



*spielend lernen  
apprendre en jouant  
apprendere giocando*

# 2016 annual report

Brief version

according to the Social Reporting Standard (SRS)



## Overview of the most important elements

	<ul style="list-style-type: none"> <li>• Since it was founded in 2006, the charitable association a:primo has been committed to the early support of children from socially disadvantaged families. Through the early childhood development programmes schritt:weise and ping:pong, a:primo is making an important contribution to the equality of opportunity for socially disadvantaged children.</li> <li>• a:primo is working to anchor early childhood development programmes in Swiss society so that they are used as a matter of course.</li> </ul>
<p><b>schritt:weise</b></p> <p>Learning through playing from the beginning</p>	<ul style="list-style-type: none"> <li>• schritt:weise is a play based learning programme for children from socially disadvantaged backgrounds. The programme is offered in both the German-speaking and French-speaking parts of Switzerland.</li> <li>• In addition to supporting the child at home, the social network of the family and strengthening parents' skills also play a key role.</li> </ul>
<p><b>ping:pong</b></p> <p>Building bridges through play</p>	<ul style="list-style-type: none"> <li>• Socially disadvantaged families in particular require support tailored to their needs at the transition from preschool to kindergarten. The early childhood development programme ping:pong assists this transition through moderated parent meetings. The parents are inspired to encourage their child with his or her education in an age-appropriate manner.</li> <li>• ping:pong has been in development since early 2016 and will launch in the first pilot sites in German-speaking Switzerland from the 2017 academic year.</li> </ul>
<p><b>Our focuses in 2016</b></p>	<ul style="list-style-type: none"> <li>• Start of development of the new programme ping:pong.</li> <li>• Introduction of online monitoring and extensive QMS at the sites</li> <li>• 10-year anniversary of the a:primo association</li> <li>• Launch of the new a:primo web presence</li> <li>• Development of a new communication strategy</li> <li>• Ensuring a service agreement with the federal government and starting project work</li> </ul>

## Contents

<b>A</b>	<b>Overview</b>	<b>4</b>
<b>1</b>	<b>Introduction</b>	<b>4</b>
<b>B1</b>	<b>schritt:weise programme</b>	<b>5</b>
<b>2</b>	<b>Resources, services and effects in the reporting period</b>	<b>6</b>
2.1	Resources used (input)	6
2.2	Services (output)	6
2.3	Effects achieved (outcome/impact)	7
2.4	Comparison with the previous year: Level of target attainment, learning experiences and success	8
<b>3</b>	<b>Planning and future prospects</b>	<b>9</b>
3.1	Planning and objectives	9
3.2	Opportunities	9
3.3	Potential risks	9
<b>4</b>	<b>Organisational structure</b>	<b>10</b>
4.1	Organisational structure	10
4.2	Partnerships, collaborations and networks	10
<b>B2</b>	<b>ping:pong programme</b>	<b>11</b>
<b>5</b>	<b>Resources, services and effects in the reporting period</b>	<b>12</b>
5.1	Resources used (input)	12
5.2	Services (output)	12
5.3	Evaluation and quality assurance	13
<b>6</b>	<b>Planning and future prospects</b>	<b>14</b>
6.1	Planning and objectives	14
6.2	Opportunities	14
6.3	Potential risks	14
<b>7</b>	<b>Organisational structure</b>	<b>15</b>
7.1	Organisational structure	15
7.2	Partnerships, collaborations and networks	15
<b>C</b>	<b>Our organisation</b>	<b>16</b>
<b>8</b>	<b>Organisational profile</b>	<b>16</b>
8.1	General information about the organisation	16
8.2	Memberships and associated organisations	17
8.3	Institutional partners.	17
8.4	Environment and social profile	17
<b>9</b>	<b>Services, planning and future prospects</b>	<b>18</b>
9.1	Resources used (input)	18
9.2	Services	18
9.3	Planning and objectives	18
<b>10</b>	<b>Finances</b>	<b>19</b>
10.1	Accounting	19
10.2	Balance sheet	20
10.3	Revenue and expenditure	21
10.4	Financial situation and planning	21

## **A** Overview

### **1** Introduction

Dear reader,

2016 was an important and eventful year for a:primo, with many great successes.

We were therefore able to complete all of the major programme development projects for schritt:weise. The training documents for the coordinators and home visitors are now complete.

We are also pleased that petits:pas is becoming increasingly widespread in the Suisse romande. Thanks to petits:pas 1, families in the French-speaking part of Switzerland can now be reached at an earlier stage.

