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VALUES

Better Learning Opportunities for Children

The year 2015 was a time for the Jacobs Foundation to set its course for the future. Throughout the organization, we focused especially on three topics: the launch of our new TRECC program, the completion of the current Medium Term Plan and strategic planning for 2020.

TRECC (“Transforming Education in Cocoa Communities”) explores new avenues of international cooperation in Ivory Coast. Collaborating with partners from the business sector, academia, the political sphere and civil society, we are striving for sustainable improvement by the year 2022 in the living conditions and learning opportunities of over 200,000 children and their families in cocoa-growing communities.

At the completion of our 2011–2015 Medium Term Plan, we carefully considered the lessons we had learned and took advantage of those lessons in our strategic planning for 2020. We have learned a great deal in this process, and the importance of learning—in terms of content and in our dealings with one another—has become abundantly clear. The topic of learning will therefore play a major role in our future program and project work, but also for us as an organization.

During our strategic planning process, we have invested considerable energy in identifying the Foundation’s goals for the coming five years. We have decided on seven strategic goals, which are shown on the opposite page. We concentrate on three thematic priorities: At the global level, we will focus on “Science of Learning”; in the northern hemisphere, specifically in Switzerland and Germany, we will address the topic of “Early Childhood Education and Care”; and in the southern hemisphere our focus will be on “Rural Livelihoods” in Ivory Coast. Throughout the Foundation, we will focus on the following four goals: “Learning Organization”, “Content Marketing”, “Leveraging Funding” and “Talent Development.”

In keeping with our motto “Our Promise to Youth,” we will continue our efforts to improve the living conditions of children and young people and to offer them better learning opportunities—we promise!



Lavinia Jacobs
President of the Board of Trustees



Sandro Giuliani
Managing Director

Our Strategic Goals

IN 2020 WE WILL BE ABLE TO SAY THAT ...

WHAT WE WILL DO

GOAL

1

... within our thematic priority of **"Science of Learning"** we explore the frontiers of individualized learning and intervention. We do this by generating research insights and innovation related to the biological, technological, psychological and pedagogical dimensions of learning.

GOAL

2

... within our thematic priority **"Early Education"** we help to formulate comprehensive early education policies in Switzerland and other European countries. We do this by developing systematic programs designed to promote equal opportunity at the school-entry level and emphasizing the societal returns of education.

GOAL

3

... within our thematic priority **"Rural Livelihoods"** we work to improve the lives of the rural population of Ivory Coast both today and in the future. We do this by nurturing an ecosystem of private and public stakeholders dedicated to the common goal of enhancing educational quality.

HOW WE WILL DO IT

GOAL

4

... Jacobs Foundation has been transformed into a learning organization.

GOAL

5

... Jacobs Foundation has successfully focused its communication strategy on content marketing.

GOAL

6

... Jacobs Foundation has significantly leveraged its core funding.

GOAL

7

... Jacobs Foundation attracts, retains and develops talent within the network of the Foundation.

From Excellent Projects to Systemic Change

Societies struggle to ensure fairness and equal opportunity, particularly for children. We can really help. Research on children and their development is finding new ways to focus on the particular needs of the individual. Soon, we should be able to identify a bespoke set of supports required for each child's personal development. In particular, this set could be adapted to counter their disadvantages, which are often established when people are very young and can persist for a person's entire life. They need to be tackled early on.

This striving to bring equal opportunity to children's lives—and thence to the adults they become and to the society they inhabit—yields high social and economic returns on investment. It lies at the heart of our new strategy.

We recognize that children's learning is one of their greatest assets. By learning, we mean not only reading, writing and arithmetic. At least as important are capacities to relate to others, to concentrate, manage oneself and overcome difficulties. However, the process of child development is not easily improved. Fresh understanding of what children need springs from a bewildering array of fast-developing disciplines. These include psychology, pediatrics, neurobiology, education, evolutionary biology and behavioral genetics. Making the most of it demands sophisticated knowledge management, translation and communication to influence policy and practice so that children don't miss out.

We are investing CHF 200 million in the context of our strategic plan to face this challenge. Our plan for 2016–2020 has three main pillars. First, we will support research around the science of children's learning. Second, we will develop evidence-based best practice and policy for early childhood education and care—in Switzerland particularly, and also in other European countries. And third, we will promote educational change further afield in a developing nation, Ivory Coast. But success demands greater focus, not only in thematic priorities and geographical footprint.

This ambition is too great and too difficult to deliver alone. Therefore, we will leverage support and financing from others to maximize the chances of success. We will invest in our talent network to strengthen our long-run institutional capacity. Our new strategy also demands that we improve our capacity of being an effective learning organization—making the most of knowledge throughout the Foundation. We must also share that learning—and relevant findings from elsewhere—as widely as possible. Impact is the key value.

To this new strategy we bring together past project experience, research knowledge plus a diverse network of academics, practitioners and policymakers. Our commitment is to transforming children's lives. To this end, our excellence in project development has served us well. But now we must take a bigger step. We must engineer systemic change.

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**200
million**

in the context of our
strategic plan to face
this challenge.

Measuring Performance

Measuring the performance of third-sector organizations continues to be a significant challenge for management, and the subject of vigorous debate. At the Jacobs Foundation, too, in the context of our strategy process we have focused considerable attention on this topic in drawing up our Medium Term Plan. We regard the complex task of performance measurement as an entrepreneurial challenge, not as an excuse for retreating into our “comfort zone” of philanthropic activity.

We attach great importance to providing clear and transparent information about our strategic goals and performance to our most important stakeholders and the public at large. As a private organization that enjoys tax-exempt status, we believe that this plays an important role in legitimizing our activities. Moreover, it is crucial for the management of our organization that we show how we define success and specify the indicators used to measure that success.

We have therefore identified four to six key performance indicators (KPIs) for each of our seven strategic goals. These indicators show what we want to have reached in each of our areas of activity by the end of 2020. In this context, we are guided by the recognition that KPIs are most effective if they

1. can be measured with a reasonable amount of time and effort
2. show results in terms of impact
3. provide as complete as possible a picture of the goals that have actually been achieved
4. can be aggregated across an organization’s various activities
5. make it possible to compare us with other organizations

While we recognize that the indicators we have chosen may not be perfect, we are confident that they are a promising beginning in terms of measuring each goal in a comprehensive way and showing its impact. Since these indicators are specific to the work of our foundation, however, aggregation and in particular benchmarking are not possible. Accordingly, we have taken two additional steps: First, the salary of all foundation employees now includes a variable component that reflects the degree to which they have reached certain performance targets. This is intended to ensure our commitment to improving our ability to define our strategic goals and measure our performance.

Second, in the interest of public discussion our annual report will, from now on, include two indicators for each strategic goal. The relevant indicators for 2020 can be found on the next page in this annual report. Starting with the 2016 annual report, we will offer clear and transparent information about our success in achieving our stated goals.

These indicators
show what we want to
have reached in each
of our areas of activity
by the end of

2020.

Achievement Measures till 2020

<p>GOAL</p> <h1>1</h1> <p>SCIENCE OF LEARNING</p>	<p>GOAL</p> <h1>2</h1> <p>EARLY EDUCATION</p>	<p>GOAL</p> <h1>3</h1> <p>RURAL LIVELIHOODS</p>
<p>ACHIEVEMENT MEASURES</p> <p>PUBLICATIONS 50 papers by our funded researchers published in the 10 major journals in their fields or the 50 top journals in the Foundation's field.</p> <p>CITATION ANALYSIS Jacobs Foundation Research Fellows demonstrate 20% greater academic impact than applicants of their age and discipline who were not selected.</p>	<p>ACHIEVEMENT MEASURES</p> <p>EVIDENCE We contribute evidence showing that quality ECEC improves school readiness by the time children enter kindergarten.</p> <p>PRACTICE DEVELOPMENT We support systematic approaches in Swiss cantons and communes to improve the transition into primary school from ECEC. This leads to at least half of the areas rethinking their policies and adopting new practices.</p>	<p>ACHIEVEMENT MEASURES</p> <p>SKILLS IMPROVEMENT 80% of children in our programs for improving literacy and numeracy have, by the second year, acquired the skills expected at their school grade level.</p> <p>PRACTICE IMPROVEMENT More than 50% of projects addressing institutions (companies and CSOs) have changed the practices or policies in the target institutions.</p>

<p>GOAL</p> <p>4</p> <hr/> <p>LEARNING ORGANIZATION</p>	<p>GOAL</p> <p>5</p> <hr/> <p>CONTENT MARKETING</p>	<p>GOAL</p> <p>6</p> <hr/> <p>LEVERAGE FUNDING</p>	<p>GOAL</p> <p>7</p> <hr/> <p>DEVELOP TALENT</p>
<p>ACHIEVEMENT MEASURES</p> <p>TIME Each of us dedicates 10% of our work time to increasing the effectiveness of the Foundation's strategic goals, based on each person's learning plan.</p> <p>USING KNOWLEDGE The Foundation has developed 12 specific areas of knowledge management. These modules focus on understanding how children learn, good practice around early childhood and care, plus our work on rural livelihoods in Ivory Coast and on program management. We will use these modules of knowledge for internal learning and external communication.</p>	<p>ACHIEVEMENT MEASURES</p> <p>SHARED LEARNING Our knowledge documents have been downloaded at least 10,000 times from our website.</p> <p>E-NEWSLETTER Our numbers of readers increase by 50% in the first year. We increase frequency of publication to once every three months in 2016 and bi-monthly thereafter.</p>	<p>ACHIEVEMENT MEASURES</p> <p>EXTRA FUNDS Co-investments in our programs have risen by CHF 70 million.</p> <p>IMPACT FIRST INVESTMENTS We have allocated CHF 6 million in impact first financial instruments, including debt, equity, and fund investments. These investments have yielded modest financial returns, allowing us to re-invest the capital with a high social impact floor.</p>	<p>ACHIEVEMENT MEASURES</p> <p>BETTER SKILLS 10 staff members (existing and new) have brought relevant skills to the Foundation that were previously lacking.</p> <p>NETWORK SUPPORT 10 former fellows of the Jacobs Talent Network have become relevant decision makers and opinion leaders in relevant institutions and continue collaborating with us as a preferred partner.</p>





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ACTIVITIES

Milestones 2015

1ST QUARTER

KICKOFF OF THE JACOBS FOUNDATION RESEARCH FELLOWSHIPS PROGRAM

Ours is the only competition-based fellowship that is open to early- and mid-career scientists from all over the world who study child and youth development. Funding from the program is transferred directly to the fellows' home institutions and can be used over a period of three years. The program was launched on March 3, and in the fall the Board of Trustees approved the first cohort of 12 Jacobs Research Fellows.

JACOBS
FOUNDATION
RESEARCH
FELLOWSHIPS

ALLAN SEKULA: THE DOCKERS' MUSEUM

At this very moment, approximately 100,000 ships are sailing the world, carrying virtually all of life's necessities, while some 1.5 million dockworkers are loading and unloading cargo in every corner of the globe. Yet the shipping trade, as ponderous as it is indispensable, is something we know little about—as the artist says, the world's oceans are a “forgotten space.” Allan Sekula's Docker's Museum, which was on display at the Johann Jacobs Museum until March, shined a spotlight on this forgotten space. The Dockers' Museum is a collection of flotsam—of images, objects and ideas. Among the exhibits was a collection of brightly colored flags of convenience and plastic figurines of dockers, designed in California and manufactured in China. This collection of artifacts was framed by a series of Sekula's photographs and texts, entitled Ship of Fools.

2ND QUARTER

CHANGE IN THE LEADERSHIP OF THE BOARD OF TRUSTEES

Effective April 1, there was a generational change in the leadership of the Board of Trustees at the Foundation. Joh. Christian Jacobs passed the responsibilities of Chair of the Board on to his younger sister Lavinia Jacobs. He will continue to play an active role in the foundation's activities as its Honorary Chairman and beyond as an entrepreneurial investor. Lavinia Jacobs, who studied law and contemporary art, is the new Chair of the Jacobs Foundation.



2015 MARBACH CONFERENCE

A group of leading researchers in the fields of human development, intervention and computer science met from April 15 to 17 under the motto “eKIDS: Technologies for Research and Intervention with Children and Youth.” The conference explored ways to use technology to benefit research and discussed the development and implementation of interventions to promote child and youth development in everyday situations, as well as in particularly difficult circumstances. The involvement of both senior and early-career scholars contributed to the creative, future-oriented atmosphere of the conference.



THE TRECC PROGRAM IS LAUNCHED

The Jacobs Foundation's TRECC program is a comprehensive, systemic approach to achieving sustainable social and economic change in Ivory Coast. TRECC, which stands for "Transforming Education in Cocoa Communities," is a seven-year program designed to promote education, strengthen women and protect children. The project was launched on May 6 in cooperation with the industry-wide platform CocoaAction.

