



*Annual Report 2014*

**J** JACOBS  
FOUNDATION  
Our Promise to Youth



# Annual Report 2014

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## **COVER IMAGE**

### **"Le monde est à nous"**

25 x 35 cm, acrylic and Posca on paper, 2014,  
Boris Nzebo

The painting on the cover of this annual report is the work of Boris Nzebo, an artist who was born in 1979 in Gabon and now lives in Douala, Cameroon. In choosing his subjects, Nzebo is inspired by urban life in Douala and by the complex and confusing, yet fascinating mix of smells, colors, fashions, hairstyles and architecture that is characteristic of a modern African city that is both unwilling and unable to leave its traditions behind. Nzebo is one of several young African artists whose names were submitted by Koyo Kouoh to the Jacobs Foundation to take part in an informal competition. Kouoh is the artistic director of the Raw Material Company, a nongovernmental center for art and culture in Dakar, Senegal, and serves as an advisor to the Johann Jacobs Museum.

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VALUES

# Our Efforts to Improve the Living Conditions Are Paying Off

**DR. JOH. CHRISTIAN JACOBS** CHAIRMAN OF THE BOARD OF TRUSTEES

In 2014, the Jacobs Foundation celebrated its 25th anniversary. As chairman of the Board of Trustees, I am very proud of what the Foundation has achieved over the past quarter century. Ever since my father, Klaus J. Jacobs, and our family established the Jacobs Foundation in Zurich in 1989, we have been investing our resources in improving the lives of children and young people. Why have we chosen this focus? Children and youth are the cornerstone of our society — yet they lack an institutionalized lobby.



Investments in children and young people produce a social return of up to **10 percent.**

As we have learned over the years, investments in children and adolescents produce a social return of as much as 10 percent. The success of the Jacobs Foundation is rooted in three things: our focus on children and youth, the discipline to pursue only evidence-based projects, and a predefined performance measurement system. Performance measurement is nothing new. Conscious of ever-increasing cuts in government budgets, which make it more necessary than ever to justify investments in children and young people, we are committed to employing the necessary tools for assessing costs and benefits. We do so not only at the program level, but with a view to the long-term development of children and young people. Our successes in this area are shown for the first time in the Facts & Figures section on page 56.

They would not have been possible without the contributions of outstanding partners in the spheres of business, science, policy and society at large. Over the next 25 years, we will urge our partners to continue to work with us to improve the lives of children and young people. This is *Our Promise to Youth!*

A handwritten signature in black ink, appearing to read 'Joh. Christian Jacobs'. The signature is fluid and cursive.

Dr. Joh. Christian Jacobs  
Chairman of the Board of Trustees

# 25 Years Old and Ready for the Future

**SANDRO GIULIANI** MANAGING DIRECTOR

The past year had three overarching themes: First, during this fourth year of our current Medium-Term Plan, we focused on creating international platforms for the broader dissemination of the insights gained through our programs. This theme, which runs through our annual report, can be found in the review of the past year on page 14 and in the reports of our program managers.

Second, we began in the final quarter of 2014 to evaluate our progress in implementing the Medium-Term Plan. The results will play a role in 2015 as we engage in strategic planning for 2020. During this process, we have devoted a great deal of energy to improving and fine-tuning our performance measurement system, which is based on the six outcome dimensions that are part of our working model for social innovation: new insights, innovative approaches, sustainable impacts, critical capacity, engagement and agenda setting. This annual report contains, for the first time, transparent information about our results; see page 56. (Figures illustrating our working model and performance measurement system can be found on the following page.)

Finally, our 25th anniversary was a major focus of activities in 2014. For the past 25 years, we have dedicated our energies to the needs of children and families. It was only fitting, therefore, that we organized a major event for families in late September. Over 3,000 guests gathered at Zurich's Puls 5 complex to help us celebrate our anniversary. Then, in October the Jacobs Foundation published a two-volume set to commemorate this milestone. In the first volume, entitled "Our Promise to Youth," 25 internationally recognized contributors described their own promises to young people. The second volume includes series of images of children and youth who have benefited from the foundation's projects. For more information, see page 30.

I hope that you will enjoy reading this annual report, and that it will offer new insights and inspiration.



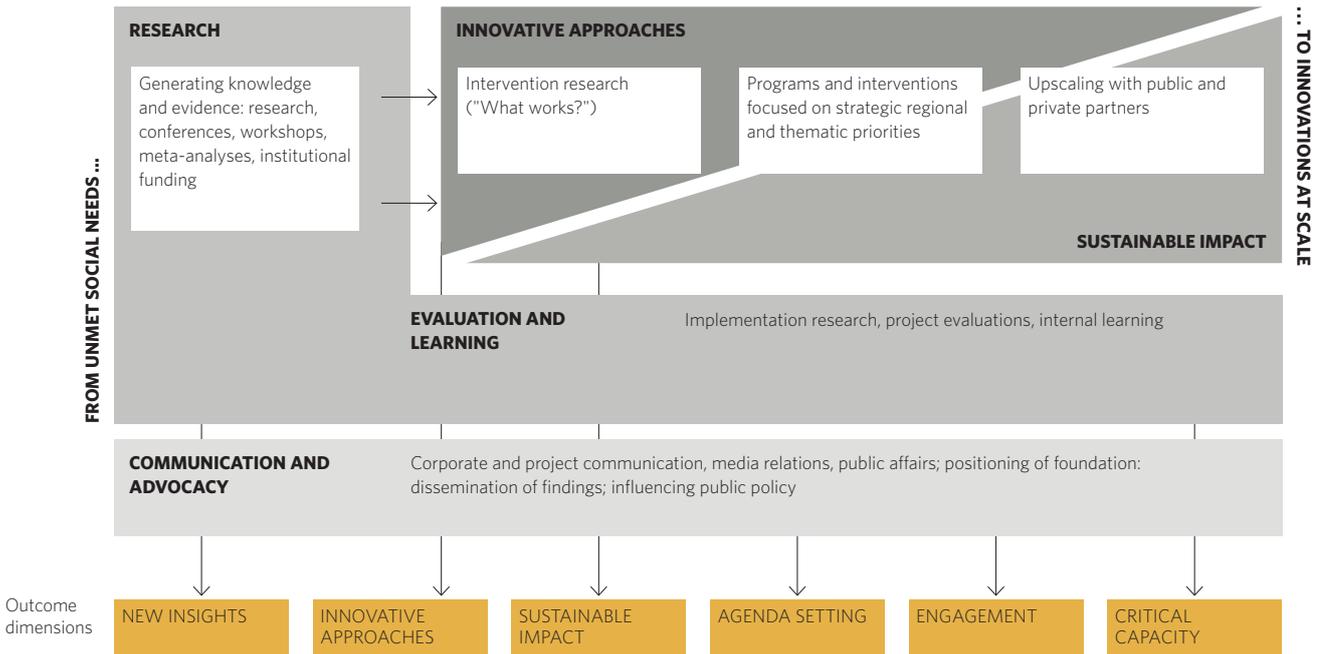
Sandro Giuliani  
Managing Director



Children, adolescents  
and their families have  
been our focus for  
**25 years!**

## OUR WORKING MODEL

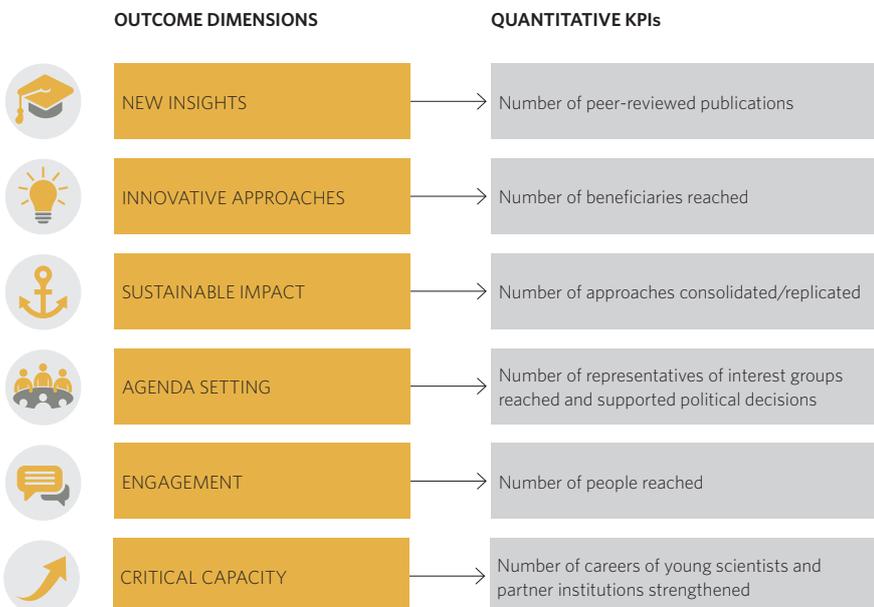
These outcome dimensions are reflected in the Jacobs Foundation’s working model of social innovation.



The key figures for the individual outcome dimensions can be found on page 56.

## OUR PERFORMANCE MEASUREMENT SYSTEM

For an adequate performance measurement on foundation level, and in addition to a qualitative evaluation of our activities, we quantify and aggregate selected KPIs reflecting the mission/vision level and the outcome dimensions.



# Our Mission—our Goals

As an internationally active organization, the Jacobs Foundation wants to contribute to improving the development of current and future generations of young people to enable them to become socially responsible members of society. We are committed to recognizing and strengthening the individual potential of children and youth and to developing and expanding their vocational skills.

We want to achieve this by promoting innovation in research and practice and by combining scientific findings with practical applications. In this regard, it is important to us that programs are evidence-based and achieve sustainable results. Serving the goal of sustainability we foster public dialogue to bring about social changes in the area of child and youth development.



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# ACTIVITIES

# A Look back at 2014

The timeline shows selected highlights of the activities of the Jacobs Foundation and articles from the annual report.

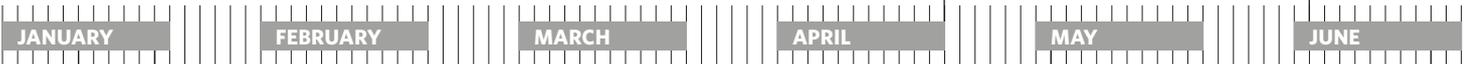


**FORTALEZAS**  
INTEGRATING YOUNG LATIN AMERICANS  
INTO THE JOB MARKET

The seven organizations from Argentina, Brazil and Colombia that are participating in the Fortalezas program met for the second time at the end of April. The meeting focused on identifying the factors necessary for humane employment. We are pleased to report that more than half of the some 500 young people trained by Fortalezas had found a job by the end of the year.

**JUVENIR**

The results of the third study of Swiss youth — entitled “Is Money an Issue?” — were published in early June. For more information, see page 34.



**FORUM ON INVESTING  
IN YOUNG CHILDREN GLOBALLY**



The meeting launching the Forum on Investing in Young Children Globally of the National Academy of Sciences was held in mid-January in Washington, D.C. The Jacobs Foundation is a founding member. Over the next three years, this high-profile forum will hold workshops around the world to discuss ways of investing more resources in children to achieve greater success.

**JACOBS UNIVERSITY BREMEN**

The university published its new business plan at the end of January. For more information, see page 22.

**JACOBS CENTER ZURICH**

At a press breakfast in mid-January, the University of Zurich and the Jacobs Foundation discussed the new focus of the Jacobs Center for Productive Youth Development. For more information, see page 24.

**LIVELIHOODS**

At the end of June, working together with the Ivory Coast Ministry of Education, the Jacobs Foundation began developing a secondary-level curriculum for training in agricultural practices. For more information, see page 28.



**JACOBS FOUNDATION  
CONFERENCE 2014**

The Jacobs Foundation’s 24th Marbach Conference was held in early May. The world’s leading researchers on fatherhood gathered at Marbach Castle to discuss the topic of “Men as Fathers: Interdisciplinary Perspectives on Fatherhood in the Context of the Family.” The event was organized by Professor Lieselotte Ahnert of the University of Vienna and Professor Michael E. Lamb of Cambridge University.

**CENTRAL EUROPEAN NETWORK  
ON FATHERHOOD**

The foundation is also funding a major research initiative on fatherhood. For more information, see page 18.

**BIENNIAL MEETING OF THE ISSBD IN SHANGHAI**

The close partnership between the International Society for the Study of Behavioral Development and the Jacobs Foundation goes back many years. Thanks to the Foundation's support, 70 young scientists from all over the world were able to participate in this year's conference held in mid-July.



**YOUNG SCHOLARS**

Participants in the Young Scholars Program were among the speakers at the second conference of the Educational Landscapes Switzerland program, held in mid-September. For more information, see page 19.

**25TH ANNIVERSARY**

In late September and late October, events were held to celebrate the Foundation's 25th anniversary. For more information, see page 30.

JULY

AUGUST

SEPTEMBER

OCTOBER

NOVEMBER

DECEMBER

**FRITZ + FRÄNZI**

COOPERATION WITH THE SWISS PARENTS' MAGAZINE

Young scientists funded by the Jacobs Foundation write articles for Switzerland's leading magazine for parents, in an initiative facilitated by the Foundation. The guest authors explain the results of their research on child and youth development to a wider audience. One of these articles appeared in each of the eight issues of Fritz + Fränzi magazine in 2014. "Coping with Dreams" was the subject of the article in the August issue. Other articles explored the topics of boredom and self-worth.



**EDUCATIONAL LANDSCAPES SWITZERLAND**  
A JACOBS FOUNDATION PROGRAM



Based on the positive results of the first-phase evaluation, the Board of Trustees decided in the spring to proceed with the second phase of the program, which forms networks in the educational sector, including actors both in and outside the schools, to benefit children and young people. A Switzerland-wide call for applications to participate in phase II (2014–2018) was sent out, and the 13 most promising applicants were selected in mid-October. A total of 22 local educational landscapes will be created.

**DIW STUDY BREMEN**

SCIENCE AS AN ECONOMIC FACTOR



Science plays an important role in the economy of the German state of Bremen. In 2012, universities, non-university research institutions and students together contributed over EUR 790 million in gross value added. This corresponds to 2.8 percent of Bremen's gross domestic product and 15,323 jobs. These are the most important findings of a study by the German Institute for Economic Research (DIW) that was funded by the Jacobs Foundation and published in early November.

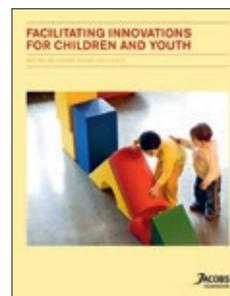
**KLAUS J. JACOBS AWARDS**

The Research Prize and Best Practice Prize were awarded for the sixth time in early December. For more information, see page 20.

**GRANTEE FEEDBACK**

SELF-EVALUATION BEGINS

In early November, the Jacobs Foundation requested feedback from all partners receiving support from the Foundation from 2011 through 2014. They were asked about their projects' results and key performance indicators, as well as about their experiences in working with the Foundation. This is the first step in our self-evaluation, which is to be concluded by the summer of 2015. The results will be used for the 2016–2020 Medium-Term Plan.



