possible. Without the ongoing support of many individuals and institutions, SEET would not be what it is today. We are particularly grateful for the collaboration with Perspektiven Studium, Kanton Zürich Integration Program, Migros Foundation, Vontobel Foundation, Ernst Göhner Foundation, Jonas Nakonz, Anita Bäumli, Projekt Neptun, the ETH Student Project House, ETH4Development, and our dedicated association members, team members, and mentors.

On behalf of the entire organization,

Nora and Anna-Sophie

1. About the SEET Association and its Mission


1.1. Introduction

The association 'SEET - Support Education, Empower Together' supports refugees who are seeking higher education and helps them during the orientation and application phases, as well as during the start of their studies.

SEET serves as a vital bridge between refugees and higher education institutions, offering support long before they are eligible to apply to universities. We address the numerous hurdles that arise in the early stages, such as understanding the educational system, language barriers, and credential recognition – challenges that universities and other institutions are not equipped to fully address.

While social services focus on immediate needs and aim for refugees to achieve financial independence as quickly as possible, they do not have the capacity to support long-term educational goals or consider the individual skills, expertise, and aspirations of each person. This gap underscores the critical importance of SEET's work.

SEET - the study support program for refugees

Support		What does SEET offer? <ul style="list-style-type: none">• Re-entry and new entry into studies for refugees• Bridge between prospective students and higher education institutions• Unique three-part program in Switzerland
Education		
Empower		What does SEET stand for? <ul style="list-style-type: none">• Inalienable right to education and equal opportunities• Empowerment• Integration
Together		

SEET aims to bring about systemic change in university access for refugees by identifying their specific challenges and developing tangible solutions. In close cooperation with universities, governmental actors, and other non-governmental organisations (NGOs), we offer a support programme that operates in a holistic and target group-oriented manner.

Our holistic approach includes:

- **Personalized Mentorship:** Each refugee (mentee) is paired with a mentor who guides them through every step—from orientation and understanding what and where they want to study, to navigating the application process, and providing support during their studies.

- **Financial Assistance:** We offer financial support to help mentees overcome economic barriers that might prevent them from pursuing higher education.
- **Workshops, Events, and Networking Opportunities:** SEET organizes various activities that equip refugees with necessary skills, information, and connections to succeed academically and professionally.

1.2. The Association

Since 2018, the SEET team has supported refugees who want to (re)start their university studies in Switzerland. This commitment initially took place as part of the SAO Association's 'Back on Track Zurich' programme. Following a successful pilot programme with three mentees, the SEET team decided to establish its own association, which focuses on further developing and improving the study support programme. The association was founded on 20 May 2020.

1.3. The Programme Concept

The SEET story



At the heart of the study support programme is the mentoring relationship between mentee (prospective refugee student) and mentor (volunteer academic). In regular meetings between the mentoring tandems, administrative hurdles, personal challenges and other potential stumbling blocks are discussed and solutions are developed together.

The framework for this mentoring relationship is provided by our programme events, which bring the mentoring tandems together at the beginning, middle and end of the programme. Additionally, both parties receive professional training from communication psychologist Anita Bäumli before the programme begins. In a workshop, the mentoring teams define their individual goals for the year, reflect on them and adjust them if necessary. The tandems are also supported by the dedicated SEET team (buddies) and the SEET network.

As a second dimension of our programme, we offer mentees skills workshops and input sessions on various topics, including academic and professional development. We also organise social events for networking and community building. Our goal is to create meaningful opportunities for exchange—not only among the mentees but also between mentees, mentors, and SEET team members.

The third pillar of our program focuses on reducing financial barriers by supporting study-related expenses such as language courses, certifications, laptop acquisition, and public transportation costs. We passionately believe that access to higher education should not be denied due to financial barriers amounting to a few hundred or thousand francs. This is why we pay for or contribute towards required study-related expenses if no other funding opportunities are available. Each application is reviewed individually and the best possible funding solution is sought.

