



*spielend lernen
apprendre en jouant
apprendere giocando*

2015 annual report a:primo association

Brief version

«Every child in Switzerland should be able to develop in a healthy manner and achieve his or her potential to the maximum.»



Overview of the most important elements

 <p><i>spielend lernen apprendre en jouant apprendere giocando</i></p>	<ul style="list-style-type: none"> • Since it was founded in 2006, the charitable association a:primo has been committed to the early child development of children from socially disadvantaged families. Through the early child development programs schritt:weise and ping:pong, a:primo is making an important contribution to the equality of opportunity of socially disadvantaged children. • The focus of the services offered is strengthening the family as a place of learning. Parents play a key role and must be able to do this in a practical way. This is why the a:primo association supports socially and educationally disadvantaged parents through its early child development programs, so these parents can give their children a good start in life. • a:primo is working to anchor early child development programs in Swiss society so that they are used as a matter of course.
<h3>schritt:weise</h3> <p>Learn through play from the start</p>	<ul style="list-style-type: none"> • schritt:weise is a playing and learning program for children from socially disadvantaged backgrounds. The program is offered in both the German-speaking and French-speaking parts of Switzerland. • In addition to supporting the child at home, the social network of the family and strengthening parents' skills also play a key role.
<h3>ping:pong</h3> <p>Building bridges between the family and the (pre-)school</p>	<ul style="list-style-type: none"> • ping:pong is an early child development program focusing on collaboration between parents and institutions on education and upbringing. • ping:pong has been in development since 2016 and will be implemented as a pilot project in kindergartens, childcare facilities and playgroups in German-speaking Switzerland from 2017.
<h3>Our focuses in 2015</h3>	<ul style="list-style-type: none"> • Developing an evaluation concept and a central solution for the online monitoring of schritt:weise • Full project financing for the further development of the schritt:weise program • Ensuring project financing for the new program ping:pong • Ensuring a service agreement with the Federal Government • Smooth transition of personnel in co-management, in the team and on the board • Networking and lobbying for early child development

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A Overview

1 Introduction

Dear reader,

The past year, 2015, has seen many personnel changes. The previous co-manager Gabriela Frei took her well-earned retirement and Anke Moors took over the co-management. We were also able to bring new employees on board at the Winterthur office and welcome new members to the board.

We used the momentum of these changes to consolidate the tasks within a:primo. The board also took the decision to expand the program portfolio and start on the development of the new program, ping:pong. Through intensive fundraising, we were able to ensure the financing of this project by the end of 2015. Subsequently we launched the project to develop online monitoring in autumn on the basis of a comprehensive evaluation concept, and were able to introduce this into all schritt:weise sites in spring 2016.

We are also proud to be able to mention the new practical guide for schritt:weise, which offers the coordinators a comprehensive basis for their work. Due to the large number of changes it was a very important for a:primo to provide services of a consistently high quality at our sites.

The volume of changes and milestones was a real challenge, but we were able to look back on a very productive 2015 which opened up many opportunities for 2016.