By entering into this kind of private-public partnership with the world's ten leading companies in the cocoa and chocolate industry, the Foundation seeks to produce lasting change that will benefit the entire region, and particularly children and youth. The Jacobs Foundation has allocated CHF 50 million for the implementation of the TRECC program.



WHICH COUNTRIES HAVE THE HAPPIEST CHILDREN?

The Children's Worlds Study surveyed more than 50,000 children in 15 different countries, asking them about their experiences, opinions and well-being. What sets this study apart is that it spoke directly with 8- to 12-year-olds. The study received a great deal of media attention when it was published on May 13. Its insights will be very useful in improving the living situations of children around the globe. Over the past three years, the Jacobs Foundation has invested a total of EUR 850,000 in this ongoing international project.



ACTIVITIES**CAMPBELL REVIEWS ON CHILDREN AND YOUTH PROGRAMS**

On June 5, the Jacobs Foundation awarded the first set of grants under the program on “Better Evidence for Children and Youth,” which is run in partnership with the Campbell Collaboration. Five teams will conduct Campbell systematic reviews of programs and interventions in areas such as socio-emotional learning, executive function, early promotion of literacy skills and combating anti-social behavior. One project is an update of one of Campbell’s most read reviews on school-based programs to prevent bullying. Teams from the US, the UK and Germany received funding. All of the team leaders can point to outstanding academic and professional experience.

**NETWORKING FOR SUSTAINABILITY**

Under the auspices of the Educational Landscapes Switzerland program, some 90 representatives of 22 educational landscapes met on June 11 at Berne’s Stade de Suisse. The meeting was devoted to the increasingly important issue of sustainability. Nine workshops were a particular highlight of the event, each headed by a workshop leader from the pilot phase of the program who presented “lessons learned” to representatives of the educational landscapes in the second phase.

**BILDUNGSLANDSCHAFTEN SCHWEIZ**

Ein Programm der Jacobs Foundation

ACTIVITIES

**FORTALEZAS REGIONAL MEETING**

The second Fortalezas regional meeting, held on June 15, was an opportunity for participants from Argentina, Brazil and Colombia to share experiences and learn from one another. The Fortalezas program has three components: a project designed to train young people and integrate them into the labor market, an effort to strengthen institutional aspects of the participating organizations, and an opportunity for partners to exchange experiences and expertise. Since Fortalezas was launched in May 2013, over 2,000 young people have applied to participate and more than 1,200 have successfully completed their training.

TOO MUCH STRESS — TOO MUCH PRESSURE!

Stress, pressure to perform, overtaxing—for roughly half of Swiss young people (46 percent) this is their everyday life. This is the conclusion reached by the fourth wave of the Juvenir survey, the Jacobs Foundation's representative study of Swiss youth, published on August 31. According to the study, stress comes from schools, universities and training programs rather than from young people's private lives, and girls are particularly affected.

Roughly 56 percent of girls report feeling stressed often or very often. By comparison, this holds true for 37 percent of boys.

3RD QUARTER

 ACTIVITIES

DIVERSITY—MOBILITY—HEALTH

These three new degree programs offered by Bremen's international Jacobs University have attracted a great deal of student interest. Again this past September, talented young people from over 100 countries began their studies at Jacobs University, a private institution where courses are taught in English. Jacobs University has made a name for itself with its bachelors' programs and achieved impressive scores in national and international rankings.

THE FIRST JACOBS FELLOWS START AT BERKELEY

In September, the first three Jacobs Fellows entered the Entrepreneurship Career Program at the Haas School of Business, located at the University of California, Berkeley. This fellowship program supports talented students who are interested in working in both the corporate sector and the public or nonprofit sector. In cooperation with the Haas School of Business, additional courses on subjects such as social impact, social innovation and nonprofit leadership will be offered to the Jacobs Fellows as part of their MBA programs.

 4TH QUARTER

SECOND HR CIRCLE IN COOPERATION WITH ACATECH

Planning for the second Human Resources Circle (HR-Kreis), hosted by acatech and the Jacobs Foundation, took place in the fall in preparation for the Circle's January 2016 meeting in Berlin. This initiative brings together high-ranking individuals from the business and academic communities for confidential discussions of strategies for ensuring that Germany has the skills needed for innovation. Most members of the Circle are HR directors for innovative technology and service companies. Circle meetings focus on how young people can be provided with the tools they need to meet the challenges of a changing workplace, and on how Germany can maintain its competitive position as an innovation location.

 ACTIVITIES

2015 KLAUS J. JACOBS AWARDS

In memory of its founder, for the seventh time the Jacobs Foundation presented two awards for outstanding achievements in research and practice in the field of child and youth development. The 2015 Klaus J. Jacobs Research Prize, which is endowed with CHF 1 million, was awarded to Sarah-Jayne Blakemore of University College London (UCL), UK, in recognition of her contributions to a better understanding of emotional and social brain development in adolescence. The 2015 Klaus J. Jacobs Best Practice Prize, endowed with CHF 200,000, went to Gesamtschule Unterstrass (Unterstrass Comprehensive School) in Zurich to honor its innovative project in promoting social and emotional learning. The awards were presented on December 4 at a gala event at the University of Zurich, attended by some 300 invited guests from the business community, the political sphere and society at large.


QUALITY ON SITE

“Qualität vor Ort”—under this motto a new program was launched on December 8. It is being implemented by the Jacobs Foundation in cooperation with the German Ministry for Family Affairs, Senior Citizens, Women and Youth and the German Children and Youth Foundation. The purpose of the program is to improve the quality of early education and care programs nationwide, in an effort to ensure that all children in Germany have the opportunity to fulfill their potential, no matter where they come from, where they live or the financial resources of their parents. The groundwork for development, educational success and participation in society is laid during the first few years of life. Accordingly, an adequate supply of child care is just as important as its quality.



**QUALITÄT
VOR ORT**

ACTIVITIES

Our Programs and Projects

RESEARCH

FUNDING INSTRUMENTS/ PRIORITY	NAME	OVERALL OBJECTIVE	PARTNER	TERM	GRANT AMOUNT (CHF)*
Program and Project Funding	Raising Fatherhood	Interdisciplinary research project on modern fatherhood.	University of Vienna et al.	2013–2016	2,468,599
Program and Project Funding	Reform of the Secondary School System in Germany: A Quasi-Experimental Field Study	Quasi-experimental field study of the effects of social and ethnic background on the development of student competencies and motivation and on the transition from lower secondary to vocational and upper secondary education in Berlin.	Leibniz Institute for Science and Mathematics Education (IPN), Kiel	2014–2018	1,223,800
Program and Project Funding	Children's Worlds	To develop and implement an international comparative study on subjective well-being in middle childhood (8 to 12 years of age).	Goethe University Frankfurt am Main et al.	2013–2015	1,027,480
Program and Project Funding	The Impact of Political Conflict on Youth	To understand the impact of political conflict on the long-term well-being of youth in the interest of making policy and practice affecting young people in conflict areas more effective and efficient.	University of Tennessee	2010–2015	924,141
Program and Project Funding	Boosting Hidden Potential in Science Education	Longitudinal study on the effectiveness and long-term impacts of cognitively activating physics and chemistry education.	Swiss Federal Insti- tute of Technology in Zurich (ETHZ)	2010–2015	780,000
Program and Project Funding Early Education	Early Childhood Education and Care Quality in the Socio-Economic Panel	To link childcare quality measures with SOEP survey data to improve our understanding of parents' choices of childcare facilities and their consequences for child outcomes, as well as indirect effects on child well-being through parental employment and well-being.	German Institute for Economic Research (DIW)/Freie Universität Berlin	2013–2016	732,373
Program and Project Funding Educational Biographies	"Bildungslandschaften Schweiz" Evaluation	To evaluate the "Bildungslandschaften Schweiz" program.	University of Teacher Education Zug	2012–2017	717,860
Program and Project Funding Early Education	Evaluating the Impact of Infant Toddler Centers and Preschools on Children: The Reggio Approach	To undertake an initial evaluation of the impact of high-quality early childcare that has been in operation at the community level over several decades.	University of Chicago	2011–2015	709,409
Program and Project Funding	Cooperation between the Univer- sity of Zurich and Partner Uni- versities in Rwanda and Uganda: North-South Cooperation	Partnership to conduct joint research projects, establish PhD fellowships, support teaching staff, offer grants to support academic work and conduct joint summer schools.	University of Zurich	2007-2016	700,000
Program and Project Funding	Delineating the Contribution of Glucocorticoid Pathways to Stress-Related Social Disparities in Cognitive Child Development	A longitudinal neuroimaging study of school-children starting at the age of six to assess the effects of chronic stress on brain development and cognitive function over time.	Center for Lifespan Psychology, Max Planck Institute for Human Develop- ment/Charité Univer- sitätsklinikum	2014–2018	602,850
Program and Project Funding Early Education	KIDS-WIN	Randomized control study of the impacts of intervention programs focusing on self-regulation and working memory training.	University of Zurich	2013–2016	600,000
Program and Project Funding	The Zurich Project on the Social Development of Children and Youths — z-proso, Phase IV	To learn more about the development of problematic behaviors and aggression in children and youth. A longitudinal study of prevention programs.	Swiss Federal Insti- tute of Technology in Zurich (ETHZ)/Uni- versity of Cambridge	2013–2016	600,000
Program and Project Funding	Timely Disclosures Mean Timely Interventions for Young Offenders and Victims	To shed light on factors that inhibit children's reports of abuse.	University of Cambridge	2013–2017	515,610
Program and Project Funding	Infant development in toxic environment of war	Research project on biological, psychological, and cultural issues of child development in violent conflict situations in the Middle East.	University of Tampere	2015–2018	482,280

* Amounts in CHF rounded, based on periodic annual exchange rates.

ACTIVITIES

FUNDING INSTRUMENTS/ PRIORITY	NAME	OVERALL OBJECTIVE	PARTNER	TERM	GRANT AMOUNT (CHF)*
Program and Project Funding	The Future of Coexistence	Mapping the social relations between Arab and Jewish students who attend the few mixed schools in Israel. The objective is to identify institutional conditions that are conducive to the social integration of Arabs and Jews in Israeli schools.	Tel Aviv University	2013–2016	479,650
Program and Project Funding	Better Evidence for Children and Youth	Meta-analyses and systematic reviews on topics of child and youth development.	The Campbell Collaboration	2014–2017	450,203
Program and Project Funding	21st Century Learning in Diverse Education Systems: A Multi-Nation Case Study	Research on international best practices in teaching 21st century skills.	Harvard Graduate School of Education	2014–2016	447,150
Program and Project Funding	Frontiers for Young Minds	Creation of a scientific online journal for children and youth, with young people involved in the editorial and review process.	Frontiers.in/EPFL Lausanne	2014–2016	420,000
Program and Project Funding	Foster Care Breakdown—Lessons to Learn from a European Comparison	Research on the factors contributing to the success and failure of foster care placements.	Zurich University of Applied Sciences (ZHAW)	2014–2017	348,600
Program and Project Funding	Bucharest Early Intervention Project (BEIP): The Effect of Early Experience on Social Behavior in Previously Institutionalized Children	To evaluate the nature of social behaviors and examine the effects of self-regulation, reward sensitivity and peer influence on risk-taking behavior in previously institutionalized children.	Children's Hospital Boston	2014–2017	334,145
Program and Project Funding	Graduate Program in "School Psychology, Developmental Diagnostics and Educational Counseling"	To establish a graduate program in school psychology, developmental diagnostics and educational counseling.	University of Basel	2014–2018	300,000
Program and Project Funding	Consequences of growing up in a technical world	Research on the development and psychological consequences of anthropomorphism in early childhood.	Radboud University Nijmegen	2015–2020	293,805
Program and Project Funding	Developmental Trajectories of Brazilian Street Youth	To gain a better understanding of the development of Brazilian street youth and inform targeted interventions for this group.	Federal University of Rio Grande do Sul	2011–2015	292,096
Program and Project Funding	Preventing Youth Violence: Taking Action and Generating Evidence	Development of a WHO guideline for preventing youth violence.	World Health Organization (WHO)	2012–2015	276,076
Program and Project Funding Early Education	Forum on Investing in Young Children Globally	International scientific forum on early childhood education in developing countries.	National Academy of Sciences (NAS)	2013–2016	271,320
Program and Project Funding	Improving early childhood development in rural Ghana through scalable low-cost community-run play schemes	Randomized control trial on the effects of low-cost community-run play schemes in rural Ghana.	Institute for Fiscal Studies	2015–2018	259,165
Program and Project Funding	The Swiss Preschooler Health Study (SPLASHY)	To examine the relationship between stress and physical activity and psychological and physiological health and development in young children in a Swiss cohort.	University Children's Hospital in Zurich	2014–2016	200,000
Program and Project Funding Livelihoods	Impact Study of Youth Entrepreneurship Education in Uganda	To show the impact of an entrepreneurship intervention that seeks to contribute to the growth of an entrepreneurship culture among Ugandan youth by developing and testing a new, revised entrepreneurship education curriculum and program that will prepare them for the school-to-work transition in a labor market where formal employment opportunities are scarce.	Innovations for Poverty Action	2012–2015	198,594
Program and Project Funding	The Child and Family Blog	To present research results of international relevance in the field of child and youth development.	Managed by Jacobs Foundation	2013–2015	180,880