# Making Complex Research more Accessible

**SIMON SOMMER** HEAD OF RESEARCH

*For 25 years, the Jacobs Foundation has been helping to fund cutting-edge research on issues of child and youth development. However, important research results can only achieve their full impact if they are presented in an understandable way. Communicating those results appropriately is a constant challenge, and one that we have been addressing with the help of two particularly innovative approaches since 2014: Working with leading international partners, we are involved in two projects designed to make scientific insights accessible to specific target groups. Far too often, the authors of scientific publications seem to be trying to win a prize for complexity — although they need to recognize that engaging in a dialogue with the broader public requires making complex insights comprehensible.*

## 100 young reviewers

have taken a critical look at scientific articles and translated them into language that is accessible to their peers.

### One hundred young experts review publications for clarity

There is no lack of magazines and books intended to teach children about science. Most of them are not written by scientists, however, and it is rare that they deal with cutting-edge research. They are almost never written in language that is appealing and understandable to children and adolescents. Mindful of this problem, we are supporting a project called “Frontiers for Young Minds”. The idea is as simple as it is ingenious: Scientists write articles about their research. Those articles are reviewed before publication by children and young people, rather than by other academics as is normally the case. It is therefore potential readers who make sure that the texts can be easily understood. This leads to the publication of articles that present the newest insights, in language that is accessible to young people, and sparks interest in science. Working with mentors, over 100 young reviewers have reviewed articles and approved them for publication.

Partnering with the Jacobs Foundation is Frontiers at the École polytechnique fédérale de Lausanne, one of the world’s largest open-access publishers. The first phase of the project focuses on neuroscience, and other topics are being added. The articles are to be translated from English into other lan-



*Frontiers for Young Minds includes appealing illustrations.*

guages so that they can be used in schools in different countries and achieve an international impact.

[www.kids.frontiersin.org](http://www.kids.frontiersin.org)

### A blog, in four languages, provides guidance for readers

An enormous number of scientific publications appear every year. Research on children and youth is part of this information explosion. However, the increase tends to affect quantity rather than



*Something really new: Children help to make science accessible to other children.*

quality. How should we respond to this information overload? How are decision makers and journalists to identify the findings that are both relevant and reliable? This is a crucial question, since research and empirical findings often take a backseat to opinion and theory, particularly in the field of child and youth development.

In collaboration with two internationally recognized partners — The Future of Children (Princeton University, USA) and the Applied Developmental Psychology Research Group (Cambridge University, UK) — the Jacobs Foundation has created the Child and Family Blog. Scientists, with the help of journalists, present selected research results. In the interest of helping to set the international agenda, the articles are published in English, German, French and Spanish. The blog publishes high-quality, relevant findings about children, adolescents and parents that are applicable internationally.

[www.childandfamilyblog.com](http://www.childandfamilyblog.com)

### **Selected examples**

The two projects described above represent only a small part of our research funding over the past year. Other examples are described on the next few pages: Lieselotte Ahnert introduces the European Network on Fatherhood. Kerstin Hödlmoser explains how bicycling, the brain and sleep relate to one another. Finally, we present a portrait of Michael Meany, who was awarded the 2014 Klaus J. Jacobs Research Prize in recognition of his research on the mechanisms by which parenting behavior can shape a child's biology. All together, we contributed CHF 16,9 million to fund 31 research projects in 2014. Those projects highlight the exceptional commitment of our project partners and our enthusiasm for innovative research on children and young people.

A blog conveys relevant and useful research findings to children and youth in  
**4 languages.**

# A Close Look at Modern Fathers

**LIESELOTTE AHNERT** PH.D., PROFESSOR OF DEVELOPMENTAL PSYCHOLOGY, GUEST AUTHOR

*The Central European Network on Fatherhood (CENOF), based at the University of Vienna, is conducting a large-scale project examining the various aspects, determinants and perspectives of modern fatherhood. The Jacobs Foundation is contributing some CHF 2.4 million to fund this project, which is in keeping with the Foundation's desired outcomes of "New Insights," "Innovative Approaches" and "Agenda Setting."*

The CENOF study is exploring fatherhood from a variety of perspectives, taking into account biopsychology, risks, work-life balance, evolutionary psychology, attachment theory and personality psychology. Six subprojects in Germany, Austria and Switzerland are looking at biological and cultural aspects of fatherhood and particularly at the role men want to and are able to play as fathers. Whereas women naturally assume the maternal role when they give birth to a child, the role of a father tends to be more volitional and subject to a variety of influences.

## **Research on fatherhood needs to be innovative**

The study follows an unusually large sample of 3,700 fathers. A particular challenge is that to answer certain research questions, it is not possible simply to borrow methods used when studying mothers. CENOF has therefore developed innovative ways of gathering father-specific information. In addition to conducting online surveys, CENOF is using smartphone apps to record data on fathers' time management and their investments in their families and children. The study also looks at children — their ability to regulate their emotions and their cognitive performance, as well as motivational factors — as they respond to paternal influences.

**3,700 fathers**  
from Germany,  
Switzerland and Austria  
are participating in the  
CENOF study.



*Professor Lieselotte Ahnert studies issues related to fatherhood.*

## **Policy recommendations**

The study's findings and new insights are intended to generate concrete policy recommendations, which will play a role in setting the agenda. Most measures intended to benefit children — whether they relate to preschools, schools, hospitals, counseling centers or the courtroom — focus on mothers, with fathers only an afterthought. The CENOF study intends to change that.

<https://cenof.univie.ac.at>

# What Does Sleep Have to Do with Riding a Bike?

**GELGIA FETZ FERNANDES** PROGRAM OFFICER RESEARCH

*Kerstin Hödlmoser is an assistant professor and sleep researcher at the University of Salzburg. As part of the Jacobs Young Scholars Program, she is studying the effect of sleep on children's gross motor skills. She spoke on this topic at the second conference of the Educational Landscapes Switzerland program. There are few scientific insights on the topic of gross motor skills, although they play a major role in child development. This is why we have chosen to fund this project.*

*New insights from your research show that sleep is an important factor in the development of gross motor skills. What goes on in a young person's brain during sleep?*

**KERSTIN HÖDLMOSE**R: Learning is a gradual process. The first step is to practice a new skill, and then the new content is stored, often during sleep. While the individual is sleeping, the content is reactivated and moved from the short-term to the long-term memory. There has been little study of the effects of sleep on motor learning, particularly in childhood. We are now working with sports scientists in Salzburg to put the pieces of the puzzle together.

*What are the long-term effects of sleep deprivation on children and adolescents? How can it be prevented?*

Young people, as well as older individuals, may suffer from a mismatch between the internal clock that determines their natural sleep-wake cycle and the demands of school schedules, jobs and social life. They often study and interact on social media long after midnight. Chronic sleep deprivation can have an adverse effect on performance, as well as leading to long-term problems like cardiovascular ailments, diabetes and obesity.

*Sleep quality is important, too. What does that involve, and how can it be improved, particularly for children and adolescents?*

Children need to learn that they will sleep better if they maintain a regular sleep-wake cycle and have a pleasant place to sleep that is kept at a comfortable temperature and free of light and noise.

An evening ritual — the child brushes his teeth, hears a story and has a chance to cuddle — is helpful for getting ready for bed. In one study, we used computer-based neurofeedback training as a way of trying to improve sleep quality. We found that the young adults in the study were able to fall asleep more quickly and showed improved memory, but we were unable to replicate the results with primary-school-aged children.

*You are conducting an interdisciplinary research project that has adult men and schoolchildren ride a special kind of bicycle. This is quite an innovative approach! What role does sleep play in this study, and what new insights are you expecting to find?*

We want to learn more about the effects of sleep on gross motor learning, in both children and adults. Tasks include juggling and learning to ride a specially made “inversion bicycle” that turns right when steered to the left. The data will yield new insights into the cognitive functioning of children and adults and show whether and to what extent gross motor skills are affected by sleep, in a variety of age groups.

[www.sleepscience.at](http://www.sleepscience.at)

# Fighting Trauma in Research and Practice

**GELGIA FETZ FERNANDES** PROGRAM OFFICER RESEARCH  
**CATHRIN GUTWALD** COMMUNICATION MANAGER

*Childhood experiences are central to the work of the winners of the 2014 Klaus J. Jacobs Awards. Professor Michael J. Meaney of Canada's McGill University was awarded the Research Prize, endowed with CHF 1 million, at a gala event in early December 2014. Meaney's research examines the effects on health of experiences in childhood. The Best Practice Prize, endowed with CHF 200,000, went to SHARPZ, an intervention program that provides therapy for traumatized children in Zambia. The work of SHARPZ is in keeping with our goal of achieving a sustainable impact, while Meaney's research yields new insights for designing innovative approaches for use in practical settings.*

Experiences in childhood lay the foundation for human development. When children are exposed to abuse, neglect or chronic stress, they may develop psychological disorders. Childhood trauma is a widespread problem throughout the world, affecting children of every age, background and ethnicity. Recognizing that trauma leaves lasting scars, researchers have long believed that experiences produce molecular changes in the brain. Professor Meaney was the first to demonstrate that this occurs through epigenetic mechanisms — certain genes are switched on or off as a result of traumatic experiences.

## **The biological effects of social forces**

It all began with stressed rats that, as pups, were not properly cared for by their mothers and grew up to be anxious. Studying the rats' brain tissue, Meaney discovered that a chemical change had caused certain genes to be switched off that play an important role in managing stress. Neglect had programmed the rats' brains to feel stress. A lack of parental attention had affected gene function. Could the same thing happen with human beings?

Meaney then compared samples of brain tissue from suicide victims who had been abused in childhood with samples from accident victims who had not experienced childhood trauma. The results were the same as for the rats: A key gene in the cells of abuse victims was not functioning properly. It had not been damaged, but rather switched off. In the cells of the accident victims, however, that gene remained functional. For the first time, Meaney was able to demonstrate that children's social experiences become part of their biology and have a lasting effect on their health. Favorable life circumstances, social contacts and physical activity can produce positive epigenetic changes, while stress, abuse and neglect trigger negative responses. These processes lead to long-term and even inheritable changes in genome information. However, Meaney has also been able to show that such changes are reversible. Methyl groups can be removed or added — with the help of pharmacology as well as psychotherapy.



Dr. Joh. Christian Jacobs presented the Klaus J. Jacobs Research Prize to Professor Michael J. Meaney. Accepting the Best Practice Prize were representatives of SHARPZ: Phillip Chimponda, Executive Director; Beth McKenna, Administrator; Philip Baxter, founder of the program (left to right).

### **Evidence-based help for children in Zambia**

Many psychotherapeutic methods are used to treat traumatized children. One that has received considerable study is cognitive behavioral therapy, which encourages patients to build on their strengths, become involved in positive activities and banish negative thoughts. The Serenity Harm Reduction Program Zambia (SHARPZ) is successfully employing this approach to help traumatized children.

Zambia is among the countries with the highest rate of HIV infection — with devastating effects on a region that is already plagued by poverty. Individuals of prime working age are most affected by HIV, and it is estimated that they have left behind some 750,000 AIDS orphans. Most of those children receive no schooling; 6 to 10 percent live on the streets; and only 1 percent is able to find a home in an orphanage. A study conducted in 2007 by

Johns Hopkins University in Baltimore, Maryland, found that that trauma and grief pose the greatest challenge for these children, and that very little support is available.

In response, SHARPZ and the university joined together to provide trauma-focused cognitive behavioral therapy — with impressive results: In a study conducted in 2012 and 2013, this intervention led to a significant reduction — by 82.4 percent — in trauma symptoms among the 5- to 18-year-old patients who participated. Symptoms declined by only 21.7 percent among members of the control group, who did not receive therapy.

The SHARPZ intervention program reduces symptoms of trauma by **82 percent.**

# Jacobs University: A Good Investment — for Everyone

**DR. URS V. ARNOLD** HEAD OF OPERATIONS

*The year 2014 was a time of change for Jacobs University. The University, along with its partners, the Jacobs Foundation and Bremen, has made progress in its new focus on three focus areas. Two studies have shown that a degree from Jacobs University is a good investment and highlight the importance of science for Bremen as an economic center. As the only campus-based English-language university in Germany, Jacobs University is aligning its research and teaching more closely to the demands of the market.*

In a first step, the University's new leadership, appointed in 2014, has created three interdisciplinary areas that focus on diversity, health and mobility. "Diversity — in Modern Societies" seeks to understand human beings as creatures shaped by biological, psychological and social forces, and this perspective contributes to a better understanding of today's global society. In "Health — Focus on Bioactive Substances," the University is seeking ways to make the world a healthier place, with particular attention to food, plants, marine algae and medications. "Mobility — of People, Goods and Information" explores the various dimensions of global mobility. Developed in collaboration with international experts, and to be implemented in 2015 by the University's competent leadership, this new approach promises to be highly successful.

## **Ready for the job market**

All three of these interdisciplinary areas have one thing in common: They take an innovative approach as they seek solutions to meet the needs of society and the economy. They offer bachelor's and master's degrees and teach students the critical capacities needed for the job market. The University's fundamental values remain unchanged. The leaders of Jacobs University expressly affirm their commitment to its mission as a research university that offers a broad range of subjects and highly attractive study programs. A study conducted at our request by the highly regarded German Insti-

tute for Economic Research (DIW) has shown that a degree from Jacobs University yields impressive returns.

## **A degree from Jacobs University pays off**

When choosing a university, students and parents give careful thought to its cost and the student's likely earnings after graduation, both of which are especially important when considering a private institution like Jacobs University. Asked to investigate the financial payoff of a degree from Jacobs University, the DIW compared the educational returns offered by Jacobs University with those generated by similar German public universities. One of its findings was that the investment in a bachelor's degree at Jacobs University can pay off after only four years of employment.

## **Jacobs University is an important economic factor**

In cooperation with Bremen's Senate, we commissioned another DIW study to assess the benefits derived by the city-state of Bremen from its investments in Jacobs University. Bremen is a scientific center of international importance, with university-based as well as non-university research institutions that play a central role in the state's economy. The study highlights the significance of Jacobs University in this context, but also the importance of Bremen's other scientific institutions. Overall, investment in higher education increases gross



*Students at Jacobs University:  
Well equipped to enter the business sector,  
thanks to a broad range of programs and  
practical training.*

value added by as much as a factor of 2.9. In other words, every euro invested in Bremen's scientific sector generates nearly three times as much in regional value added. The study also found that this sector accounts for a total of 15,323 jobs, and every job in science is associated with an additional 0.8 jobs in the region.

Both studies make it clear that the Jacobs Foundation's investment in Jacobs University is paying off — for students, the government and the economy, and thus also for us in our role as a philanthropic institution.

#### **Contact with business can make it easier to enter the job market**

The business sector expects a great deal of higher education. To meet those expectations, Jacobs University focuses on collaboration: Working with industry, it is seeking new ways to integrate research and teaching into the business world and improve the job skills of its graduates. A good example is the multiyear research project that the University

is conducting in cooperation with Barry Callebaut, the world's largest chocolate manufacturer and distributor. Over a period of six years, this project is carrying out a detailed analysis of all chemical components of the cocoa bean. Students at Jacobs University are participating in the project, and their contact with the company is likely to prove helpful as they apply for jobs later on — truly a win-win situation!