Co-Management of a:primo



Erika Dähler Meyer

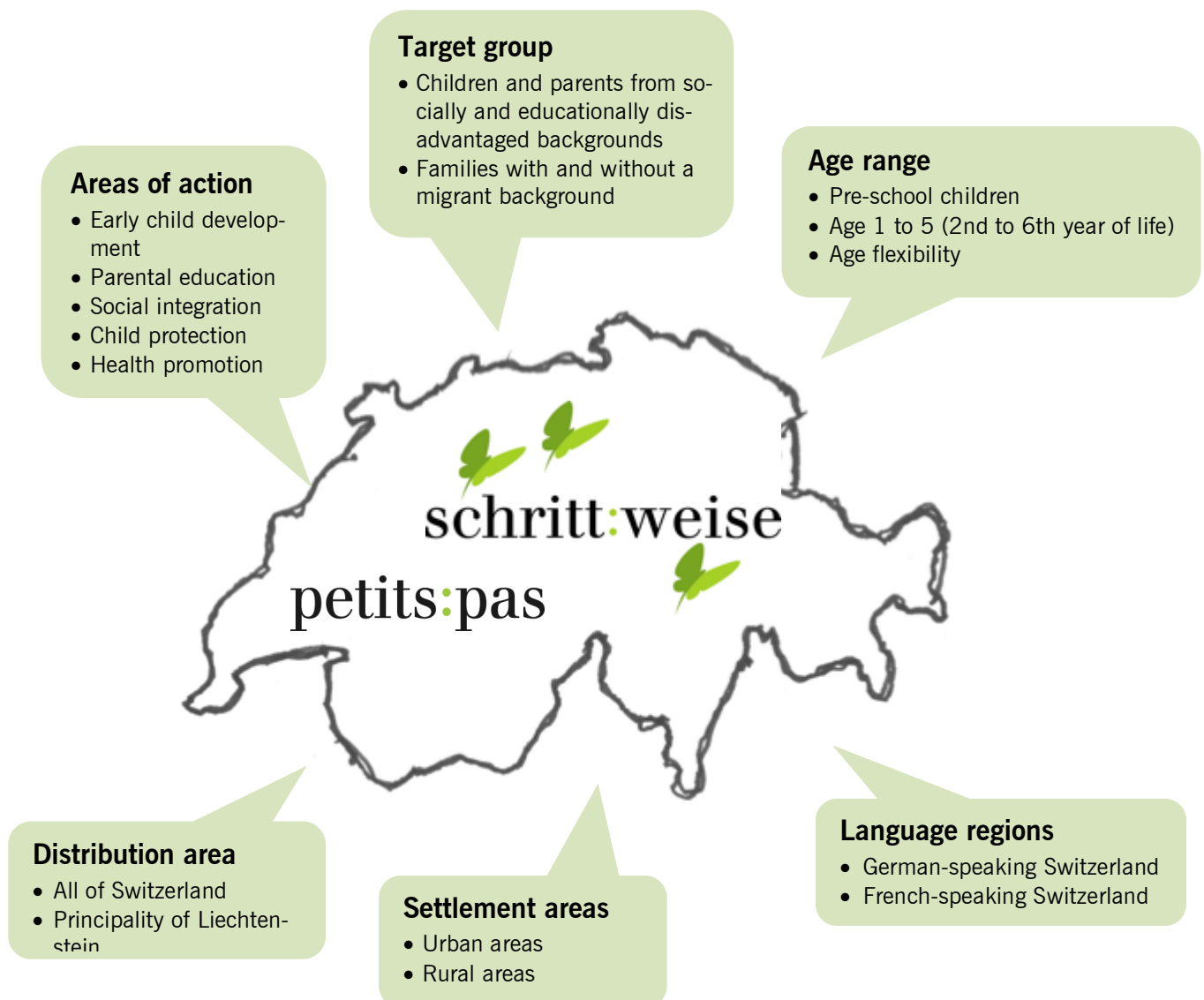
Anke Moors

August 2016

Note: In addition to this brief version of the annual report and report on effectiveness there is also a full version in German. This can be requested from the office.

B1 schritt:weise program

The core service provided by a:primo is the early child development program schritt:weise, a play based learning program for children from socially disadvantaged backgrounds. The program is offered in both the German-speaking and French-speaking parts of Switzerland. In addition to supporting the child at home, the social network of the family and strengthening parents' skills also play a key role.



2 Resources, services and effects in the reporting period

2.1 Resources used (input)

The operating income of CHF 1,159,500 in 2015 is set against expenses of CHF 1,156,100. The staff costs of a:primo represent approximately 53% of the expenses. Overall, 9,270 hours were worked last year.

Type of costs	CHF in 2015	CHF in 2014
Staff costs	613,500	678,400
Material costs	277,900	307,200

2.2 Services (output)

In 2015, the following services were provided relating to the early child development program schritt:weise:

Distribution of schritt:weise

In 2015, a total of 367 children at 27 sites took part in schritt:weise or petits:pas.

New sites

Köniz, Canton of Bern: The development of the Köniz site was able to be completed successfully. schritt:weise 2|3 has been implemented with 20 children since July 2015.

Geneva: The Geneva site is in development. The association petits:pas Genève was founded as a partner organization for the implementation of petits:pas in the city of Geneva. The petits:pas coordinator was appointed and was able to start networking and recruiting families for the first run. The program is likely to launch in October 2016 with 20 families.

