JACOBS FOUNDATION

Our Promise to Youth

Annual Report 2016

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FOREWORD

Better Learning — Better Development

The year 2016 has been an eventful and dynamic time for the Jacobs Foundation. We have successfully completed the first year of our Medium Term Plan 2016—2020. Seven strategic goals, which are presented on the next page, have driven our efforts. We attach great importance to providing clear and transparent information to our stakeholders and the interested public, not only about our goals but also about our performance. Accordingly, this report contains the key performance indicators (KPIs) for each of our strategic goals. These indicators define what we want to accomplish by the end of 2020 and show what we achieved in 2016.

We have long dedicated ourselves to promoting early childhood development, and this has been a focus of our work over the past year as well. We established a platform to facilitate cooperation with the business community: the first European Business Leader Forum on Early Childhood Development. We initiated a new campaign on early childhood in Switzerland, reaching out to policymakers and the wider public. The 2016 Klaus J. Jacobs Awards support international research and best practice that is demonstrating the value of investments in early childhood development.

In our TRECC program ("Transforming Education in Cocoa Communities"), we have collaborated with partners from the business sector, the political sphere, academia and civil society in an effort to transform learning in Ivory Coast. We have put in place the cornerstones of our new research strategy by focusing on investing in people, concentrating on the topic of learning, creating synergies and connecting our partners and grantees. We are keen to share with each other and the outside world. We have changed the way we communicate. We are making our funding go further. And we are bringing talented people together.

We have taken significant steps, within the Foundation and beyond, to promote learning and development. Many more will follow, in keeping with our motto "Our Promise to Youth"!

Lavinia Jacobs
Chair of the Board of Trustees

Sandro Giuliani
Managing Director & Delegate of the Board

MEDIUM TERM PLAN

Our Strategic Goals

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

WHAT WE WILL DO

GOAL 1

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

GOAL 2

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

GOAL 3

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

HOW WE WILL DO IT

GOAL 4

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

GOAL 5

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

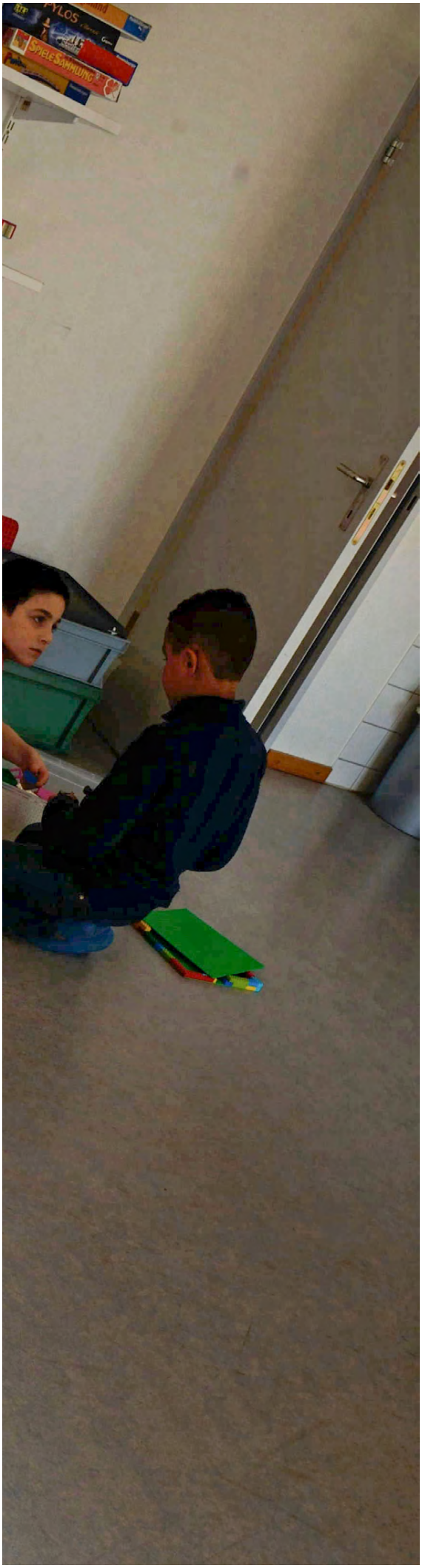
GOAL 6

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

GOAL 7

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

GEISTER TREPPE
Sterntaler
Floßgeht's!
HABA
MR POP!
KOSMOKAD
Spielhaus
HINTERHALT
Für 2-4 Spieler, von 7-99 Jahren
JUMBOLINO
Heizwagen
Kiki Ricky



J

ACTIVITIES

Milestones 2016

1ST QUARTER

LA BASTILLA HAS MADE IT

As one of the first Central American colleges located in a rural area, the La Bastilla Technical Center for Agriculture and Tourism in Nicaragua has achieved financial self-sufficiency. The center offers a three-year high-quality practical education at the secondary school level for about 20 students per year. Students are trained in technical agricultural methods and entrepreneurship and gain hands-on experience in such fields as dairy farming, pig breeding and the egg business. Graduates receive a diploma recognized by the Ministry of Education. The La Bastilla Ecolodge allows students to gain unique insight into the hotel industry and has received high rankings from Lonely Planet and TripAdvisor. La Bastilla, which was originally a primary school project associated with a coffee plantation, was transformed by the Jacobs Foundation into a Technical Center in 2009 with the goal of making it fully self-sufficient by 2016.

OMOSHIROGARA

The exhibition "Omoshirogara—Japan's Path to Modernity" was on view at the Johann Jacobs Museum from January 21 to April 17. It displayed illustrations and patterns seen on kimonos that were designed and worn during the turbulent period between 1900 and 1940. The kimonos depict day-to-day life in a Japan pervaded by Western technology (with images of airplanes, iron bridges, skyscrapers and telegraphic equipment, for example), but they also reflect the imperialist ambitions of the Empire of Japan, which—after its victory in the Russo-Japanese War of 1905—approached the West as an equal partner and sought to establish itself as a world power through territorial acquisitions in China, Korea and the wider Pacific region.

2ND QUARTER

ECONOMIZING EDUCATION POLICY

The 2016 Jacobs Foundation Conference focused on ways to economize education policy. It was held at Marbach Castle at Lake Constance, Germany, from April 27 to April 29. At the conference, leading researchers and policymakers engaged in dialogue on how research into the economics of education can gain more influence in policy discussions and decisions. The aim was to bring together the wealth of available knowledge and evidence to come to a more general policy perspective and set the stage for a visionary future research agenda.

SWISS WEEK FOR JACOBS FELLOWS
For the first time, the Jacobs Foundation organized a "Swiss Week" for the Jacobs Fellows. From June 13 to 17, the fellows were invited to visit the Foundation's headquarters in Zurich and travel through Switzerland. They worked with the Foundation on specific topics and helped to further develop the objectives and elements of the Jacobs Talent Network. The participants visited the House of Cantons in Berne, Switzerland's capital, to gain a better understanding of the Swiss political system and federalism, and they were also able to view the Jungfrau, one of the most spectacular sights in the Swiss Alps. The Jacobs Foundation believes in the potential of talented individuals, and Swiss Week helps to build up a strong network of the opinion leaders and decision makers of the future across all relevant sectors.

SUPPORT IN THE EARLY YEARS IS CRUCIAL
This was the motto of the Primokiz program's final conference, which was held on June 30 in Zurich. Primokiz supports the development of comprehensive early childhood education and care strategies in Switzerland. At the invitation of the Jacobs Foundation, some 100 representatives of the education, social affairs and healthcare sectors came together to look back at the accomplishments of the program and launch its successor: Primokiz[2]. Over the past three years, the Foundation has helped 18 Swiss cities and three cantons to create strategies for addressing the issues of early childhood.

3RD QUARTER

EARLY EXPERIENCES AND SENSITIVE PERIODS IN DEVELOPMENT
From August 31 to September 5, leading researchers and young scholars convened in Erice, Italy, for a workshop on how early experiences affect social and cognitive development, with particular attention to sensitive periods in brain development. They also discussed how training might overcome the effects of adverse early experiences and how sensitive periods might be reopened. The first meeting of the Jacobs Foundation Research Fellows was held parallel to the workshop, offering the fellows an opportunity to share their current research and future plans with one another.

ENROLLMENT AT JACOBS UNIVERSITY INCREASES

In late summer, 470 young people from 78 countries began their studies at Jacobs University, located in the northern part of the city of Bremen. This was a sizeable increase relative to 2015, when the university welcomed 300 new students. A total of 281 young people entered a bachelor's degree program in 2016. At Jacobs University, a private, English-language institution, degree programs focus on three areas: mobility, health and diversity. During the first year, BA students select individual study modules; during their second year, they concentrate on their major discipline; and during their third year, they complete an internship or semester abroad prior to writing their thesis. This model is referred to as "The 3 Cs — Choice, Core, Career."

4TH QUARTER

TECHNOLOGY AND MEDIA IN CHILDREN'S DEVELOPMENT

The use of digital devices and social media is ubiquitous in the environment of 21st century children. From the moment of birth (and even in utero), children are surrounded by media and technology. Held in Irvine, California, from October 27 to 30, a SRCD (Society for Research in Child Development) special topic meeting provided a forum for interdisciplinary exchange on the role of technology and media in children's development and lives. The meeting was organized by, among others, Jacobs Foundation Research Fellows Gillian Hayes, University of California-Irvine (UCI), and Candice Odgers, Duke University.

SOUTH-SOUTH KNOWLEDGE EXCHANGE

Youth unemployment is rising, while enrollment in secondary education is decreasing. Possible solutions for integrating youth into the labor market were the topics of a workshop held from October 27 to 28 in Abidjan, Côte d'Ivoire, where participants were able to share their diverse experiences. The Jacobs Foundation organized this two-day event with the goal of identifying key elements that lead to the successful implementation of programs to promote the participation of young people in the labor market and to a stronger positive impact across countries and regions, based on lessons learned from programs in Latin America and Africa. Seventy participants from the private sector, social organizations, governments and foundations attended this workshop.