[www.jacobsfoundation.org/DIW](http://www.jacobsfoundation.org/DIW)

Investments in higher education increase gross value added by a  
**factor of 2.9**

# A Fresh Breeze in Youth Research

**DR. URS V. ARNOLD** HEAD OF OPERATIONS

*The Jacobs Foundation is creating a beacon in the field of youth research: Together with the University of Zurich, it is working to make the Jacobs Center for Productive Youth Development one of the world's six leading interdisciplinary centers for research on issues affecting children and young people. Strategic development and the appointment of three professors were a major focus of the Center's activities in 2014.*

Beginning in August 2015, the Jacobs Center will take an interdisciplinary approach to explore the many aspects of child and youth development. Researchers will study the impact of social, psychological and economic factors on the development of children and youth, taking into account individual, institutional and social influences. Rather than focusing exclusively on basic research, the Center will use new findings to design effective, practice-based interventions.

## **The goal: to become one of the world's leading institutions**

The Jacobs Foundation and the University of Zurich are continuing to expand the Jacobs Center, which was founded in 2003. Their vision is to establish the Center as one of the world's top institutions in the field of youth research. As it expands, strategic efforts are being made to strengthen research at the University of Zurich on issues affecting children and youth. The Jacobs Foundation and the University of Zurich will be investing a total of CHF 70 million over the next 20 years to ensure that the Center has both the scope and the resources it needs.

## **Innovation through an interdisciplinary approach**

The new center of excellence is under the authority of the Faculties of Arts and of Economics, Business Administration and Information Technology at the University of Zurich. In the future, it will encompass three professorships and three assistant professorships in the fields of psychology, sociology and economics. Thanks to its innovative

and interdisciplinary approach, the Jacobs Center will be able to answer fundamental questions in the field of youth research.

It will differ from existing centers for youth research in three ways:

- Experimental, long-running practice-based programs that include large, representative samples have been shown to be an effective tool for determining how social, economic and psychological factors relate to one another. For lack of adequate resources, however, such programs are rare. Since the Jacobs Center is well staffed and financed, it will focus specifically on such complex long-term projects.
- In another unique feature, the Center will quantify the social benefits of improved parenting and educational methods, school programs and institutions that promote the productive development of children and youth.
- Finally, it will emphasize support for PhD candidates and postdocs. The Center will introduce young scientists to new research areas, thereby helping them improve their skills and assisting them in realizing their full potential.

[www.jacobscenter.uzh.ch](http://www.jacobscenter.uzh.ch)

Together with the University of Zurich, we have invested **70 million** Swiss francs in the Jacobs Center over the past 20 years.

# Education Is Key

**MURIEL LANGENBERGER** HEAD OF INTERVENTION EUROPE  
**CLAUDIA HUBER** HEAD OF INTERVENTION INTERNATIONAL

*We work with recognized partners and public agencies in Switzerland, Germany and several Latin American and African countries to implement our practical projects. The Foundation acts not only as a source of funding, but also as a partner. Occasionally we manage operational programs and projects. In implementing our projects, we are guided by the goal of achieving social innovation and a sustainable impact. We want to improve the living conditions of children and adolescents and persuade others to join us in this effort.*

We seek to gain a better understanding of the complex challenges facing today's children and young people and strengthen the impact of our work. To that end, over the past few years we have increasingly concentrated on specific issues and regions, as illustrated by the following focus areas: Educational Biographies and Early Childhood Education in Europe; Life Skills for Employability in Latin America; and Livelihoods in Africa.

All four of these programs have one thing in common: education! The Jacobs Foundation defines education broadly, believing that it encompasses all types of learning (formal, non-formal and informal) as well as all levels of the educational system (early childhood education, basic schooling and vocational training).

On the following pages you will find examples that illustrate the broad range of our practical activities. Our European projects demonstrate the importance of Early Childhood Education to society and show our strategy for promoting this approach and making it part of public policy. The article on the Livelihoods program describes an initiative in Ivory Coast, which shows that education is providing new opportunities in West Africa and that it both affects and is affected by earning opportunities for small farmers.

According to the UNESCO Education for All Global Monitoring Report,  
**57 million**  
 of the world's children did not attend school in 2011.



*The Jacobs Foundation is committed to promoting the positive development of children and young people all over the world.*

# Early Childhood Education Benefits Society

**MURIEL LANGENBERGER** HEAD OF INTERVENTION EUROPE

*At the Jacobs Foundation, we are convinced that early childhood education and care (ECEC) are vitally important to society. Over many years of engagement in this issue, in a wide variety of ways, we have gained a wealth of evidence-based and practical insights to share with society at large.*

Children learn an enormous amount in the first years of life. When development is compromised during this crucial period, there may be lifelong consequences for the child and society. It is therefore in the interest of the community to make sure that children are afforded the best possible start in life.

Numerous international studies have demonstrated the impact of ECEC: High-quality care from birth to age four leads to better educational opportunities, higher school achievement and lower dropout rates. What's more, it not only improves the educational opportunities of each individual child, but also reduces the burden on schools.

Evidence from the health care and social-services systems shows that the first phase of life is crucial for health and psychosocial development. It is important to provide support not only for the child, but for the family as well — including, as needed, medical care and support during pregnancy; child allowances; maternal or parental leave; counseling for mothers and fathers; non-family childcare services; and home visitation programs.

Cost-effectiveness analyses have demonstrated that ECEC also pays off economically. When preschool-aged children receive high-quality care, they are more likely to complete higher levels of schooling, which provides access to better jobs. They are less likely to be poor in adulthood. And research has shown that investments in education generate a long-term social return of up to 10 percent, depending on when those investments are made and in what form.

## **The Jacobs Foundation's strategy**

Mindful of the importance and payoffs of investments in early childhood, we have been deeply engaged in this issue in recent years. Our first step was to call attention to the importance of such investments in Switzerland, where only 40 percent of children under age four are enrolled in early childhood programs. The Jacobs Foundation has played an important role in expanding and disseminating knowledge in this area by organizing scientific conferences, funding pilot projects and academic institutions (such as the University Center for Early Childhood Education in Fribourg) and providing support for associations (such as Stimme Q).

We have invested in research projects in Switzerland and abroad. Building on the new insights that have emerged from these projects, we are collaborating with our partners to develop innovative approaches for the social-services sector. A particularly innovative and even visionary example is the “QualiKita” quality label for Swiss childcare centers. Efforts are currently under way in Switzerland to expand the supply of non-family childcare slots, and the number of childcare centers is increasing. As a result, parents are in need of more information about the quality of these facilities. Helping to meet this need is the quality label, launched in 2013, which is Switzerland's first national standard for assessing the quality of childcare centers.

In Switzerland only  
**40 percent**  
of children under age  
four are enrolled in early  
childhood programs.



*Targeted ECEC programs yield social returns.*

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## EARLY CHILDHOOD EDUCATION AND CARE

The term “early childhood education and care” (ECEC) refers to programs designed for children from birth to preschool entry (in Switzerland at the age of four). The aim is to promote the learning and development of all children, both within and outside of the family setting. ECEC includes all educational and care programs as well as services for preschool-aged children and quality development. The term also encompasses educational support, health care and social services for families. ECEC rests on three pillars: the educational, health care and social-services systems.

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### **Primokiz is increasingly anchored in permanent policy**

Our activities in the field of ECEC are also designed to produce a sustainable social impact. In our Primokiz program, for example, we support networking and encourage collaboration among the three pillars of early childhood policy: the educational, health care and social-services systems.

The scientific model on which Primokiz is based was developed by the Marie Meierhofer Institute for the Child. It encourages networking, promotes positive development and seeks to prevent maladaptive development. It begins with the first stages of a child’s educational trajectory, taking into account development and health as well as interactions between the child and the environment. Its goals also include providing social, educational and health-related support for children and their families and creating a stimulating environment that promotes healthy development.

In 2014, the cantons of St. Gallen, Uri and Nidwalden joined the 18 communities already in the Primokiz program in making this approach part of their educational systems, in the interest of helping their children get off to a better start. This program reflects our goal of agenda setting.

### **A sustainable impact, thanks to dialogue and agenda setting**

Our goal is to build bridges between the scientific community, practitioners and policymakers in the field of early childhood education to ensure that important insights and effective approaches are widely disseminated and reflected in policy. At the international level, we have joined with prominent European and American foundations to organize the Transatlantic Forum on Inclusive Early Years (TFIEY), which was launched in 2013 as a venue for scientists, other experts, administrative staff and policymakers to come together to discuss key issues of early childhood education. The seven TFIEY conferences, four of which have been held so far, provide an opportunity to discuss the latest research findings and develop political strategies and innovative projects. In 2015, we intend to use our advocacy strategy, developed in 2014, to focus more policy attention on ECEC in Switzerland.

[www.stimmeq.ch](http://www.stimmeq.ch)  
[www.quali-kita.ch](http://www.quali-kita.ch)



*Collège Le Planteur, a secondary school in Ivory Coast.*

# Education Is Crucial to Sustainable Development

**CLAUDIA HUBER** HEAD OF INTERVENTION INTERNATIONAL

*Our Livelihoods program focuses on cocoa-growing regions in West Africa. It works closely together with the private cocoa sector to improve training for cocoa farmers. Higher revenues generally mean higher incomes, and this in turn leads to better living conditions for the entire family. Since income and education are closely related, this is particularly important for children and young people.*

The world's 500 million smallholder families play an important role in producing food for a growing global population. However, some 70 percent of these families are unable to make a sustainable living without support. In Ivory Coast, our most important partner in the Livelihoods program, the future of roughly eight million people depends on cocoa. Yet growing and marketing this commodity presents enormous challenges. Inadequate infrastructure, extremely small cultivation areas, aging

cocoa trees and inadequate access to financial services all reduce productivity.

In education as well, West Africa's rural areas struggle with difficult conditions. There are too few school buildings, and a lack of qualified teachers and instructional materials poses a particular challenge. Although school attendance is compulsory in many countries and the rate of school enrollment has risen in recent years, only

few children go on to secondary schools. Even after completing primary school, many are barely able to read or solve simple arithmetic problems.

#### **Income and education are closely correlated**

In close cooperation with the private cocoa sector in Ivory Coast, we are therefore taking an innovative approach in our efforts to improve the situation for children and adolescents. Together, we are helping to train small farmers in more intensive and sustainable cultivation methods and in entrepreneurship. We are also helping farmers to form groups so that they can benefit from synergistic effects. All of this leads to greater professionalism and thus also increases productivity. That, in turn, can generate higher incomes, thereby improving the living conditions of farmers and their families.

As a foundation dedicated to the positive development of children and youth, we recognize the critical importance of the reciprocal effects of increased income and better education. More income is essential to allow farming families to focus on their children's future and provide them with favorable educational opportunities. This is particularly true in countries with limited public resources. And only if children and adolescents are offered better educational opportunities will it be possible to develop a professional and sustainable agricultural sector that generates adequate income.

#### **Better education creates opportunities**

In addition to strengthening the reciprocal effects of higher income and better education, the Jacobs Foundation is dedicated to improving the quality of primary and secondary education in Ivory Coast. To that end, we are focusing on training teachers in the latest educational methods, as well as on assisting schools in their efforts to make their administrations more transparent and effective. By introducing a module for teaching the theoretical and practical aspects of agriculture, we hope

to promote respect for farming and improve its image among young people. This module, intended for secondary schools, has been developed and implemented in cooperation with the Ivory Coast Ministry of Education, which plans to adopt it at the national level following the successful completion of the pilot phase. This is in keeping with our goal of agenda setting.

In cooperation with parents' associations, we are devising methods aimed at making school operations sustainable. These include initiatives to generate additional funds for school cafeterias, which will ensure that students have regular access to a warm lunch at an affordable price — which is often a good reason to come to school. Another important issue, in view of the problem of child labor in farming regions, is child protection. We are forming local committees to address this issue.

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#### **LIVELIHOODS: A SUSTAINABLE APPROACH TO STRENGTHENING LOCAL STRUCTURES**

Under its Livelihoods program, the Jacobs Foundation is engaged in projects in Burkina Faso, Ivory Coast and Uganda, focusing particularly on creating and strengthening local structures and skills. The projects are designed to produce sustainable changes. To that end, the Foundation is actively working with local and regional organizations, and in Ivory Coast and Burkina Faso also with the respective ministry of education and its regional offices.

Another important goal is to strengthen small farmers and put in place monitoring and evaluation systems. We are currently reviewing other possible project sites and partners for the program's expansion. In addition, we have begun to cooperate more closely with a variety of platforms and actors in the private and public sectors, thereby strengthening our engagement in this area. We are continuing to expand our coordination structure.

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In Ivory Coast, the income of roughly **35 percent** of the population is dependent on cocoa.

# A Good Time for the Whole Family

**CATHRIN GUTWALD** COMMUNICATION MANAGER

25 **J** YEARS

*Children, adolescents and parents were the focus of the Jacobs Foundation's anniversary celebration in Zurich in late September 2014. The event was held at a spacious venue that offered ample opportunity for participation in a variety of activities and a chance for the Foundation to introduce itself and its work.*



A total of 3,200 guests joined us at the Puls 5 complex for a celebration for the entire family. It was gratifying to see the enthusiasm of our guests as they took part in the day's events. The program included more than 100 activities for children and youth, as well as appearances on stage by the cult bands "Tischbombe" and "Schtärnefoifi," Cinella the clown, a Punch and Judy show and the beatboxer Camero. Four interactive stations, set up in an area measuring a generous 1,500 square meters in size, highlighted the areas in which we are actively working to strengthen children and youth — early childhood education, schools, vocational training, higher education and research. Our anniversary celebration was dedicated to one main goal: to meet and interact with families while providing a variety of enjoyable activities — since fun, too, is important for the well-being of young people.

**25 meters** is the length of the record-breaking chocolate candy sculpture that we created with our partner, CARMA.

## **A chocolate world record**

One of the day's highlights was setting the world record in the category "longest chocolate candy sculpture," as confirmed by Guinness World Records. In collaboration with the chocolate manufacturer CARMA, we created an enormous gianduja chocolate sculpture, which ultimately reached a length of exactly 25.24 meters. It was decorated with figurines of children, models of the world's continents and the words "Our Promise to Youth," underscoring the mission and motto of the Jacobs Foundation.

A chocolate parcours, including games of skill for the children in attendance, illustrated the path leading from a cocoa bean to a bar of chocolate. After the world record was confirmed, every guest, young and old, was invited to take home a piece of the record-setting chocolate — rather than a slice of birthday cake. We will treasure our memories of the delight on the children's faces.



Guinness World Records adjudicator Pravin Patel (center) with Thomas Hagmann, Managing Director of CARMA (left), and Sandro Giuliani, Managing Director of the Jacobs Foundation (right).



Beatboxer Camero demonstrates how to make music using only your mouth.



The world's longest chocolate candy sculpture — 25,24 meters long.

# Our Promise to Youth

25 **J** YEARS

**ALEXANDRA GÜNTZER** HEAD OF COMMUNICATION

*25 prominent guest authors describe their promises to subsequent generations in a book published by the Jacobs Foundation. With this publication, we have built a network of like-minded individuals and documented 25 years of successful work to promote child and youth development.*

Convinced that it pays to invest in children and youth, the Jacobs Foundation has been working on behalf of the young for more than a quarter century. *Our Promise to Youth*: This is the guiding principle of the Foundation and the title of our two-volume publication.



*The exhibition included selected photographs from the photo volume; portraits of the prominent authors are available as postcards.*

highly visible network of individuals and institutions that share our goals — a strong lobby for young people!