The SEET program



To ensure the sustainability of our programme, we also support our mentees during their studies. The regular programme participation of one year can be extended by an additional twelve months upon request, prior to the start of their studies. Once a degree programme has commenced, mentees can apply for an extension of up to three years (duration of a full-time Bachelor's degree) to prevent them from having to drop out of the programme prematurely due to a lack of resources. In the longer term, this will increase the proportion of student mentees in the programme, resulting in a further positive effect on our mentees pursuing university education via peer mentoring.

During the recruitment phase, we target potential participants through a call for applications via our partner organisations (universities, NGOs, institutional partners, private individuals) and through personal recommendations from current or former participants. Furthermore, SEET is drawing increasingly levels of attention to the study support programme on various social media channels, thereby increasing both visibility and access to the programme.

SEET has always historically prioritized supporting female refugees, with a strong focus on addressing the unique challenges women face in this context. In 2023/2024, we launched a pilot program open to all refugees, expanding our reach beyond our initial focus. The experiences and feedback from this first year of our gender-inclusive program have been overwhelmingly positive. Building on these insights, SEET will continue to welcome all refugees into the program, regardless of gender or gender identity, in the next application round.

1.4. The SEET Programme in 2024

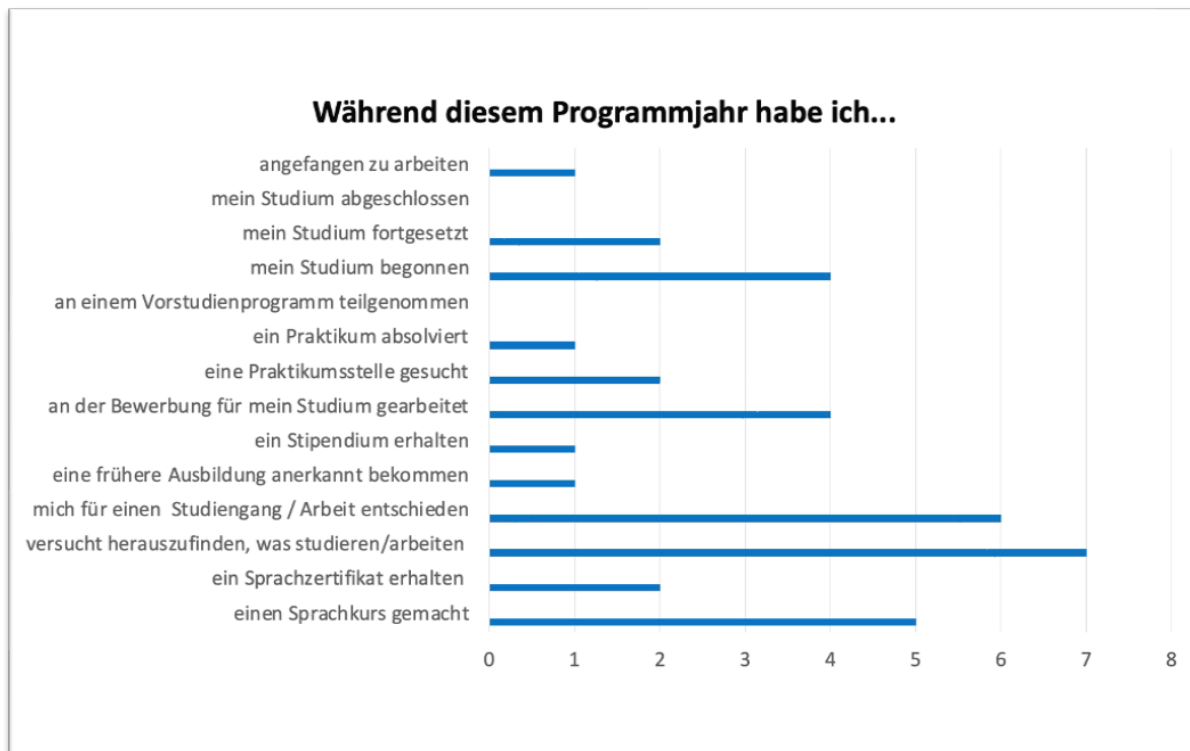
1.4.1. The Mentoring Programme

The programme round 2023/2024 came to an end with the Wrap-up Event on 1 March 2024. On this occasion, the mentoring teams came together one last time to reflect on the past year, to celebrate their successes and to adjust their goals. As part of this process, we asked our mentor teams to take some time to reflect on their encounters, experiences, thoughts or feelings that have stayed with them this year at SEET.