Alternative implementation model of schritt:weise

The pilot sites Bern (small group meetings) and Basel (focus) completed their second cycle. The final evaluation workshops by the Marie Meierhofer Institut are still to come.

The pilot site Oensingen/Balsthal (widening the age range) started the second cycle in March 2015. The pilot site La Broye (flexible start) launched in February 2015.

This pilot implementation is likely to be complete in spring 2017.

Further development of schritt:weise

A practical guide to schritt:weise has been developed for the coordinators. The practical guide

serves as a reference for the schritt:weise coordinators and contains all of the relevant information about the program. When it was being drafted, the focus was on setting out the backgrounds and theoretical associations behind all of the components of the program. The practical guide is also part of the training to become a schritt:weise coordinator. The training concept for the program employees was given a full review. Thanks to the practical guide, the coordinators can now be trained in a flexible and prompt manner. Reading the guide provides a basis for and an overview of the areas of responsibility. Building on this there are training days in small groups addressing the program in greater detail.

The documents available to schritt:weise coordinators online have been revised, including the certificates for the participating families, the self-assessment form and the certificate template for home visits.

The home visitor training for schritt:weise 1 was redeveloped.

Training sessions and workshops

In 2015, 6 coordinators completed the schritt:weise or petits:pas training session. In addition to this, 11 coordinators took part in the "Introduction to schritt:weise 1|2" workshop.

Twenty-one coordinators took part in the coordinators' meeting in Biel. In addition to the informative part, during the discussions experiences on the topics of "social disadvantage" and "traumatized refugee families in the schritt:weise program" were exchanged. In the afternoon the group discussed the topic of "fathers in schritt:weise".

Fifty-two home visitors took part in the home visitor meeting (4 practical workshops and one presentation by the Lego Foundation).

Fundraising

Fundraising for schritt:weise was very successful. The financing for development (alternative implementation model, adaptation of petits:pas and training for program employees) was able to be completed in 2015. The UBS Optimus Foundation also ran a successful campaign and worked with the Roger Federer Foundation to provide generous site promotion.

a:primo also obtained a commitment for a service agreement with the Federal Government for the pe-

riod from 2016 to 2019. The focus of the service agreement lies in the qualification of the home visitors to increase the possibility for them to enter the first labour market, particularly in the field of supplementary childcare.

PR work and business development

In 2015, a:primo developed a strategy for winning over the private sector as promoters of early child development. Business is a key actor with the influence to make important people from politics, administration and the public aware of the importance of early child development in Switzerland. Winning over the business sector as an advocate of early child development in general (at a national level) and for schritt:weise in particular (at a local level, site maintenance) has a huge impact on public recognition. The strategy will be implemented in 2016.

Development of a sustainable evaluation concept and online monitoring

As described in the following chapter, a:primo has a comprehensive evaluation and quality assurance concept. The aim of the newly developed online solution was to ensure a good quality of monitoring and to simplify data collection and evaluation. The reduction in manual data processing means that personnel resources can be used more effectively.

2.3 Effects achieved (outcome/impact)

schritt:weise is evidence-based and has been academically supported and evaluated since its introduction.

Evaluation by the Marie Meierhofer Institute

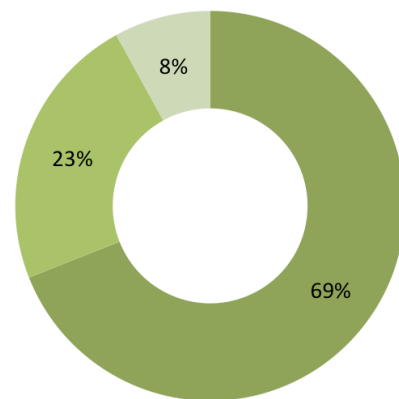
The fundamental evaluation was carried out by the Marie Meierhofer Institute for the Child (MMI) from 2008 to late 2011 at eight program sites with a total of 129 families and 135 children. The children were an average of two years old at the start of the program.