In summer, we were able to launch online monitoring for schritt:weise and petits:pas as part of the QMS. This enables us to obtain clear assessments of the programmes promptly in both German and French.

The start of the development of the new early development programme ping:pong was a significant step in terms of the expansion of the range of services a:primo offers.

A further significant milestone is the service agreement with the federal government. The agreement with the government enables us to focus on the professional integration of the home visitors and the compatibility of job and family.

A high point of 2016 was our anniversary in late October. We were able to look back on ten years of successful work together with partner organisations, programme employees and funding partners. We are proud of the fact that more than 2000 families have been able to benefit from schritt:weise and petits:pas in the past ten years.

Co-Management of a:primo



Erika Dähler Meyer



Anke Moors

President of the a:primo association

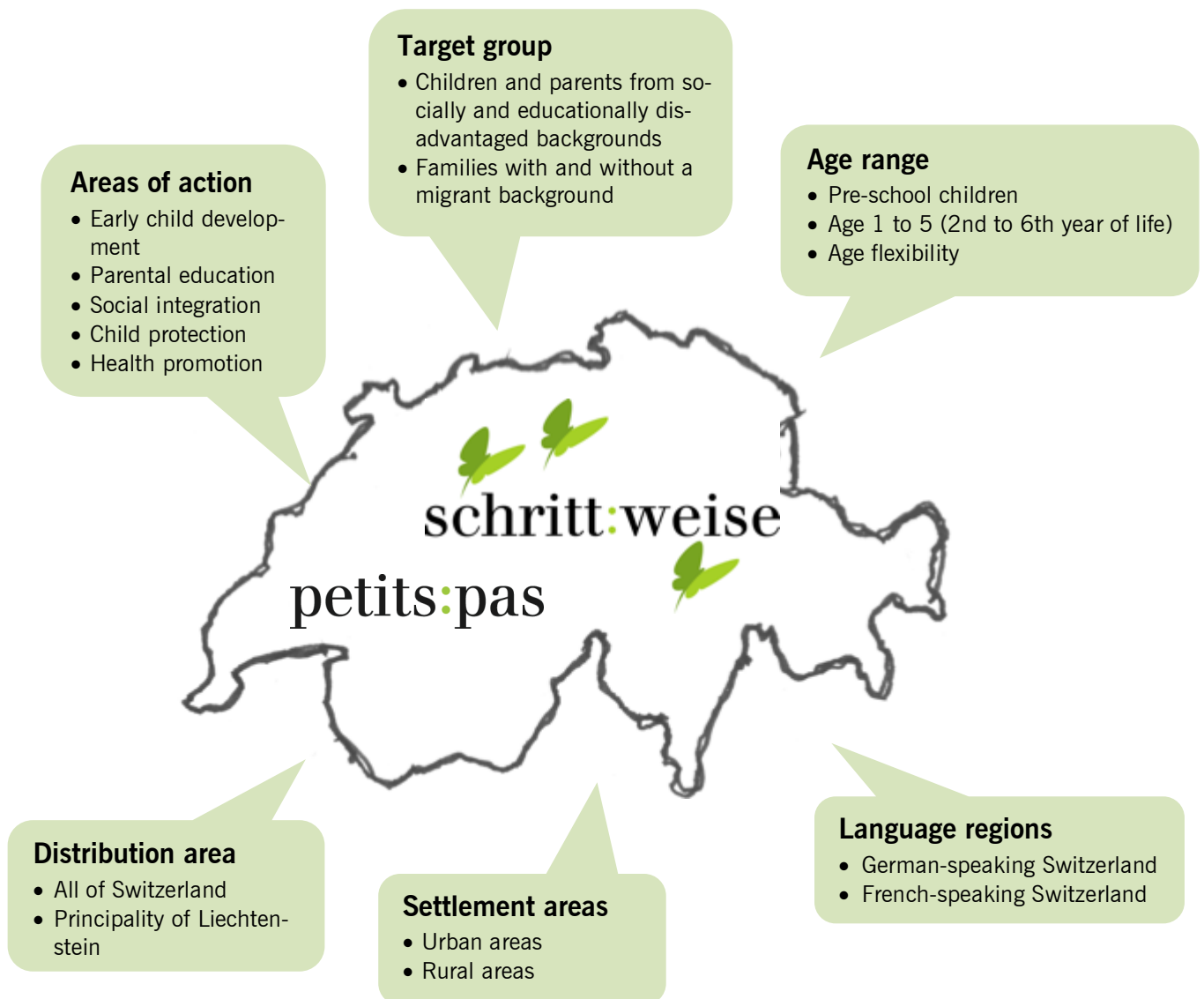


Andrea Sprecher

April 2017

## B1 schritt:weise programme

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 711,400 in 2016 is set against expenses of CHF 616,000. The staff and infrastructure costs of CHF 443,000 for schritt:weise represent around 72% of the expenditure. A total of 4,795 working hours were put in for schritt:weise in the past year.