In order to learn from the experiences of our mentees and mentors and to further optimise the programme, we carried out a detailed evaluation in January and February 2024. This consisted of an anonymous online questionnaire and personal interviews with the SEET team members. Thereby, we gained an insight into which of our processes were working, as well as and where there was potential room for improvement.

A highly motivating element of the feedback for us was that for almost every mentee surveyed, 'receiving support' was an important aspect of the SEET programme. This encourages us to continue to place a strong emphasis on the mentoring relationship and individual support for each mentee as a core component of our programme. Online participation in the mandatory events is also important for many mentees. However, many mentees cited 'not enough time' as a reason for not attending the events. At the same time, there is strong interest among mentees and mentors in maintaining a stronger exchange with each other.

Furthermore, we were very pleased to learn about the many successes our mentees have achieved this year. Four mentees have started a degree programme and two have continued their studies. Five mentees took a language course and two received a language certificate. Many used the year to orientate themselves in the Swiss educational landscape and find a suitable study programme or job. Six out of thirteen mentees were able to take this decision during their participation in the SEET programme round 2023/2024.



After the programme round 2024/2025 started we had received this feedback. We are incredibly proud and grateful to have almost doubled the number of participants this year to 33 mentees. In total, four men, one non-binary person and 28 women participated in the programme. The majority of the supported participants come from Turkey (10), Ukraine (9), and Afghanistan (6). Other countries of origin were Iran, China, Sudan, Nigeria, Georgia and Syria. Unfortunately, two mentees had to leave the programme during the year due to relocation and mental health issues.

Before the mentoring tandems got to know each other for the first time, a coaching session was held for the mentees and one for the mentors. These were used to reflect on personal motivation, personal needs and potential challenges, as well as to develop role definitions for mentees and mentors. Mediator and conflict manager Jonas Nakonz created a safe environment for this and led the training sessions with a great deal of empathy. He responded to the individual questions and needs of the mentees and mentors and offered helpful support in dealing with challenges.

The SEET study support programme 2024/2025 officially started with the Kick-off Event on 24 May 2024. During this event, the mentoring teams got to know each other for the first time, collaboratively identified their goals for the coming year and defined their collaboration parameters.

During the Reflection Meeting on 18 October 2024, participants had the opportunity to assess the first half of the programme and adjust their goals for the next phase. They reflected on whether their expectations for the mentoring relationship were realistic and adapted their collaboration methods if they considered this helpful. Furthermore, the mentoring tandems discussed challenges they had faced and identified areas for improvement. A clear plan for adjustments, such as refining their target focus or communication styles, was collaboratively set. These reflections were incorporated into

each respective mentoring agreement, with measurable, realistic goals tailored to the mentee's needs.

1.4.2. Skills and Network

In the summer, an online Microsoft workshop took place, where the mentees familiarised themselves with the key features of Word, PowerPoint and Excel. The workshop included a theoretical part as well as practical exercises to apply the knowledge gained.

As always, we also enjoyed our annual summer picnic in Zurich. These social events are very important for both the mentees and mentors, as well as the SEET team, to connect with each other, share experiences, and learn from one another. Additionally, these opportunities are highly appreciated and provide inspiration for new projects.

To bring some light into the dark season, SEET organised a social event in December to bake cookies together and bring the year 2024 to a close. The event was a real success and a beautiful opportunity for our participants - and some of their family members - and team members to connect on a personal level and spend some quality, fun time together.

1.4.3. Financial Support

The third element of the study support program is financial assistance. In 2024, the SEET team revised and optimised the finance application process. A formal funding application, including an explanation by mentees of how all alternative funding options have been exhausted, initiates the process. We assess internally whether the funding can be obtained elsewhere and if it supports the purpose of studying. After a two-step review by both the Programme Management and Finance and Accounting Team, the mentee is notified of the decision, and the corresponding payment is made if applicable.