ACTIVITIES

FUNDING INSTRUMENTS/ PRIORITY	NAME	OVERALL OBJECTIVE	PARTNER	TERM	GRANT AMOUNT (CHF)*
Program and Project Funding Early Education	Improving the Quality of Early Education and Care through Professional Development	Intervention study investigating the impact of a training program (continuing education) for caregivers and educators in various early education and care settings in Switzerland (home- and family-based day care, educational playgroups).	University of Konstanz/Thurgau University of Teacher Education/Marie Meierhofer Institut für das Kind	2013–2017	169,100
Program and Project Funding	Study of Media Use among Children of Primary School Age (6–12) in Switzerland	To study the media use of children of primary school age (6–12) in Switzerland.	Zurich University of Applied Sciences	2014–2015	151,000
Program and Project Funding Early Education	Childcare Center Quality	Assessment of the quality of the childcare centers included in the SPLASHY study.	University of Konstanz/Thurgau University of Teacher Education/Marie Meierhofer Institut für das Kind	2014–2016	130,900
Program and Project Funding Educational Biographies	KiDZ—Kindergarten of the Future in Bavaria	Investigation of the effects into adolescence of a cognitively activating preschool curriculum.	Freie Universität Berlin/University of Bamberg	2012–2015	103,812
Program and Project Funding	Impact Evaluation of the mentoring program “Rock Your Life!”	Impact evaluation of a mentoring program for adolescents.	CESifo Group Munich	2015–2020	94,689
Program and Project Funding Early Education	Supplementary Funding for the Project “Evaluating the Impact of the Infant Toddler Centers and Preschools on Children: The Reggio Approach”	Initial evaluation of the impact of decades of high-quality early childcare in the regional and national context.	University of Chicago	2014–2015	91,760
Program and Project Funding	Early Childhood Education and Care Quality and Child Development: An Extension Study of Twins (TwinLife)	To link childcare quality measures with SOEP survey data to improve our understanding of parents' choices of childcare facilities and their consequences for child outcomes, as well as our understanding of indirect effects on child well-being through parental employment and well-being.	German Institute for Economic Research (DIW)	2014–2016	79,346
Program and Project Funding Early Education	Early Childhood Education and Care Quality in the Socio-Economic Panel	To link childcare quality measures with SOEP survey data to improve our understanding of parents' choices of childcare facilities and their consequences for child outcomes, as well as indirect effects on child well-being through parental employment and well-being.	German Institute for Economic Research (DIW)/ Freie Universität Berlin	2013–2016	76,421
Program and Project Funding	Use of Economic Evidence to Inform Investments in Children, Youth and Families	Expert group working on the question of how to best use economic research to inform investments in children, youth, and families.	National Academy of Sciences (NAS)	2015–2016	72,465
Program and Project Funding Early Education	KiDZ—Kindergarten of the Future in Bavaria	Investigation of the effects into adolescence of a cognitively activating preschool curriculum.	Freie Universität Berlin/University of Bamberg	2012–2015	62,478
Program and Project Funding	Expansion and Deepening of the Economics of Education	To enable young academics to participate in the annual CESifo conference on the Economics of Education.	CESifo Group Munich	2014–2017	59,011
Program and Project Funding	Second Language II: Prekindergarten Language Intervention and Developmental Outcomes	Intervention and implementation research on a language training policy implemented in the canton of Basel-Stadt.	University of Basel	2015–2016	55,000
Program and Project Funding	Summer Academy “Leadership and Personality” 2015	The summer academy is intended for young people between the ages of 18 and 25 and seeks to prepare them for leadership responsibilities. It focuses particularly on individual development.	TSBG GmbH	2015	52,605

ACTIVITIES

FUNDING INSTRUMENTS/ PRIORITY	NAME	OVERALL OBJECTIVE	PARTNER	TERM	GRANT AMOUNT (CHF)*
Program and Project Funding	Early Childhood Interventions to Improve Children's Developmental Trajectories Across the Globe	Systematic review and meta-analysis of ECD programs around the globe.	National Institute for Early Education Research	2015–2016	46,905
Program and Project Funding	Day-Care Attendance and Early Common Infections	Systematic review and meta-analysis on day-care attendance and early common infections.	Leiden University	2015–2016	40,538
Program and Project Funding	Entrepreneurship and the Development of a Varied Skill Set across Adolescence and Adulthood	A longitudinal analysis of the development of a varied skill set among prospective entrepreneurs.	Friedrich Schiller University Jena	2013–2016	34,919
Program and Project Funding	Evidence-Based Bullying Prevention in Turkey: Implementation and Evaluation of the ViSC Social Competence Program	Implementation and longitudinal evaluation of an evidence-based bullying prevention school program in Turkey.	University of Applied Sciences Upper Austria (FH OÖ), Center for Intercultural Social Work in Linz/Ege University Izmir	2014–2016	30,155
Program and Project Funding	Translation of Articles into German (The Child and Family Blog)	Disseminating internationally relevant research results in the field of child and youth development.	Managed by Jacobs Foundation	2013–2015	19,045
Program and Project Funding	Supplementary funding for "IAG Zukunft mit Kindern"	To ensure the successful completion of the work of "IAG Zukunft mit Kindern".	Berlin-Brandenburg Academy of Sciences and Humanities (BBAW)	2013–2015	14,485
Conferences	Symposia and workshops at Marbach Castle 2015—annual events	Research-driven, small- to medium-scale events at our Conference Center aimed at addressing central issues of child and youth development and generating new ideas.	Managed by Jacobs Foundation	2015	300,000
Conferences	JF Conference 2015/Preparation for JF Conference 2016—annual event	Research conference with distinguished international researchers and talented young scholars.	Managed by Jacobs Foundation	2015	250,000
Conferences	Academic and Advocacy Conferences on Issues of Education Policy of Relevance to Switzerland	Dialogue among high-level policymakers and researchers on critical issues of Swiss education policy.	Swiss Coordination Center for Research in Education (SCCRE)	2012–2015	100,000
Conferences	Making effective interventions available to all	Expert workshop on low- and intensity psychological interventions in low and middle-income countries with a special focus on children and adolescents.	World Health Organization (WHO)	2015	79,747
Conferences Early Education	Transatlantic Forum on Inclusive Early Years	To establish a forum on early childhood development among children from at-risk families, with the participation of leading scientists, practitioners, representatives of civil society, business leaders and political decision makers from Europe, the US and Canada. The aim of the forum is to share and discuss the latest research results, strategies, policies, innovations and best practices.	Managed by Jacobs Foundation and King Baudouin Foundation	2012–2017	78,305
Conferences	Workshop "Understanding and Supporting Arab Youth" at the 2015 EFC AGA	Presentation of a Jacobs Foundation-funded research project.	Managed by Jacobs Foundation	2015	15,000
Young Scholars	College for Interdisciplinary Education Research	To support independent work by outstanding young postdoctoral students and promote interdisciplinary education research.	Berlin Social Science Center (WZB)	2012–2016	1,030,222
Young Scholars	PATHWAYS Phase II	To build capacity and advance the frontiers of internationally comparative research on productive youth development.	University of London et al.	2012–2015	1,002,066
Young Scholars	Jacobs-ISSBD Young Scholarship Program	Structured and mentored doctoral fellowship program for PhD students.	International Society for the Study of Behavioural Development (ISSBD)	2011–2015	778,430

ACTIVITIES

FUNDING INSTRUMENTS/ PRIORITY	NAME	OVERALL OBJECTIVE	PARTNER	TERM	GRANT AMOUNT (CHF)*
Young Scholars	Swiss Graduate School for Learning and Memory	Postgraduate curriculum for PhD candidates, with senior researchers and PhD students conducting interdisciplinary work on issues related to human learning and memory.	University of Bern	2013–2015	650,760
Young Scholars	Phase II—LIFE: “The Life Course: Evolutionary and Ontogenetic Dynamics 2012–2014”	To train young scientists in the area of human development. LIFE is an interdisciplinary network of internationally recognized scientists in the field of life span development.	University of Zurich	2012–2015	603,000
Young Scholars	Jacobs ISSBD Young Scholars Program—Phase II	Support young academics conducting research into human development.	International Society for the Study of Behavioural Development (ISSBD)	2015–2017	477,350
Young Scholars	Young Scholars Research Grant Program 2015—annual program	Call for proposals from young scholars who have participated in the annual Jacobs Foundation Conference.	Managed by Jacobs Foundation	2015	400,000
Young Scholars	EARA/SRA Summer Schools 2012–2015	International summer schools with senior faculty and selected young researchers on key topics related to child and youth development, held alternately in the US and in Europe.	European Association for Research on Adolescence (EARA)/Society for Research on Adolescence (SRA)	2012–2015	311,880
Young Scholars	EADP Cooperation Young Scholars 2012–2015	To allow young scholars to participate in the biennial conferences of EADP and in international summer schools in the off years.	European Association for Developmental Psychology (EADP)	2012–2015	207,920
Young Scholars	SRCD/SRA et al. Young Scholars Travel Grant 2015—annual grant	To enable young scholars to participate in international conferences.	Managed by Jacobs Foundation	2015	80,000
Young Scholars	Lessons Learned from the Swiss Dual-Education System for the United States of America. Apprenticeships—A Blueprint in the Making	To analyze the education systems of Switzerland and the United States and establish an educational platform to consolidate the achievements and ideals of the Swiss dual-education system and implement them in the US.	University of St. Gallen	2014–2015	8,750
Fellowship	Jacobs Research Fellowship Program 2015—annual grant	Identification and support of the most talented and innovative young researchers in child and youth development.	Managed by Jacobs Foundation	2015–2018	3,000,000

INSTITUTIONAL FUNDING

FUNDING INSTRUMENTS/ PRIORITY	NAME	OVERALL OBJECTIVE	PARTNER	TERM	GRANT AMOUNT (CHF)*
Institutional Funding Early Education	ZEFF	To establish Switzerland’s first university research center dedicated to studying early childhood education, childcare and integration.	University of Fribourg	2010–2015	350,000
Institutional Funding	Continuation of the COCON study	COCON examines the social conditions, life experiences and psychosocial development of children and adolescents in Switzerland.	Jacobs Center for Productive Youth Development	2014–2016	300,000
Institutional Funding	Jacobs Entrepreneurship Career Program	Support for excellent MBA students at Haas School of Business at UC Berkeley.	Managed by Jacobs Foundation	2015–2018	291,840
Institutional Funding	Impact of Science on Bremen’s Economy	Analysis of the impact of institutions of higher education and research centers on Bremen’s economy.	Managed by Jacobs Foundation	2014–2015	184,740
Institutional Funding	Lecture by Nobel Peace Prize Laureate at the Frauenkirche Dresden	Support of a dialogue between school kids and adolescents with a Nobel Peace Prize laureate.	Frauenkirche Foundation	2015	160,020
Institutional Funding	Leopoldina	Support for Leopoldina in providing research-based advice for policymakers and the broader public.	National Academy of Sciences Leopoldina	2015	63,756
Institutional Funding	Berlin-Brandenburg Academy of Sciences and Humanities (BBAW)	Support for BBAW in providing research-based advice for policymakers and the broader public.	Berlin-Brandenburg Academy of Sciences and Humanities (BBAW)	2015	63,756

ACTIVITIES

FUNDING INSTRUMENTS/ PRIORITY	NAME	OVERALL OBJECTIVE	PARTNER	TERM	GRANT AMOUNT (CHF)*
Institutional Funding	acatech	Advice for policymakers and the broader public on issues of technology and technology policy.	National Academy of Science and Engineering acatech	2015	62,028
Institutional Funding	Lindau Nobel Laureate Meeting 2015	Support for a unique platform of interaction and dialogue between Nobel laureates in the fields of chemistry, physics and medicine and outstanding young scientists from all over the world.	Foundation Lindau Nobel Laureate Meetings	2015	62,028
Institutional Funding	HR-Kreis	HR-Kreis (HR Circle) brings together HR directors in Germany to discuss the skills necessary to ensure the future competitiveness of the German economy.	National Academy of Science and Engineering acatech	2015	52,185