## **Images document our commitment**

For the photo volume, seven internationally acclaimed photographers have contributed series of images that give a face to the children and young people who have benefited from the Foundation's support. They have captured striking images: a youth camp on a coffee plantation in Colombia, an agricultural school in Africa and day-to-day life in a Swiss day care center. They provide a sense of the work carried out by the Jacobs Foundation, while also offering a model and a promise for future generations. At the end of October, we held a celebration at Jacobs Haus in Zurich for partners and friends of the Foundation, where we presented our anniversary publication and a photo exhibition that ran through November and December.

**25 prominent**  
individuals gave  
their promise to  
young people.

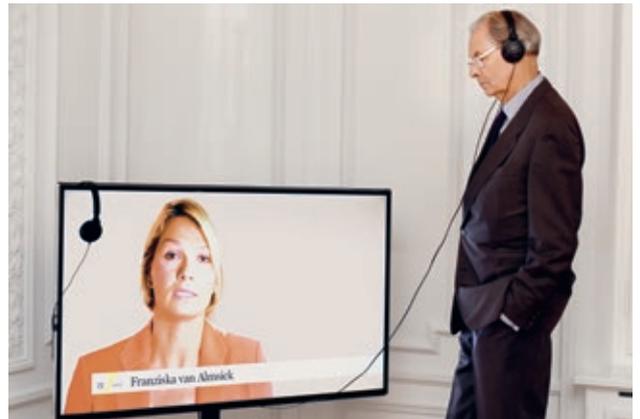
25 prominent allies — including Ai Weiwei, Roger Federer and Jamie Oliver — agreed to contribute to the text volume, describing their promises to youth. They provide insight into their own early years as well as advice for members of the younger generation. Virtually all of the authors have one thing in common: They have long been working to promote the positive development of children and young people. With this volume, we have built a



*Our illustrious guests at the presentation of our two-volume publication entitled "Our Promise to Youth." Images on cloth banners were displayed.*



*Felix Finkbeiner described how children can make the world a better place.*



*Professor Wolfgang Schürer viewing the video message from contributor Franziska van Almsick.*



*Christian Jacobs with his wife, Annette Jacobs, along with Sabine Neumann and Michael R. Neumann, chairman of the Hanns R. Neumann Stiftung (left to right).*



*Board of Trustees members Nathalie and Lavinia Jacobs, the Foundation's Managing Director, Sandro Giuliani, and Alexandra Güntzer, Head of Communication (left to right).*

# We Talk *with* Young People, not Just *about* them

**TOBIAS KASPAR** COMMUNICATION MANAGER

*In June 2014, we published the results of the third study in the Juvenir series, which focuses on young people in Switzerland. The study — entitled “Is Money an Issue?” — paints a picture of a very thrifty and future-oriented younger generation. From its inception, Juvenir has sought dialogue with young people and discussed with them its latest insights.*

**83 percent**  
of young people in  
Switzerland save on a  
regular basis.

Juvenir is the only study of Swiss youth that talks with, rather than about, young people. It researches possible topics, which are then voted on by young people online. They can also suggest other topics and put them to a vote. A particularly important feature is that we discuss the study's results with the young people themselves. Juvenir works with Joiz, a Swiss television station specializing in programming for youth, to facilitate such discussions through the station's social media outlets: Facebook, Twitter and Instagram. This dialogue allows young people to comment on the study's findings and also to express opinions that may differ from those of the majority. Publishing the results of the study promotes dialogue among experts in the field and — through the media —

among the broader public. The study, based on a representative sample, offers ample material for discussion.

## **Thrifty and free of financial worries**

Over three-quarters (79 percent) of Swiss youth report that they have enough money; 46 percent say that they have more than they need. It is not surprising, therefore, that most of them (76 percent) have practically never had to deny themselves anything they wanted. But this also says something about what they value. For the overwhelming majority, intangibles are much more important than material things; 72 percent would rather spend money on activities with their friends than on expensive goods. While we often hear that debt is growing among Switzerland's youth, Juvenir has found no evidence that this is true. Nearly all save occasionally (95 percent), and 83 percent do so regularly. Only 6 percent sometimes have to borrow money before the end of the month.

[www.juvenir.ch](http://www.juvenir.ch)



*77 percent of young people find drinks in a bar or restaurant to be too expensive.*

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## **CONSIDERABLE MEDIA INTEREST**

Swiss publications with a total circulation of over 2.7 million have published the study's results, as have various news websites that together record over 19 million monthly visitors.

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# Tangled Pathways Lead to Zurich

**ROGER M. BUERGEL** DIRECTOR JOHANN JACOBS MUSEUM

*The world's trade routes, old and new, are a central topic of the Johann Jacobs Museum, and sometimes those routes find their way to Zurich. In connection with its exhibitions, the museum organized lectures, discussions and a conference.*

The year 2014 began with a forward transaction: We purchased two tons of abalone shells, harvested off the Horn of Africa, from a Somali dealer. Known as the Bull, he does business in Hong Kong despite also being an asylum seeker. He was a contact of Daisy Bisenieks, an anthropologist, and Royce Ng, an artist, who are researching trade between China and Africa on behalf of the museum.

To understand global phenomena, one normally uses documents, photographs and statistics, but we wanted to get involved at a practical level. So we purchased the shells, which were shipped to Zurich via Berbera, Djibouti and Dubai. We displayed them in our "A Season in Shell" exhibition, after which they were sold to a factory in Guangdong, where mother-of-pearl was extracted and then shipped back to Switzerland for use in the watch industry.

However, we had underestimated the degree to which the shells would emit a powerful, sweetish odor. Instead of creating a lavish installation modeled after Dutch still lifes, as originally planned, we decided to arrange the shells in industry-grade sacks to keep the odor contained. A highlight in connection with the exhibition was a discussion organized by the refugee-aid organization AOZ in Zurich, which had just completed a study of the city's Somali community. The study explored the question of whether conditions in northwestern Europe should be greatly relaxed, with less regulation of business and trade, to take full advantage of the resources that poor immigrants from third countries have to offer.

## **The role of silver**

The museum's next event was the exhibition of a Bolivian baroque painting of Cerro Rico ("rich mountain"), a silver mine in Potosí that was once the source of great wealth for the Spanish empire. In painstaking detective work, filmmaker Harun Farocki was able to uncover this monumental painting, which today hangs in Sucre. Would it reveal something of what went on below the surface of the earth in those days? Would it tell us more



*Bright and shiny: silver pots from the Jacobs family collection.*



*Bolivian baroque: a model of Cerro Ricco (rich mountain) for visitors to explore.*



Lina Bo Bardi's  
**100th birthday**  
— a good reason for an  
exhibition at Johann  
Jacobs Museum.

about the Mita system, a kind of limited servitude under which the Spanish were able to require the indigenous population to work in the mines? As the film was shown in our darkened exhibition space, the light from the screen cast a glow on the museum's silver collection. The Institute of Art History at the University of Zurich held a seminar on "The Global Baroque" in connection with the exhibition.

#### **A museum for the people**

To mark the 100th birthday of Lina Bo Bardi, an important Italian-Brazilian architect and designer, we presented a series of exhibitions highlighting less well known aspects of her work. A particular focus was the Museum of Popular Art. It was founded in Salvador da Bahia by Bo Bardi in 1963, only to be closed in 1964 by the military dictatorship. Bo Bardi saw the museum as presenting an alternative approach to the modernization of Brazil — not inspired by Western models, nor forced on the population, but based on the country's rich and varied roots that were inextricably linked with its colonial past.

In the course of systematic research carried out in Bahia and Pernambuco, Bo Bardi had collected not only kitchenware and tools, but also religious objects. All of these were intended to serve as models for Brazil's future architects and designers. The Museum of Popular Art was a school as well, and as a place of learning it was a model for the Johann Jacobs Museum.

#### **A conference on the present**

In addition to looking at historical museums that have influenced us, we wanted to highlight where we are today. In October, in collaboration with Zurich's Rietberg Museum, we held a two-day international conference entitled "When the Present Begins." Participants included artists and intellectuals from Asia, Africa, North and Latin America and Europe.



# Our Programs and Projects

## RESEARCH

FUNDING INSTRUMENTS/ PRIORITY	NAME	OVERALL OBJECTIVE	PARTNER	TERM	GRANT AMOUNT <sup>(CHF)*</sup>
<b>Program and Project Funding</b>	<b>Raising Fatherhood</b>	Interdisciplinary research project on modern fatherhood.	University of Vienna et al.	2013-2016	2,468,599
<b>Program and Project Funding</b>	<b>Reform of the Secondary School System in Germany: A Quasi-Experimental Field Study</b>	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
<b>Program and Project Funding</b>	<b>Children's Worlds</b>	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
<b>Program and Project Funding</b>	<b>The Impact of Political Conflict on Youth</b>	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
<b>Program and Project Funding</b>	<b>Boosting Hidden Potential in Science Education</b>	Longitudinal study on the effectiveness and long-term impacts of cognitively activating physics and chemistry education.	Swiss Federal Institute of Technology in Zurich (ETHZ)	2010-2015	780,000
<b>Program and Project Funding</b> Early Education	<b>Early Childhood Education and Care Quality in the Socio-Economic Panel</b>	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
<b>Program and Project Funding</b> Educational Biographies	<b>"Bildungslandschaften Schweiz" Evaluation</b>	To evaluate the "Bildungslandschaften Schweiz" program.	University of Teacher Education Zug	2012-2017	717,860
<b>Program and Project Funding</b> Early Education	<b>Evaluating the Impact of Infant Toddler Centers and Preschools on Children: The Reggio Approach</b>	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
<b>Program and Project Funding</b>	<b>Cooperation between the University of Zurich and Partner Universities in Rwanda and Uganda: North-South Cooperation</b>	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	2007-2014	700,000
<b>Program and Project Funding</b>	<b>Delineating the Contribution of Glucocorticoid Pathways to Stress-Related Social Disparities in Cognitive Child Development</b>	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 Development/Charité Universitätsklinikum	2014-2018	602,850
<b>Program and Project Funding</b> Early Education	<b>KIDS-WIN</b>	Randomized control study of the impacts of intervention programs focusing on self-regulation and working memory training.	University of Zurich	2013-2015	600,000

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

FUNDING INSTRUMENTS/ PRIORITY	NAME	OVERALL OBJECTIVE	PARTNER	TERM	GRANT AMOUNT(CHF)
<b>Program and Project Funding</b>	<b>The Zurich Project on the Social Development of Children and Youths — z-proso, Phase IV</b>	To learn more about the development of problematic behaviors and aggression in children and youth. A longitudinal study of prevention programs.	Swiss Federal Institute of Technology in Zurich (ETHZ)/University of Cambridge	2013-2016	600,000
<b>Program and Project Funding</b>	<b>Timely Disclosures Mean Timely Interventions for Young Offenders and Victims</b>	To shed light on factors that inhibit children's reports of abuse.	University of Cambridge	2013-2017	515,610
<b>Program and Project Funding</b> Early Education	<b>The Aieo Tu Early Childhood Study — Phase II</b>	A randomized control study in Colombia to evaluate the effectiveness of a program of early childhood education and care, developed on site and implemented nationwide.	National Institute for Early Education Research/Rutgers University	2011-2014	484,781
<b>Program and Project Funding</b>	<b>The Future of Coexistence</b>	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
<b>Program and Project Funding</b>	<b>Better Evidence for Children and Youth</b>	Meta-analyses and systematic reviews on topics of child and youth development.	The Campbell Collaboration	2014-2017	450,203
<b>Program and Project Funding</b>	<b>21st Century Learning in Diverse Education Systems: A Multi-Nation Case Study</b>	Research on international best practices in teaching 21st century skills.	Harvard Graduate School of Education	2014-2016	447,150
<b>Program and Project Funding</b>	<b>Frontiers for Young Minds</b>	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
<b>Program and Project Funding</b>	<b>From Rally to Revolution</b>	To analyze the role of youth during the 2011 Egyptian revolution and the influence these events have had on the development, values and behavior of these young people.	University of Tennessee	2011-2014	412,110
<b>Program and Project Funding</b>	<b>Higher Education without Family Support</b>	To develop and pilot-test an intervention aimed at making higher education accessible to disadvantaged care leavers.	University of Hildesheim	2012-2014	357,613
<b>Program and Project Funding</b>	<b>Foster Care Breakdown — Lessons to Learn from a European Comparison</b>	Research on the factors contributing to the success and failure of foster care placements.	Zurich University of Applied Sciences (ZHAW)	2014-2017	348,600
<b>Program and Project Funding</b>	<b>Bucharest Early Intervention Project (BEIP): The Effect of Early Experience on Social Behavior in Previously Institutionalized Children</b>	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
<b>Program and Project Funding</b>	<b>Who Grows Up to Be a Volunteer?</b>	To identify characteristics of volunteers, with the goal of making future searches for volunteers more efficient and less time-consuming, as well as facilitating the allocation of resources.	Tilburg University	2010-2014	327,940
<b>Program and Project Funding</b>	<b>Graduate Program in "School Psychology, Developmental Diagnostics and Educational Counseling"</b>	To establish a graduate program in school psychology, developmental diagnostics and educational counseling.	University of Basel	2014-2018	300,000
<b>Program and Project Funding</b>	<b>Continuation of the COCON study</b>	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
<b>Program and Project Funding</b>	<b>Developmental Trajectories of Brazilian Street Youth</b>	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
<b>Program and Project Funding</b>	<b>Preventing Youth Violence: Taking Action and Generating Evidence</b>	Development of a WHO guideline for preventing youth violence.	World Health Organization (WHO)	2012-2015	276,076

FUNDING INSTRUMENTS/ PRIORITY	NAME	OVERALL OBJECTIVE	PARTNER	TERM	GRANT AMOUNT <sup>(CHF)</sup>
<b>Program and Project Funding</b> Early Education	<b>Forum on Investing in Young Children Globally</b>	International scientific forum on early childhood education in developing countries.	National Academy of Sciences (NAS)	2013–2016	271,320
<b>Program and Project Funding</b>	<b>Youth in Transition</b>	To investigate the effects of three interventions on the resilience of youths participating in a “bridging year” between school and career in Switzerland.	University of St. Gallen	2012–2014	248,540
<b>Program and Project Funding</b>	<b>The Function of Emotion Regulation in Self-Regulated Learning</b>	To better understand how various emotion regulation strategies affect components of self-regulated learning.	Technische Universität Darmstadt	2010–2014	200,365
<b>Program and Project Funding</b> Early Education	<b>Second Language Prekindergarten</b>	To investigate the project conducted by the canton Basel-Stadt to reduce the academic disadvantage of immigrant children by means of an early language intervention offered through an obligatory preschool program with built-in language support.	University of Basel	2010–2014	200,000
<b>Program and Project Funding</b>	<b>The Swiss Preschooler Health Study (SPLASHY)</b>	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
<b>Program and Project Funding</b> Livelihoods	<b>Impact Study of Youth Entrepreneurship Education in Uganda</b>	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
<b>Program and Project Funding</b>	<b>The Child and Family Blog</b>	To present research results of international relevance in the field of child and youth development.	Managed by Jacobs Foundation	2013–2015	180,880
<b>Program and Project Funding</b> Early Education	<b>Improving the Quality of Early Education and Care through Professional Development</b>	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
<b>Program and Project Funding</b>	<b>Study of Media Use among Children of Primary School age (6–12) in Switzerland</b>	To study the media use of children of primary school age (6–12) in Switzerland.	Zurich University of Applied Sciences	2014–2015	151,000
<b>Program and Project Funding</b>	<b>Does Education Affect Risk Preferences?</b>	To estimate the causal impact of education on risk behavior and time preferences in Switzerland.	University of Bern	2012–2014	150,000
<b>Program and Project Funding</b> Early Education	<b>Childcare Center Quality</b>	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
<b>Program and Project Funding</b>	<b>Juvenile Delinquency in Contexts of Emigration and Immigration</b>	A comparative study of crime victimization and delinquency among immigrant youth in Switzerland from the most common countries of emigration and their peers in their home countries, as well as native Swiss juveniles and juveniles living in other Eastern European countries.	University St. Gallen	2012–2014	120,000
<b>Program and Project Funding</b> Educational Biographies	<b>KiDZ—Kindergarten of the Future in Bavaria</b>	Investigation of the effects into adolescence of a cognitively activating preschool curriculum.	Freie Universität Berlin/University of Bamberg	2012–2015	103,812