Results: In summary, the results show that the program is suitable for the target group of socially disadvantaged families. Participation in the program enabled the parents to improve their parenting skills, which in turn had a positive impact on the relationship between the parent and the child. The mothers and fathers were engaging with their children more commonly and in some cases in another, more conscious manner, and expanding their social contacts to include other families with children. In most families, this is associated with a decrease in feelings of stress. Through the schritt:weise program the children received a great

deal of support in their development. The results show that 69 percent of the children showed a significant improvement in motor skills, manual skills, receptive language and emotional development:

Quality of implementation

■ Good development ■ Moderate development
■ Defective development



Most of the children moved on to another program after completing the schritt:weise program.

Evaluation of schritt:weise in the city of Bern

As part of the “primano” project by the city of Bern schritt:weise was evaluated by the University of Bern between 2007 and 2012. A total of 170 families took part in the evaluation.

Results: The development tests were able to show that the children made progress in the fields of motor skills and awareness of their bodies. A survey carried out of kindergarten teachers of former schritt:weise children showed a very positive response in terms of the level of development and the social behaviour of the children.

Interface evaluation report on the new schritt:weise sites

Between 2010 and 2012, Interface investigated nine sites as part of the development of a new evaluation concept. A total of 117 families with a total of 121 children, 50% boys and 50% girls, took part.

Results: The level of education among the families was below the Swiss average. The majority of the families had a migrant background and low levels of social contact at the start of the program. After completing schritt:weise, a wide range of effects were able to be observed in both the mothers and the children. At the end of the program, the chil-

dren were doing more diverse activities than at the start, and they had access to craft materials and toys. The mothers were showing a greater level of interest in their children's development and were more conscious about planning time with their

children. After completing the program, all of the children attended another service, such as a play-group, a kindergarten or a childminder.

2.4 Comparison with the previous year: Level of target attainment, learning experiences and success

Constant growth in the number of program participants

A total of 1744 have been directly supported by the schritt:weise program since its launch in 2007. Siblings who indirectly benefited from the program are not listed.

Children included in the schritt:weise program									
Year	2007	2008	2009	2010	2011	2012	2013	2014	2015
Number	25	93	135	154	255	140	327	248	367

There are various reasons for the fluctuation in the annual increase in the number of children. The transition from the pilot phase to regular funding led to waiting times in many sites until the regular funding was in place. In addition to this, the program duration of 18 months means that some sites do not start a new program cycle every year.

Geographical distribution

schrift:weise is being implemented in 9 cantons in German-speaking Switzerland as well as in the French-speaking part of Switzerland and in the Principality of Liechtenstein which results in a total of 27 sites. There are still no sites in eastern Switzerland or Italian-speaking Switzerland, or more generally in the mountain regions.

Training

The completion of training for the home visitors was delayed due to personnel changes and was not able to be developed until autumn 2015. The aim is to complete the training by 2016.

Practical guide

The German-language version of the practical guide for coordinators was able to be completed in late 2015. The French-language version will be available by May 2016.

Adaptation of petits:pas 1

The adaptation of petits:pas 1 was delayed due to a change in personnel. The next deadline has been set for August 2016.

Alternative implementation model

The Marie Meierhofer Institute has communicated the first interim evaluations of the alternative implementation models for the rural regions. A number of models are promising. The final evaluations will only take place after the end of the project in 2017.

Evaluation and online monitoring

The evaluation concept for a comprehensive quality management system (QMS) has been successfully developed. The new QMS including the web-based solution for online monitoring is being introduced in 2016.

Fundraising

The funding for the expansion of schritt:weise into the French-speaking part of Switzerland was able to be ensured. The Perspektiven Foundation supported the adaptation of schritt:weise 1 to French-speaking Switzerland. The adaptation and development of schritt:weise is now fully funded and fundraising was able to be completed in September 2015.

3 Planning and future prospects

We want to continue to expand schritt:weise so that as many children from socially disadvantaged families as possible can take part in the early child development program and have a fair chance in life. By the end of 2016, we would like to have achieved the following objectives:

Distribution of the program

New sites are to be developed and existing sites expanded in both the German-speaking and the French-speaking parts of Switzerland. In 2016, 350 children started the schritt:weise and petits:pas programs.