INTERVENTION

FUNDING INSTRUMENTS/ PRIORITY	NAME	OVERALL OBJECTIVE	PARTNER	TERM	GRANT AMOUNT (CHF)*
Program and Project Funding Early Education	Primokiz: Locally Networked Early Support	To promote integrated early education in small and medium-sized cities in Switzerland.	Managed by Jacobs Foundation	2012-2015	2,168,000
Program and Project Funding Early Education	Quality Label	To develop and implement a quality label for childcare centers in Switzerland.	Managed by Jacobs Foundation and KiTaS	2012–2017	2,000,000
Program and Project Funding Early Education	Quality on Site	The aim of this project in quality development in ECEC in Germany is to empower children and their families to make use of their right to high quality quality in ECEC.	German Children and Youth Foundation (DKJS)	2015–2018	1,800,000
Program and Project Funding Early Education	Advocacy ECEC 2020	The Jacobs Foundation's advocacy strategy aimed at using political influence to raise awareness of the educational benefits of high-quality ECEC.	Managed by Jacobs Foundation	2014–2020	520,000
Program and Project Funding Early Education	schritt:weise in Rural Areas	To design and test new implementation models of the home-visit program schritt:weise for rural areas, which reduce the staff costs per participant significantly without noticeably impacting the quality of the program.	a:primo, an association to promote the early development of socially disadvantaged children	2011–2016	500,000
Program and Project Funding Early Education	Promotion of a shared culture of childhood	The aim of the project is to promote the development of specific professional competences in order to include families in designing the process of taking professional responsibility for a child, and the transition phases with a view to achieving a participatory educational partnership, involving the childhood professionals and institutional partners operating in Canton Ticino.	University of Applied Sciences of Southern Switzerland (SUPSI)	2016–2020	500,000
Program and Project Funding Early Education	The Discovery of the World-regional activities	To drive the process that was initiated in Switzerland some years ago. Acceptance of the subject of quality in ECCE will be further increased by means of a traveling exhibition, and also regional activities closely associated with it.	Verein Stimme Q	2016–2018	400,000
Program and Project Funding Early Education	Lerngelegenheiten	To identify the most important learning experiences in the first four years of a child's life, making parents and caregivers aware of the valuable learning opportunities found in everyday situations.	Department of Education of the Canton of Zurich	2011–2015	250,000
Program and Project Funding Early Education	primano (Phase II)	To offer socially disadvantaged children a better chance to complete their schooling without interruption and to receive an education that takes full advantage of their potential.	City of Bern	2013–2016	250,000

ACTIVITIES

FUNDING INSTRUMENTS/ PRIORITY	NAME	OVERALL OBJECTIVE	PARTNER	TERM	GRANT AMOUNT (CHF)*
Program and Project Funding Early Education	zeppelin-familien startklar	The early intervention program zeppelin-familien startklar applies PAT (Parents as Teachers) to increase educational opportunities by providing at-risk children with early support from birth onwards.	zeppelin-familien startklar	2015–2017	180,000
Program and Project Funding Early Education	BIKE Bremer Initiative on Early Education (Planning Grant)	This longitudinal initiative, based on an intervention study, seeks to develop, implement and evaluate a comprehensive intervention plan for children between birth and age seven from at-risk families.	Bremen Senate	2010–2015	50,043
Program and Project Funding Early Education	Implementation of Policy Guidelines	To test and engage in dialogue on the proposal for a guiding framework on early childhood education, care and development in Switzerland.	Swiss UNESCO Commission	2012–2015	50,000
Program and Project Funding Early Education	Implementation of an Orientation Framework in the Field of ECEC	Implementation and practical testing of the recommendations generated by the orientation framework.	Swiss UNESCO Commission	2014–2015	50,000
Program and Project Funding Early Education	Scientific accompaniment of the “Shared Culture of Childhood” project	The aim of the project is to promote the development of specific professional competences in order to include families in designing the process of taking professional responsibility for a child, and the transition phases with a view to achieving a participatory educational partnership, involving the childhood professionals and institutional partners operating in Canton Ticino.	University of Applied Sciences of Southern Switzerland (SUPSI)	2016–2020	50,000
Program and Project Funding Early Education	Stimme Q 2014–2016	Communication platform designed to raise public awareness of the need for high-quality ECEC.	Verein Stimme Q	2014–2016	45,000
Program and Project Funding Early Education	Swiss Prize for Early Education	The Swiss Prize for Early Education is a signal for the important role of education in the development of children and the educational biography of human beings even before school entry.	Schweizer Schulpreis	2015	5,000
Program and Project Funding Educational Biographies	Bildungslandschaften Schweiz	To establish local “educational landscapes” in 22 communities by systematically and purposefully creating a network of school-based and non-school-based stakeholders.	Managed by Jacobs Foundation	2011–2016	4,087,500
Program and Project Funding Educational Biographies	Bildungslandschaften Schweiz—Phase II	Phase II: To expand local “educational landscapes” in an additional 13 communities by systematically and purposefully creating a network of school-based and non-school-based stakeholders.	Managed by Jacobs Foundation	2015–2018	2,505,000
Program and Project Funding Educational Biographies	Peer Education to Promote Media Skills	To promote media literacy of children and young people so that they can make appropriate use of electronic and interactive media at home, in school, at work and during leisure time.	Federal Social Insurance Office (BSV)	2012–2015	450,000
Program and Project Funding Educational Biographies	Communities that Care—pilot project	Pilot project in German-speaking Switzerland to promote the development of children and youth in the family, school and neighborhood settings.	Radix	2015–2018	344,000
Program and Project Funding Educational Biographies	Chanson	To support children from socially disadvantaged family backgrounds as they transition from primary to lower secondary school.	Pädagogische Hochschule St. Gallen	2013–2016	95,000
Program and Project Funding Educational Biographies	ChagALL Phase II	To develop a business plan for expanding the program and to evaluate Phase I, with the goal of enabling talented young people from an immigrant background to complete the Matura examination and enroll in a university.	Gymnasium Unterstrass	2013–2015	28,000

ACTIVITIES

FUNDING INSTRUMENTS/ PRIORITY	NAME	OVERALL OBJECTIVE	PARTNER	TERM	GRANT AMOUNT (CHF)*
Program and Project Funding Educational Biographies	Aktion 72 Stunden 2016	Laboratory for ideas to recognize the competences out of youth exchange and voluntary engagement.	SAJV (Swiss Association of youth Organizations)	2015	20,000
Program and Project Funding Educational Biographies	Summer Academy 2015	Creation of a forum to allow practitioners, public authorities and scholars to work together and generate innovations in the area of child and youth development.	infoklick.ch	2015	20,000
Program and Project Funding Educational Biographies	ChagALL Rollout	The ChagAll project is to be modified as necessary and rolled out in other Swiss secondary and vocational training schools.	Gymnasium Unterstrass	2014–2015	17,500
Program and Project Funding Life Skills for Employability	Management of the Fortalezas Program	To strengthen the organizational structure and work of six partner organizations in Argentina, Brazil and Colombia by managing the Fortaleza program of institutional support. The partner organizations focus on integrating youth from at-risk neighborhoods into the labor market.	Fundación SES	2011–2016	680,530
Program and Project Funding Life Skills for Employability	Fortalezas MEDA (Colombia)	To provide young people with training in social skills and occupational training in order to integrate them into their environment, and to provide support in establishing a microenterprise.	Corporación para el desarrollo de la microempresa en Colombia (MEDA)	2013–2015	378,000
Program and Project Funding Life Skills for Employability	Fortalezas Cafeteros (Colombia)	To offer training in running a coffee plantation and to encourage participation by young people in decision making; to integrate youth into rural communities.	Fundación UOCRA	2013–2015	378,000
Program and Project Funding Life Skills for Employability	Fortalezas UOCRA (Argentina)	To develop a targeted training program for young people in the construction sector.	Instituto Alianca	2013–2015	378,000
Program and Project Funding Life Skills for Employability	Fortalezas Alianca (Brazil)	To integrate young people into the labor market by offering training in life skills and vocational training, particularly in the field of IT.	Instituto Alianca	2013–2015	378,000
Program and Project Funding Life Skills for Employability	Fortalezas Crear (Argentina)	To integrate young people into the labor market by providing coaching and vocational training, and through close cooperation with the private sector.	Fundación Crear desde la Educación Popular	2013–2015	378,000
Program and Project Funding Life Skills for Employability	Fortalezas Centro Cultural Escrava Anastacia (Brazil)	To promote the social integration of disadvantaged young people into the labor market by offering training geared to jobs in the service and administrative sectors.	Centro Cultural Escrava Anastacia	2013–2015	378,000
Program and Project Funding Life Skills for Employability	Evaluation of the Fortalezas Program	To evaluate the Fortalezas program in three Latin American countries: Argentina, Brazil and Colombia.	Managed by Jacobs Foundation	2013–2016	200,000
Program and Project Funding Life Skills for Employability	La Bastilla Agri-College — Phase II	To ensure that La Bastilla Agri-College will be self-supporting by 2016 by consolidating the achievements of the first phase.	Teach A Man To Fish	2012–2016	77,772
Program and Project Funding Life Skills for Employability	Fortalezas Program— From Employability to Employment	To support partners in civil society in their efforts to ensure the quality and sustainability of their programs, to professionalize their organizations, and to integrate youth from high-risk neighborhoods into the labor market and society at large.	Managed by Jacobs Foundation	2011–2016	41,135

ACTIVITIES

FUNDING INSTRUMENTS/ PRIORITY	NAME	OVERALL OBJECTIVE	PARTNER	TERM	GRANT AMOUNT (CHF)*
Program and Project Funding Livelihoods	Transforming Education in Cocoa Growing Communities (TRECC)	TRECC is a comprehensive program that aims to improve the quality of life of all children and youth in Ivory Coast, while focusing on delivering quality education in cocoa-growing communities.	Managed by Jacobs Foundation	2015	3,313,000
Program and Project Funding Livelihoods	Djigui Project in Burkina Faso	To integrate young people into the labor market through cooperation with state centers for non-formal basic and vocational education.	Helvetas Swiss Intercooperation	2013–2017	1,000,000
Program and Project Funding Livelihoods	Collège Le Planteur in Akoupé (Ivory Coast)	To improve the quality of instruction at the secondary school Collège Le Planteur in the city of Akoupé, to provide support in professionalizing the school's management and the parents' association, and to develop a curriculum including environmental and agricultural topics related to cocoa cultivation. Various activities related to the issue of children's rights.	Save the Children Ivory Coast	2013–2016	500,000
Program and Project Funding Livelihoods	Stifterallianz SUSTAINEDO— Project in Uganda	To improve employment opportunities for young people in agriculture and the local labor market by providing training in coffee cultivation and other vocational fields with economic potential.	Hanns R. Neumann Stiftung	2012–2016	445,796
Program and Project Funding Livelihoods	Akoupé Farmer Activities	Training cocoa farmers in the Akoupé region (Ivory Coast) in agricultural practices and entrepreneurship, in order to increase their productivity and income and thus also improve their living conditions.	SOCODEVI Ivory Coast	2014–2017	372,741
Program and Project Funding Livelihoods	JF Initiative Livelihoods Evaluation	To evaluate the Livelihoods program in three African countries: Burkina Faso, Ivory Coast and Uganda.	Swiss Federal Institute of Technology Zurich (ETHZ)/Agri-dea/Zurich University of Teacher Education	2012–2018	276,000
Program and Project Funding Livelihoods	Planning Grant: West Africa Program 2012–2016	Planning for the Livelihoods program in West Africa	Managed by Jacobs Foundation	2011–2016	200,000
Program and Project Funding Livelihoods	Stifterallianz SUSTAINEDO	To achieve lasting improvement in the living conditions of children, youth and their families in the rural communities of countries that produce agricultural commodities (cocoa, coffee, cotton) through cooperation between the private and public sectors, and to raise awareness among decision makers and consumers.	Managed by Jacobs Foundation	2011–2015	198,259
Program and Project Funding Livelihoods	Rural Schools in Akoupé (Ivory Coast)	To improve the quality of instruction in six rural primary schools located in two villages in Akoupé and to provide support in professionalizing the school's management and the parents' association. Various activities related to the issue of children's rights.	Save the Children Ivory Coast	2013–2016	195,775
Program and Project Funding Livelihoods	A Study of the Implications for Child Labor of Increased Productivity in Cocoa Farming	To examine the impact of increased cocoa production on child labor and the labor market in Ivory Coast and Ghana.	International Cocoa Initiative	2014–2015	53,376
Program and Project Funding Livelihoods	Feasibility Study on an Educational Intervention in Mityana (Uganda)	Gathering information on primary school and early childhood education in Mityana, as well as generating recommendations for potential educational interventions.		2014–2015	20,207
Program and Project Funding Livelihoods	Contribution to the Swiss Network for Education and International Cooperation (RECI) in the Areas of Networking and Policy Dialogue	To support an exchange of experience between Swiss institutions actively engaged in the area of education in developing regions, as well as strengthening the policy dialogue on the role of education in the new global sustainability goals and the Swiss cooperation policy.	Réseau Suisse Education et Coopération Internationale (RECI)	2015–2016	6,000