FUNDING INSTRUMENTS/ PRIORITY	NAME	OVERALL OBJECTIVE	PARTNER	TERM	GRANT AMOUNT(CHF)
<b>Program and Project Funding</b> Early Education	<b>Supplementary Funding for the Project "Evaluating the Impact of the Infant Toddler Centers and Preschools on Children: The Reggio Approach"</b>	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
<b>Program and Project Funding</b> Early Education	<b>Early Childhood Education and Care Quality and Child development: An Extension study of Twins (TwinLife)</b>	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
<b>Program and Project Funding</b> Early Education	<b>Early childhood Education and Care Quality in the Socio-Economic Panel</b>	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
<b>Program and Project Funding</b> Early Education	<b>KiDZ—Kindergarten of the Future in Bavaria</b>	Investigation of the effects into adolescence of a cognitively activating preschool curriculum.	Freie Universität Berlin/University of Bamberg	2012-2015	62,478
<b>Program and Project Funding</b>	<b>Expansion and Deepening of the Economics of Education</b>	To enable young academics to participate in the annual CESifo conference on the Economics of Education.	CESifo Group Munich	2014-2017	59,011
<b>Program and Project Funding</b> Early Education	<b>Study of the Status of Playgroups in Switzerland</b>	The Swiss Association of Playgroup Leaders seeks to learn more about the current situation of playgroups in Switzerland with a view to improving their quality and reputation.	Interface	2013-2014	37,260
<b>Program and Project Funding</b>	<b>Entrepreneurship and the Development of a Varied Skill Set across Adolescence and Adulthood</b>	A longitudinal analysis of the development of a varied skill set among prospective entrepreneurs.	Friedrich Schiller University Jena	2013-2016	34,919
<b>Program and Project Funding</b>	<b>Evidence-Based Bullying Prevention in Turkey: Implementation and Evaluation of the ViSC Social Competence Program</b>	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
<b>Program and Project Funding</b>	<b>Translation of Articles into German (The Child and Family Blog)</b>	Disseminating internationally relevant research results in the field of child and youth development.	Managed by Jacobs Foundation	2013-2015	27,132
<b>Program and Project Funding</b>	<b>Program Production Costs: Transition to School— Development Pathways of Executive Control as a Function of Educational Experience</b>	Publication of the training materials developed during the project.	University of Bern	2013-2014	20,000
<b>Program and Project Funding</b>	<b>Supplementary funding for "IAG Zukunft mit Kindern"</b>	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
<b>Program and Project Funding</b> Early Education	<b>Overview of Early language training Pro- grams in Switzerland</b>	Overview of language training programs that are based on recognized methods or that have undergone evaluation.	Institute for Multilingualism, University of Fribourg	2014	12,312

FUNDING INSTRUMENTS/ PRIORITY	NAME	OVERALL OBJECTIVE	PARTNER	TERM	GRANT AMOUNT(CHF)
Conferences	<b>Symposia and Workshops at Marbach Castle 2014 — Annual Events</b>	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	2014–2015	300,000
Conferences	<b>JF Conference 2014/ Preparation for JF Conference 2015 — Annual Event</b>	Research conference with distinguished international researchers and talented young scholars.	Managed by Jacobs Foundation	2014	250,000
Conferences	<b>Academic and Advocacy Conferences on Issues of Education Policy of Relevance to Switzerland</b>	Dialogue among high-level policymakers and researchers on critical issues of Swiss education policy.	Swiss Coordination Center for Research in Education (SKBF)	2012	100,000
Conferences Early Education	<b>Transatlantic Forum on Inclusive Early Years</b>	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	<b>Symposium Jacobs Center May 27–28, 2014</b>	An in-depth discussion of the areas of study at the expanded Jacobs Center.	Managed by Jacobs Foundation	2014	72,719
Young Scholars	<b>College for Interdisciplinary Education Research</b>	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	<b>PATHWAYS Phase II</b>	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	<b>Jacobs-ISSBD Young Scholarship Program</b>	Structured and mentored doctoral fellowship program for PhD students.	International Society for the Study of Behavioural Development (ISSBD)	2011–2015	778,430
Young Scholars	<b>Swiss Graduate School for Learning and Memory</b>	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	<b>Phase II — LIFE: "The Life Course: Evolutionary and Ontogenetic Dynamics 2012–2014"</b>	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	2012–2014	603,000
Young Scholars	<b>Young Scholars Research Grant Program 2014 — Annual Program</b>	Call for proposals from young scholars who have participated in the annual Jacobs Foundation Conference.	Managed by Jacobs Foundation	2014	400,000
Young Scholars	<b>EARA/SRA Summer Schools 2012–2015</b>	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	<b>EADP Cooperation Young Scholars 2012–2015</b>	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	<b>SRA/SRCD et al. Young Scholars Travel Grant 2014 — Annual Grants</b>	To enable young scholars to participate in international conferences.	Managed by Jacobs Foundation	2014	80,000
Young Scholars	<b>Methods Workshops for Young Researchers on Adolescence in Latin America and Europe</b>	To promote the academic development of young researchers by enabling them to acquire the skills and knowledge needed to advance in their careers.	Friedrich Schiller University Jena	2013–2014	59,989

FUNDING INSTRUMENTS/ PRIORITY	NAME	OVERALL OBJECTIVE	PARTNER	TERM	GRANT AMOUNT (CHF)
<b>Young Scholars</b>	<b>SRA Innovative Small Grants</b>	To offer small grants to young researchers for projects involving new ideas, new areas of research or new methods in adolescent research.	Society for Research on Adolescence (SRA)	2013-2014	32,582
<b>Young Scholars</b>	<b>Lessons Learned from the Swiss Dual-Education System for the United States of America. Apprenticeships — A Blueprint in the Making</b>	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

## INSTITUTIONAL FUNDING

FUNDING INSTRUMENTS/ PRIORITY	NAME	OVERALL OBJECTIVE	PARTNER	TERM	GRANT AMOUNT (CHF)
<b>Institutional Funding</b> Early Education	<b>ZEFF</b>	To establish Switzerland's first university research center dedicated to studying early childhood education, childcare and integration.	University of Fribourg	2010-2015	350,000
<b>Institutional Funding</b>	<b>Impact of Science on Bremen's Economy</b>	Analysis of the impact of institutions of higher education and research centers on Bremen's economy.	Managed by Jacobs Foundation	2014-2015	184,740
<b>Institutional Funding</b>	<b>Berlin-Brandenburg Academy of Sciences and Humanities (BBAW)</b>	Support for BBAW in providing research-based advice for policymakers and the broader public.	Berlin-Brandenburg Academy of Sciences and Humanities (BBAW)	2014	73,896
<b>Institutional Funding</b>	<b>Leopoldina</b>	Support for Leopoldina in providing research-based advice for policymakers and the broader public.	National Academy of Sciences Leopoldina	2014	73,896
<b>Institutional Funding</b>	<b>acatech</b>	Advice for policymakers and the broader public on issues of technology and technology policy.	National Academy of Science and Engineering acatech	2014	73,062
<b>Institutional Funding</b>	<b>Lindau Nobel Laureate Meeting 2014</b>	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	2014	73,008
<b>Institutional Funding</b>	<b>HR-Kreis</b>	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	2014-2015	60,995
<b>Institutional Funding</b>	<b>Summer Academy "Leadership and Personality" 2015</b>	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	2014	48,672

# INTERVENTION

FUNDING INSTRUMENTS/ PRIORITY	NAME	OVERALL OBJECTIVE	PARTNER	TERM	GRANT AMOUNT (CHF)
Program and Project Funding <b>Early Education</b>	<b>Primokiz: Locally Networked Early Support</b>	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 <b>Early Education</b>	<b>Quality Label</b>	To develop and implement a quality label for child-care centers in Switzerland.	Managed by Jacobs Foundation and KiTaS	2012–2017	2,000,000
Program and Project Funding <b>Early Education</b>	<b>Advocacy ECEC 2020</b>	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 <b>Early Education</b>	<b>schritt:weise in Rural Areas</b>	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 Verein zur frühen Förderung sozial benachteiligter Kinder	2011–2016	500,000
Program and Project Funding <b>Early Education</b>	<b>Zeppelin</b>	Professional implementation of the home- and center-based program "PAT—Parents as Teachers" in the framework of a scientifically based intervention study.	Interkantonale Hochschule für Heilpädagogik	2010–2014	500,000
Program and Project Funding <b>Early Education</b>	<b>primano (Phase II)</b>	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
Program and Project Funding <b>Early Education</b>	<b>Lerngelegenheiten</b>	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 <b>Early Education</b>	<b>Summary Version of the "Stark durch Beziehung" Brochure</b>	Contribution to the costs of translating and printing the new edition of the brochure.	Elternbildung CH	2013–2014	58,406
Program and Project Funding <b>Early Education</b>	<b>Platform for Childcare</b>	The goal of PRo Enfance is to establish a platform for all important organizations and institutions involved in early non-family care in the French-speaking part of Switzerland. In a second step, its aim is to provide better representation for those entities at the national level.	Association pour le projet de création de PRo Enfance	2013–2014	52,000
Program and Project Funding <b>Early Education</b>	<b>BIKE Bremer Initiative on Early Education (Planning Grant)</b>	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 <b>Early Education</b>	<b>Implementation of Policy Guidelines</b>	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 <b>Early Education</b>	<b>Implementation of an Orientation Framework in the Field of ECEC</b>	Implementation and practical testing of the recommendations generated by the orientation framework.	Swiss UNESCO Commission	2014–2015	50,000
Program and Project Funding <b>Early Education</b>	<b>Stimme Q 2014–2016</b>	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 <b>Educational Biographies</b>	<b>Bildungslandschaften Schweiz</b>	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 <b>Educational Biographies</b>	<b>Bildungslandschaften Schweiz—Phase II</b>	Phase II: To expand local "educational landscapes" in further 13 communities by systematically and purposefully creating a network of school-based and non-school-based stakeholders.	Managed by Jacobs Foundation	2014–2018	2,505,000

FUNDING INSTRUMENTS/ PRIORITY	NAME	OVERALL OBJECTIVE	PARTNER	TERM	GRANT AMOUNT(CHF)
Program and Project Funding <b>Educational Biographies</b>	<b>Peer Education to Promote Media Skills</b>	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 <b>Educational Biographies</b>	<b>Chanson</b>	To support children from socially disadvantaged family backgrounds as they transition from primary to lower secondary school.	Pädagogische Hochschule St. Gallen	2013–2016	75,000
Program and Project Funding <b>Educational Biographies</b>	<b>Enterprize 2014</b>	Innovative projects that have produced important results between 2009 and 2013 will be honored with a prize. By funding this prize, JF is helping to promote exemplary entrepreneurial activity in the field of vocational training.	ENTERPRISE Foundation for Entrepreneurship in Business and Society.	2014–2015	50,000
Program and Project Funding <b>Educational Biographies</b>	<b>ChagALL Phase II</b>	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
Program and Project Funding <b>Educational Biographies</b>	<b>Start-up Funding for the „La formation continue dans les champs de l'éducation de l'enfance“</b>	The Lausanne Resource Center for the education of children is planning to launch a continuing-education program for childcare center staff in French-speaking Switzerland, aimed at meeting existing needs.	Centre de ressources en éducation de l'enfance (CREDE)	2013–2014	20,000
Program and Project Funding <b>Educational Biographies</b>	<b>Summer Academy 2014</b>	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 — Kinder- und Jugendförderung Schweiz	2014	20,000
Program and Project Funding <b>Educational Biographies</b>	<b>International Symposium on Childhood, Youth and Society</b>	This transdisciplinary symposium seeks to provide participants with the basic tools for sociopolitical, regional and international interaction, taking into account historical circumstances as well as conditions today.	Welt der Kinder	2014	18,379
Program and Project Funding <b>Educational Biographies</b>	<b>ChagALL Rollout</b>	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 <b>Educational Biographies</b>	<b>Special Exhibition: "Apprenticeship, then what?"</b>	In the context of a national forum on vocational training, the objective is to raise awareness of lifelong opportunities for advanced vocational training.	Swiss Federation for Adult Learning	2014–2015	15,000
Program and Project Funding <b>Life Skills for Employability</b>	<b>Management of the Fortalezas Program</b>	To strengthen the organizational structure and work of six partner organizations in Argentina, Brazil and Colombia by managing the Fortalezas 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 <b>Life Skills for Employability</b>	<b>Fortalezas MEDA (Colombia)</b>	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 <b>Life Skills for Employability</b>	<b>Fortalezas Cafeteros (Colombia)</b>	To offer training in running a coffee plantation and to encourage participation by young people in decision making; to integrate youth into rural communities.	Federación nacional de cafeteros de Colombia—Comité Departamental de Cafeteros de Cauca	2013–2015	378,000
Program and Project Funding <b>Life Skills for Employability</b>	<b>Fortalezas UOCRA (Argentina)</b>	To develop a targeted training program for young people in the construction sector.	Fundación UOCRA	2013–2015	378,000

FUNDING INSTRUMENTS/ PRIORITY	NAME	OVERALL OBJECTIVE	PARTNER	TERM	GRANT AMOUNT(CHF)
Program and Project Funding <b>Life Skills for Employability</b>	<b>Fortalezas Alianca (Brazil)</b>	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 <b>Life Skills for Employability</b>	<b>Fortalezas Crear (Argentina)</b>	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 <b>Life Skills for Employability</b>	<b>Fortalezas Centro Cultural Escrava Anastacia (Brazil)</b>	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 <b>Life Skills for Employability</b>	<b>Evaluation of the Fortalezas Program</b>	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 <b>Life Skills for Employability</b>	<b>La Bastilla Agri-College —Phase II</b>	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 <b>Life Skills for Employability</b>	<b>Fortalezas Program — From Employability to Employment</b>	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
Program and Project Funding <b>Life Skills for Employability</b>	<b>Academy on Youth Development (May 19-30, 2014)</b>	Support for six African participants in the Academy (scholarships)	International Training Center of the ILO	2014	25,635
Program and Project Funding <b>Livelihoods</b>	<b>Djigui Project in Burkina Faso</b>	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 <b>Livelihoods</b>	<b>Collège Le Planteur in Akoupé (Ivory Coast)</b>	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 <b>Livelihoods</b>	<b>Stifterallianz SUSTAINEO — Project in Uganda</b>	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 <b>Livelihoods</b>	<b>Akoupé Farmer Activities</b>	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 <b>Livelihoods</b>	<b>JF Initiative Livelihoods Evaluation</b>	To evaluate the Livelihoods program in three African countries: Burkina Faso, Ivory Coast and Uganda.	Swiss Federal Institute of Technology Zürich (ETHZ)/ Agridea/Zurich University of Teacher Education	2012-2018	276,000
Program and Project Funding <b>Livelihoods</b>	<b>Planning Grant: West Africa Program 2012-2016</b>	Planning for the Livelihoods program in West Africa	Managed by Jacobs Foundation	2011-2016	200,000