EARLY EDUCATION MATTERS

From October 27 to October 28, the Jacobs Foundation co-hosted the first European Business Leader Forum on Early Childhood at Marbach Castle, Germany. Fifty selected business leaders from six European countries discussed ways in which the private sector can support early childhood education and care, for the benefit of the current and future workforce. Business leaders all over the world are looking for a productive and skilled workforce and an innovative and economically sound working environment. To that end, we need to invest in the future of children or, more precisely, in early childhood education and care so that the demands of work and family life can be reconciled.

2016 KLAUS J. JACOBS AWARDS

For the eighth time, in memory of its founder, the Jacobs Foundation has presented two awards honoring outstanding achievements in research and practice in the field of child and youth development. Economist Orazio P. Attanasio of University College London (UCL) received the 2016 Klaus J. Jacobs Research Prize, endowed with one million Swiss francs, for his use of economic models and field experiments to assess and shape early child development programs and policies in low-income countries. The 2016 Klaus J. Jacobs Best Practice Prize, endowed with 200,000 Swiss francs, went to ICS-SP in Kenya for their unique approach of combining agribusiness and skillful parenting in an effort to promote early childhood development, high-quality parenting and agricultural practices in rural areas of East Africa. On December 2, 300 international guests from the political, science, business and cultural sectors attended the awards ceremony at the University of Zurich.

FIRST TWO STRATEGIC PARTNERS JOIN TRECC PROGRAM

After a one-year pilot phase, the Bernard van Leer Foundation and the Jacobs Foundation have agreed to jointly develop and fund the Early Childhood Development (ECD) component of the TRECC program (Transforming Education in Cocoa Communities) in Côte d'Ivoire. In December, an additional partnership was formalized with the UBS Optimus Foundation for the purpose of providing further support for the ECD as well as the policy-strengthening component of this program initiated by the Jacobs Foundation.

UBS Optimus Foundation | UBS

Bernard van Leer FOUNDATION

GOAL
1
SCIENCE OF LEARNING

ACTIVITIES

Investing in Tomorrow's Scientific Leaders

Science can contribute to children's successful development by continually asking new questions and combining an insistence on evidence and excellence with freedom for scientific thought, curiosity, flexibility and open-mindedness.

How can science contribute to children's successful development? By continually asking new questions and combining an insistence on evidence and excellence with freedom for scientific thought, curiosity, flexibility and open-mindedness. These are the core principles and ambitions that have characterized our research funding since its inception, and also in 2016. In our Medium Term Plan 2016—2020, we strive to bring our research funding to the next level by taking a number of bold steps and making several significant shifts:

— We focus on investing in people – and this includes academics at the doctoral, postdoctoral and early faculty levels. We are convinced that early investments pay off – not only in child development, but also in researchers' careers.
— We concentrate on one thematic priority, the Science of Learning. We explore the frontiers of individualized learning and intervention and generate research insights and innovation related to the biological, technological, psychological and pedagogical dimensions of learning. We are interested in research into the biological bases of skill acquisition and the development of children and youth and their consequences for learning environments, institutions and technologies
— We create synergies and connect our partners and grantees. Accordingly, we invite our fellows and young scholars to participate in an emerging global network consisting of highly talented individuals who are working on issues of child and youth development, and to contribute to "BOLD—Blog on Learning and Development," our interdisciplinary initiative dedicated to spreading the word about how children and young people develop and learn.

The Jacobs Foundation Research Fellowship Program

The first pillar of this new strategy is the Jacobs Foundation Research Fellowship Program, a globally competitive program for early- and mid-career researchers seeking to promote the development of children and youth and improve their living conditions. Every year, we award 10—15 fellowships to highly talented and innovative young scholars and mid-career researchers. We target scholars who engage in interdisciplinary work on the individual development and learning of children and youth, and who seek to combine genetic, epigenetic, neurobiological, behavioral and social levels of analysis. We carefully select Jacobs Foundation Research Fellows in a multistep nomination and evaluation process, based on their research accomplishments, creativity and potential to become leaders in the scientific community. They identify with our aims and engage actively with the Foundation. The first two cohorts of Jacobs Foundation Research Fellows began their fellowships in 2016. They are the initial members of a unique and growing interdisciplinary network of global scholars working on issues of child and youth development.

Postdoctoral support

At the postdoctoral level, the Jacobs Young Scholars Program is the second pillar of our research funding strategy. Jacobs Young Scholars are nominated by senior scholars to participate in the Jacobs Foundation's annual Marbach Conference. Selected young scholars have in most cases obtained their PhD within the last six years, they are engaged in outstanding research on topics directly related to the themes of the conference, and they play an active and challenging role in integrating discussions and findings. After the conference, they are eligible to apply for research grants related to the conference topic. In 2016 we invited 10 young scholars to participate in the Marbach Conference on "Economizing Education Policy: Tradeoffs, Incentives and Generalizing from Evidence." Following the conference, we allocated funding to support four team projects tackling issues ranging from the effects of information and financial support on enrollment in child care in the city of Mainz, Germany, to equality of opportunity in access to higher education in Chile.

PhD-level support
At the PhD level, we support young researchers through programs operated jointly with our partner organizations. With the help of our funding, doctoral students from Zurich University who are working on lifespan research are participating in the interdisciplinary program offered at the International Max Planck Research School entitled "The Life Course: Evolutionary and Ontogenetic Dynamics (LIFE)", which studies changes in human behavior over time. In a project run jointly with the University of Berne, doctoral students who are focusing on neuroscientific and behavioral approaches to human cognition are taking part in an internationally recognized network of collaborating researchers. They are conducting research projects on issues related to human learning and memory at the Swiss Graduate School of the Center for Cognition, Learning and Memory (CCLM).

The Jacobs Center
The Jacobs Center for Productive Youth Development at the University of Zurich is the final pillar of our research funding strategy. The mission of the Center is to understand how social, psychological, biological and economic factors interact in creating opportunities and overcoming obstacles in child and youth development. The Center was created in 2002 as a joint effort of the Jacobs Foundation and the University of Zurich. Over the next 20 years, the two partners will invest 35 Mio CHF each to continue the Center's development into a world-class research institution.

In short: Investing in tomorrow's scientific leaders has been the guiding principle in the development of our new research funding strategy.

ACHIEVEMENT MEASURES

CONTRIBUTION
In 2020, 70% of the researchers supported by the Jacobs Foundation significantly contribute to our communication and intervention agenda and our talent network activities.

GOAL 2016
25%

ACHIEVEMENT 2016
65%

CITATION ANALYSIS
In 2020, Jacobs Foundation Research Fellows demonstrate 20% greater academic impact than applicants of their age and discipline who were not selected.

ACHIEVEMENT 2016
19*
h-index first cohort

11*
h-index near admits

*Differential increase of h-index to be evaluated after 3-year fellowship period in 2019

GOAL
2
EARLY EDUCATION

ACTIVITIES

Improving Early Childhood Education and Care

Early childhood is the most significant developmental period in an individual's life, as research by the Jacobs Foundation and others clearly shows. High-quality early childhood education and care (ECEC) helps transform children's lifetime prospects, especially for those who are disadvantaged. With ECEC, children are better positioned to develop primary cognitive skills and relevant social and emotional skills, such as the ability to deal with conflicts and difficult situations and to integrate into heterogeneous societies. Many European countries lack a common understanding of what high-quality services in early childhood entail. That is why we want to help formulate comprehensive early education policies and programs in Switzerland and other European countries.

By 2020, our Swiss ECEC strategy, will have contributed to an increase of 100 percent of the number of cantons and communities that have made a comprehensive ECEC strategy part of their legislative agenda. It is also our goal to ensure that policy and practice changes introduced by the Jacobs Foundation through our national programs during the period of our past Medium Term Plan (2011—2015) are sustained in 50 percent of our partner organizations and locations.

Early childhood is the most significant developmental period in an individual's life, as research by the Jacobs Foundation and others clearly shows.

Our ECEC involvement in Switzerland
In 2016, we began to advocate strategically for quality ECEC in Switzerland, targeting representatives of civil society as well as the political, administrative and business sectors.

We have entered into new strategic partnerships: At the intercantonal level, we collaborated with the Conference of Directors of Social Services and Education in the context of its national conference on ECEC quality in April. At the federal level, we are a privileged partner with regard to early-childhood issues for the Social and Family Ministry, with which we have co-organized the early-education part of the national conference on poverty reduction that was held in November. Parallel to this conference, we published a white paper on the costs and benefits of a comprehensive early childhood policy, which, for the first time ever in Switzerland, provides facts and figures that show which stakeholders will find such a policy to be worthwhile in the short term and long term.

As of December, we have added a new voice to the debate on early childhood in Switzerland by launching a national campaign entitled "Ready! Frühe Kindheit ist entscheidend (Ready! Early Childhood Makes the Difference)." The campaign reaches out to the business community, policymakers and society at large in an effort to promote equality of opportunities and achieve a high return on education by investing more resources in early childhood. We have established a broad coalition of institutions and organizations active in the field of early childhood, including NGOs as well as the public and private sectors. Ready! is under a cross-sectoral patronage which consists of Heinz Altorfer, member of the Swiss Commission for UNESCO; Christoph Eymann, member of the Swiss parliament and the council of the state of Basel-Stadt; Lavinia Jacobs, Chair of the Jacobs Foundation Board of Trustees; and Milan Prenosil, Chair of the Board of Confiserie Sprüngli AG. In addition, Ready! is supported by a variety of ambassadors from the academic, political and business sectors and from civil society.

Our ECEC activities in Germany
We have brought our expertise of our Primokiz program, which we have gained in Switzerland, to Germany. With the program "Qualität vor Ort" (Quality at the Local Level) we have joined forces with the German Federal Ministry of Family Affairs, Senior Citizens, Women and Youth (BMFSFJ), and the German Children and Youth Foundation (DKJS) to promote high-quality child care and early education nationwide. Our aim is to give all children the chance to achieve their full potential, regardless of their background, place of residence or parents' income. In 2016, some 50 workshops with representatives of intervention programs and administrative agencies all over Germany were held to discuss options for improving the quality of local day care centers, nursery schools, play groups and preschools. Ten so-called model communities and 38 networks are already participating in the program with the support of Qualität vor Ort.