ACTIVITIES

FUNDING INSTRUMENTS/ PRIORITY	NAME	OVERALL OBJECTIVE	PARTNER	TERM	GRANT AMOUNT (CHF)*
Program and Project Funding	Juvenir Intervention	The results of the Juvenir study are used in an expanded and sustainable way.	Managed by Jacobs Foundation	2014–2015	90,000
Program and Project Funding	Campaign "Kinder- und Jugendförderung wirkt!"	Tour-bus-exhibition in the canton of Zurich, included in regional events, to make support of children and youth more visible in the public space.	okaj Zurich	2015	20,000
Program and Project Funding	Easyvote 2015	Campaign designed to motivate young people to participate in the 2015 parliamentary elections.	Federation of Swiss Young People's Parliaments	2014–2015	10,000

DIALOGUE

FUNDING INSTRUMENTS/ PRIORITY	NAME	OVERALL OBJECTIVE	PARTNER	TERM	GRANT AMOUNT (CHF)*
Awards	Klaus J. Jacobs Awards: Research Prize and Best Practice Prize 2015— Annual Grant	Honoring groundbreaking scientific achievements, as well as exceptional commitment of institutions or individuals who put into practice innovative solutions in child and youth development.	Awarded by Jacobs Foundation	2015–2017	1,200,000
Institutional Funding	Investing in Private Higher Education	A Jacobs Foundation campaign to promote investment in private higher education in Germany and Europe.	Managed by Jacobs Foundation	2014–2015	480,600
Program and Project Funding	Juvenir 2014–2015	Third and fourth editions of the Swiss youth survey series. Topic evaluation, preparation and communication of the survey's findings.	Managed by Jacobs Foundation	2014–2015	440,000
Institutional Funding	Swiss Foundation Code	Publication of the revised version of the popular Swiss Foundation Code.	Swiss foundations	2015	40,000
Program and Project Funding	"10 x 10 Years"—Book Project	Support of a book project on human development over the lifespan.	Christian Schwägerl	2015–2016	32,706

Our Board

The Board of Trustees is the Foundation's supreme decision-making body. New members are chosen by vote of the current members, and the Board elects its chairperson and its members in consultation with the Jacobs family council. The experience and expertise of the Board members must cover the Foundation's entire sphere of activities, and members must also have experience with international projects.

In 2015, there were changes in the Board of Trustees. Until March 31, 2015, Joh. Christian Jacobs was the Chairman of the Board of Trustees, and he became Honorary Chairman as of April 1, 2015. Also effective April 1, 2015, Lavinia Jacobs assumed the responsibilities of Chair of Jacobs Foundation. William Egbe joined the board on April 1, 2015, and Sandro Giuliani was appointed as Delegate of the Board effective April 1, 2015.

The Board of Trustees has two committees:

1. the Audit Committee, along with Olaf von Maydell (Chairman), Joh. Christian Jacobs, Lavinia Jacobs and Laura Tyson.
2. the Nomination and Compensation Committee, along with Ulman Lindenberger (Chairman), Joh. Christian Jacobs, Lavinia Jacobs and Marta Tienda.

On behalf of the Board of Trustees, Managing Director Sandro Giuliani manages the Foundation's ongoing activities, supported by Senior Management, Program Management and Communication.



LAVINIA JACOBS

CHAIR

Lavinia Jacobs has been a member of the Board of Trustees since April 2007, and has held the position of Chair since April 2015. She is a freelance art consultant in Zurich. She completed a degree in law at the University of Basel in 2005.



DR. JOH. CHRISTIAN JACOBS

HONORARY CHAIRMAN

Dr. Joh. Christian Jacobs joined the Board of the Jacobs Foundation in 1995 and was appointed Chairman of the Board in 2004. He was a partner at leading law firms for over 20 years, advising companies on issues of business law. Today Joh. Christian Jacobs is active as an entrepreneurial investor. Since April 2015, he has held the position of Honorary Chairman.



HANS AMBÜHL

BOARD MEMBER

Hans Ambühl has been a member of the Board of Trustees since October 2013. Since 2000, Mr. Ambühl has been General Secretary of the Swiss Conference of Cantonal Ministers of Education in Bern.



WILLIAM EGBE

BOARD MEMBER

William Egbe joined the Jacobs Foundation Board of Trustees in April 2015. An engineer who holds an MBA degree, he is Group Director Strategic Planning and Sustainability for the Coca-Cola Eurasia & Africa Group.



NATHALIE JACOBS

BOARD MEMBER

Nathalie Jacobs has been a member of the Board of Trustees since July 2012. She works as a PR Consultant in Zurich. Nathalie Jacobs graduated from the University of Zurich with a degree in sociology.



PROF. ULMAN LINDENBERGER

BOARD MEMBER

Prof. Ulman Lindenberger joined the Jacobs Foundation Board of Trustees in January 2012. The German psychologist is Director of the Center for Lifespan Psychology at the Max Planck Institute for Human Development in Berlin.



SANDRO GIULIANI

DELEGATE OF THE BOARD/
MANAGING DIRECTOR

Sandro Giuliani, Managing Director of the Jacobs Foundation, joined the Board of Trustees in April 2015.



PROF. MARTA TIENDA, PH.D.

BOARD MEMBER

Marta Tienda joined the Jacobs Foundation's Board of Trustees in October 1999. She is Maurice P. Daring '22 Professor of Demographic Studies and Professor of Sociology and Public Affairs at Princeton University.



PROF. LAURA TYSON, PH.D.

BOARD MEMBER

Laura Tyson joined the Jacobs Foundation Board of Trustees in January 2012. US economist Laura Tyson is a professor at the Haas School of Business of the University of California, Berkeley.



DR. OLAF VON MAYDELL

BOARD MEMBER

Dr. Olaf von Maydell has been a member of the Board of Trustees since May 2013. A tax consultant who holds a PhD in agricultural economics, Dr. von Maydell is a partner in the Schomerus & Partner tax consulting firm in Berlin.



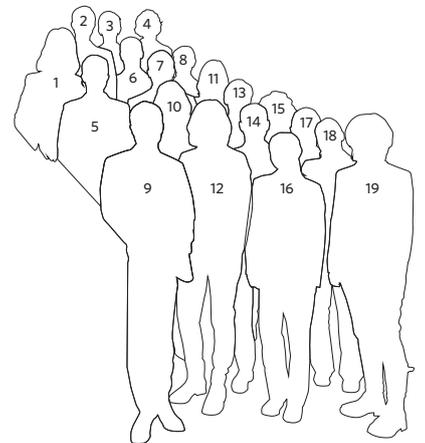
ACTIVITIES

The Management



The staff of the Jacobs Foundation and Johann Jacobs Museum:

- | | |
|--|---|
| 1 Antonella Di Iorio, Personal Assistant | 11 Cathrin Gutwald, Communication Manager |
| 2 Nora Derrer, Junior Program Officer | 12 Alexandra Güntzer, Head of Communication |
| 3 Rita Schweizer, Project Manager | 13 Fabio Segura, Head of International Intervention |
| 4 Philine X. Zimmerli Ischer, Project Manager | 14 Dr. Urs V. Arnold, Head of Operations |
| 5 Julia Wyss, Program Assistant | 15 Sylvana Volkmann, Junior Communication Manager |
| 6 Tobias Kaspar, Communication Manager
(until April 2015) | 16 Dr. Elke Schröder, Program Officer |
| 7 Simon Sommer, Head of Research | 17 Roger M. Buerger, Director Johann Jacobs Museum |
| 8 Constanze Lullies, Program Manager | 18 Gelgia Fetz Fernandes, Program Officer |
| 9 Sandro Giuliani, Managing Director | 19 Muriel Langenberger, Head of Intervention Europe |
| 10 Ursula Furrer, Assistant Operations | |







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FACTS & FIGURES

The Jacobs Foundation in Figures

PAYMENTS FOR PROGRAMS/PROJECTS IN 2015

CHF 40,266,000

GRANTS IN 2015

CHF 24,380,000

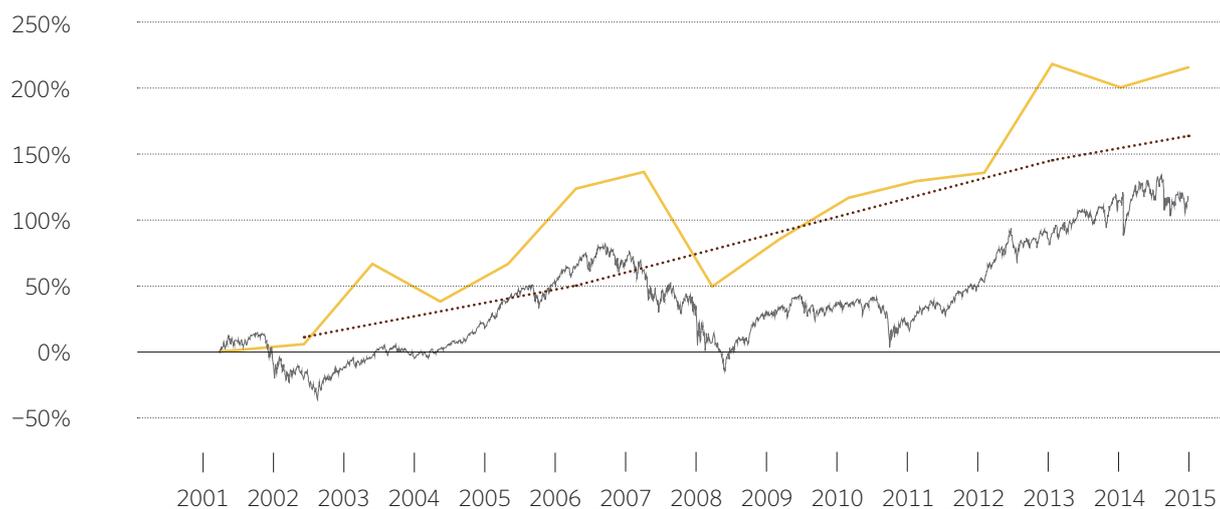
CUMULATIVE GRANTS

CHF 546,725,000

FOUNDATION ASSETS AS OF 31 DECEMBER 2015

CHF 4,515,000,000

DEVELOPMENT OF FOUNDATION ASSETS

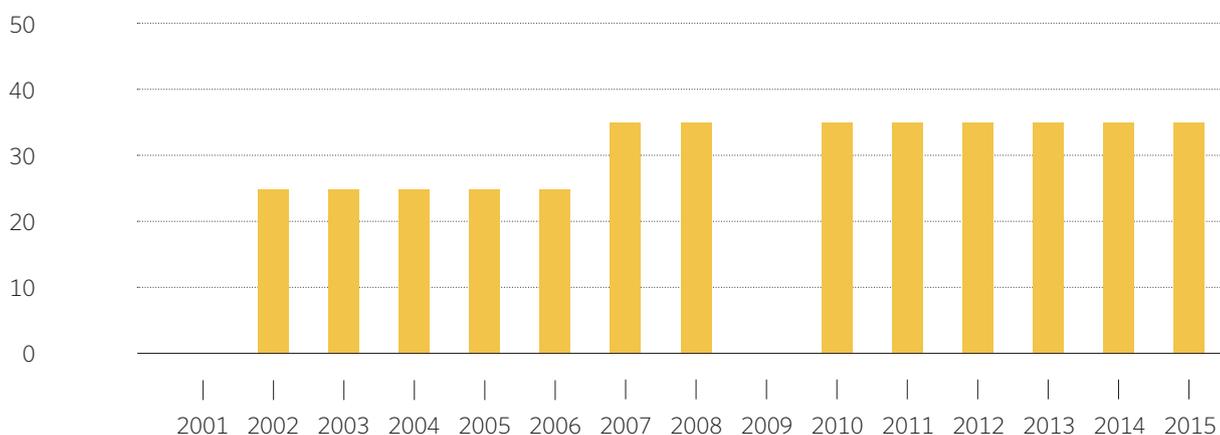


Market value in millions of CHF 1,433 1,518 2,384 1,978 2,385 3,197 3,380 2,136 2,655 3,102 3,276 3,367 4,550 4,296 4,515

The foundation assets at market value were CHF 1,432,728k at donation in October 2001. The quoted investments of Jacobs Holding AG are at market value as of 31 December in each case, other assets are at book value. The target performance of Jacobs Holding AG is determined by the formula "Risk Free Rate in CHF +5%" (until September 30, 2013 +6%).