FUNDING INSTRUMENTS/ PRIORITY	NAME	OVERALL OBJECTIVE	PARTNER	TERM	GRANT AMOUNT(CHF)
Program and Project Funding <b>Livelihoods</b>	<b>Rural Schools in Akoupé (Ivory Coast)</b>	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 <b>Livelihoods</b>	<b>Stifterallianz SUSTAINEO</b>	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	182,126
Program and Project Funding <b>Livelihoods</b>	<b>A Study of the Implications for Child Labor of Increased Productivity in Cocoa Farming</b>	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 <b>Livelihoods</b>	<b>The Financial Lives and Education-spending Decisions of African Smallholders</b>	To study various aspects of the household income and expenditures of small farmers in Africa, focusing particularly on investments in education.	Bankable Frontier Associates (BFA)	2013-2014	43,547
Program and Project Funding <b>Livelihoods</b>	<b>German Initiative on Sustainable Cocoa</b>	Support for the German Initiative on Sustainable Cocoa (GISCO) and funding for a representative of a non-governmental organization.	Südwind e.V.	2014	27,466
Program and Project Funding <b>Livelihoods</b>	<b>Feasibility Study on an Educational Intervention in Mityana (Uganda)</b>	Gathering information on primary school and early childhood education in Mityana, as well as generating recommendations for potential educational interventions.	Managed by Jacobs Foundation	2014-2015	19,094
Program and Project Funding <b>Livelihoods</b>	<b>Desk Research</b>	Research on integrated Livelihoods projects in the commodities sector.	Managed by Jacobs Foundation	2014	10,000
Program and Project Funding	<b>Juvenir Intervention</b>	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	<b>GreenBuzz</b>	Support for a sustainability network in Zurich.	GreenBuzz	2014-2015	20,000
Program and Project Funding	<b>Easyvote 2015</b>	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)
<b>Awards</b>	<b>Klaus J. Jacobs Awards: Research Prize and Best Practice Prize 2014 — Annual Grant</b>	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	2014-2015	1,200,000
<b>Institutional Funding</b>	<b>Investing in Private Higher Education</b>	A Jacobs Foundation campaign to promote investment in private higher education in Germany and Europe.	Managed by Jacobs Foundation	2014-2015	480,600
<b>Program and Project Funding</b>	<b>Juvenir 2014-2015</b>	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



DAS JACOBS  
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# Our Board

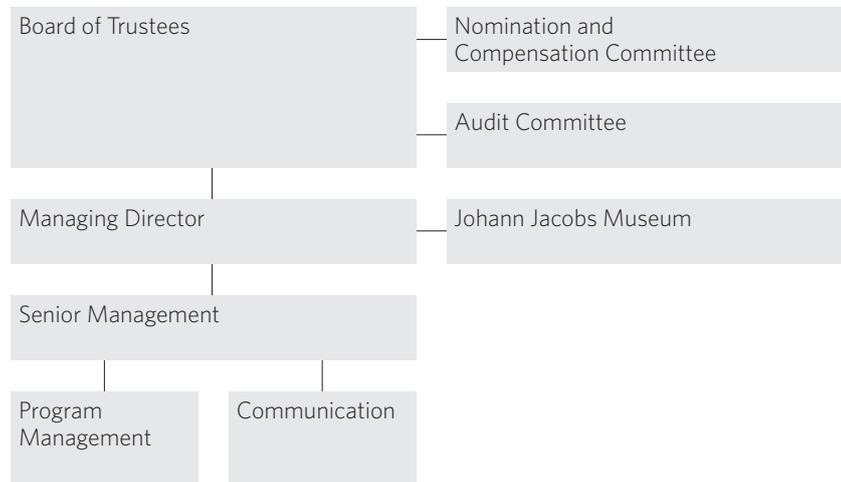
*The Jacobs Foundation has a two-tiered organizational structure comprising the Board of Trustees and the Management.*

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 chairman in consultation with the Jacobs family council. The election of the Board members for terms of office of one year takes place at the first meeting of the Board in any calendar year. 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.

Joh. Christian Jacobs, chairman of the Board of Trustees, is a member of the Board's two committees:

1. the Audit Committee, along with Olaf von Maydell (chairman) and Laura Tyson.
2. the Nomination and Compensation Committee, along with Lavinia Jacobs and Ulman Lindenberg (chairman).

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.





**DR. JOH. CHRISTIAN JACOBS**

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.



**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.



**LAVINIA JACOBS**

BOARD MEMBER

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



**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. DR. ULMAN LINDENBERGER**

BOARD MEMBER

Prof. Dr. 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.



**DR. AUMA OBAMA**

BOARD MEMBER

Dr. Auma Obama joined the Jacobs Foundation Board of Trustees in July 2010. She is the founder and CEO of the Sauti Kuu Foundation. Dr. Obama studied German at the University of Heidelberg.



**PROF. MARTA TIENDA, PH.D.**

BOARD MEMBER

Prof. Marta Tienda joined the Jacobs Foundation 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

Prof. Laura Tyson joined the Jacobs Foundation Board of Trustees in January 2012. US economist Laura Tyson is Professor at the Haas School of Business at 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 Ph.D. in agricultural economics, Dr. von Maydell is a partner in the Schomerus & Partner tax consulting firm in Berlin.

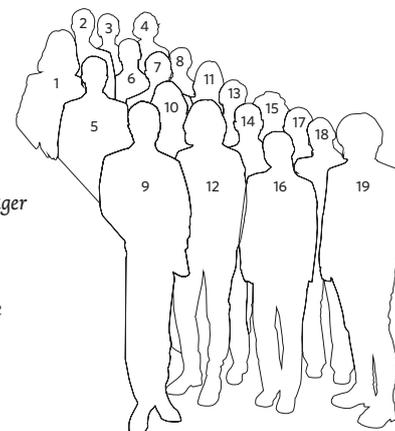


# The Management



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        | 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        |   |







# FACTS & FIGURES

# Outcome Dimensions: Key Figures

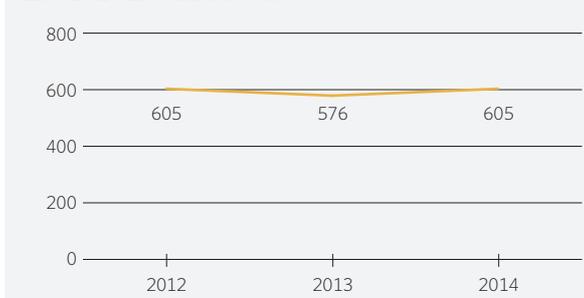
The Jacobs Foundation's Medium-Term Plan 2011–2015 defined six outcome dimensions, which, in addition to a qualitative evaluation of the Foundation's work, provide a quantitative measure of its achievements: new insights, innovative approaches, sustainable impacts, critical capacities, engagement and agenda setting. Each contributes to our overall goal of promoting social innovation in the field of child and youth development. We calculate key figures for each dimension on an annual basis, including all projects funded by the Foundation as well as our own programs. Shown below are those key figures on our accomplishments over the past three years as well as information on changes in our assets since 2001.



**This dimension shows the Foundation's success in generating new insights concerning the positive development of children and young people, for example by publishing findings in scientific journals.**

Research projects and institutions funded by the Foundation resulted in **605** peer-reviewed articles in 2014 (including 450 published by Jacobs University each year).

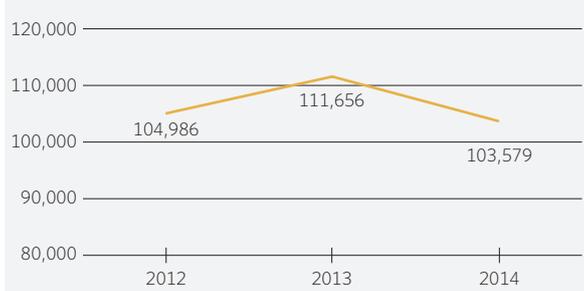
PEER-REVIEWED PUBLICATIONS



**Our objective is to develop and implement innovative approaches in the field of child and youth development, reaching as many young people as possible.**

In 2014 our programs and the practical projects and institutions we support reached **103,579** children and young people, in addition to the millions who have benefited indirectly from our work.

CHILDREN AND YOUNG PEOPLE REACHED

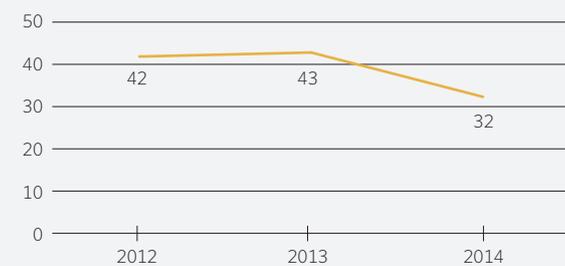




**A sustainable impact is reflected in the adoption of innovative and successful approaches by project partners or third parties.**

A total of **32** innovative approaches were replicated or consolidated in 2014.

REPLICATED AND CONSOLIDATED APPROACHES

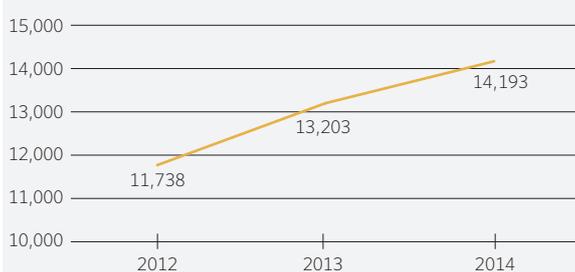


**Agenda setting refers to our goal of making the topic of child and youth development part of important strategic debates and ensuring that it is taken into account in the decisions of policymakers, business leaders and education experts.**

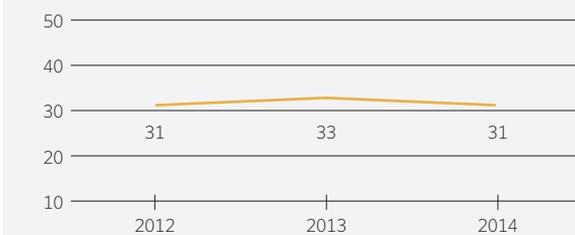
In 2014, we were able to reach **14,193** representatives of significant interest groups.

The Foundation was able to support **31** strategic and political decisions in 2014.

REPRESENTATIVES OF INTEREST GROUPS REACHED



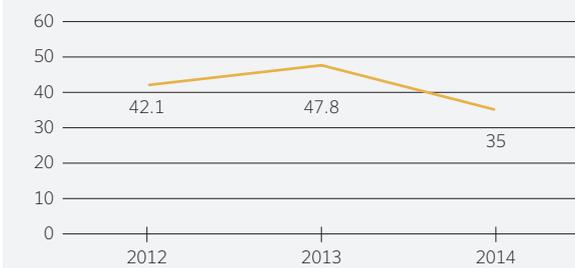
STRATEGIC AND POLITICAL DECISIONS SUPPORTED



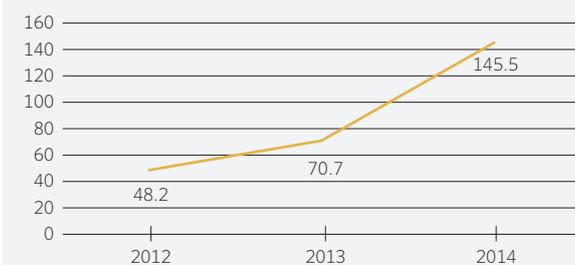
**Engagement refers to our efforts to promote and strengthen dialogue with the broader public concerning issues of child and youth development.**

In 2014, media reports (print, radio, TV, online) on our activities reached **181** million people in Switzerland and Germany.

CONTACTS REACHED IN MIO. (PRINT, RADIO, TV)



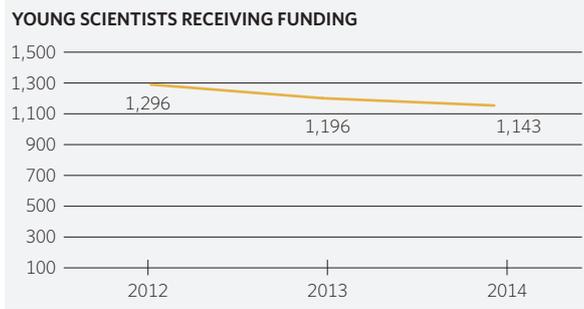
USERS REACHED IN MIO. (ONLINE)



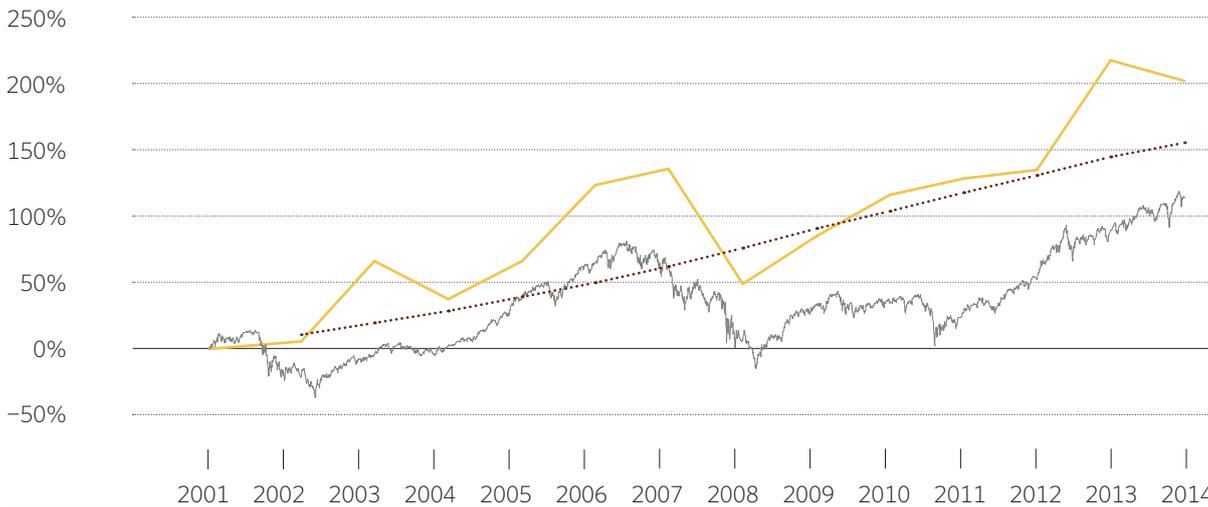


The **critical capacity** dimension has two objectives: promoting the careers of young scientists and supporting the organizational development of partner institutions.

In 2014, the Foundation provided funding for **1,143** young scientists (PhD candidates and postdocs, 405 of them doctoral candidates at Jacobs University) and support for **563** partner organizations.