This year, we provided financial support for language courses and language certificates, with around one third of the mentee budget allocated to language courses. Another third was used for tuition fees, university courses, and other professional development programs. We also saw a high demand for laptops, as many mentees require modern laptops and software depending on their field of study. Thanks to our partnership with the Neptun project, we were able to provide several free second-hand laptops. In some other cases, laptops were purchased. Our goal moving forward is to establish partnerships that guarantee access to laptops for all mentees.

Additionally, part of the budget was used to cover travel costs, another essential element to ensure mentees can attend SEET events in person and build personal connections with their mentor, fellow mentees, and the SEET team.

2. Communications

2.1. Communication Strategy

In 2024, the communications team undertook a deep-dive communications strategy review. The questions: "who?", "what?", "why?", "how?", "when?" and "where?" were the fundamental questions the team sought to analyse and answer in relation to SEET's core

projects. This resulted in the following conclusive summarized definition of SEET, which should form the basis for all future communication content:

SEET stands for: Support Education, Empower Together. SEET is an association comprised of volunteers and a few employees – a combination of multi-national professionals and students - that offers a study support program for refugees seeking to re(start) their studies in Switzerland.

In the study support program, SEET assigns each refugee (mentee) with a mentor. The mentor not only provides support in navigating through the complex landscape of higher education in Switzerland, understanding the process of applying to a Swiss institution for higher education and the different opportunities available, but also a sense of stability and belonging. SEET also aims to empower mentees to become self-sufficient longer-term through the provision of a supportive network, informative workshops and financial grants.

SEET advocates for equal opportunities and the right to education, because education is the most powerful tool to facilitate integration, change and peace. We fill the gap in the support and integration of refugees in the Swiss higher education landscape. This way, we reduce barriers for people with a refugee background and empower them to achieve their academic goals and increase self-determination. There is no other organisation in Switzerland that helps refugees like SEET does.

Our goal is for every refugee in Switzerland to realize their academic and professional potential. Ultimately, the work of SEET should become redundant. For that to happen, Swiss institutions for higher education and Swiss integration policy must improve access to education for refugees.

Furthermore, we defined our communication values, modus and content:

Values: What are our values regarding our communication?

- **Respect:** We respect our program participants and the complexity of their challenges, so we communicate with empathy and cultural sensitivity.
- **Inclusivity:** We are inclusive and use inclusive language in our communication.
- **Transparency:** Open communication about decisions, finances, and operations to foster trust and engagement among team members (especially for internal communication!).

Mode: What is important to us regarding our communication?

- We believe that 'less is more' - defining a smaller, but more consistent group of key topics will help the key messages land more regularly.
- Consistency. We need a consistent frequency of content.
- Emotions & Imagery. We need to humanise everyone involved as best as we can, with some of the obvious limitations around mentees.

Content: What are our topics? What kind of content do we want to spread? Should it be very SEET-specific or more general about the wider topics regarding "refugees" and "education" etc?

- Our topics should relate to anything regarding our program and SEET-specific info (e.g. start and end dates, social events and other relevant updates).

- Also included are some SEET-related topics that don't emanate directly from SEET but are connected to our vision, mission and values. However, these topics have to be relevant to SEET. Our goal is not to inform about or focus on generic refugee and education topics.
- We can share and interact with partner' content if and when relevant.
- We can voice our opinion about political matters if they align with our mission and our key messages, and if the matter is relevant to SEET. We have to remember though that we are a neutral and independent association.

2.2. Communication Activities

The main channels we use are our website, our e-mail newsletter and social media.

We use the social media channels (Facebook, Instagram and LinkedIn) to regularly inform all interested individuals and organizations about our important events and projects. We also use the platforms to recruit new mentees, mentors and team members. To ensure our post contain a uniform and professional look, we have continued to adhere to the corporate design document, including content and design guidelines.