We expect significant evidence to result from a unique longitudinal intervention study known as BRISE (Bremer Initiative zur Stärkung frühkindlicher Entwicklung, or Bremen Initiative to Promote Early Childhood Development), which provides support for children during the first seven years of life. After a multi-year planning phase, the study was launched in December 2016 and will continue through 2023, in partnership with the City of Bremen; a consortium of researchers; the German Federal Ministry for Education and Research (BMBF); and the Jacobs Foundation. The study will include 1,000 newborns and their families having a socially and culturally disadvantaged background. BRISE is a randomized control trial (RCT) with a science-based intervention program. This program will provide systematic and continuous support for the participating children's cognitive and social development from birth until school entry, with the help of a chain of targeted measures. The study will compare the development of the children who receive the full systematic chain of support with the development of children in a control group receiving the regular support offered in in Bremen.

ACHIEVEMENT MEASURES

ADVOCACY
In 2020, the number of cantons and communities that have made a comprehensive ECEC strategy part of their legislative agenda has increased by 100%.

GOAL 2016
baseline conducted
& advocacy strategy
has started

ACHIEVEMENT 2016
baseline conducted*
& advocacy strategy
has started

*10 cantons

PRACTICE DEVELOPMENT
In 2020, policy and practice changes initiated by our national programs during our previous Medium Term Plan period (2011–2015) are sustained in 50 percent of our partner organizations and locations.

GOAL 2016
50%

ACHIEVEMENT 2016
62%*

*Primokiz partners have made the relevant policy changes

GOAL
3
RURAL LIVELIHOODS

ACTIVITIES

Transforming Learning in Côte d'Ivoire

The smallholder farmers of Côte d'Ivoire account for almost 40 percent of global cocoa production. Yet they can barely survive on less than USD 0.50 a day, well below the internationally recognized USD 2 poverty line. Nearly half of men and almost three-quarters of women are illiterate. More than two-thirds of Ivorian youths have not finished primary education and more than a third have never attended school. About 1.3 million Ivorian children between the ages of 5 and 17 are reported to be involved in child labor. The education of these children and the well-being of their communities are intricately connected.

TRECC—an alliance of public and private organizations committed to raising the standard of living of the rural populations in Côte d'Ivoire.

With a view to these challenges, the Jacobs Foundation launched an alliance of public and private organizations committed to raising the standard of living of the rural populations in Côte d'Ivoire. Our program TRECC (Transforming Education in Cocoa Communities) aims to improve the quality of life of all children and youth in Côte d'Ivoire, while focusing on delivering quality education in cocoa-growing communities. The program was designed to capitalize on three key opportunities: the high priority the Ivorian Government has placed on improving educational outcomes for all children and youth in the country; the unprecedented and coordinated commitment of the cocoa and chocolate industry and the Ivorian Government to improve the livelihoods of cocoa farmers (CocoaAction); and the growing entrepreneurial power of smallholder farmers and civil-society organizations to advance quality education at all levels.

By 2020, we will be able to say that 80 percent of the Ivorian children participating in literacy and numeracy enhancement programs have developed the skills corresponding to their expected school grade level after they have completed the second year of the program, and for more than 50 percent of projects addressing institutions (companies and CSOs) to have resulted in improved education practices or policies.

A prize for transforming education

In July, TRECC partnered with Seedstars World to award the "Transforming Education Prize" in recognition of the most innovative education start-up from 60 cities across the globe. The prize is endowed with USD 50,000 and will be given to the most promising start-up that offers solutions for improving education in primary schools in low-resource environments. The Seedstars global competition received nearly 250 applications. The award ceremony will be held in Switzerland in spring 2017.

Joining forces with chocolate companies

In October, the Jacobs Foundation joined forces with the world's four largest cocoa and chocolate companies to achieve an impact through community development and education in Côte d'Ivoire. Under the umbrella of the TRECC program, four companies — Mars, Mondelēz International, Nestlé and Barry Callebaut — will reach out to at least 16,000 children and youth and 72,000 adults over the next three years. The goal is to increase the livelihoods of individual households by providing high-quality education, empowering women and assuring child labor remediation. The four industry partners are jointly investing CHF 5 million on top of their broader CocoaAction commitments, and the Jacobs Foundation will match the companies' investments with CHF 3.78 million, provided that they achieve their project goals. This payment-by-results mechanism is a new and innovative approach in the field of social transformation.

Cooperation with the Ivorian government
In 2016, TRECC helped to define quality education indicators for the National Development Plan (NDP 2016–2020). Members of the TRECC team participated in the indicator-review workshops with the Ministry of National Education and successfully advocated for the inclusion of three key output indicators: the design and implementation of a parental education program; students' literacy and numeracy performance relative to the international average; the percentage of students in bridging classes who are successfully reintegrated into the formal system.

In November, at an event attended by Prime Minister Daniel Kablan Duncan and Lavinia Jacobs, Chair of the Jacobs Foundation Board of Trustees, a Memorandum of Understanding (MoU) on advancing the quality of education in Côte d'Ivoire was signed. The Ivorian government will actively support the TRECC program not only financially, but also by building on the experience gained throughout the program's implementation.

New research is on its way
In November, the Jacobs Foundation commissioned two major studies to learn more about specific conditions of youth and child development in cocoa communities. KIT & Südwind/ Friedel Huetz Adams (Germany) are conducting a study on income sufficiency, examining the revenue mixes of small-scale cocoa farmers to determine whether various strategies will enable them to overcome poverty. ICI and UCW (Switzerland/Côte d'Ivoire) will conduct research in the context of the Protective Child Community Framework (PCCF) and further develop the child labor index.

ACHIEVEMENT MEASURES

SKILLS IMPROVEMENT

In 2020, 80% of children in our programs for improving literacy and numeracy have, by the second year, acquired the skills expected at their school grade level.

GOAL 2016
reach
18,000
children*

ACHIEVEMENT 2016
18,630
children reached*

* effects on literacy and numeracy can only be measured as of 2018

PRACTICE IMPROVEMENT

In 2020, more than 50% of projects addressing institutions (companies and CSOs) have changed the practices or policies in the target institutions.

GOAL 2016
baseline conducted

ACHIEVEMENT 2016
baseline conducted

GOAL
4
LEARNING ORGANIZATION

ACTIVITIES

Building a Learning Organization

Our goal is to be a learning organization with an agile management culture, actively managing knowledge and eager to experiment and learn from success, failures and feedback. We are keen to share with one another and the outside world. We seek to open up hidden silos of knowledge. This means making maximum use internally, as well as externally, of the information and data that we have, as well as experimenting with new approaches intended to foster learning.

We intend to synthesize that material to create and share insights that are understandable, integrated and actionable. For this purpose, we have designed the Jacobs Foundation Development System (JFDS), a proprietary knowledge management tool that maps and monitors our intellectual capital and guides our knowledge management activities.

Under the ongoing Medium Term Plan 2016—2020, our goal is to manage knowledge strategically to support our mission. We are committed to dedicating 10 percent of our staff time across all departments to capturing, increasing, systematizing and sharing relevant knowledge. We will therefore produce and share 12 knowledge modules on child and youth development literature, research analytics, the effectiveness of child and youth development interventions, effective communication, and program design and management. The purpose of these modules is to synthesize scientific evidence as well as to summarize our experiences and positions on the most relevant aspects of our work, and then to make this information available to our peers, stakeholders and policymakers.

ACHIEVEMENT MEASURES

TIME
We dedicate 10% of our annual work time to increasing the effectiveness of our strategic goals, based on our individual learning plans.

GOAL 2016
10%

ACHIEVEMENT 2016
10%

USING KNOWLEDGE
In 2020, we have developed 12 knowledge modules for internal learning and external communication.

GOAL 2016
1 concept & 1 module

ACHIEVEMENT 2016
1 concept

ACTIVITIES

We Share Knowledge

GOAL
5
CONTENT MARKETING

We have changed the way we communicate. Our goal is to gather people in dialogue about key topics that relate to children's learning. It is about listening and contributing to vital conversations that can produce change. We share facts, studies and expertise from various sources with peer groups and opinion formers who are capable of leading and implementing that change. We publish and distribute content for the interested public about how children are best able to learn and develop. This requires transparent and open communication, as well as fast, competent and active exchange. This, of course, involves a presence on the social media platforms. In addition, in August, we have introduced BOLD, our new blog on learning and development, which offers expert knowledge and opportunities for dialogue, and our website serves as a content hub for knowledge documents. By 2020, we expect BOLD to have 10,000 unique users per month (uum), and the number of subscribers of our e-newsletter has doubled.

Let's be BOLD
Does the world really need another blog on science? Our answer is simple: Yes! Just think about the accumulated insights of many years of research in the field of child and youth development. These findings deserve to be communicated to teachers, parents and other interested parties, and they deserve to be debated and translated into action. This is what we are doing with BOLD. Our blog builds on the Jacobs Foundation's longstanding efforts to promote child and youth development and its large network of scientists who are active in this field. The world of research is coming to realize that science needs to be public in the true sense of the word. Public, open, immediate and interactive science communication can be fostered through platforms like BOLD. Only by actively participating will we be able to really put something in motion. Let's be bold!

ACHIEVEMENT MEASURES

UNIQUE USERS
Unique users of our new blog will climb to 434,000 by the end of 2020.

GOAL 2016
10,000*

ACHIEVEMENT 2016
11,757*

*Aug–Dec 2016

READERS
The number of subscribers of our e-newsletter has climbed to 5,250 by the end of 2020.

GOAL 2016
2,250

ACHIEVEMENT 2016
2,780

GOAL
6
LEVERAGE FUNDING

ACTIVITIES

We Make Our Funding Go Further

We want our financial resources to achieve the greatest possible impact, and we want to support that impact by capitalizing on our expertise, built over many years, in the field of child and youth development. In order to increase the outreach and impact of our programmatic work, therefore, one of our seven strategic goals is to leverage funding. This means joining forces with compatible strategic partners, making our funding go further and to greater effect.