**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

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)

# The Jacobs Foundation in Figures

PAYMENTS FOR PROGRAMS/PROJECTS IN 2014

CHF 35,120,000

GRANTS IN 2014

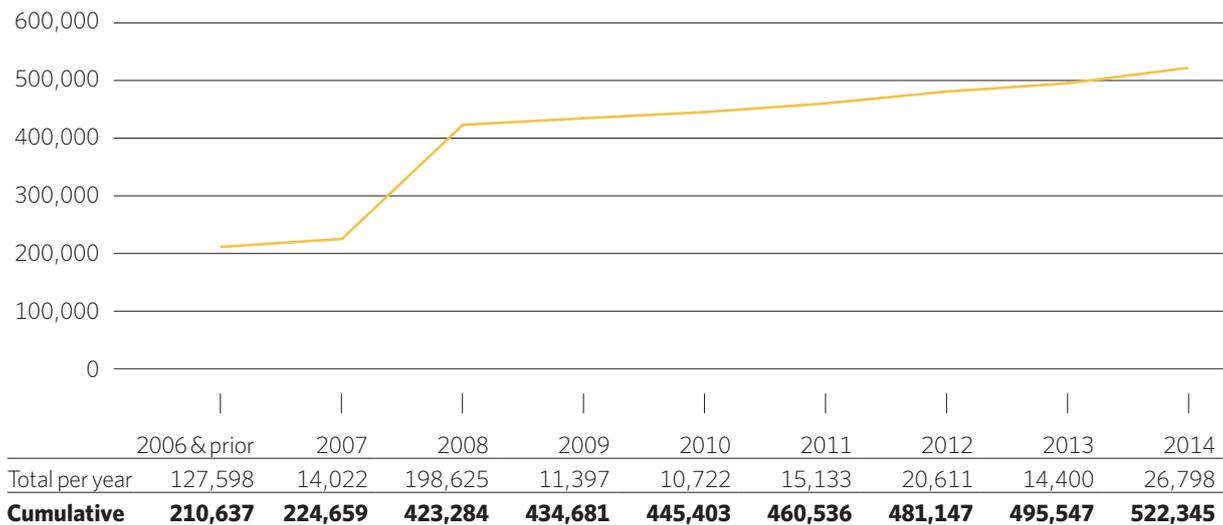
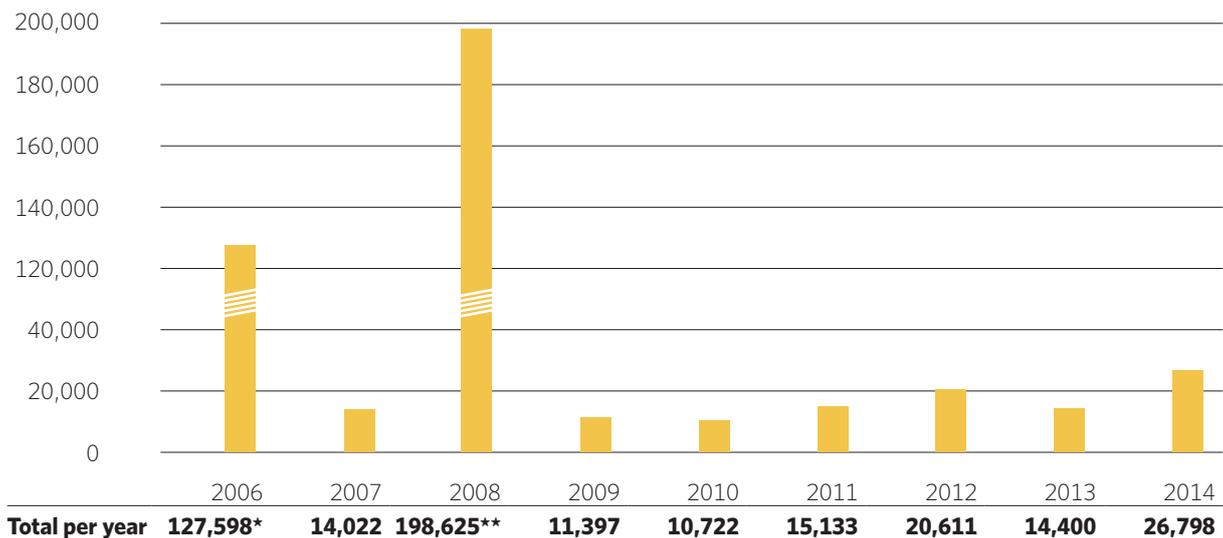
CHF 26,798,000

CUMULATIVE GRANTS

CHF 522,345,000

FOUNDATION ASSETS AS OF 31 DECEMBER 2014

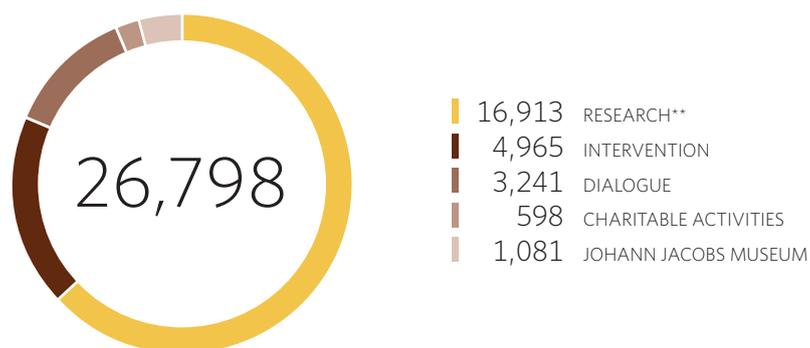
CHF 4,296,000,000

**CUMULATIVE GRANTS** IN THOUSANDS OF CHF**GRANTS PER YEAR** IN THOUSANDS OF CHF

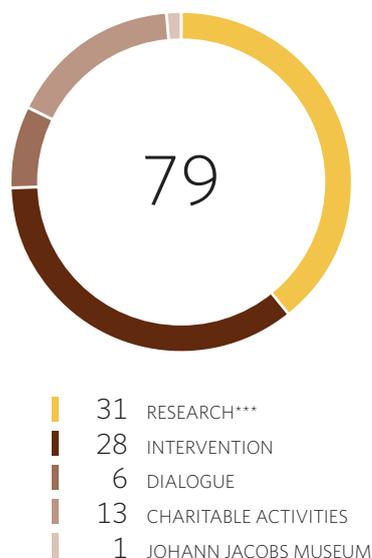
\* Includes funding to the International University Bremen (today Jacobs University Bremen) over CHF 120,668k

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

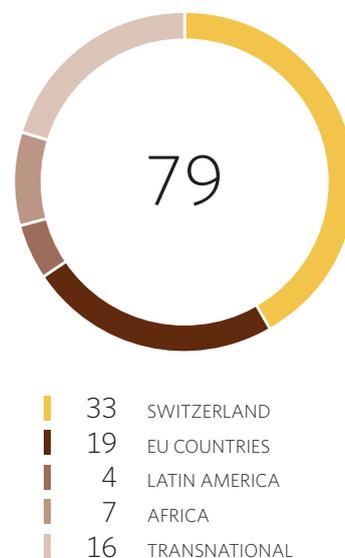
## GRANTS BY KEY ACTIVITY AREA 2014\* IN THOUSANDS OF CHF



## NUMBER OF PROGRAMS AND PROJECTS BY KEY ACTIVITY AREA 2014



## NUMBER OF PROGRAMS AND PROJECTS BY REGION 2014



KEY ACTIVITY AREA	NUMBER OF PROGRAMS AND PROJECTS	MINIMUM APPROPRIATION IN TCHF	MAXIMUM APPROPRIATION IN TCHF	TOTAL TCHF
Research	31	3	10,808	16,913
Intervention	28	1	2,505	4,965
Dialogue	6	21	1,900	3,241
Charitable activities	13	3	231	598
Johann Jacobs Museum****	1	-	-	1,081
<b>Total</b>	<b>79</b>			<b>26,798</b>

\* 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.

\*\* Including institutional funding of CHF 11,210k; this amount includes CHF 10,808k in reserves for the Jacobs Center for Productive Youth Development at the University of Zurich.

\*\*\* Including seven Institutional Funding projects.

\*\*\*\* The total costs (including personnel) for the Johann Jacobs Museum amounted to CHF 1,895k (2013: 1,238k, see note 4.0).



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Fax +41 58 286 30 04  
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To the Board of Trustees of  
**Jacobs Foundation, Zurich**

Zurich, 23 March 2015

## **Report of the statutory auditor on the financial statements**

As statutory auditor, we have audited the financial statements of Jacobs Foundation, which comprise the balance sheet, the statement of operations, cash flow statement, statement of changes in capital and notes (pages 64 to 80) for the year ended 31 December 2014.

### **Board of trustees' responsibility**

The Board of Trustees of the foundation is responsible for the preparation of the financial statements in accordance with the requirements of Swiss GAAP FER 21, Swiss law and the deed of foundation. 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 law and Swiss Auditing Standards. Those standards require that we 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 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 2014 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 and comply with Swiss law and the deed of foundation.



## Report on other legal requirements

We confirm that we meet the legal requirements on licensing according to the Auditor Oversight Act (AOA) and independence (article 83b paragraph 3 Swiss Civil Code (CC) in relation to article 728 CO) and that there are no circumstances incompatible with our independence.

In accordance with article 83b paragraph 3 CC in relation to article 728a paragraph 1 item 3 CO and Swiss Auditing Standard 890, we confirm that an internal control system exists, which has been designed for the preparation of financial statements according to the instructions of the Board of Trustees of the foundation.

We recommend that the financial statements submitted to you be approved.

Ernst & Young Ltd

A handwritten signature in blue ink, appearing to read 'Stefan Weuste', written in a cursive style.

Stefan Weuste  
Licensed audit expert  
(Auditor in charge)

A handwritten signature in blue ink, appearing to read 'Bernhard Joehr', written in a cursive style.

Bernhard Joehr  
Licensed audit expert

# Jacobs Foundation — Financial Statements

## Balance Sheet

IN THOUSANDS OF CHF	NOTE	31.12.14	31.12.13
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	3.0	103,558	46,610
Receivables	3.1	3,776	4,091
Prepayments and accrued income	3.2	95	48
<b>Total current assets</b>		<b>107,429</b>	<b>50,749</b>
<b>NON-CURRENT ASSETS</b>			
Financial assets	3.3	10,800	40,144
Participations	3.4	1,432,763	1,432,763
Real estate and other tangible fixed assets	3.5	50,802	51,864
<b>Total non-current assets</b>		<b>1,494,365</b>	<b>1,524,771</b>
<b>TOTAL ASSETS</b>		<b>1,601,794</b>	<b>1,575,520</b>
<b>LIABILITIES, FUNDS AND CAPITAL OF THE ORGANIZATION</b>			
<b>SHORT-TERM LIABILITIES</b>			
Current liabilities		968	410
Accrued liabilities and deferred income	3.6	543	656
<b>Total liabilities</b>		<b>1,511</b>	<b>1,066</b>
<b>FUNDS (restricted)</b>			
Endowment fund	3.7	102,671	110,874
<b>Total funds (restricted)</b>		<b>102,671</b>	<b>110,874</b>
<b>CAPITAL OF THE ORGANIZATION</b>			
Paid-in capital		1,462,728	1,462,728
Internally generated unrestricted capital		34,884	852
Net income for the year		–	–
<b>Total capital of the organization</b>		<b>1,497,612</b>	<b>1,463,580</b>
<b>TOTAL LIABILITIES, FUNDS AND CAPITAL OF THE ORGANIZATION</b>		<b>1,601,794</b>	<b>1,575,520</b>

# Statement of Operations

IN THOUSANDS OF CHF	NOTE	2014	2013
<b>INCOME</b>			
Dividend income from Jacobs Holding AG		35,000	35,000
Endowments from third parties		233	99
Income from the Johann Jacobs Museum	4.0	19	5
<b>Total income</b>		<b>35,252</b>	<b>35,104</b>
<b>ADMINISTRATIVE EXPENSES</b>			
Personnel expenses	4.1	-5,001	-4,487
Administration and other expenses	4.2	-2,317	-1,892
Depreciation	3.5	-143	-103
<b>Total administrative expenses</b>		<b>-7,461</b>	<b>-6,482</b>
<b>SUBTOTAL I</b>		<b>27,791</b>	<b>28,622</b>
<b>FINANCIAL INCOME</b>			
Other interest and dividend income		189	1,900
Capital income		32,586	-
Exchange rate effect		-64	-487
Bank fees and transaction costs		-4	-4
<b>Total financial income</b>		<b>32,707</b>	<b>1,409</b>
<b>REAL ESTATE INCOME</b>			
Income from real estate	4.3	2,011	1,830
Expenses from real estate	4.3	-367	-308
Depreciation	3.5	-1,326	-1,036
Taxes	4.3/5.0	-215	-245
<b>Total real estate income</b>		<b>103</b>	<b>241</b>
<b>SUBTOTAL II</b>		<b>60,601</b>	<b>30,272</b>
<b>CHANGE IN RESTRICTED FUNDS</b>			
Endowments		-26,798	-14,400
Reversals	4.4	229	994
<b>Total change in restricted funds</b>		<b>-26,569</b>	<b>-13,406</b>
<b>NET INCOME FOR THE YEAR I</b>		<b>34,032</b>	<b>16,866</b>
<b>ALLOCATIONS</b>			
Allocation to internally generated unrestricted capital		-34,032	-16,866
<b>NET INCOME FOR THE YEAR II</b>		<b>-</b>	<b>-</b>

# Cash Flow Statement

IN THOUSANDS OF CHF	NOTE	2014	2013
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>			
Subtotal II		60,601	30,272
Depreciation of other tangible fixed assets		143	103
Depreciation of real estate		1,326	1,036
Decrease/(increase) in receivables		316	-304
Decrease/(increase) in prepayments and accrued income		-47	18
Increase/(decrease) in current liabilities		557	-851
Increase/(decrease) in accrued liabilities and deferred income		-113	-491
Utilization of funds		-35,120	-40,609
Exchange rate effect on funds		348	449
<b>Total cash flow from operating activities</b>		<b>28,011</b>	<b>-10,377</b>
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>			
Disposal of/(investment in) tangible moveable assets	3.5	-94	-663
Disposal of/(investment in) works of art	3.5	-20	-158
Disposal of/(investment in) real estate	3.5	-293	-7,873
Disposal of/(investment in) financial assets		29,344	-
<b>Total cash flow from investing activities</b>		<b>28,937</b>	<b>-8,694</b>
<b>TOTAL CASH FLOW</b>		<b>56,948</b>	<b>-19,071</b>
<b>CHANGE IN CASH AND CASH EQUIVALENTS</b>			
Cash and cash equivalents at the beginning of the period	3.0	46,610	65,681
Cash and cash equivalents at the end of the period	3.0	103,558	46,610
<b>TOTAL CHANGE IN CASH AND CASH EQUIVALENTS</b>		<b>56,948</b>	<b>-19,071</b>

# Statement of Changes in Capital

IN THOUSANDS OF CHF

## 2014

FUNDS AND CAPITAL OF THE ORGANIZATION	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	-	-	-	-
<b>Total funds</b>	<b>110,874</b>	<b>26,798</b>	<b>-35,120</b>	<b>-229</b>	<b>-</b>	<b>348</b>	<b>102,671</b>
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	-	-
<b>Total capital of the organization</b>	<b>1,463,580</b>	<b>34,032</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,497,612</b>
<b>TOTAL FUNDS AND CAPITAL OF THE ORGANIZATION</b>	<b>1,574,454</b>	<b>60,830</b>	<b>-35,120</b>	<b>-229</b>	<b>-</b>	<b>348</b>	<b>1,600,283</b>

## 2013

FUNDS AND CAPITAL OF THE ORGANIZATION	AS OF 01.01.13	ENDOWMENTS	UTILIZATION	REVERSAL	FUND TRANSFER	EXCHANGE RATE EFFECT	AS OF 31.12.13
Research	119,700	9,208	-32,709	-700	-	438	95,937
Intervention	15,418	1,537	-4,272	-292	-	15	12,406
Dialogue	1,949	2,551	-2,388	-	-	-1	2,111
Charitable activities	561	459	-595	-2	-	-3	420
Johann Jacobs Museum	-	645	-645	-	-	-	-
<b>Total funds</b>	<b>137,628</b>	<b>14,400</b>	<b>-40,609</b>	<b>-994</b>	<b>-</b>	<b>449</b>	<b>110,874</b>
Paid-in capital	1,462,728	-	-	-	-	-	1,462,728
Internally generated unrestricted capital	-16,014	-	-	-	16,866	-	852
Net income for the year	-	16,866	-	-	16,866	-	-
<b>Total capital of the organization</b>	<b>1,446,714</b>	<b>16,866</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,463,580</b>
<b>TOTAL FUNDS AND CAPITAL OF THE ORGANIZATION</b>	<b>1,584,342</b>	<b>31,266</b>	<b>-40,609</b>	<b>-994</b>	<b>-</b>	<b>449</b>	<b>1,574,454</b>

# 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, 2014, 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, 2014, the average risk-free rate in CHF plus 5% was 7.5%. The effective performance CAGR (Compound Annual Growth Rate) for that period was 8.8%, i.e., the company exceeded its own performance target by 1.3%.