Alternative implementation model

The pilot sites for the alternative implementation model are continuously supported. On the basis of the current level of knowledge, a viable model for rural areas was able to be created and coordinated with the practice.

Completion of the adaptation of petits:pas 1

The adaptation of petits:pas 1 will be completed in 2016. This will then be offered in French-speaking Switzerland as a new program module.

Training of the coordinators and home visitors

The training and a skills-based portfolio for home visitors have been developed and the coordinators integrated into the process. The material is available in German and in French.

Introduction of the new online monitoring

The online monitoring has been introduced in all sites in German-speaking and French-speaking Switzerland and functions smoothly during the day-to-day.

Introduction of the new quality management system (QMS)

The new QMS will be introduced at all sites and implemented to ensure satisfaction in the sites. This will establish collaboration between a:primo and the sites (partner organizations and coordinators).

Fathers Project by MenCare Switzerland

The aim of the Fathers Project is to give fathers role-specific and enticing access to the schritt:weise program, thereby increasing their presence and involvement in the program. The measures developed were tested at pilot sites in 2016.

a:primo communication concept

The new a:primo communication concept will take into account the current direction of impact and challenges. The concept supports the target group-specific marketing of the services provided by a:primo and also takes into account international partnerships (in English). As a first, important step the a:primo web presence is being fully updated in 2016.

a:primo lobbying strategy

In line with the communication concept, a:primo's lobbying will be clearly aligned and strengthened. The focus is on the one hand communities, cantons and the Federal Government and on the other hand business associations and companies.

10 year anniversary of a:primo

In October 2016, the a:primo association in Bern will celebrate its ten-year anniversary. This party will also be used for PR work and to strengthen links to the partner network.

4 Organizational structure

4.1 Organizational structure

Publication and copyrights

a:primo is the publisher of schritt:weise and holds the copyrights for all materials developed specifically for the program. This ensured that they can be reused and further developed and there are no subsequent costs for use.

Social franchising

a:primo develops and runs schritt:weise but does not implement any sites. The implementation of the schritt:weise program is carried out by social

franchising partners: a:primo grants usage rights to trustees who implement the program at one site or several sites on behalf of communities or cities. The usage agreement serves primarily as a binding implementation regulation and as a measure of quality assurance.

Site funding

To date, the difficult conditions of the early area have typically applied: Communities and private partner organizations have to take the initiative and fund the programs themselves.

4.2 Partnerships, collaborations and networks


Support partners for program development

The following partners finance the various partial projects for the expansion, adaptation and quality assurance of the schritt:weise program. The time period of the support runs from 2011 to 2017.

	 <p>Schweizerische Eidgenossenschaft Confédération suisse Confederazione Svizzera Confederaziun svizra</p> <p>Eidgenössisches Justiz- und Polizeidepartement EJPD Bundesamt für Migration BFM</p>	 <p>Sophie und Karl Binding Stiftung</p>
 <p>Stiftung Mercator Schweiz</p>	 <p>avina stiftung stephan schmidheiny</p>	 <p>Paul Schiller Stiftung</p>
<p>ERNST GÖHNER STIFTUNG</p>	<p>Drittes Millenium [Third Millenni- um] Foundation</p>	 <p>SwissLife Stiftung Perspektiven</p>

Site support partners

The following partners support the schritt:weise program through start-up financing for new sites, which should motivate interested communities to introduce the program.

<p>Roger Federer Foundation</p>	 <p>UBS UBS Optimus Foundation</p>
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Partner for material donations