In the context of our Medium Term Plan 2016—2020, we have decided to develop further partnerships and look for co-investments. Our activities are geared towards achieving the following by 2020: increasing co-investments in our programs by CHF 70 million and reducing our running costs by 15 percent compared to the average in the last five years. We also want to explore alternative revenue generation streams. We will, until 2020, carry out three pilot consultancy projects which we are paid for. These pilots will serve as a basis to decide on setting up Jacobs Foundation's own consultancy services.

ACHIEVEMENT MEASURES

EXTRA FUNDS
In 2020, co-investments in our programs have risen by CHF 70 million.

GOAL 2016
CHF 14 mio

ACHIEVEMENT 2016
CHF 22.5 mio

COST REDUCTION
In 2020, we have reduced our running costs by 15 percent compared to the average in the last five years.

GOAL 2016
10%

ACHIEVEMENT 2016
18%

ACTIVITIES

The Jacobs Talent Network

GOAL
7
DEVELOP TALENT

People are the basis for change. Achieving the changes we seek requires attracting and developing people with relevant expertise. We believe in the potential of talented individuals, and we want to bring them together to collaborate with one another. To that end, we intend to establish a strong network of exceptionally talented people in the field of child and youth development. As part of our Talent Network, future opinion leaders and decision makers across all relevant sectors will have the opportunity to interact with us and our partners as experts and strategic or operational partners.

Our vibrant and interdisciplinary network challenges our fellows to advance in their fields and constantly pushes them not only to do more, but to be more, too. Our alumni provide input and ideas for addressing the most difficult challenges we face in our work. They will also serve as mentors for new fellows. The Jacobs Talent Network combines virtual meetings (e.g. online learning and mentoring) with in-person activities such as conferences and workshops. The Jacobs Haus in Zurich serves as the fellows' home base. With the fellowship, the fellows gain lifetime membership in our growing international network. By 2020, ten fellows of the Jacobs Talent Network have become decision makers and opinion leaders in relevant institutions willing to continue to cooperate with us as their preferred partner.

Talent development does not stop at the Foundation's gates. Our team is highly motivated to learn and develop. We want to improve our skills. In context of our Medium Term Plan 2016—2020, it is our goal that the aggregated skill set of our staff members has reached at least 90 percent of the annual target.

ACHIEVEMENT MEASURES

BETTER SKILLS
The aggregated skill set level of our staff members is at least 90% of the annual target and will reach 57% in 2020.

GOAL 2016
39%

ACHIEVEMENT 2016
43%

NETWORK SUPPORT
In 2020, 10 former fellows of the Jacobs Talent network have become relevant decision makers and opinion leaders in relevant institutions and continue collaborating with us as their preferred partner.

GOAL 2016
1 alumni system &
1 relevant decision maker

ACHIEVEMENT 2016
1 alumni system

Zheng
Mahler
MUTUAL
AID
DENON DJ

ACTIVITIES

A Place for Learning

Since 2016, the Johann Jacobs Museum has its own unit for mediation and learning. As part of the Jacobs Foundation, the museum, too, is dedicated to support young people. What is special about its approach is that children and youth are involved in the museum's mediation process, and they are encouraged to take advantage of the museum as a place of learning.

In the 19th century, museums were often a place where instruction was offered. They began to experiment with concepts of dialogue in the second half of the 20th century. Now, in the 21st century, the Johann Jacobs Museum has been redesigned as a kind of laboratory that is seeking to learn more about global trade routes and how they are reflected in art and society, and to share its findings with the public.

In its efforts for mediation and learning, the Johann Jacobs Museum is focusing particularly on finding ways to possibly reach "all" children and young people, regardless of their economic and social backgrounds. Every child and adolescent in Switzerland is required to attend school. The mediation and learning unit therefore likes to establish long-term relationships with interested classes and courageous teachers. It seeks to determine what these young people bring with them to the museum and how they can contribute to it in a meaningful way. Specific programs are offered to help school classes and the museum make contact with one another. These include interactive tours of current exhibitions and the museum's permanent collections, as well as hands-on workshops for students. The focus is on two topics: "Looking far? Switzerland and a (post-)colonial perspective" and "Global trade relations on our coffee tables, then and now."

Programs and Projects newly approved in 2016

NAME	OVERALL OBJECTIVE	PARTNER	TERM	GRANT AMOUNT (CHF)*
RESEARCH				
Fellowships				
Jacobs Research Fellowship Program 2016—annual grant	Identification and support of the most talented and innovative young researchers in child and youth development. **Research Fellows 2016–2018:** Daniel Belsky, Duke University Silvia Bunge, University of California at Berkeley Laua Di Giunta, Sapienza University of Rome Hanna Dumont, Deutsches Institut für Internationale Pädagogische Forschung Gillian Hayes, University of California, Irvine Kaja Jasinska, University of Delaware Simone Kühn, Universitätsklinikum Hamburg Eppendorf Kate McLaughlin, University of Washington Candice Odgers, Duke University Amy Ogan, Carnegie Mellon University Liliana Angelica Ponguta, Yale School of Medicine Nikolaus Steinbeis, Leiden University **New Cohort Starting in 2017:** Elizabeth Bonawitz, Rutgers University Carolina de Weerth, Radboud University Nijmegen Nico Urs Felix Dosenbach, Washington University School of Medicine Michael C. Frank, Stanford University Goren Gordon, Tel-Aviv University Kathryn Paige Harden, University of Texas at Austin Celeste Kidd, University of Rochester Allyson Mackey, University of Pennsylvania Katrin Männik, University of Lausanne Colter Mitchell, University of Michigan Siobhan S. Pattwell, Fred Hutchinson Cancer Research Center Markus Paulus, Ludwig-Maximilians-Universität München Nora Maria Raschle, University of Basel Tomás Ryan, Trinity College Dublin Sophie von Stumm, Goldsmith University of London Markus Werkle-Bergner, Max Planck Institute for Human Development	Jacobs Foundation	2016–2019	3,000,0000
Young Scholars				
Strategic Partnership between DIPF/IDeA and the Jacobs Foundation	Use-inspired research on technology-supported, individualized assessment and learning.	German Institute for International Educational Research (DIPF)	2016–2022	1,100,000
LIFE 2016–2020	An interdisziplinary network of internationally recognized scientists in the field of life span development. To train young scientists in the area of human development.	University of Zurich	2016–2020	1,052,945
Continuation of Swiss Graduate School for Learning and Memory	Research-oriented postgraduate curriculum for Ph.D. candidates working on issues related to human learning and memory.	University of Bern	2016–2020	474,800
Continuation of the College for Interdisciplinary Educational Research (CIDER)	Suppport for early postdoc researchers in the development of their own projects in the field of interdisciplinary educational research.	Berlin Social Science Center (WZB)	2016–2020	460,006
Young Scholars Research Grant Program 2016—annual program	Call for proposals from young scholars who participated in the annual Jacobs Foundation Conference.	Jacobs Foundation	2016	400,000
Strategic Partnership between SRCD and the Jacobs Foundation	Advancing integrative developmental science through a series of summer institutes.	Society for Research in Child Development	2016–2019	375,000
The Swiss EdTech Collider	Establishing a coworking space for edtech start-ups at EPFL in Lausanne.	Ecole polytechnique fédérale de Lausanne (EPFL)	2016–2019	150,000

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

NAME	OVERALL OBJECTIVE	PARTNER	TERM	GRANT AMOUNT (CHF)*
Young Scholars Travel Grant 2016—annual grant	To enable young scholars to participate in international conferences.	Jacobs Foundation	2016	50,000
Young Scholars Research Grant Program 2011—refund Kristen Lyons	Call for proposals from young scholars who participated in the annual Jacobs Foundation Conference.	Jacobs Foundation	2016	2,051
Conferences				
JF Conference 2016/Preparation for JF Conference 2017—annual event	Research conference with distinguished international researchers and talented young scholars.	Jacobs Foundation	2016	200,000

INSTITUTIONAL FUNDING

Jacobs Talent Network	The Jacobs Talent Network supports promising future opinion leaders and decision makers in the area of child and youth development through a variety of activities.	Jacobs Foundation	2016	429,991
Jacobs Entrepreneurship Career Program 2016	Support for excellent MBA students at Haas School of Business at UC Berkeley.	Jacobs Foundation	2016—2018	293,824
Lindau Nobel Laureate Meeting 2016	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	2016	65,778
acatech	Advice for policymakers and the broader public on issues of technology and technology policy.	National Academy of Science and Engineering acatech	2016	64,932
Berlin-Brandenburg Academy of Sciences and Humanities (BBAW)	Support for BBAW in providing research-based advice for policymakers and the broader public.	Berlin-Brandenburg Academy of Sciences and Humanities (BBAW)	2016	64,734
HR-Kreis 2016	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	2016	54,565
Scholarship for Samantha Gamez at Jacobs University	Support for an outstanding student at Jacobs University.	Jacobs University Bremen	2016—2018	40,924
Summer Camp of the Association of German Engineers (VDI) at Jacobs University	Support to allow pupils interested in technology to participate in the summer camp of the Association of German Engineers at Jacobs University.	The Association of German Engineers (VDI)	2016	21,826

INTERVENTION

Early Education				
Bremer Initiative on Early Education (BRISE)	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	2016—2024	3,030,160
Advocacy Strategy: Implementation	Focusing on Switzerland, the advocacy strategy promotes a systematic transformation aimed at improving the well-being of all small children and their families. The goal is to convince policymakers at all levels by 2020 that the health, social welfare and educational sectors share responsibility for a comprehensive early childhood policy.	Jacobs Foundation	2016—2020	3,000,000
Primokiz²	Primokiz² is the enhanced follow-up program of the successful national program Primokiz. Our goal is to connect and support stakeholders in up to 80 cities and municipalities in the educational, social welfare and health sectors in the development of a comprehensive policy on early childhood education, for the purpose of creating sound structural conditions. This will make it possible for the high-quality measures and programs for young children and families to achieve maximum impact.	Jacobs Foundation	2016—2020	750,000