#### 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). The prior-year figures have been restated to allow comparability with the current financial year. These financial statements were approved on March 23, 2015.

The main accounting policies are laid out below:

## 2.1 Currency Translation

The following exchange rates were used for currency translation:

	31.12.14	31.12.13
EUR	1.2026	1.2253
USD	0.9939	0.8886
GBP	1.5486	1.4721

## 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	31.12.14	31.12.13
<b>3.0 Cash and Cash Equivalents</b>		
Bank accounts	24,730	27,517
Time deposits – CHF	73,000	12,800
Time deposits – EUR	2,706	5,391
Time deposits – USD	2,735	534
Time deposits – GBP	387	368
<b>TOTAL CASH AND CASH EQUIVALENTS</b>	<b>103,558</b>	<b>46,610</b>
<b>3.1 Receivables</b>		
Withholding taxes	3,113	3,083
Other receivables	663	1,008
<b>TOTAL RECEIVABLES</b>	<b>3,776</b>	<b>4,091</b>
<b>3.2 Prepayments and Accrued Income</b>		
Accrued interest	49	5
Various prepayments and accrued income	46	43
<b>TOTAL PREPAYMENTS AND ACCRUED INCOME</b>	<b>95</b>	<b>48</b>
<b>3.3 Financial Assets</b>		
Shares in Adecco SA	–	40,144
Time deposits – CHF	10,800	–
<b>TOTAL FINANCIAL ASSETS</b>	<b>10,800</b>	<b>40,144</b>

The Adecco SA shares were donated by the children of Klaus J. Jacobs in April 2009. The shares were sold in March 2014. The financial assets had a market value of CHF 10,800k at the balance sheet date (2013: CHF 72,116k).

IN THOUSANDS OF CHF	NOTE	31.12.14	31.12.13
<b>3.4 Participations</b>			
Interest in Jacobs Holding AG	3.4.1	1,432,728	1,432,728
Other participations	3.4.2	35	35
<b>TOTAL PARTICIPATIONS</b>		<b>1,432,763</b>	<b>1,432,763</b>

**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 4,296,000 k (2013: CHF 4,550,000 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
<b>TOTAL INTEREST IN JACOBS HOLDING AG</b>			<b>420,000</b>	<b>420,000</b>

**3.4.2 Other Participations**

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

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

IN THOUSANDS OF CHF

**2014****3.5 Statement of Changes in Tangible Fixed Assets****Works of art**

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

**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
<b>Total acquisition costs</b>	<b>56,253</b>	<b>293</b>	<b>–</b>	<b>–</b>	<b>56,546</b>
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
<b>Total accumulated depreciation</b>	<b>–14,640</b>	<b>–1,326</b>	<b>–</b>	<b>–</b>	<b>–15,966</b>
<b>NET CARRYING AMOUNTS</b>	<b>41,613</b>	<b>–1,033</b>	<b>–</b>	<b>–</b>	<b>40,580</b>

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
<b>Total acquisition costs</b>	<b>879</b>	<b>97</b>	<b>-3</b>	<b>-</b>	<b>973</b>
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
<b>Total accumulated depreciation</b>	<b>-281</b>	<b>-135</b>	<b>-</b>	<b>-</b>	<b>-416</b>
<b>NET CARRYING AMOUNTS</b>	<b>598</b>	<b>-38</b>	<b>-3</b>	<b>-</b>	<b>557</b>

**Intangible assets**

ACQUISITION COSTS	01.01.14	ADDITIONS	DISPOSALS	IMPAIRMENT	31.12.14
Software	90	-	-	-	90
<b>Total acquisition costs</b>	<b>90</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>90</b>
ACCUMULATED AMORTIZATION	01.01.14	AMORTIZATION IN THE CURRENT FY	AMORTIZATION OF DISPOSALS	IMPAIRMENT	31.12.14
Software	-82	-8	-	-	-90
<b>Total accumulated amortization</b>	<b>-82</b>	<b>-8</b>	<b>-</b>	<b>-</b>	<b>-90</b>
<b>NET CARRYING AMOUNTS</b>	<b>8</b>	<b>-8</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL NET CARRYING AMOUNTS</b>	<b>51,864</b>	<b>-1,059</b>	<b>-3</b>	<b>-</b>	<b>50,802</b>

The insurance value of all real estate amounts to CHF 45,900 k (2013: CHF 39,972 k). The insurance value of the other tangible fixed assets including works of art amounts to CHF 12,339 k (2013: CHF 12,368 k).

IN THOUSANDS OF CHF

**2013****Works of art**

ACQUISITION COSTS	01.01.13	ADDITIONS	DISPOSALS	IMPAIRMENT	31.12.13
Works of art, Zurich Museum	9,487	158	–	–	9,645
<b>Total acquisition costs</b>	<b>9,487</b>	<b>158</b>	<b>–</b>	<b>–</b>	<b>9,645</b>
ACCUMULATED DEPRECIATION	01.01.13	DEPRECIATION IN THE CURRENT FY	DEPRECIATION OF DISPOSALS	IMPAIRMENT	31.12.13
Works of art, Zurich Museum	–	–	–	–	–
<b>Total accumulated depreciation</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>NET CARRYING AMOUNTS</b>	<b>9,487</b>	<b>158</b>	<b>–</b>	<b>–</b>	<b>9,645</b>

**Real estate**

ACQUISITION COSTS	01.01.13	ADDITIONS	DISPOSALS	IMPAIRMENT	31.12.13
Zurich property, Seefeldquai 17	3,616	1,379	–	–	4,994
Equipment and facilities, Seefeldquai 17	1,949	2,086	–	–	4,035
Fittings, Seefeldquai 17	809	1,298	–	–	2,107
Zurich property, Mainaustrasse 2	2,587	786	–	–	3,373
Equipment and facilities, Mainaustrasse 2	991	1,586	–	–	2,577
Fittings, Mainaustrasse 2	325	738	–	–	1,063
Properties, Marbach Castle, Oehningen, Germany	37,397	–	–	–	37,397
Fittings, Marbach Castle, Oehningen, Germany	707	–	–	–	707
<b>Total acquisition costs</b>	<b>48,380</b>	<b>7,873</b>	<b>–</b>	<b>–</b>	<b>56,253</b>
ACCUMULATED DEPRECIATION	01.01.13	DEPRECIATION IN THE CURRENT FY	DEPRECIATION OF DISPOSALS	IMPAIRMENT	31.12.13
Zurich property, Seefeldquai 17	–769	–77	–	–	–846
Equipment and facilities, Seefeldquai 17	–	–81	–	–	–81
Fittings, Seefeldquai 17	–	–70	–	–	–70
Zurich property, Mainaustrasse 2	–650	–56	–	–	–706
Equipment and facilities, Mainaustrasse 2	–	–52	–	–	–52
Fittings, Mainaustrasse 2	–	–35	–	–	–35
Properties, Marbach Castle, Oehningen, Germany	–11,525	–652	–	–	–12,177
Fittings, Marbach Castle, Oehningen, Germany	–660	–13	–	–	–673
<b>Total accumulated depreciation</b>	<b>–13,604</b>	<b>–1,036</b>	<b>–</b>	<b>–</b>	<b>–14,640</b>
<b>NET CARRYING AMOUNTS</b>	<b>34,776</b>	<b>6,837</b>	<b>–</b>	<b>–</b>	<b>41,613</b>

IN THOUSANDS OF CHF

**2013****Tangible moveable assets**

ACQUISITION COSTS	01.01.13	ADDITIONS	DISPOSALS	IMPAIRMENT	31.12.13
IT hardware	65	73	–	–	138
Tangible moveable assets, Foundation	115	62	–	–	177
Tangible moveable assets, Museum	36	71	–	–	107
Tangible moveable assets, Zurich properties	–	457	–	–	457
<b>Total acquisition costs</b>	<b>216</b>	<b>663</b>	<b>–</b>	<b>–</b>	<b>879</b>
ACCUMULATED DEPRECIATION	01.01.13	DEPRECIATION IN THE CURRENT FY	DEPRECIATION OF DISPOSALS	IMPAIRMENT	31.12.13
IT hardware	–59	–31	–	–	–90
Tangible moveable assets, Foundation	–101	–15	–	–	–116
Tangible moveable assets, Museum	–27	–14	–	–	–41
Tangible moveable assets, Zurich properties	–	–34	–	–	–34
<b>Total accumulated depreciation</b>	<b>–187</b>	<b>–94</b>	<b>–</b>	<b>–</b>	<b>–281</b>
<b>NET CARRYING AMOUNTS</b>	<b>29</b>	<b>569</b>	<b>–</b>	<b>–</b>	<b>598</b>

**Intangible assets**

ACQUISITION COSTS	01.01.13	ADDITIONS	DISPOSALS	IMPAIRMENT	31.12.13
Software	90	–	–	–	90
<b>Total acquisition costs</b>	<b>90</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>90</b>
ACCUMULATED AMORTIZATION	01.01.13	AMORTIZATION IN THE CURRENT FY	AMORTIZATION OF DISPOSALS	IMPAIRMENT	31.12.13
Software	–73	–9	–	–	–82
<b>Total accumulated amortization</b>	<b>–73</b>	<b>–9</b>	<b>–</b>	<b>–</b>	<b>–82</b>
<b>NET CARRYING AMOUNTS</b>	<b>17</b>	<b>–9</b>	<b>–</b>	<b>–</b>	<b>8</b>
<b>TOTAL NET CARRYING AMOUNTS</b>	<b>44,309</b>	<b>7,555</b>	<b>–</b>	<b>–</b>	<b>51,864</b>

IN THOUSANDS OF CHF	31.12.14	31.12.13
<b>3.6 Accrued Liabilities and Deferred Income</b>		
Liabilities for social-security contributions/source taxes	150	328
Liabilities for taxes	–	25
Auditing	32	23
Annual report	72	78
Miscellaneous accrued liabilities and deferred income	289	202
<b>TOTAL ACCRUED LIABILITIES AND DEFERRED INCOME</b>	<b>543</b>	<b>656</b>

### 3.7 Endowment Fund

The endowment fund for restricted endowments amounts to CHF 102,671k as of December 31, 2014 (2013: CHF 110,874 k). In the financial year 2014, endowments totalling CHF 26,798k (2013: CHF 14,400 k) were approved in connection with 79 (2013: 76) projects. Payments of CHF 35,120k (2013: CHF 40,609 k) were made for programs and projects in the reporting year.

The endowment of EUR 75,000 k (CHF 120,668 k) 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 125,000 k. This endowment of EUR 125,000 k (CHF 186,413 k) 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 46,200k (2013: EUR 61,200 k) as of December 31, 2014. The associated theoretical replacement value amounts to CHF –8,150k (2013: –8,069k).

IN THOUSANDS OF CHF	2014	2013
<b>4.0 Johann Jacobs Museum*</b>		
Income from the Johann Jacobs Museum	19	5
Expenses for planning costs/exhibitions	–1,081	–645
Personnel expenses	–517	–338
Administration and other expenses	–316	–260
<b>TOTAL JOHANN JACOBS MUSEUM</b>	<b>–1,895</b>	<b>–1,238</b>

\* The museum was closed for renovation and redesign in 2010 and reopened in September 2013.

IN THOUSANDS OF CHF	2014	2013
<b>4.1 Personnel Expenses</b>		
Compensation for Board of Trustees	1,048	1,100
Employees (of the Foundation, including museum)	3,953	3,387
<b>TOTAL COMPENSATION/PERSONNEL EXPENSES</b>	<b>5,001</b>	<b>4,487</b>

#### **Explanatory Notes on Compensation for the Board of Trustees**

The total compensation consists of compensation received by the Chairman 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 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 comprises 9 members as of December 31, 2014 (2013: 9 members).

#### **Explanatory Notes on Personnel Expenses**

The Jacobs Foundation had 22 employees as of December 31, 2014 (2013: 24), including museum staff, or 17 full-time equivalents (2013: 19). 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 297k in the financial year 2014 (2013: CHF 216k).

#### **4.2 Administration and Other Expenses**

Consultancy and auditing expenses	366	355
Travel and representation expenses	482	449
Public relations	1,004	527
Other administrative expenses	465	561
<b>TOTAL ADMINISTRATION AND OTHER EXPENSES</b>	<b>2,317</b>	<b>1,892</b>

IN THOUSANDS OF CHF	2014 INCOME	2014 EXPENSES	2014 BALANCE	2013 BALANCE
<b>4.3 Real Estate Income</b>				
<i>Marbach Castle, Oehningen, Germany</i>				
Lease income, Marbach Castle	1,650		1,650	1,650
Other real estate expenses, Marbach Castle		-218	-218	-193
Depreciation, Marbach Castle		-664	-664	-665
Taxes, Marbach Castle		-215	-215	-245
<b>Total income from Marbach Castle</b>	<b>1,650</b>	<b>-1,097</b>	<b>553</b>	<b>547</b>
<i>Properties at Mainaustrasse 2 and Seefeldquai 17, Zurich, Switzerland</i>				
Rental income, Zurich	361		361	180
Other real estate expenses, Zurich		-149	-149	-115
Depreciation, Zurich		-662	-662	-371
<b>Total income from the Zurich properties</b>	<b>361</b>	<b>-811</b>	<b>-450</b>	<b>-306</b>
Real estate income, Marbach and Zurich	2,011		2,011	1,830
Other real estate expenses, Marbach and Zurich		-367	-367	-308
Depreciation, Marbach and Zurich		-1,326	-1,326	-1,036
Taxes, Marbach Castle		-215	-215	-245
<b>TOTAL REAL ESTATE INCOME</b>	<b>2,011</b>	<b>-1,908</b>	<b>103</b>	<b>241</b>
<b>4.4 Reversals</b>				
Reversals of restricted endowments			229	994
<b>TOTAL REVERSALS</b>			<b>229</b>	<b>994</b>

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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