- Foundation assets at market value
- Target Performance
- Swiss Market Dividend Adj. Index (SMIC)

DEVELOPMENT OF DIVIDEND PAYMENTS

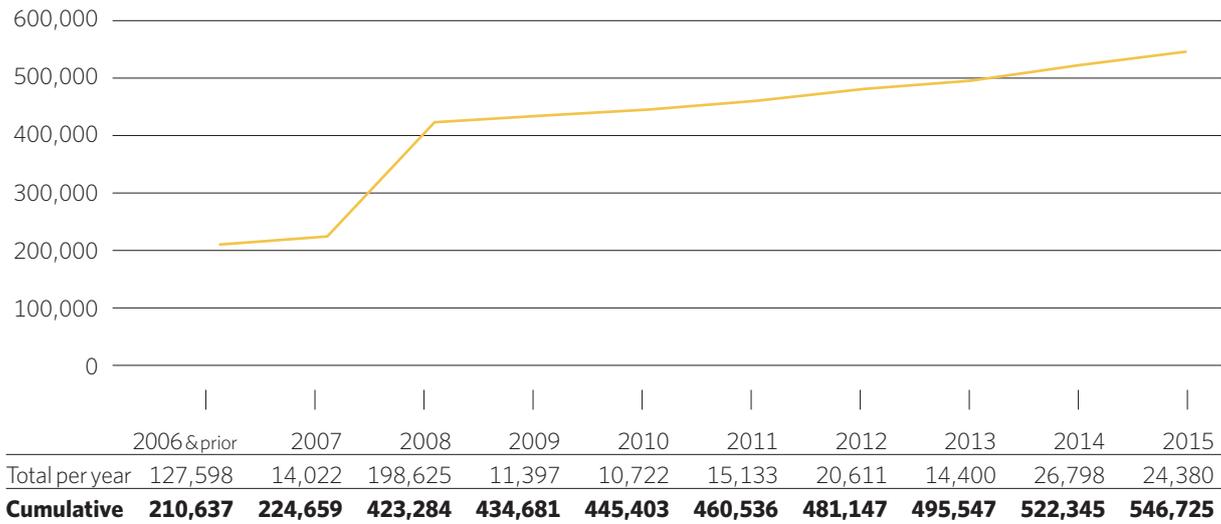


Dividend in millions of CHF - 25 25 25 25 25 35 35 - 35 35 35 35 35 35

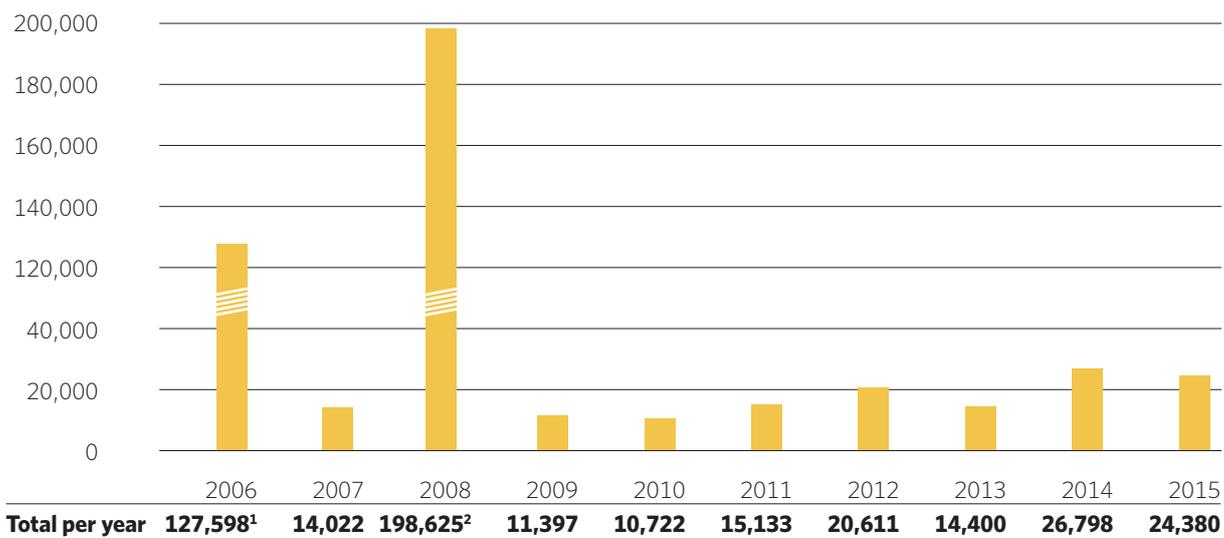
The annual dividend income of the Jacobs Foundation is derived from the Foundation's shares in Jacobs Holding AG.

FACTS & FIGURES

CUMULATIVE GRANTS IN THOUSANDS OF CHF

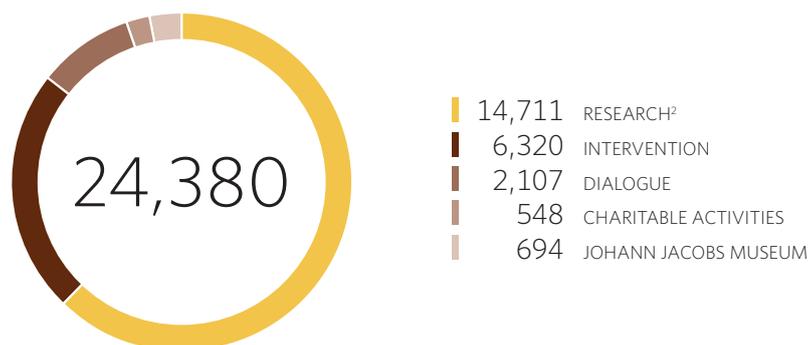
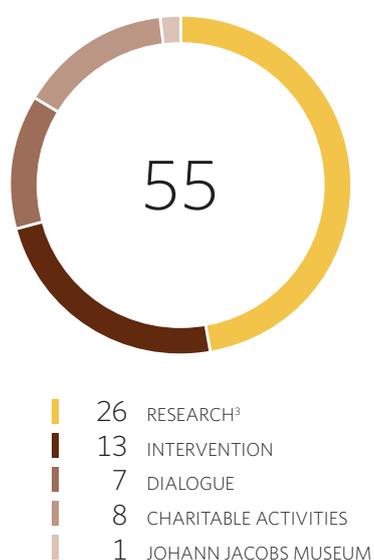
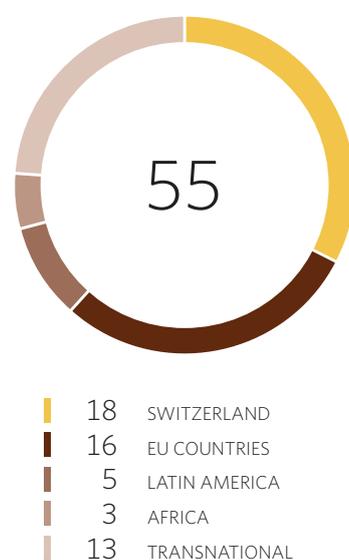


GRANTS PER YEAR IN THOUSANDS OF CHF



¹ Includes funding to the International University Bremen (today Jacobs University Bremen) over CHF 120,668k

² Includes funding to the Jacobs University Bremen over CHF 186,413k

GRANTS BY KEY ACTIVITY AREA 2015¹ IN THOUSANDS OF CHF**NUMBER OF PROGRAMS AND PROJECTS BY KEY ACTIVITY AREA 2015****NUMBER OF PROGRAMS AND PROJECTS BY REGION 2015**

KEY ACTIVITY AREA	NUMBER OF PROGRAMS AND PROJECTS	MINIMUM APPROPRIATION IN TCHF	MAXIMUM APPROPRIATION IN TCHF	TOTAL TCHF
Research	26	5	8'836	14,711
Intervention	13	1	3'313	6,320
Dialogue	7	15	1'900	2,107
Charitable activities	8	8	249	548
Johann Jacobs Museum ⁴	1	–	–	694
Total	55			24,380

¹ The graphic illustration of the grants in the financial part of the annual report follows the long-term oriented structure of the foundation. It differs from the content-oriented structure of the 2011–2015 Medium-Term Plan, which is the basis of the annual report's narrative part.

² Including institutional funding of CHF 802k.

³ Including nine Institutional Funding projects.

⁴ The total costs (including personnel) for the Johann Jacobs Museum amounted to CHF 1,476k (2014: CHF 1,895k, see note 4.0).



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To the Board of Trustees
Jacobs Stiftung, Zurich

Zurich, 31 March 2016

Report of the auditor on the financial statements

As auditor and in accordance with your instructions, we have audited the financial statements of Jacobs Stiftung, which comprise balance sheet, the statement of operations, cash flow statement, statement of changes in capital and notes (pages 40 to 56), for the year ended 31 December 2015.

Board of Trustees' responsibility

The Board of Trustees is responsible for the preparation of these financial statements in accordance with the requirements of Swiss GAAP FER 21. This responsibility includes designing, implementing and maintaining an internal control system relevant to the preparation of financial statements that are free from material misstatement, whether due to fraud or error. The Board of Trustees is further responsible for selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Swiss Auditing Standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the existence and effectiveness of the entity's internal control system. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Opinion**

In our opinion, the financial statements for the year ended 31 December 2015 give a true and fair view of the financial position, the results of operations and the cash flows in accordance with Swiss GAAP FER 21.

Ernst & Young AG

A handwritten signature in black ink, appearing to read 'Rico Fehr', written in a cursive style.

Rico Fehr
Licensed audit expert
(Auditor in charge)

A handwritten signature in black ink, appearing to read 'Simon Zogg', written in a cursive style.

Simon Zogg
Licensed audit expert

Jacobs Foundation—Financial Statements

Balance Sheet

IN THOUSANDS OF CHF	NOTE	31.12.15	31.12.14
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	3.0	83,517	103,558
Receivables	3.1	12,485	3,776
Prepayments and accrued income	3.2	99	95
Total current assets		96,101	107,429
NON-CURRENT ASSETS			
Financial assets	3.3	19,011	10,800
Participations	3.4	1,432,763	1,432,763
Real estate and other tangible fixed assets	3.5	49,406	50,802
Total non-current assets		1,501,180	1,494,365
TOTAL ASSETS		1,597,281	1,601,794
LIABILITIES, FUNDS AND CAPITAL OF THE ORGANIZATION			
SHORT-TERM LIABILITIES			
Current liabilities		411	968
Accrued liabilities and deferred income	3.6	733	543
Total liabilities		1,144	1,511
FUNDS (restricted)			
Endowment fund	3.7	86,087	102,671
Total funds (restricted)		86,087	102,671
CAPITAL OF THE ORGANIZATION			
Paid-in capital		1,472,728	1,462,728
Internally generated unrestricted capital		37,322	34,884
Net income for the year		–	–
Total capital of the organization		1,510,050	1,497,612
TOTAL LIABILITIES, FUNDS AND CAPITAL OF THE ORGANIZATION		1,597,281	1,601,794

Statement of Operations

IN THOUSANDS OF CHF	NOTE	2015	2014
INCOME			
Dividend income from Jacobs Holding AG		35,000	35,000
Endowments from third parties		235	233
Income from the Johann Jacobs Museum	4.0	21	19
Total income		35,256	35,252
ADMINISTRATIVE EXPENSES			
Personnel expenses	4.1	-5,263	-5,001
Administration and other expenses	4.2	-2,063	-2,317
Depreciation	3.5	-151	-143
Total administrative expenses		-7,477	-7,461
SUBTOTAL I		27,779	27,791
FINANCIAL INCOME			
Other interest and dividend income		194	189
Capital income		-	32,586
Exchange rate effect		-420	-64
Bank fees and transaction costs		-4	-4
Total financial income		-230	32,707
REAL ESTATE INCOME			
Income from real estate	4.3	2,011	2,011
Expenses from real estate	4.3	-370	-367
Depreciation	3.5	-1,326	-1,326
Taxes	4.3/5.0	-168	-215
Total real estate income		147	103
SUBTOTAL II		27,696	60,601
CHANGE IN RESTRICTED FUNDS			
Endowments		-24,380	-26,798
Reversals	4.4	286	229
Total change in restricted funds		-24,094	-26,569
NET INCOME FOR THE YEAR I		3,602	34,032
ALLOCATIONS			
Allocation to internally generated unrestricted capital		-3,602	-34,032
NET INCOME FOR THE YEAR II		-	-

Cash Flow Statement

IN THOUSANDS OF CHF	NOTE	2015	2014
CASH FLOW FROM OPERATING ACTIVITIES			
Subtotal II		27,696	60,601
Depreciation of other tangible fixed assets		151	143
Depreciation of real estate		1,326	1,326
Decrease/(increase) in receivables		-8,709	316
Decrease/(increase) in prepayments and accrued income		-4	-47
Increase/(decrease) in current liabilities		-557	557
Increase/(decrease) in accrued liabilities and deferred income		190	-113
Utilization of funds		-40,266	-35,120
Exchange rate effect on funds		-412	348
Total cash flow from operating activities		-20,585	28,011
CASH FLOW FROM INVESTING ACTIVITIES			
Disposal of/(investment in) tangible moveable assets	3.5	-43	-94
Disposal of/(investment in) works of art	3.5	-11	-20
Disposal of/(investment in) real estate	3.5	-27	-293
Disposal of/(investment in) financial assets	3.3	-8,211	29,344
Merger with the Stiftung Jacobs Center for Productive Youth Development	3.8	8,836	-
Total cash flow from investing activities		544	28,937
TOTAL CASH FLOW		-20,041	56,948
CHANGE IN CASH AND CASH EQUIVALENTS			
Cash and cash equivalents at the beginning of the period	3.0	103,558	46,610
Cash and cash equivalents at the end of the period	3.0	83,517	103,558
TOTAL CHANGE IN CASH AND CASH EQUIVALENTS		-20,041	56,948