NAME	OVERALL OBJECTIVE	PARTNER	TERM	GRANT AMOUNT (CHF)*
Early Education in Preschool Children with Developmental Delays: Effects of Environmental Characteristics and Parental Needs	Creation of a clinical and health service registry for children with developmental delays in the canton of Zurich, describing patterns of participation in early interventions and related outcomes over time.	University Children's Hospital Zurich	2016–2020	188,200
White Paper on Costs and Benefits	White paper on the costs and benefits of a comprehensive early childhood policy in Switzerland.	Infras AG	2016	93,262
The Swiss Preschoolers' Health Study (SPLASHY)	Examining how stress and physical activity relate to psychological and physiological health and development in a Swiss cohort of young children.	University Children's Hospital Zurich	2016–2017	82,696
Media, interaction, children and parents (MIKE)	Survey of the media use of children of primary school age (6–12) in Switzerland.	Zurich University of Applied Sciences (ZHAW)	2016–2017	79,000
Transfer of Know-How to Italy	The Jacobs Foundation and the Compagnia di San Paolo recognize the potential for further cooperation in interventions focused on early childhood and agree to a mutual transfer of experience and expertise through binational expert workshops.	Jacobs Foundation	2016–2020	50,000
Impact of Language Interventions in Early Education and Care on L1 and L2 Development of Dual Language Learners: A Systematic Review and Meta-Analysis	Meta-analysis of the impact of language interventions on dual language learners in the context of early education and care.	Ulm University	2016–2018	45,272
Uri Music Landscape—Music Education as Part of the Policy of the Canton of Uri on Children and Young People	Creating an educational landscape focused on music.	Bildungs- und Kulturdirektion Kanton Uri	2016–2020	40,000
Quality Development in Play Groups	Development and promotion of quality standards for play groups.	Schweizerischer Spielgruppen-LeiterInnen-Verband (SSLV)	2016–2018	29,000
Conference Städteinitiative Bildung & Sozialpolitik	Conference on the interconnection and cooperation of the educational and social sector focusing on the transition from early childhood into school.	Schweizerischer Städteverband Bern	2016	25,000
Early Childhood Workforce Initiative	The Early Childhood Workforce Initiative focuses on the national systemic and policy level to an effort to support and empower those who work with families and children under age 8. This initiative takes a holistic, multi-sectoral approach to bridge gaps in policy and practice and promote high quality, equitable services.	International Step by Step Association (ISSA)	2016–2018	21,826
Expanding Effective ECEC Services for Young Refugee Children	A group of partner foundations has commissioned MPI to compile a report and resource guide addressing the challenges and opportunities of ECEC services for young refugee children and organize a symposium to discuss key areas of practice and lessons for scaling that are specific to the current crisis.	King Baudouin Foundation	2016–2017	20,084
Livelihoods				
Transforming Education in Cocoa Communities (TRECC)	TRECC aims to improve the living conditions of all children and youth in Cote d'Ivoire, while focusing on quality education in cocoa-growing communities.	Jacobs Foundation	2016	13,848,500
Fortalezas Phase-Out	Supporting sustainability efforts of 2–3 social organizations in Latin America, capitalization of lessons learned and exchange of knowledge between Latin America and Africa.	Jacobs Foundation	2016–2017	363,146

NAME	OVERALL OBJECTIVE	PARTNER	TERM	GRANT AMOUNT (CHF)*
DIALOGUE				
Awards				
Klaus J. Jacobs Awards: Research Prize and Best Practice Prize 2016—Annual Grant	Honoring groundbreaking scientific achievements, as well as exceptional commitment of institutions or individuals who put into practice innovative solutions in child and youth development.	Awarded by Jacobs Foundation	2016	1,800,000
Content Marketing				
BOLD—Blog on Learning and Development & Social Media Communication	To foster content-focused communication on social media and build a content-driven platform for dialogue.	Jacobs Foundation	2016	711,800
Dialogue 2016	Content-driven events for partners and media representatives.	Jacobs Foundation	2016	100,000
The Child and Family Blog	To present research results of international relevance in the field of child and youth development.	Jacobs Foundation	2016	84,198
Fritz & Fränzi 2016	Support for a Swiss parents' magazine.	Stiftung Elternsein	2016	20,000
CHARITY				
Cartoneros y sus Chicos Fund	To provide educational support for children of the cartoneros in Buenos Aires.	Jacobs Foundation	2016	426,493
Chicos de San Ramon	To improve the living conditions of the families of Estancia San Ramón by providing educational activities for their children.	Fundación Gente Nueva	2016—2017	150,000
RAW Academy	To provide a post-graduate platform in West Africa for newly graduated artists, aspiring critics and curators to help them find their role in society.	RAW Material Company	2016—2017	100,000
Cartoneros y sus Chicos	To provide educational support for children of the cartoneros in Buenos Aires.	Jacobs Foundation	2016	50,000
Circle Philanthropy 2016	To promote philanthropy in Switzerland and abroad.	Circle of Philanthropy	2016	50,000

I

INSTITUTION

INSTITUTION

Our Board

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

The Board of Trustees has two committees:
1. Audit Committee with Olaf von Maydell (Chairman), Joh. Christian Jacobs, Lavinia Jacobs and Laura Tyson.
2. Nomination and Compensation Committee with Ulman Lindenberger (Chairman), Joh. Christian Jacobs, Lavinia Jacobs and Marta Tienda.

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

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

DR. JOH. CHRISTIAN JACOBS
HONORARY CHAIRMAN
Dr. Joh. Christian Jacobs joined the Board of the Jacobs Foundation in 1995 and was appointed Chairman of the Board in 2004. Today Joh. Christian Jacobs is active as an entrepreneurial investor. Since April 2015, he has held the position of Honorary Chairman.

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

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

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

SANDRO GIULIANI
DELEGATE OF THE BOARD
Sandro Giuliani, Managing Director of the Jacobs Foundation, joined the Board of Trustees in April 2015.

PROF. MARTA TIENDA, PH.D.
BOARD MEMBER
Prof. Marta Tienda joined the Jacobs Foundation's Board of Trustees in October 1999. She is Maurice P. During '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 a professor at the Haas School of Business of the University of California, Berkeley.