LinkedIn: Between February 2024 and January 2025, our posts generated a total of 18,046 impressions, i.e. between 250 and 1,402 impressions per post. The clicks per post were between 0 and 316 clicks, while the click-through rate was between 0 and 35%. The number of likes per post was between 0 and 37. We recorded 1,210 page views and 518 individual visitors, while having 575 followers. These figures show increased growth compared to last year's figures, which is probably due, among other things, to the increase in the number of posts in 2024. LinkedIn is therefore the medium with the greatest reach for us.

Instagram: Between February 2024 and January 2025, our posts on Instagram achieved 3,187 views and a total of 179 content interactions. Our account gained 70 additional followers, bringing the total to 281.

Facebook: Between February 2024 and January 2025, our posts on Facebook achieved 1,315 views and a total of 132 content interactions. Our Facebook page gained seven additional followers, bringing the total to 170.

The aim of our website is to present all important information for our stakeholders in a clear and professional manner. On the one hand, the website is our flagship, providing interested individuals and stakeholders with an insight into our association. On the other hand, we want to present all relevant information for current and potential mentees and mentors in an accessible and comprehensible manner. Our website also includes a blog section where we regularly share stories about our program and our participants. In order to expand the reach of our website, it has been available in English as well as German since the beginning of 2023.

Our newsletter also offers us with an ideal format for providing information about past events at SEET at more intermittent intervals (every three to four months). It enables interested people who have registered for a subscription to receive an overview of our program and events and to learn more about the topics mentioned via various links. Our newsletter, and our entire social media communication output, has been completely

bilingual in German and English since the beginning of 2024. We sent out two newsletters in 2024.

3. Finance and Accounting

3.1. Finance Team Review

The first half of 2024 was characterized for the finance team by many personal changes. As a result, and to better address the growing demands of sponsorship and fundraising, the original finance team was divided into two specialized teams. The new finance and accounting team focuses specifically on handling financial requests, accounting and monitoring whereas the new sponsoring and fundraising team works on securing the funds for SEET. This restructuring allowed both teams to concentrate on their respective roles, enhancing their efficiency and improving overall performance in Q3 and Q4 for both teams.

3.2. Financial Situation of SEET

In 2024, SEET was able to keep a stable financial situation, closing the year with a surplus of 6,602 CHF.

Income: SEET had a strong start into the year 2024, receiving the second installment of the donations from the event with Bain & Company, as well as a major contribution from the Fachstelle Integration of the Canton of Zürich. Due to the exponential increase in applications and mentee recruitment in the 2023–2024 round, SEET quickly recognized the growing need for fundraising and partnerships. In response, it made this a priority in mid-2024 by establishing a dedicated team and allocating two paid positions to support these efforts. The additional efforts showed effect already at the end of the 2024, bringing in additional funding on top of the planned funds received from Perspektiven Studium. The sponsoring and partnership team was also able to secure a solid base of funding for 2025.

Expenses: As the numbers of mentees increased to 33, the mentee-related expenses also proportionally increased. Furthermore, offering two additional 20% paid positions for the sponsoring and fundraising team to the existing one 20% paid position further increased the expenses of SEET.

Forecast 2025: Based on our experiences from 2024 and the current state of the secured funding, we decided to use the 35 mentees as the basis for the budget assumption in 2025. Furthermore, we decided to only keep two 20% paid positions for SEET in 2025 and to rely more again on volunteer work for the fundraising and sponsorship team. In terms of income, the sponsorship team has already secured several funding sources and will continue working on securing more funding for 2025. Our goal for 2025 is to break even, ensuring we can maintain our financial buffer.

Income statement

2024 Actual	2024 Budget	Deviation vs. Budget	2025 Budget
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INCOME

Member contributions				
Contributions of active members	-	300	(300)	-
Grants received				
Donations from private individuals	9,595	15,000	(5,405)	2,000
Donations/subsidies from institutions	42,800	25,000	17,800	69,900
	52,395	40,000	12,395	71,900
Total Income	52,395	40,300	12,095	71,900