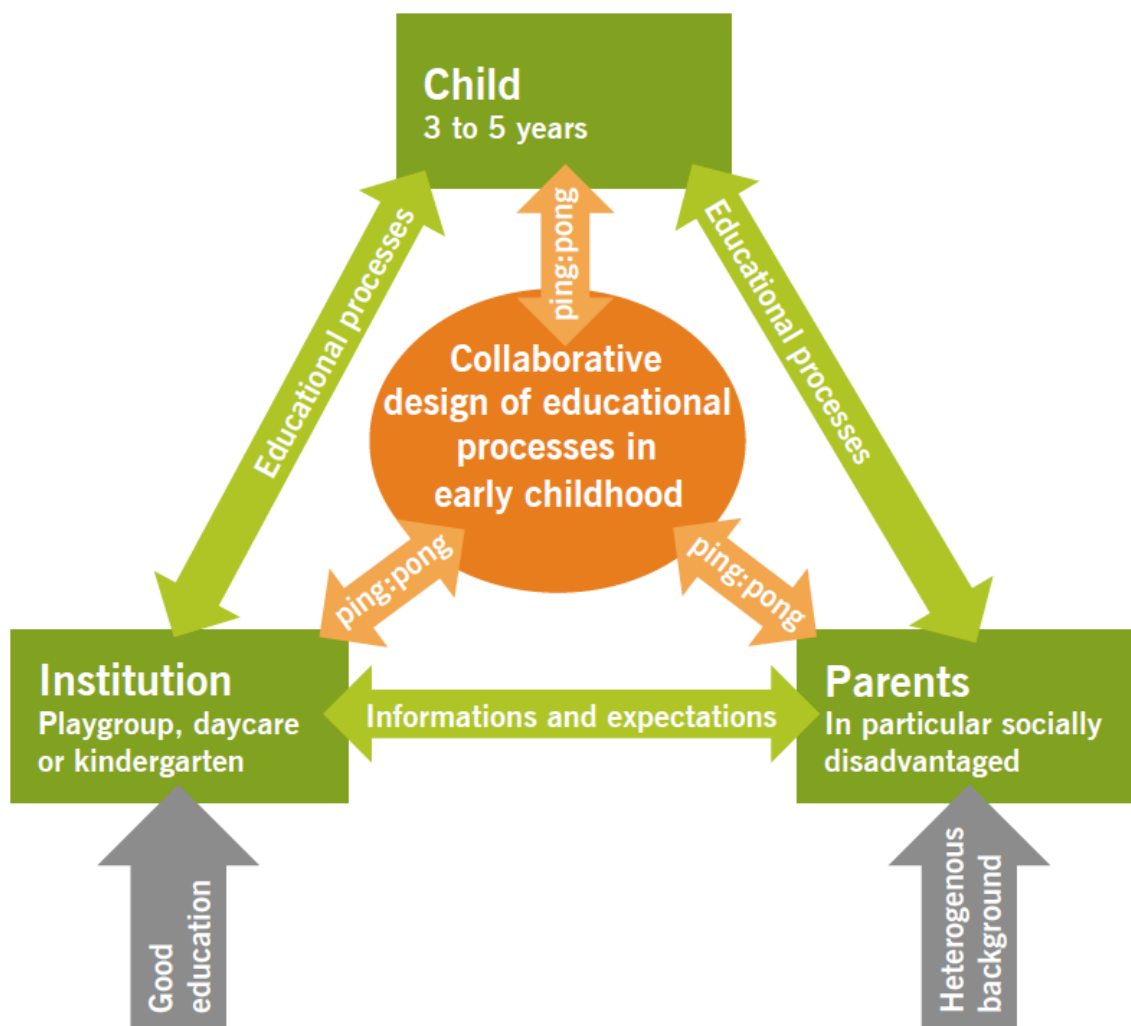
The following partner supports the schritt:weise program with material donations.

<p>The LEGO Foundation</p>

B2 ping:pong program

ping:pong is an early child development program for children aged between 3 and 6 years old who attend a playgroup, a childcare facility or a kindergarten. It focuses on collaboration between parents and institutions on education and upbringing, in other words the combination of learning through play in institutions and families. The program will close the gaps listed above and thus contribute to building authentic, effective educational cooperation between families and early childhood education. ping:pong has been in development since 2016 and will be implemented in a pilot phase in kindergartens, childcare facilities and playgroups in German-speaking Switzerland from 2017.

The following diagram shows the interactions that will be established among the educational stakeholders. The educational cooperation to be promoted by the ping:pong program is shown in the centre.



5 Planning and future prospects

The planning for the ping:pong early child development project is set out below. By the end of 2016, we want to have achieved the following objectives: The project organization should have been developed, the concept of ping:pong drafted and the development of the individual modules started.

Possible pilot sites have included ping:pong in their budget. The a:primo network is intentionally being used to present the ping:pong service in an active way, among other things through an information event in June 2016.