Statement of Changes in Capital

IN THOUSANDS OF CHF

2015

FUNDS AND CAPITAL OF THE ORGANIZATION	NOTE	AS OF 01.01.15	ENDOWMENTS	UTILIZATION	REVERSAL	FUND TRANSFER	EXCHANGE RATE EFFECT	AS OF 31.12.15
Research		85,960	14,711	-33,114	-94	-	-336	67,127
Intervention		13,215	6,320	-3,797	-150	-	-38	15,550
Dialogue		2,969	2,107	-2,264	-	-	-34	2,778
Charitable activities		527	548	-397	-42	-	-4	632
Johann Jacobs Museum		-	694	-694	-	-	-	-
Total funds		102,671	24,380	-40,266	-286	-	-412	86,087
Paid-in capital	3.8	1,462,728	10,000	-	-	-	-	1,472,728
Internally generated unrestricted capital	3.8	34,884	-	-1,164	-	3,602	-	37,322
Net income for the year		-	3,602	-	-	-3,602	-	-
Total capital of the organization		1,497,612	13,602	-1,164	-	-	-	1,510,050
TOTAL FUNDS AND CAPITAL OF THE ORGANIZATION		1,600,283	37,982	-41,430	-286	-	-412	1,596,137

2014

FUNDS AND CAPITAL OF THE ORGANIZATION	NOTE	AS OF 01.01.14	ENDOWMENTS	UTILIZATION	REVERSAL	FUND TRANSFER	EXCHANGE RATE EFFECT	AS OF 31.12.14
Research		95,937	16,913	-26,976	-115	-	201	85,960
Intervention		12,406	4,965	-4,249	-45	-	138	13,215
Dialogue		2,111	3,241	-2,316	-69	-	2	2,969
Charitable activities		420	598	-498	-	-	7	527
Johann Jacobs Museum		-	1,081	-1,081	-	-	-	-
Total funds		110,874	26,798	-35,120	-229	-	348	102,671
Paid-in capital		1,462,728	-	-	-	-	-	1,462,728
Internally generated unrestricted capital		852	-	-	-	34,032	-	34,884
Net income for the year		-	34,032	-	-	-34,032	-	-
Total capital of the organization		1,463,580	34,032	-	-	-	-	1,497,612
TOTAL FUNDS AND CAPITAL OF THE ORGANIZATION		1,574,454	60,830	-35,120	-229	-	348	1,600,283

Purpose and Activities of the Foundation

1.0 Name and Registered Offices

The Foundation was established by Klaus J. Jacobs in 1989 and is entered in the commercial register as Jacobs Stiftung. Because of its international approach, the Foundation refers to itself as Jacobs Foundation in its public relations activities. The Foundation's registered offices are at Seefeldquai 17, 8008 Zurich.

1.1 Purpose and Activities of the Foundation

The purpose of the Jacobs Foundation is to create conditions conducive to positive human development in a world characterized by social change. The Foundation supports this aim primarily by investigating and combating at an early stage negative influences that threaten the productive development of young people.

The Jacobs Foundation supports high-quality research and intervention projects that deliver key insights and fundamental improvements for children and young people. Another important aspect is promoting public dialogue and providing platforms for discussion by bringing together representatives from the world of science, politics, society and business with the goal of securing sustainable social innovation.

The Jacobs Foundation also runs the Johann Jacobs Museum, which houses a collection of works of art (paintings, silver, porcelain, books, prints, etc.).

1.2 Assets

To fulfill its mission and the associated obligations, the Jacobs Foundation disposes of the following assets:

INTEREST IN JACOBS HOLDING AG

Klaus J. Jacobs donated his shares in Jacobs Holding AG to the Jacobs Foundation in October 2001.

The Jacobs Foundation holds all economic rights of the entire share capital and 10.1% of the voting rights in Jacobs Holding AG. Jacobs Holding AG has its registered offices at Seefeldquai 17, Zurich, and is a professional investment company that acquires, holds, manages and finances investments of all types. Its major holding as of December 31, 2015, is a share of 50.1% in Barry Callebaut AG.

Jacobs Holding AG has set its mid- to long-term target annual growth at the risk-free rate in chf plus 5% (until September 30, 2013, plus 6%). During the period from September 30, 2001, to September 30, 2015, the average risk-free rate in chf plus 5% was 7.1%. The effective performance CAGR (Compound Annual Growth Rate) for that period was 8.2%, i.e., the company exceeded its own performance target by 1.1%.

CASH, SECURITIES AND FINANCIAL ASSETS

The Jacobs Foundation holds cash, securities and financial assets that are used in order to fulfill the Foundation's mission.

REAL ESTATE

The Jacobs Foundation owns the properties Seefeldquai 17 and Mainaustrasse 2, Zurich, as well as Marbach Castle, Oehningen, Germany.

Significant Accounting Policies

2.0 Basis of Presentation

From the beginning of 2014, the financial statements are prepared in accordance with the applicable guidelines of the Swiss Accounting and Reporting Recommendations (Swiss GAAP FER 21).

These financial statements were approved on March 31, 2016.

The main accounting policies are laid out below:

2.1 Currency Translation

The following exchange rates were used for currency translation:

	31.12.15	31.12.14
EUR	1.0862	1.2026
USD	0.9997	0.9939
GBP	1.4729	1.5486

2.2 Cash and Cash Equivalents

These items include cash on hand, bank account balances and time deposits with a maturity of less than twelve months held at Credit Suisse, Deutsche Bank (Schweiz) AG, UBS AG and Zürcher Kantonalbank. All items are recorded at nominal value.

2.3 Securities

Securities classified as current assets are recorded at market value at the balance sheet date.

2.4 Receivables, Prepayments and Accrued Income

Receivables, prepayments and accrued income are recorded at nominal value less any necessary adjustments.

2.5 Financial Assets

These items include shares held for long-term investment purposes and time deposits with a maturity of more than twelve months at Credit Suisse, Deutsche Bank (Schweiz) AG, UBS AG and Zürcher Kantonalbank. All items are recorded at historical costs or at their market value at the time of endowment.

2.6 Participations

The interest in Jacobs Holding AG was measured at market value on the donation date October 26, 2001. All other participations are recorded at nominal value.

2.7 Real Estate and Other Tangible Fixed Assets

Tangible fixed assets are reported at acquisition cost less depreciation and any necessary impairment. The threshold for capitalization of moveable goods is CHF 1,000. Costs related to restoration, improvement and conversion of real estate are capitalized if they result in an increase in value or additional possibilities for use. However, only costs of over CHF 10,000 are capitalized. Acquisition costs are reduced by depreciation/amortization on a straight-line basis over the estimated useful lives of the assets. Real estate and works of art are not depreciated.

The estimated useful lives of the various assets are as follows:

ASSET/DESCRIPTION	STRAIGHT-LINE DEPRECIATION IN %	USEFUL LIFE IN YEARS
Hardware	33.3%	3
Software	33.3%	3
Office equipment	20.0%	5
Plant and equipment	20.0%	5
Office furniture and fixtures	15.0%	6.7
Fittings	6.7%	15
Equipment/facilities	4.0%	25
Buildings	2.0%	50
Real estate/land	0.0%	-
Works of art	0.0%	-

2.8 Liabilities, Accrued Liabilities and Deferred Income

Liabilities, accrued liabilities and deferred income are recorded at nominal value.

2.9 Endowment Fund

Restricted endowments are allocated to the endowment fund upon approval by the Board of Trustees. The endowment fund is reduced by the respective amount when the funds are transferred.

Notes to the Balance Sheet and to the Statement of Operations

IN THOUSANDS OF CHF	31.12.15	31.12.14
3.0 Cash and Cash Equivalents		
Bank accounts	34,330	24,730
Time deposits - CHF	45,801	73,000
Time deposits - EUR	1,086	2,706
Time deposits - USD	1,799	2,735
Time deposits - GBP	501	387
TOTAL CASH AND CASH EQUIVALENTS	83,517	103,558
3.1 Receivables		
Withholding taxes	12,332	3,113
Other receivables	153	663
TOTAL RECEIVABLES	12,485	3,776
3.2 Prepayments and Accrued Income		
Accrued interest	10	49
Various prepayments and accrued income	89	46
TOTAL PREPAYMENTS AND ACCRUED INCOME	99	95
3.3 Financial Assets		
Shares in Adecco SA	-	-
Time deposits - CHF	19,011	10,800
TOTAL FINANCIAL ASSETS	19,011	10,800

The Adecco SA shares were donated by the children of Klaus J. Jacobs in April 2009. The shares were sold in March 2014.

IN THOUSANDS OF CHF	NOTE	31.12.15	31.12.14
3.4 Participations			
Interest in Jacobs Holding AG	3.4.1	1,432,728	1,432,728
Other participations	3.4.2	35	35
TOTAL PARTICIPATIONS		1,432,763	1,432,763

3.4.1 Interest in Jacobs Holding AG

Klaus J. Jacobs' donation to the Jacobs Foundation is recorded at market value on the donation date October 26, 2001. The market value at the balance sheet date was CHF 4,515,000 k (2014: CHF 4,296,000 k).

Measured at nominal value, the interest breaks down as follows:

NUMBER	TYPE OF SECURITY	NOMINAL VALUE PER UNIT		
9,000	Voting shares (10.1%)	10,000	90,000	90,000
330,000	Participation certificates	1,000	330,000	330,000
TOTAL INTEREST IN JACOBS HOLDING AG			420,000	420,000

3.4.2 Other Participations

As part of its activities, the Jacobs Foundation holds participations in the following charitable organizations:

- Jacobs University Bremen gGmbH
- TRECC Sarl
- German Children and Youth Foundation (GCYF)

IN THOUSANDS OF CHF

2015**3.5 Statement of Changes in Tangible Fixed Assets****Works of art**

ACQUISITION COSTS	01.01.15	ADDITIONS	DISPOSALS	IMPAIRMENT	31.12.15
Works of art, Zurich Museum	9,665	11	–	–	9,676
Total acquisition costs	9,665	11		–	9,676
ACCUMULATED DEPRECIATION	01.01.15	DEPRECIATION IN THE CURRENT FY	DEPRECIATION OF DISPOSALS	IMPAIRMENT	31.12.15
Works of art, Zurich Museum	–	–	–	–	–
Total accumulated depreciation	–	–	–	–	–
NET CARRYING AMOUNTS	9 665	11	–	–	9,676

Real estate

ACQUISITION COSTS	01.01.15	ADDITIONS	DISPOSALS	IMPAIRMENT	31.12.15
Zurich property, Seefeldquai 17	4,998	–	–	–	4,998
Equipment and facilities, Seefeldquai 17	4,040	–	–	–	4,040
Fittings, Seefeldquai 17	2,247	16	–	–	2,263
Zurich property, Mainaustrasse 2	3,377	–	–	–	3,377
Equipment and facilities, Mainaustrasse 2	2,581	–	–	–	2,581
Fittings, Mainaustrasse 2	1,199	10	–	–	1,209
Properties, Marbach Castle, Oehningen, Germany	37,397	–	–	–	37,397
Fittings, Marbach Castle, Oehningen, Germany	707	1	–	–	708
Total acquisition costs	56,546	27	–	–	56,573
ACCUMULATED DEPRECIATION	01.01.15	DEPRECIATION IN THE CURRENT FY	DEPRECIATION OF DISPOSALS	IMPAIRMENT	31.12.15
Zurich property, Seefeldquai 17	–946	–100	–	–	–1,046
Equipment and facilities, Seefeldquai 17	–242	–162	–	–	–404
Fittings, Seefeldquai 17	–220	–150	–	–	–370
Zurich property, Mainaustrasse 2	–774	–67	–	–	–841
Equipment and facilities, Mainaustrasse 2	–155	–103	–	–	–258
Fittings, Mainaustrasse 2	–115	–80	–	–	–195
Properties, Marbach Castle, Oehningen, Germany	–12,829	–652	–	–	–13,481
Fittings, Marbach Castle, Oehningen, Germany	–685	–12	–	–	–697
Total accumulated depreciation	–15,966	–1,326	–	–	–17,292
NET CARRYING AMOUNTS	40,580	–1,299	–	–	39,281

JACOBS FOUNDATION—NOTES

IN THOUSANDS OF CHF

2015**Tangible moveable assets**

ACQUISITION COSTS	01.01.15	ADDITIONS	DISPOSALS	IMPAIRMENT	31.12.15
IT hardware	165	9	-4	-	170
Tangible moveable assets, Foundation	235	10	-	-	245
Tangible moveable assets, Museum	116	-	-	-	116
Tangible moveable assets, Zurich properties	457	-	-	-	457
Total acquisition costs	973	19	-4	-	988
ACCUMULATED DEPRECIATION	01.01.15	DEPRECIATION IN THE CURRENT FY	DEPRECIATION OF DISPOSALS	IMPAIRMENT	31.12.15
IT hardware	-119	-36	-	-	-155
Tangible moveable assets, Foundation	-138	-23	-	-	-161
Tangible moveable assets, Museum	-56	-15	-	-	-71
Tangible moveable assets, Zurich properties	-103	-68	-	-	-171
Total accumulated depreciation	-416	-142	-	-	-558
NET CARRYING AMOUNTS	557	-123	-4	-	430

Intangible assets

ACQUISITION COSTS	01.01.15	ADDITIONS	DISPOSALS	IMPAIRMENT	31.12.15
Software	90	28	-	-	118
Total acquisition costs	90	28	-	-	118
ACCUMULATED AMORTIZATION	01.01.15	AMORTIZATION IN THE CURRENT FY	AMORTIZATION OF DISPOSALS	IMPAIRMENT	31.12.15
Software	-90	-9	-	-	-99
Total accumulated amortization	-90	-9	-	-	-99
NET CARRYING AMOUNTS	-	19	-	-	19
TOTAL NET CARRYING AMOUNTS	50,802	-1,392	-4	-	49,406

The insurance value of all real estate amounts to CHF 43,874 k (2014: CHF 45,900k). The insurance value of the other tangible fixed assets including works of art amounts to CHF 13,254 k (2014: CHF 12,339k).