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

INSTITUTION

The Management

SANDRO GIULIANI
MANAGING DIRECTOR

DR. URS V. ARNOLD
HEAD OF OPERATIONS

ALEXANDRA GÜNTZER
HEAD OF COMMUNICATION

MURIEL LANGENBERGER
HEAD OF PROGRAMS EUROPE

FABIO SEGURA
HEAD OF INTERNATIONAL PROGRAMS

SIMON SOMMER
HEAD OF RESEARCH

ANTONELLA DI IORIO
PERSONAL ASSISTANT OF THE MANAGING DIRECTOR

GELGIA FETZ FERNANDES
PROGRAM MANAGER

CHRIS GOODMAN
JUNIOR PROFESSIONAL OFFICER

SABINE GYSI
DIGITAL COMMUNICATION MANAGER

ROLAND HÜGLI
FINANCE MANAGER

CATHRIN JERIE
PROJECT MANAGER COMMUNICATION

SYLVANA KLANG
PROJECT MANAGER COMMUNICATION

CONSTANZE LULLIES
PROGRAM MANAGER

NORA MARKETOS
PROGRAM MANAGER

PATRICIA MÜLLER
ASSISTANT OPERATIONS

DORIANO SIMONATO
LOGISTICS

RITA SCHWEIZER
PROJECT MANAGER

SABINA VIGANI
DIRECTRICE PAYS CÔTE D'IVOIRE

JULIA WYSS
PROGRAM ASSISTANT RESEARCH FELLOWSHIP COORDINATOR

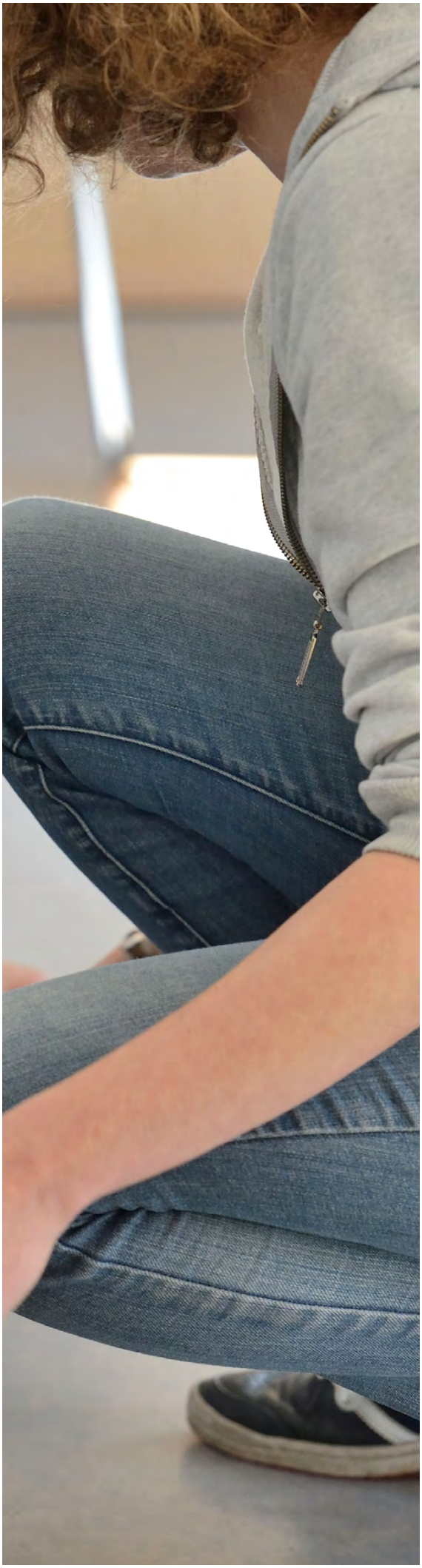
PHILINE X. ZIMMERLI ISCHER
PROGRAM MANAGER

ROGER BÜRGEL
DIRECTOR JOHANN JACOBS MUSEUM

CAMILLA FRANZ
EDUCATION JOHANN JACOBS MUSEUM

URSULA FURRER
ASSISTANT OPERATIONS/ JOHANN JACOBS MUSEUM

SOPHIA PRINZ
HEAD OF RESEARCH JOHANN JACOBS MUSEUM



J

FACTS & FIGURES

FACTS & FIGURES

The Jacobs Foundation in Figures

CUMULATIVE GRANTS

CHF 579.947 MILLION

FOUNDATION ASSETS AS OF 31 DECEMBER 2016

CHF 4.9 BILLION

GRANTS APPROVED IN 2016

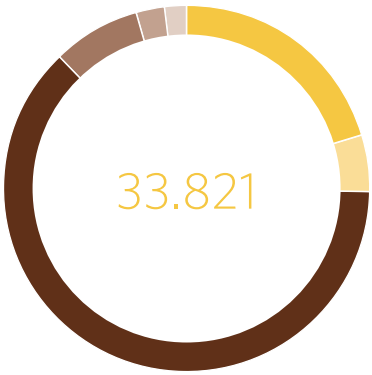
CHF 33.821 MILLION

PAYMENTS FOR GRANTS IN 2016

CHF 36.821 MILLION

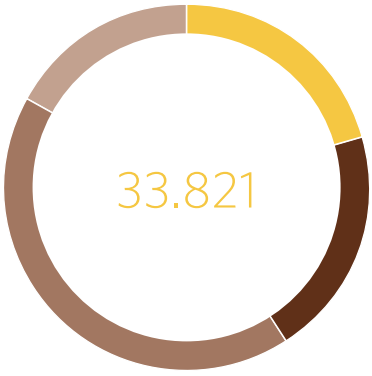
BREAKDOWN OF GRANTS APPROVED IN 2016

BY ACTIVITY AREA



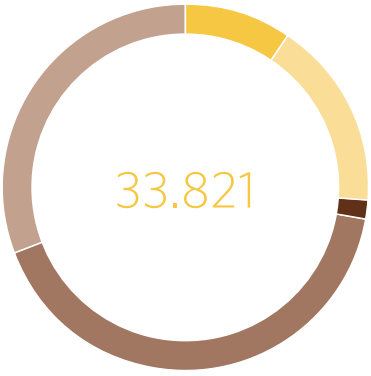
6.891 RESEARCH
1.730 INSTITUTIONAL FUNDING
21.118 INTERVENTION
2.666 DIALOGUE
776 CHARITABLE ACTIVITIES
640 JOHANN JACOBS MUSEUM

BY THEMES



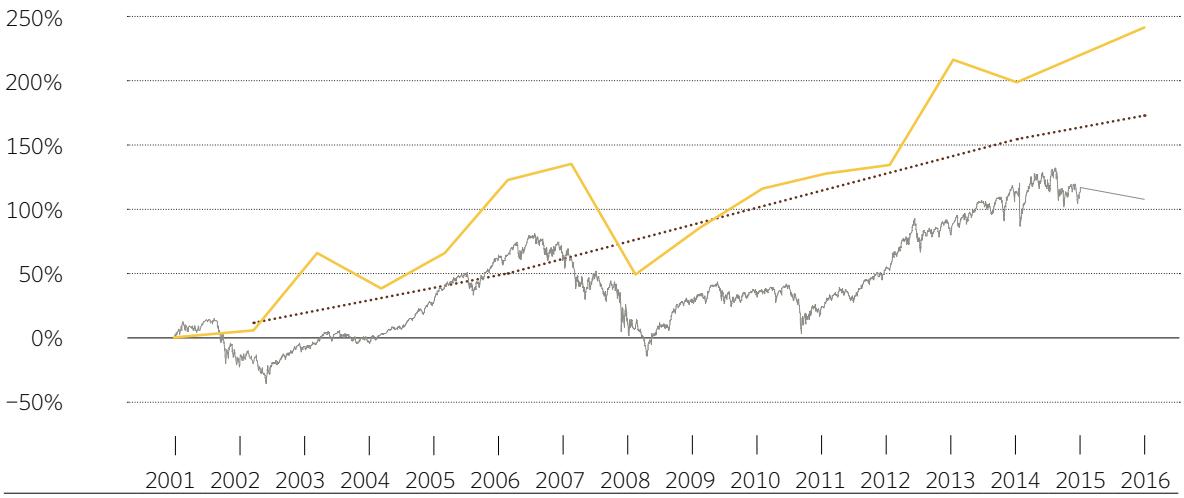
6.975 SCIENCE OF LEARNING
6.907 EARLY EDUCATION
14.212 RURAL LIVELIHOODS
5.729 OTHERS

BY REGION



3.251 SWITZERLAND
5.596 EU COUNTRIES
602 LATIN AMERICA
14.010 AFRICA
10.363 TRANSNATIONAL

DEVELOPMENT OF FOUNDATION ASSETS

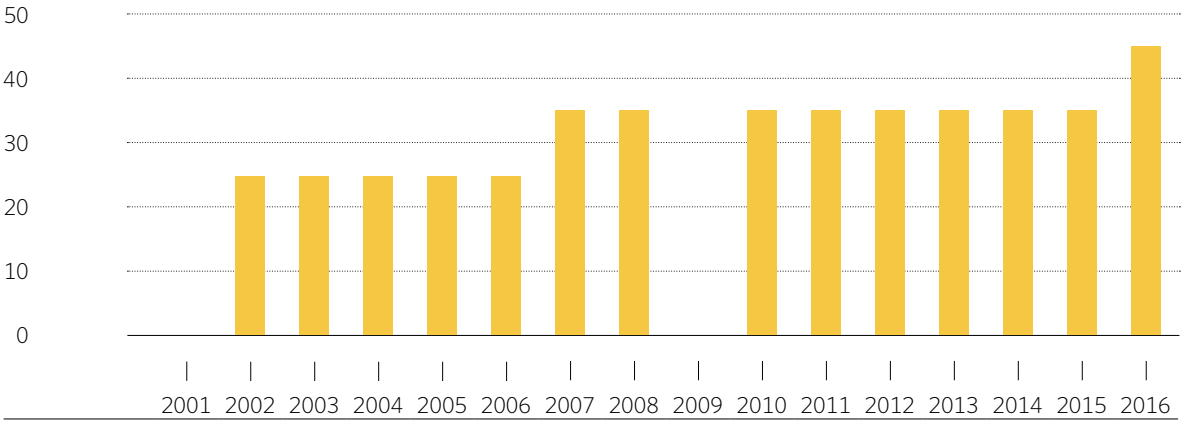


	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Market value in millions of CHF	**1,433**	**1,518**	**2,384**	**1,978**	**2,385**	**3,197**	**3,380**	**2,136**	**2,655**	**3,102**	**3,276**	**3,367**	**4,550**	**4,296**	**4,515**	**4,912**

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

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

DEVELOPMENT OF DIVIDEND PAYMENTS



	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Dividend in millions of CHF	**–**	**25**	**25**	**25**	**25**	**25**	**35**	**35**	**–**	**35**	**35**	**35**	**35**	**35**	**35**	**45**

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

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To the Board of Trustees
Jacobs Foundation, Zurich

Zurich, 28 March 2017

Report of the statutory auditor on the financial statements

As statutory auditor, we have audited the financial statements of Jacobs Foundation, Zurich, which comprise balance sheet, the statement of operations, cash flow statement, statement of changes in capital and notes (pages 38 to 54), for the year ended 31 December 2016.

Board of Trustees' responsibility
The Board of Trustees is responsible for the preparation of the financial statements in accordance with the requirements of Swiss law, Swiss GAAP FER 21 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 2016 comply with Swiss law, Swiss GAAP FER 21 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 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.

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

Ernst & Young Ltd

Rico Fehr
Licensed audit expert
(Auditor in charge)

Marc Hegetschweiler
Licensed audit expert

Jacobs Foundation—Financial Statements

Balance Sheet

IN THOUSANDS OF CHF	NOTE	31.12.16	31.12.15
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	3.0	90,928	83,517
Receivables	3.1	28,301	12,485
Prepayments and accrued income	3.2	156	99
Total current assets		**119,385**	**96,101**
NON-CURRENT ASSETS			
Financial assets	3.3	702	19,011
Participations	3.4	1,432,763	1,432,763
Real estate and other tangible fixed assets	3.5	47,972	49,387
Intangible assets	3.5	36	19
Total non-current assets		**1,481,473**	**1,501,180**
TOTAL ASSETS		**1,600,858**	**1,597,281**
LIABILITIES, FUNDS AND CAPITAL OF THE ORGANIZATION			
SHORT-TERM LIABILITIES			
Current liabilities		2,833	411
Accrued liabilities and deferred income	3.6	503	733
Total liabilities		**3,336**	**1,144**
FUNDS (restricted)			
Grants approved	3.7	83,089	86,087
Total funds (restricted)		**83,089**	**86,087**
CAPITAL OF THE ORGANIZATION			
Paid-in capital		1,472,729	1,472,729
Voluntary retained earnings		41,704	37,322
Net income for the year		–	–
Total capital of the organization		**1,514,433**	**1,510,050**
TOTAL LIABILITIES, FUNDS AND CAPITAL OF THE ORGANIZATION		**1,600,858**	**1,597,281**

Remark for all statements: As the calculations are carried out with greater precision, there might be slight differences due to rounding.