Project phase	Start	End
Conception	January 2016	September 2016
Development	June 2016	June 2018
Piloting with academic support	July 2017	December 2020
Market introduction	April 2018	December 2021

Intensive fundraising has meant that the funding for the conception and development of the early child development program and the funding of the pilot phase with academic support was able to be

ensured by the end of 2015. The aim is for the funding of the market introduction to be ensured by the end of 2016.

6 Organizational structure

6.1 Organizational structure

Program development

The program is being developed in collaboration with the institutions that will be the future users. The project trustees can address their concerns during the design of the program and appoint experts working in this area who can ensure that the program is relevant to everyday life in the institutions during the development of the program.

Academic support

We were able to bring Prof. Doris Edelmann of the Pedagogical University of Bern on board as an academic support partner. She has already been involved in the program development phase. The evaluation concept and the corresponding tools are

being developed in close collaboration with the institutions. When selecting a partner for academic support, the proximity of the future implementation institutions was important, as was an interest in writing publications in the context of the project. The aim of this was to disseminate the program within the field of academia and promote the training of future program employees. The Pedagogical University of Bern meets all of these requirements. It is a training facility for kindergarten teaching staff, and as a research institution it is very interested in the publication and further processing of the evaluation results. The university also offers a study program in the field of early childhood and has relevant expertise in the field of early childhood research.

6.2 Partnerships, collaborations and networks

Support partners for program development

The following partners are financing the development phase and the pilot phase with academic support for the ping:pong program.

<p>The LEGO Foundation </p>		 <p>Gesundheitsförderung Schweiz Promotion Santé Suisse Promozione Salute Svizzera</p>
<p>avina stiftung stephan schmidheiny</p>	<p>Private family foundation</p>	

C Our organization

7 Organizational profile

7.1 General information about the organization

Name	a:primo Association for the early child development of socially disadvantaged children
Main headquarters	Technoparkstrasse 2, 8406 Winterthur
Branch office	Avenue de Rumine 2, 1005 Lausanne
Contact details	a:primo association Technoparkstrasse 2 8406 Winterthur +41 52 511 39 40 www.a-primo.ch Erika Dähler, Co-Manager, erika.daehler@a-primo.ch Anke Moors, Co-Manager, anke.moors@a-primo.ch
Legal form	a:primo is an association in accordance with Swiss legislation (Article 60 et seqq. of the Civil Code).
Foundation	The a:primo association was founded in 2006.
Purpose of the association	The purpose of the a:primo association is the charitable and sustainable provision of early child development for socially disadvantaged children of pre-school age. The areas of activity include early child development in general and early child development within the scope of support programs. The association has a branch office in order to achieve its purpose.
Statutes	www.a-primo.ch/de/ueber-uns/verein-a-primo/mitgliedschaft
Commercial register entry	The association has been registered in the commercial register of the canton of Zurich since 17 September 2013.
Charitable status	In accordance with the order of 29 April 2010 by the Zurich cantonal tax office, the a:primo association is recognized as a charitable organization and exempt from state tax, general community tax and direct federal tax.
Independence	a:primo is politically and religiously neutral. a:primo is a legally independent organization from its funding partners.

Number of employees	2014	2015
Permanent employees working part-time	8	7
Freelancers	1	0
Volunteer board members	5	7
Full-time positions (100%)	5.9	4.6

7.2 Memberships and associated organizations

7.2.1 Memberships

The a:primo association is a member of the following organizations: Netzwerk Kinderbetreuung, Elternbildung CH, Pro Familia Schweiz, Stimme Q, Public Health Schweiz, GAIMH (German-Speaking Association for Infant Mental Health).

7.2.2 Associated organizations

Auridis gGmbH in Neuss (Germany) is funding the operating costs of a:primo including infrastructure in a longterm. The financial contributions made by Auridis gGmbH may not be used for program development.

8 Finances

8.1 Accounting

a:primo financing model

In accordance with Article 4.1 of the association's statutes, the charitable association a:primo is financed by the following sources of income:

- Member contributions
- Revenue from services provided by the association
- Usage fees for partner organizations
- Contributions and grants from private and public institutions
- Interest on association assets
- Donations, endowments, legacies

Accounting principles

This annual financial statement has been prepared in accordance with the provisions of Swiss accounting law (32nd title of the Code of Obligations). The new accounting law is being used for the first time in this annual financial statement. The structure of the previous year's figures has been adjusted.