EXPENSES

Expenditure on activities and services				
Expenses - direct payments to mentees	24,366	19,000	5,366	32,440
Expenses - expenses for events	3,762	1,500	2,262	6,900
	28,128	20,500	7,628	39,340
Personnel expenses				
Salary	15,482	20,000	(4,518)	22,000
Social, insurance expenses	1,623	500	1,123	2,600
	17,105	20,500	(3,395)	24,600
Other administrative expenses				
Telephone, Post	-	150	(150)	
IT and Internet effort	312	300	12	350
Advertising and marketing expenses	141	250	(109)	250
Web development	-	250	(250)	
Others	100	320	(220)	550
	553	1,270	(717)	1,150
Total expenses	45,786	42,270	3,516	65,090
Annual operating profit	6,609	(1,970)	8,579	6,810
Interest income and expenses				
Interest income	175	-	175	150
Interest expense	181	50	131	150
Net Profit	6,602	(2,020)	8,622	6,810

3.3. Optimizing Financial Operations

Throughout 2024, the Finance Team made significant strides in strengthening SEET's financial processes, improving efficiency, transparency, and accountability. Key achievements include:

- **Established the Financial Request Approval Procedure** – Recognizing the need for a structured approach to processing finance requests from applicants (mentees), the team developed and formalized this procedure. It was officially published and implemented in September 2024. After several months of practice and fine tuning, it has become a solid, efficient, and transparent process.
- **Streamlined the Reimbursement Process** – The team enhanced the procedure for SEET team members to claim reimbursements, reducing processing time and improving overall efficiency.
- **Optimized the Budget Process** – By involving all team leaders in budget planning and decision-making, the team improved financial accountability and ensured a more strategic allocation of resources.
- **Further Improved the Accounting Process** - introduced a clear and structured record-keeping system for individual mentee budget balances. Additionally, the budget and spending were segmented based on the corresponding application rounds, providing greater transparency and more accurate data.

4. Fundraising & Partnership

The reorganization of SEET and the establishment of the Fundraising & Partnership Team marked an exciting new chapter. The addition of new volunteer members and 2 x 20% permanent positions greatly enhanced the team's capacity and efficiency to deliver results. The team embarked on its journey with great enthusiasm. From the outset, the team focused on laying a solid foundation, addressing key questions, and implementing a quick-win fundraising approach to meet the growing number of mentees' needs.

The team has focused on two core directions:

- **Fundraising:** Securing vital resources and stable financials
- **Partnership building:** Creating and strengthen alliances for a robust network that broaden opportunities for mentees and drive long-term impact.

This dual approach ensures the team is well-positioned to achieve its objectives and make a meaningful difference.

Key Achievements in 2024

Fundraising Initiatives

- **Engagement with Canton Programs:** Collaborated with German-speaking cantons through the KIP immigration program, achieving success in Zurich due to the large mentee base, despite challenges in other cantons.
- **Applications with Foundation & Corporate Grants:** Submitted numerous applications to foundations and corporate funding programs focused on education and social impact.

- Solid Financial Support Secured:
 - Continued collaboration with Perspective Studium, ensuring financial support for SEET through 2025.
 - Secured multi-year funding from Stiftung Ernst Göhner (until 2026).
 - Achieved additional funding for 2024 from Migros Kulturprozent and for 2025 from Stiftung Vontobel and Migros mini-grant.

Partnership Development

- Strengthened Collaborations:
 - Explored potential partnership with organization like ETH4Development to facilitate refugee education
 - Worked with corporations to secure computer donations for mentees
- Strategic Advocacy & Networking:
 - Partnered with Perspective Studium to access resources, knowledge and advice to support mentees
 - Engaged with the Swiss Universities Association to advocate for SEET's programs and brainstorm sustainable funding measures
- Ongoing Evaluation: Explored and evaluated collaborations with organizations such as Volunteer Vision, Talendo, Powercoders, ZHAW, Solinetz, and AOZ Zurich, offering the possibilities for mentees access to free language courses, career workshops, and tailored initiatives like tech boot camps.