Statement of Operations

IN THOUSANDS OF CHF	NOTE	2016	2015
INCOME			
Dividend income from Jacobs Holding AG		45,000	35,000
Contribution from third parties		365	235
Income from the Johann Jacobs Museum	4.0	200	21
Total income		**45,565**	**35,256**
ADMINISTRATIVE EXPENSES			
Personnel expenses	4.1	−5,624	−5,263
Administration and other expenses	4.2	−1,465	−2,063
Depreciation	3.5	−140	−151
Total administrative expenses		**−7,230**	**−7,477**
SUBTOTAL I		**38,335**	**27,779**
FINANCIAL INCOME			
Other interest income		55	194
Exchange rate effect		−231	−420
Bank fees and transaction costs		−5	−4
Total financial income		**−181**	**−230**
REAL ESTATE INCOME			
Income from real estate	4.3	2,011	2,011
Expenses from real estate	4.3	−467	−370
Depreciation	3.5	−1,326	−1,326
Taxes	4.3/5.0	−169	−168
Total real estate income		**49**	**147**
SUBTOTAL II		**38,204**	**27,696**
RESTRICTED FUNDS			
Grants approved		−33,821	−24,380
Grants dissolved	4.4	–	286
Restricted funds		**−33,821**	**−24,094**
NET INCOME FOR THE YEAR I		**4,382**	**3,602**
ALLOCATIONS			
Allocation to voluntary retained earnings		−4,382	−3,602
NET INCOME FOR THE YEAR II		**–**	**–**

Cash Flow Statement

IN THOUSANDS OF CHF	NOTE	2016	2015
CASH FLOW FROM OPERATING ACTIVITIES			
Subtotal II		38,204	27,696
Depreciation of tangible assets		118	142
Depreciation of intangible assets		22	9
Depreciation of real estate		1,326	1,326
Decrease/(increase) in receivables		−15,816	−8,709
Decrease/(increase) in prepayments and accrued income		−57	−4
Increase/(decrease) in current liabilities		2,422	−557
Increase/(decrease) in accrued liabilities and deferred income		−229	190
Utilization of funds		−36,821	−40,266
Exchange rate effect on funds		2	−412
Total cash flow from operating activities		**−10,831**	**−20,585**
CASH FLOW FROM INVESTING ACTIVITIES			
Disposal of/(investment in) tangible assets	3.5	−18	−15
Disposal of/(investment in) intangible assets	3.5	−39	−28
Disposal of/(investment in) works of art	3.5	−10	−11
Disposal of/(investment in) real estate	3.5	–	−27
Disposal of/(investment in) financial assets	3.3	18,309	−8,211
Merger with Jacobs Center for Productive Youth Development	3.8	–	8,836
Total cash flow from investing activities		**18,242**	**544**
TOTAL CASH FLOW		**7,410**	**−20,041**
CHANGE IN CASH AND CASH EQUIVALENTS			
Cash and cash equivalents at the beginning of the period	3.0	83,517	103,558
Cash and cash equivalents at the end of the period	3.0	90,928	83,517
TOTAL CHANGE IN CASH AND CASH EQUIVALENTS		**7,410**	**−20,041**

Statement of Changes in Capital

IN THOUSANDS OF CHF

2016

FUNDS AND CAPITAL OF THE ORGANIZATION	NOTE	AS OF 01.01.16	GRANTS APPROVED	PAYMENTS	GRANTS DISSOLVED	FUND TRANSFER	EXCHANGE RATE EFFECT	AS OF 31.12.16
Research		29,325	6,891	−6,442	–	–	−35	29,738
Institutional Funding		37,853	1,730	−18,835	–	–	93	20,841
Intervention		15,556	21,118	−8,217	–	–	26	28,484
Dialogue		2,747	2,666	−2,191	–	–	−81	3,141
Charitable activities		606	776	−537	–	–	−0	845
Johann Jacobs Museum		–	640	−600	–	–	–	40
Total funds		**86,087**	**33,821**	**−36,821**	**–**	**–**	**2**	**83,089**
Paid-in capital	3.8	1,472,729	–	–	–	–	–	1,472,729
Voluntary retained earnings	3.8	37,322	–	–	–	4,382	–	41,074
Net income for the year		–	4,382	–	–	−4,382	–	–
Total capital of the organization		**1,510,050**	**4,382**	**–**	**–**	**–**	**–**	**1,514,433**
TOTAL FUNDS AND CAPITAL OF THE ORGANIZATION		**1,596,137**	**38,204**	**−36,821**	**–**	**–**	**2**	**1,597,521**

2015

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

[1] Institutional Funding was reported under this heading.

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 possesses 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, 2016, 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, 2016, the average risk-free rate in CHF plus 5% was 7.1%. The effective performance CAGR (Compound Annual Growth Rate) for that period was 8.6%, i.e., the company exceeded its own performance target by 1.5%.

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

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

Significant Accounting Policies

2.0 Basis of Presentation
From the beginning of 2014, the financial statements are prepared in accordance with the applicable guidelines of the Swiss Accounting and Reporting Recommendations (Swiss GAAP FER 21).
These financial statements were approved on March 28, 2017.

The main accounting policies are laid out below:

2.1 Currency Translation
The following exchange rates were used for currency translation:

	31.12.16	31.12.15
EUR	1.0728	1.0862
USD	1.0172	0.9997
GBP	1.2557	1.4729

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%	6,66
Fittings	6,66%	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 Grants approved
Grants are allocated to the “Grants approved Fund” upon approval. Payments made are recorded against the fund.

Notes to the Balance Sheet and to the Statement of Operations

IN THOUSANDS OF CHF	31.12.16	31.12.15
3.0 Cash and Cash Equivalents		
Bank accounts	22,146	34,330
Time deposits – CHF	65,000	45,800
Time deposits – EUR	1,609	1,086
Time deposits – USD	1,745	1,799
Time deposits – GBP	427	501
TOTAL CASH AND CASH EQUIVALENTS	**90,928**	**83,517**
3.1 Receivables		
Withholding taxes	28,096	12,332
Other receivables	205	153
TOTAL RECEIVABLES	**28,301**	**12,485**
3.2 Prepayments and Accrued Income		
Accrued interest	24	10
Various prepayments and accrued income	132	89
TOTAL PREPAYMENTS AND ACCRUED INCOME	**156**	**99**
3.3 Financial Assets		
Time deposits – CHF	702	19,011
TOTAL FINANCIAL ASSETS	**702**	**19,011**

IN THOUSANDS OF CHF	NOTE	31.12.16	31.12.15
3.4 Participations			
Interest in Jacobs Holding AG	3.4.1	1,432,729	1,432,729
Other participations	3.4.2	35	35
TOTAL PARTICIPATIONS		**1,432,763**	**1,432,763**

3.4.1 Interest in Jacobs Holding AG

Klaus J. Jacobs' donation to the Jacobs Foundation is recorded at market value on the donation date October 26, 2001. The market value at the balance sheet date was CHF 4,912,000 k (2015: CHF 4,515,000 k).

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

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

3.4.2 Other Participations

As part of its activities, the Jacobs Foundation holds participations in the following charitable organizations:
- Jacobs University Bremen gGmbH
- TRECC Sarl
- German Children and Youth Foundation (GCYF)

IN THOUSANDS OF CHF

2016

3.5 Statement of Changes in Tangible Fixed Assets

Works of art

ACQUISITION COSTS	01.01.16	ADDITIONS	DISPOSALS	IMPAIRMENT	31.12.16
Works of art, Zurich Museum	9,676	10	–	–	9,686
Total acquisition costs	**9,676**	**10**		**–**	**9,686**

ACCUMULATED DEPRECIATION	01.01.16	DEPRECI-ATION IN THE CURRENT FY	DEPRECI-ATION OF DISPOSALS	IMPAIRMENT	31.12.16
Works of art, Zurich Museum	–	–	–	–	–
Total accumulated depreciation	**–**	**–**	**–**	**–**	**–**
NET CARRYING AMOUNTS	**9,676**	**10**	**–**	**–**	**9,686**

Real estate

ACQUISITION COSTS	01.01.16	ADDITIONS	DISPOSALS	IMPAIRMENT	31.12.16
Zurich property, Seefeldquai 17	4,998	–	–	–	4,998
Equipment and facilities, Seefeldquai 17	4,040	–	–	–	4,040
Fittings, Seefeldquai 17	2,263	–	–	–	2,263
Zurich property, Mainaustrasse 2	3,377	–	–	–	3,377
Equipment and facilities, Mainaustrasse 2	2,581	–	–	–	2,581
Fittings, Mainaustrasse 2	1,209	–	–	–	1,209
Properties, Marbach Castle, Oehningen, Germany	37,397	–	–	–	37,397
Fittings, Marbach Castle, Oehningen, Germany	708	–	–	–	708
Total acquisition costs	**56,574**	**–**	**–**	**–**	**56,574**

ACCUMULATED DEPRECIATION	01.01.16	DEPRECI-ATION IN THE CURRENT FY	DEPRECI-ATION OF DISPOSALS	IMPAIRMENT	31.12.16
Zurich property, Seefeldquai 17	−1,046	−100	–	–	−1,146
Equipment and facilities, Seefeldquai 17	−404	−162	–	–	−566
Fittings, Seefeldquai 17	−370	−150	–	–	−520
Zurich property, Mainaustrasse 2	−841	−68	–	–	−909
Equipment and facilities, Mainaustrasse 2	−258	−103	–	–	−361
Fittings, Mainaustrasse 2	−195	−80	–	–	−276
Properties, Marbach Castle, Oehningen, Germany	−13,481	−652	–	–	−14,133
Fittings, Marbach Castle, Oehningen, Germany	−697	−11	–	–	−708
Total accumulated depreciation	**−17,292**	**−1,326**	**–**	**–**	**−18,618**
NET CARRYING AMOUNTS	**39,282**	**−1,326**	**–**	**–**	**37,956**

IN THOUSANDS OF CHF

2016

Tangible moveable assets

ACQUISITION COSTS	01.01.16	ADDITIONS	DISPOSALS	IMPAIRMENT	31.12.16
IT hardware	169	12	–	–	181
Tangible moveable assets, Foundation	245	6	–	–	251
Tangible moveable assets, Museum	116	–	–	–	116
Tangible moveable assets, Zurich properties	457	–	–	–	457
Total acquisition costs	**987**	**18**	**–**	**–**	**1,005**

ACCUMULATED DEPRECIATION	01.01.16	DEPRECI-ATION IN THE CURRENT FY	DEPRECI-ATION OF DISPOSALS	IMPAIRMENT	31.12.16
IT hardware	–155	–17	–	–	–171
Tangible moveable assets, Foundation	–161	–21	–	–	–182
Tangible moveable assets, Museum	–71	–12	–	–	–82
Tangible moveable assets, Zurich properties	–171	–69	–	–	–240
Total accumulated depreciation	**–558**	**–118**	**–**	**–**	**–675**
NET CARRYING AMOUNTS	**429**	**–100**	**–**	**–**	**329**

Intangible assets

ACQUISITION COSTS	01.01.16	ADDITIONS	DISPOSALS	IMPAIRMENT	31.12.16
Software	118	39	–	–	157
Total acquisition costs	**118**	**39**	**–**	**–**	**157**

ACCUMULATED AMORTIZATION	01.01.16	AMORTI-ZATION IN THE CURRENT FY	AMORTI-ZATION OF DISPOSALS	IMPAIRMENT	31.12.16
Software	–99	–22	–	–	**–122**
Total accumulated amortization	**–99**	**–22**	**–**	**–**	**–122**
NET CARRYING AMOUNTS	**19**	**17**	**–**	**–**	**36**
TOTAL NET CARRYING AMOUNTS	**49,406**	**–1,398**	**–**	**–**	**48,007**

The insurance value of all real estate amounts to CHF 44,703 k (2015: CHF 43,874 k). The insurance value of the other tangible fixed assets including works of art amounts to CHF 13,270 k (2015: CHF 13,254 k).