Principles of accounting and evaluation

The accounting is in Swiss Francs (CHF). The assets and liabilities are calculated at the exchange



7.3 Environment and social profile

a:primo is a charitable, politically and religiously neutral association with a family-friendly corporate culture that promoted the combination of a professional life and a family life with flexible working conditions (annual working hours, part-time work).

Environmental issues are also very important to the association, which manifests in the careful handling of the resources used (including paper, energy and water consumption and the use of public transport).

rates on the balance sheet date, business processes at the relevant daily rate. Unless otherwise mentioned, the balance sheet items are evaluated at the current values on the balance sheet date, generally at nominal values. Stocks of goods are evaluated at the cost price less any appropriate correction in value. The fixed assets are included in the balance sheet at their procurement costs less the commercially necessary amortization. Fire insurance values: 100,000 CHF for material costs and stocks of goods.

Accounting

The internal accounting is supplemented by Büro Ö AG, St. Gallen, which carries out the payroll accounting and prepares the quarterly and annual reports.

Revision of the 2015 annual financial statement

The 2015 annual financial statement was revised by PricewaterhouseCoopers AG, Winterthur.

Detailed financial report

The detailed report on the 2015 annual financial statement can be obtained from the a:primo branch office.

8.2 Balance sheet

Balance sheet as at 31 December

(in Swiss Francs)

	<u>2015</u>	<u>2014</u>
Assets		
Liquid assets	341,638	233,336
Accounts receivable from trade and services from third parties	44,503	13,131
Other claims against third parties	5,547	5,972
Stock	51,800	57,000
Active deferred income	<u>28,083</u>	<u>20,793</u>
Total current assets	471,571	330,233
Furnishings and fixtures	12,900	11,000
IT equipment	14,500	12,100
Online platform	<u>24,000</u>	<u>0</u>
Total fixed assets	51,400	23,100
Total assets	<u>522,971</u>	<u>353,333</u>
Liabilities		
Creditors	65,622	27,576
Deferred liabilities	<u>152,232</u>	<u>182,827</u>
Total short-term borrowed capital	217,854	210,403
Reserves	25,000	12,000
Funds for development and the QA support program	<u>170,800</u>	<u>60,000</u>
Total long-term borrowed capital	195,800	72,000
Organizational capital	<u>109,317</u>	<u>70,930</u>
Total liabilities	<u>522,971</u>	<u>353,333</u>

8.3 Revenue and expenditure

(in Swiss Francs)

(in Swiss Francs)

	<u>2015</u>	<u>2014</u>
Net income	1,159,496	1,137,483
Material costs	-125,519	-110,596
Project costs	-141,927	-190,329
Evaluation/training costs	-10,467	-6,301
Staff costs	-613,513	-678,428
Other operating expenses	-102,945	-102,651
Amortization	-25,162	-11,779
Operating result	<u>139,963</u>	<u>37,399</u>
Financial result	9,224	5,486
Annual result before fund changes	<u>149,187</u>	<u>42,884</u>
Change to special-purpose funds	-110,800	8,600
Change to equalization fund	-35,000	-50,000
Total expenses	<u><u>3,387</u></u>	<u><u>1,484</u></u>

8.4 Financial situation and planning

Review of 2015

In spring 2015, it was conceivable that we would be able to reach fewer families than originally assumed. A strategic order for analysis by the board and the personnel changes that occurred around that time meant tasks were reallocated. Associated to this was the downsizing of the team.

A positive result is therefore able to be presented for 2015. The equalization funds were able to be increased as a result. This means that we are in a better position to balance out fluctuations in the number of families in the long term.

Outlook for 2016

All of the project costs for the new ping:pong program were able to be secured in 2015. This enabled us to develop and introduce the program without a great degree of financial risk.

From 2016 the new service agreement that a:primo was able to conclude with the Federal Government will be in place.

In addition to this, the sustained support provided by Auridis gives us planning security for the coming years.