5. IT & Knowledge Management

The IT & Knowledge Management Team was started in November 2024 with two members. One of the goals of this new team is to provide support to the SEET members with our digital tools, such as Notion, Infomaniak, VPN and password manager. Furthermore, we aim to digitize our workflows to make them more efficient, for example finance requests, the application and interview processes, or the different forms and agreements that mentors and mentees have to sign. Another goal of this team is to ensure a smooth knowledge transfer between team members in our growing team by collecting knowledge in a structured way in Notion.

6. Human Capital & Legal Compliance

In October 2024, the newly formed Human Capital & Legal Compliance Team began its journey with four members, establishing biweekly team meetings to define our scope and responsibilities. We quickly took ownership of employee and member management while starting to position ourselves as a central touchpoint across the organisation. Our team has embraced various administrative responsibilities in the context of our employees and is currently leading two major initiatives: a comprehensive recruiting campaign for early 2025 to expand our SEET team, which also allows us to refine our recruitment and onboarding processes, and an ongoing corporate culture project examining SEET's workplace dynamics and their integration into daily operations. As relationship managers for the SEET team, we're enthusiastically developing our processes and establishing our presence as a key organisational function.

7. Strategy & Change Management Team

The strategy & change management team was established in October 2024 with the mandate to explicitly allocate time to strategic thinking within the SEET organization. Our purpose is to identify areas of change within a broader strategic direction and actuate those changes after prioritizing.

In 2024 several initiatives have been undertaken:

Concluded Initiatives

- Introduce VPN & Password manager with the aim of improving weak security practices.
- Definition of the new board & management structure with their respective responsibilities and duties.
- Definition of a functioning working process for the board and the management which will be actualized with the first board meeting in 2025.
- Definition of a management coordinator role to smoothen the collaboration between board and management and to coordinate management activities on cross-team topics.

Ongoing Initiatives

- Actualizing the new board, management and management coordinator workflows
- Supporting the recruiting process by providing a new and more accessible database structure.

8. Statistics

Mentees	33
Mentors	33
Team members	25
Association members	50
Estimate of volunteer hours	3'900 hours
Corresponding financial value	109'200 CHF at an hourly rate of 28CHF/hour (equivalent to student assistant ETHZ)

9. Outlook 2025

Below we describe the association's programme for 2025.

9.1. Program Team

For the upcoming year, our goal is to stabilize the high number of participants in the program.

To improve in the year 2025, SEET is taking a significant step toward strengthening its impact assessment by implementing a new, systematic evaluation concept and reforming our assessment processes. As part of this effort, we will organize our first in-person evaluation workshop, bringing together mentees, mentors, and the SEET team to collaboratively address key challenges identified within the program and explore potential solutions. To ensure the event is inclusive and equitable, we are committed to compensating mentees—and potentially mentors—for the time they invest in this important initiative.

Additionally, we will begin systematically measuring our impact, starting with the evaluation of the 2024/2025 program cycle. Starting in 2025, we will collect data from all program participants at three key stages: during the interview process (baseline data), midway through the program year (mid-year data), and at its conclusion (end-year data). This structured approach will provide deeper insights into both the subjective and objective impact of our program, allowing us to better understand and enhance the support we provide to our mentees.

Furthermore, we are planning to conduct the following events during the year 2025 :

- Wrap-Up Meeting cohort 2024/2025
- Evaluation Workshop cohort 2024/2025
- Mentee and Mentor Coaching cohort 2025/2026
- Kickoff Event cohort 2025/2026
- Trauma Workshop cohort 2025/2026
- Reflection Meeting cohort 2025/2026
- Social Events cohort 2025/2026

9.2. Communication Team

During our strategy process, general and specific goals were set for communication activities in the coming year:

Specific communication goals for 2025:

- Tracking metrics (clicks on website, social media engagement and evaluating them e.g. what was the most successful posts to analyse trends)
- Focus on mentors content-wise (doing more posts and blog posts) with the subsequent goal of attracting more potential mentors
- Minimum cadence of posts every six weeks
- Production and distribution of a newsletter 3-4 times a year

- Adapt key messages / website etc. to the new communication strategy and the new association strategy

General communication goals for 2025:

- We want our audience to become more aware of the obstacles refugees have to overcome to start studying in Switzerland
- Build an annual cycle of regular communication that could be repeated with each intake of mentees/mentors, and that can be used by current/future SEET members
- On-board new partners
- Extend our audience reach
- Generate greater audience engagement
- Create interesting, engaging content, that people want to read
- Improve SEET's visibility for both our existing and future audience

9.3. Finance & Accounting Team

The finance team wants to focus on multiple goals for the upcoming year. These include:

- continuing to deliver correct and up-to-date accounting
- monitoring expenses and incomes
- giving quarterly updates to the board on the financial situation of SEET
- comparing the actual financial performance against the budget defined in the end of 2024 and taking informed actions based on the differences
- fostering close cooperation with the sponsoring team and HR team on topics related to finance

9.4. Fundraising and Partnership Team

Building on the achievements and lessons of 2024, the Fundraising & Partnership Team will continue to strengthen its foundation, refine its strategies, and foster impactful partnership. The team remains dedicated to driving SEET's mission forward through sustainable growth.

Key Objectives for 2025

Strategic Reflection and Planning:

- Host a strategy workshop in March 2025 to:
 - Reflect on achievements, challenges, and gaps from 2024
 - Gather internal insights to define a clear vision, goals and actionable measures for 2025

Deepen Collaboration with Existing Partners:

- Strengthen relationships with partners currently in the pipeline
- Build concrete, impactful collaborations that directly address mentee needs

Explore and Secure New Partnerships:

- Actively identify and engage with new partners to expand SEET's funding base and collaboration network

Engage with government official organizations e.g. Federal Immigration Office:

- Open a dialogue to seek strategic support and guidance
- Leverage their expertise to enhance the sustainability of SEET's initiatives

By maintaining a balance between strategic reflection and proactive execution, the team aims to build on its successes, address existing gaps, and lay the groundwork for even greater impact in the years to come.

9.5. IT & Knowledge Management Team

Since the IT & Knowledge Management Team has only recently been established, there is a lot of work to do for 2025:

- provide adhoc support to SEET members who experience IT problems when working with software for SEET
- automatize the signing of forms, e.g. the privacy agreement or mentoring agreement
- provide documentation on how to use different IT tools
- improve efficiency of the application and interview processes by automatization
- maintain structure in Notion to ensure knowledge transfer among team members in our growing team

9.6. Human Capital & Legal Compliance Team

Looking ahead to 2025, our team will continue driving forward both the recruitment initiative and corporate culture project while expanding our focus to develop comprehensive feedback and evaluation formats that better serve our team members' needs. As we grow into our roles, we'll be establishing more employee development programs, including training plans and workshops, while implementing structured management processes. We're excited to introduce a more structured approach to team gatherings, with pre-scheduled quarterly meetings throughout the year designed to blend professional development with personal connection. These gatherings include our upcoming SEET retreat in March, followed by team days in June, September, and December, creating regular touchpoints for interpersonal exchange and team building. These planned meetings represent our commitment to fostering a more connected and collaborative environment while maintaining clear channels for both personal and SEET-related discussions. Our comprehensive approach follows the core HR principles of attracting, developing, and retaining people, encompassing everything from compensation and benefits management to ensuring workplace safety and regulatory compliance. We're dedicated to building a strong foundation for volunteer and employee relations and engagement.

9.7. Strategy & Change Management Team

Our Vision for 2025 includes:

- Foster and define a long term strategy for SEET together with the new board.
- Define a way of deriving mid and short-term team tasks from a long term strategic vision.
- Work on automatization of processes to combat members time limitations and members churn rates.

Appendix

Audit Report

For the attention of the General Meeting of the SEET Association, 8800 Thalwil

As the elected auditor, I have audited the annual financial statements 2024 of the SEET Association, closed 31.12.2024, within the usual framework.

I note that:

The balance sheet and income statement are consistent with the supporting documents and accounting records

The books are kept properly and cleanly

I propose that the Annual General Meeting approve the 2024 annual financial statements with the profit of CHF 6,602 and to grant discharge to the Board of Directors.

Place, date

Zurich, 27.02.2025

The auditor:



Constantin Kilcher