IN THOUSANDS OF CHF

2015

3.5 Statement of Changes in Tangible Fixed Assets

Works of art

ACQUISITION COSTS	01.01.15	ADDITIONS	DISPOSALS	IMPAIRMENT	31.12.15
Works of art, Zurich Museum	9,665	11	–	–	9,676
Total acquisition costs	**9,665**	**11**		**–**	**9,676**

ACCUMULATED DEPRECIATION	01.01.15	DEPRECI-ATION IN THE CURRENT FY	DEPRECI-ATION OF DISPOSALS	IMPAIRMENT	31.12.15
Works of art, Zurich Museum	–	–	–	–	–
Total accumulated depreciation	**–**	**–**	**–**	**–**	**–**
NET CARRYING AMOUNTS	**9,665**	**11**	**–**	**–**	**9,676**

Real estate

ACQUISITION COSTS	01.01.15	ADDITIONS	DISPOSALS	IMPAIRMENT	31.12.15
Zurich property, Seefeldquai 17	4,998	–	–	–	4,998
Equipment and facilities, Seefeldquai 17	4,040	–	–	–	4,040
Fittings, Seefeldquai 17	2,247	16	–	–	2,263
Zurich property, Mainaustrasse 2	3,377	–	–	–	3,377
Equipment and facilities, Mainaustrasse 2	2,581	–	–	–	2,581
Fittings, Mainaustrasse 2	1,199	10	–	–	1,209
Properties, Marbach Castle, Oehningen, Germany	37,397	–	–	–	37,397
Fittings, Marbach Castle, Oehningen, Germany	707	1	–	–	708
Total acquisition costs	**56,546**	**27**	**–**	**–**	**56,573**

ACCUMULATED DEPRECIATION	01.01.15	DEPRECI-ATION IN THE CURRENT FY	DEPRECI-ATION OF DISPOSALS	IMPAIRMENT	31.12.15
Zurich property, Seefeldquai 17	−946	−100	–	–	−1,046
Equipment and facilities, Seefeldquai 17	−242	−162	–	–	−404
Fittings, Seefeldquai 17	−220	−150	–	–	−370
Zurich property, Mainaustrasse 2	−774	−67	–	–	−841
Equipment and facilities, Mainaustrasse 2	−155	−103	–	–	−258
Fittings, Mainaustrasse 2	−115	−80	–	–	−195
Properties, Marbach Castle, Oehningen, Germany	−12,829	−652	–	–	−13,481
Fittings, Marbach Castle, Oehningen, Germany	−685	−12	–	–	−697
Total accumulated depreciation	**−15,966**	**−1,326**	**–**	**–**	**−17,292**
NET CARRYING AMOUNTS	**40,580**	**−1,299**	**–**	**–**	**39,281**

IN THOUSANDS OF CHF

2015

Tangible moveable assets

ACQUISITION COSTS	01.01.15	ADDITIONS	DISPOSALS	IMPAIRMENT	31.12.15
IT hardware	165	9	–4	–	170
Tangible moveable assets, Foundation	235	10	–	–	245
Tangible moveable assets, Museum	116	–	–	–	116
Tangible moveable assets, Zurich properties	457	–	–	–	457
Total acquisition costs	**973**	**19**	**–4**	**–**	**988**

ACCUMULATED DEPRECIATION	01.01.15	DEPRECI-ATION IN THE CURRENT FY	DEPRECI-ATION OF DISPOSALS	IMPAIRMENT	31.12.15
IT hardware	–119	–36	–	–	–155
Tangible moveable assets, Foundation	–138	–23	–	–	–161
Tangible moveable assets, Museum	–56	–15	–	–	–71
Tangible moveable assets, Zurich properties	–103	–68	–	–	–171
Total accumulated depreciation	**–416**	**–142**	**–**	**–**	**–558**
NET CARRYING AMOUNTS	**557**	**–123**	**–4**	**–**	**430**

Intangible assets

ACQUISITION COSTS	01.01.15	ADDITIONS	DISPOSALS	IMPAIRMENT	31.12.15
Software	90	28	–	–	118
Total acquisition costs	**90**	**28**	**–**	**–**	**118**

ACCUMULATED AMORTIZATION	01.01.15	AMORTI-ZATION IN THE CURRENT FY	AMORTI-ZATION OF DISPOSALS	IMPAIRMENT	31.12.15
Software	–90	–9	–	–	**–99**
Total accumulated amortization	**–90**	**–9**	**–**	**–**	**–99**
NET CARRYING AMOUNTS	**–**	**19**	**–**	**–**	**19**
TOTAL NET CARRYING AMOUNTS	**50,802**	**–1,392**	**–4**	**–**	**49,406**

IN THOUSANDS OF CHF	31.12.16	31.12.15
3.6 Accrued Liabilities and Deferred Income		
Liabilities for social-security contributions/source taxes	16	283
Liabilities for taxes	–	39
Auditing	32	36
Annual report	30	65
Miscellaneous accrued liabilities and deferred income	425	311
TOTAL ACCRUED LIABILITIES AND DEFERRED INCOME	**503**	**733**

3.7 Grants approved

The "Grants approved fund" amounts to CHF 83,089 k as of December 31, 2016 (2015: CHF 86,087 k). In the financial year 2016, grants, totalling CHF 33,821 k (2015: CHF 24,380 k), were approved. Payments of CHF 36,821 k (2015: CHF 40,266 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 11,200 k (2015: EUR 25,200 k) as of December 31, 2016. The associated theoretical replacement value amounts to CHF –7,750 k (2015: CHF –9,912 k).

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

Additionally, further forward contracts of EUR 7,050 k as of December 31, 2016 have been agreed. The associated theoretical replacement value amounts to CHF 33 k.

3.8 2015: Merger with the Stiftung Jacobs Center for Productive Youth Development

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

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

IN THOUSANDS OF CHF	2016	2015
4.0 Johann Jacobs Museum		
Income and contribution from third parties	225	21
Expenses for planning costs/exhibitions	−669	−694
Personnel expenses	−633	−504
Administration and other expenses	−179	−299
TOTAL JOHANN JACOBS MUSEUM	**−1,257**	**−1,476**
4.1 Personnel Expenses		
Compensation for Board of Trustees	930	1,073
Employees	4,694	4,190
TOTAL COMPENSATION/PERSONNEL EXPENSES	**5,624**	**5,263**

Explanatory Notes on Compensation for the Board of Trustees
The total compensation consists of compensation received by the Chairwoman and members of the Board of Trustees for their Board activities. The Board of Trustees does not receive contractually agreed lump-sum expense compensation. The members and the Chairwoman of the Board of Trustees only receive compensation for the actual expenses incurred in connection with their activities for the Foundation. The compensation disclosed includes social-security contributions. The Board of Trustees (including Honorary Chairwoman) comprises 10 members as of December 31, 2016 (2015: 10 members).

Explanatory Notes on Personnel Expenses
The Jacobs Foundation had 26 employees as of December 31, 2016 (2015: 23) or 20.3 full-time equivalents (2015: 18). 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 353 k in the financial year 2016 (2015: CHF 313 k).

4.2 Administration and Other Expenses

Consultancy and auditing expenses	469	809
Travel and representation expenses	409	436
Public relations	240	440
Other administrative expenses	348	378
TOTAL ADMINISTRATION AND OTHER EXPENSES	**1,465**	**2,063**

IN THOUSANDS OF CHF	2016 INCOME	2016 EXPENSES	2016 BALANCE	2015 BALANCE
4.3 Real Estate Income				
Marbach Castle, Oehningen, Germany				
Lease income, Marbach Castle	1,650		1,650	1,650
Other real estate expenses, Marbach Castle		−268	−268	−187
Depreciation, Marbach Castle		−663	−663	−664
Taxes, Marbach Castle		−169	−169	−168
Total income from Marbach Castle	**1,650**	**−1,100**	**550**	**631**
Properties at Mainaustrasse 2 and Seefeldquai 17, Zurich, Switzerland				
Rental income, Zurich	361		361	361
Other real estate expenses, Zurich		−199	−199	−183
Depreciation, Zurich		−662	−662	−662
Total income from the Zurich properties	**361**	**−862**	**−501**	**−484**
Real estate income, Marbach and Zurich	2,011		2,011	2,011
Other real estate expenses, Marbach and Zurich		−467	−467	−370
Depreciation, Marbach and Zurich		−1,326	−1,326	−1,326
Taxes, Marbach Castle		−169	−169	−168
TOTAL REAL ESTATE INCOME	**2,011**	**−1,961**	**49**	**147**
4.4 Reversals				
Grants dissolved			–	286
TOTAL REVERSALS			**–**	**286**

Grants are dissolved 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.

JACOBS FOUNDATION
Our Promise to Youth

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