JACOBS FOUNDATION—NOTES

IN THOUSANDS OF CHF

2014

Works of art

ACQUISITION COSTS	01.01.14	ADDITIONS	DISPOSALS	IMPAIRMENT	31.12.14
Works of art, Zurich Museum	9,645	20	–	–	9,665
Total acquisition costs	9,645	20		–	9,665
ACCUMULATED DEPRECIATION	01.01.14	DEPRECIATION IN THE CURRENT FY	DEPRECIATION OF DISPOSALS	IMPAIRMENT	31.12.14
Works of art, Zurich Museum	–	–	–	–	–
Total accumulated depreciation	–	–	–	–	–
NET CARRYING AMOUNTS	9,645	20	–	–	9,665

Real estate

ACQUISITION COSTS	01.01.14	ADDITIONS	DISPOSALS	IMPAIRMENT	31.12.14
Zurich property, Seefeldquai 17	4,994	4	–	–	4,998
Equipment and facilities, Seefeldquai 17	4,035	5	–	–	4,040
Fittings, Seefeldquai 17	2,107	140	–	–	2,247
Zurich property, Mainaustrasse 2	3,373	4	–	–	3,377
Equipment and facilities, Mainaustrasse 2	2,577	4	–	–	2,581
Fittings, Mainaustrasse 2	1,063	136	–	–	1,199
Properties, Marbach Castle, Oehningen, Germany	37,397	–	–	–	37,397
Fittings, Marbach Castle, Oehningen, Germany	707	–	–	–	707
Total acquisition costs	56,253	293	–	–	56,546
ACCUMULATED DEPRECIATION	01.01.14	DEPRECIATION IN THE CURRENT FY	DEPRECIATION OF DISPOSALS	IMPAIRMENT	31.12.14
Zurich property, Seefeldquai 17	–846	–100	–	–	–946
Equipment and facilities, Seefeldquai 17	–81	–161	–	–	–242
Fittings, Seefeldquai 17	–70	–150	–	–	–220
Zurich property, Mainaustrasse 2	–706	–68	–	–	–774
Equipment and facilities, Mainaustrasse 2	–52	–103	–	–	–155
Fittings, Mainaustrasse 2	–35	–80	–	–	–115
Properties, Marbach Castle, Oehningen, Germany	–12,177	–652	–	–	–12,829
Fittings, Marbach Castle, Oehningen, Germany	–673	–12	–	–	–685
Total accumulated depreciation	–14,640	–1,326	–	–	–15,966
NET CARRYING AMOUNTS	41,613	–1,033	–	–	40,580

JACOBS FOUNDATION—NOTES

IN THOUSANDS OF CHF

2014**Tangible moveable assets**

ACQUISITION COSTS	01.01.14	ADDITIONS	DISPOSALS	IMPAIRMENT	31.12.14
IT hardware	138	30	-3	-	165
Tangible moveable assets, Foundation	177	58	-	-	235
Tangible moveable assets, Museum	107	9	-	-	116
Tangible moveable assets, Zurich properties	457	-	-	-	457
Total acquisition costs	879	97	-3	-	973
ACCUMULATED DEPRECIATION	01.01.14	DEPRECIATION IN THE CURRENT FY	DEPRECIATION OF DISPOSALS	IMPAIRMENT	31.12.14
IT hardware	-90	-29	-	-	-119
Tangible moveable assets, Foundation	-116	-22	-	-	-138
Tangible moveable assets, Museum	-41	-15	-	-	-56
Tangible moveable assets, Zurich properties	-34	-69	-	-	-103
Total accumulated depreciation	-281	-135	-	-	-416
NET CARRYING AMOUNTS	598	-38	-3	-	557
Intangible assets					
ACQUISITION COSTS	01.01.14	ADDITIONS	DISPOSALS	IMPAIRMENT	31.12.14
Software	90	-	-	-	90
Total acquisition costs	90	-	-	-	90
ACCUMULATED AMORTIZATION	01.01.14	AMORTIZATION IN THE CURRENT FY	AMORTIZATION OF DISPOSALS	IMPAIRMENT	31.12.14
Software	-82	-8	-	-	-90
Total accumulated amortization	-82	-8	-	-	-90
NET CARRYING AMOUNTS	8	-8	-	-	-
TOTAL NET CARRYING AMOUNTS	51,864	-1,059	-3	-	50,802

IN THOUSANDS OF CHF	31.12.15	31.12.14
3.6 Accrued Liabilities and Deferred Income		
Liabilities for social-security contributions/source taxes	282	150
Liabilities for taxes	39	–
Auditing	36	32
Annual report	65	72
Miscellaneous accrued liabilities and deferred income	311	289
TOTAL ACCRUED LIABILITIES AND DEFERRED INCOME	733	543

3.7 Endowment Fund

The endowment fund for restricted endowments amounts to CHF 86,087k as of December 31, 2015 (2014: CHF 102,671k). In the financial year 2015, endowments totalling CHF 24,380 k (2014: CHF 26,798k) were approved in connection with 55 (2014: 79) projects. Payments of CHF 40,266 k (2014: CHF 35,120k) were made for programs and projects in the reporting year.

The endowment of EUR 75,000k (CHF 120,668k) awarded to the Jacobs University Bremen in the financial year 2006 was due for payment in equal instalments between 2007 and 2011. The contractual arrangements from 2006 provided for additional payments to the Jacobs University Bremen of up to EUR 125,000k. This endowment of EUR 125,000k (CHF 186,413k) was recorded as of December 31, 2008. The agreed payments are scheduled to continue until 2017. They have been hedged by forward contracts and recorded at the conditions agreed. There were forward contracts of EUR 25,200k (2014: EUR 46,200k) as of December 31, 2015. The associated theoretical replacement value amounts to CHF –9,912k (2014: CHF –8,150k).

Furthermore, in March 2015 an agreement was concluded with the Jacobs University Bremen for annual payments of up to CHF 10,000k for the period from 2018 up to and including 2027. The claim to payment is subject to several conditions being met. Under the agreed terms, the agreement can be terminated with one year's notice if the conditions are not met.

3.8 Merger with the Stiftung Jacobs Center for Productive Youth Development

As per the merger agreement dated May 8, 2015 and the ruling issued by the supervisory authority dated June 30, 2015, the Jacobs Foundation acquired assets of CHF 8,839k (cash & cash equivalents) and liabilities of CHF 3k (accrued liabilities and deferred income) from the Stiftung Jacobs Center for Productive Youth Development. The transferred assets (CHF 8,836k) were allocated to the restricted funds of the Jacobs Foundation for the promotion of the Jacobs Center for Productive Youth Development (JCPYD) at the University of Zurich at the time of the merger. The purpose of the Stiftung Jacobs Center for Productive Youth Development was to provide financial support for the JCPYD. In the narrow sense, this purpose corresponds to the purpose of the Jacobs Foundation, which has a broader scope. To avoid parallel structures and the associated expenditure as well as to ensure efficient use of funds, the members of the Boards of Trustees of both sides agreed that the Stiftung Jacobs Center for Productive Youth Development is to be acquired by the Jacobs Foundation by way of merger by absorption.

In accordance with Swiss GAAP FER 30.14, assets of CHF 8,839k, liabilities of CHF 3k and corresponding obligations in the same amount in accordance with the purpose of the foundation were transferred as of the acquisition date of June 30, 2015. Accordingly, the current value of net assets at the date of acquisition is zero.

JACOBS FOUNDATION—NOTES

IN THOUSANDS OF CHF	2015	2014
4.0 Johann Jacobs Museum		
Income from the Johann Jacobs Museum	21	19
Expenses for planning costs/exhibitions	-694	-1,081
Personnel expenses	-504	-517
Administration and other expenses	-299	-316
TOTAL JOHANN JACOBS MUSEUM	-1,476	-1,895
4.1 Personnel Expenses		
Compensation for Board of Trustees	1,073	1,048
Employees (of the Foundation, including Museum)	4,190	3,953
TOTAL COMPENSATION/PERSONNEL EXPENSES	5,263	5,001

Explanatory Notes on Compensation for the Board of Trustees

The total compensation consists of compensation received by the Chairman/Chairwoman and members of the Board of Trustees for their Board activities. The Board of Trustees does not receive contractually agreed lump-sum expense compensation. The members and the Chairman/Chairwoman of the Board of Trustees only receive compensation for the actual expenses incurred in connection with their activities for the Foundation. The compensation disclosed includes social-security contributions. The Board of Trustees (including Honorary Chairman) comprises 10 members as of December 31, 2015 (2014: 9 members).

Explanatory Notes on Personnel Expenses

The Jacobs Foundation had 23 employees as of December 31, 2015 (2014: 22), including museum staff, or 18 full-time equivalents (2014: 17). Personnel expenses for management and employees of the Foundation include salaries, social-security contributions, training and recruitment expenses.

For its employees' pension plans, Jacobs Foundation is a member of a collective pension fund which has a permanent funded status of at least 100% due to its comprehensive insurance coverage. The pension benefit expense came to CHF 313k in the financial year 2015 (2014: CHF 297k).

4.2 Administration and Other Expenses

Consultancy and auditing expenses	809	366
Travel and representation expenses	436	482
Public relations	440	1,004
Other administrative expenses	378	465
TOTAL ADMINISTRATION AND OTHER EXPENSES	2,063	2,317

JACOBS FOUNDATION—NOTES

IN THOUSANDS OF CHF	2015 INCOME	2015 EXPENSES	2015 BALANCE	2014 BALANCE
4.3 Real Estate Income				
<i>Marbach Castle, Oehningen, Germany</i>				
Lease income, Marbach Castle	1,650		1,650	1,650
Other real estate expenses, Marbach Castle		-187	-187	-218
Depreciation, Marbach Castle		-664	-664	-664
Taxes, Marbach Castle		-168	-168	-215
Total income from Marbach Castle	1,650	-1,019	631	553
<i>Properties at Mainaustrasse 2 and Seefeldquai 17, Zurich, Switzerland</i>				
Rental income, Zurich	361		361	361
Other real estate expenses, Zurich		-183	-183	-149
Depreciation, Zurich		-662	-662	-662
Total income from the Zurich properties	361	-845	-484	-450
Real estate income, Marbach and Zurich	2,011		2,011	2,011
Other real estate expenses, Marbach and Zurich		-370	-370	-367
Depreciation, Marbach and Zurich		-1,326	-1,326	-1,326
Taxes, Marbach Castle		-168	-168	-215
TOTAL REAL ESTATE INCOME	2,011	-1,864	147	103
4.4 Reversals				
Reversals of restricted endowments			286	229
TOTAL REVERSALS			286	229

Restricted endowments are reversed if not all pledged funds are used or the project could not be realized. The Board of Trustees takes decisions on such reversals.

5.0 Taxes

The Jacobs Foundation is domiciled in Switzerland and exempt from direct taxation by the Swiss federal government, the canton of Zurich and the city of Zurich owing to its exclusively charitable purpose. It is currently in the process of clarifying its liability for the payment of value-added tax (vat) in Switzerland. As owner and lessor of Marbach Castle, the Jacobs Foundation is a taxable entity in Germany and liable for German corporation tax and turnover tax. The Jacobs Foundation is engaged in litigation against the German tax authorities to ensure equal treatment relative to German foundations with a similar mission.

6.0 Risk Management

The Jacobs Foundation has implemented a risk management system. The Board of Trustees reviews strategic, financial and operational risks on a regular basis and initiates appropriate steps to minimize risks.



The Annual Report is also available in German.

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