### 2.2 Services (output)

In 2016, the following services were provided for the early childhood development programme schritt:weise:

#### **Distribution of schritt:weise**

In 2016 343 children started schritt:weise or petits:pas at 26 sites. During this period there were a total of 615 children in the programme.

#### **New sites and expansions**

Thanks to the “An Opportunity for Children” fund-raising campaign by the UBS Optimus Foundation, the schritt:weise sites in Baselland, Winterthur and Biel were able to be expanded to include an additional 22 families in 2016.

The first cycle of petits:pas started in Geneva in November 2016 with 19 families. The new location also benefited from start-up funding from the UBS Optimus Foundation over a period of two programme runs.

#### **Alternative implementation models for schritt:weise**

The evaluation workshops by the Marie Meierhofer Institute for the pilot sites in Bern (model: small group meetings) and Basel (model: focus) took place in early 2016. The pilot location of Oensingen/Baltsthal (model: expansion of the age range) has finished the second cycle of the programme. The evaluation workshop is taking place in February 2017. The pilot location of La Broye (model: flexible start) will complete the second cycle of the programme in May 2017.

A concept for the rural areas has been developed based on the results of the evaluation of the alternative implementation models and in consultation with the Arkadis Foundation. This concept aims to meet the following requirements: Same intensity and costs as the standard model, same programme components (home visits and group meetings), low threshold (short distances, local group meetings).

#### **Further development of schritt:weise**

The training and a skills-based portfolio were developed for the home visitors and the coordinators and introduced into the procedure. The material is available in German. The development of the French version is 90% completed. The training in French is available in February 2017.

#### **QMS with online monitoring**

The new QMS was successfully introduced at the programme sites in summer 2016. This will establish collaboration between a:primo and the sites (partner organisations and coordinators).

#### **Training sessions and workshops**

In 2016, 6 coordinators completed the schritt:weise or petits:pas training session.

Twenty coordinators took part in the coordinators' meeting in the German-speaking part of Switzerland. In addition to the informative part, experience on the topics of “professional integration of the home visitors”, “employee discussions”, “increasing skills, protecting children” and “fathers in schritt:weise” was shared in a round of discussions. Four coordinators took part in a meeting in the French-speaking part of the country. The topic of “child development” was addressed with a specialist, and the professional integration of the home visitors was also discussed.

Sixty home visitors took part in the home visitor meeting. The schritt:weise books and methods for dealing with parents with the books were discussed and worked through in workshops.

#### **Fundraising**

In 2016, the UBS Optimus Foundation carried out a further successful campaign for schritt:weise, enabling the enlargement or the construction of four additional programme sites in 2017.

#### **PR work and acquisition**

a:primo developed a new communication strategy in 2016. The aim is to use the network in a strategic manner to further expand schritt:weise.

## 2.3 Effects achieved (outcome/impact)

No new evaluations were carried out in the reporting period. schritt:weise is evidence-based and has been scientifically evaluated multiple times since its introduction in 2007. Since the programme is standardised and quality assured, the effects can be reproduced as demonstrated in the following evaluations:

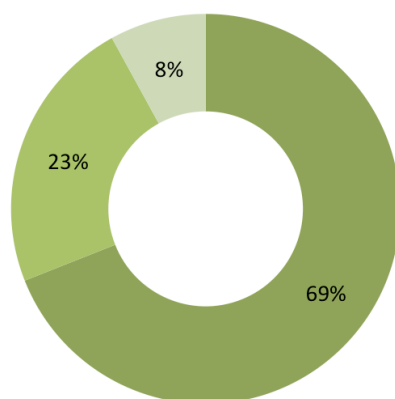
### Evaluation by the Marie Meierhofer Institute

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 children 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 or a kindergarten.

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

### Constant growth in the number of programme participants

A total of 2087 children have been directly supported by the schritt:weise programme since its launch in 2007. Siblings who indirectly benefited from the programme are not listed.

Children included in the schritt:weise programme										
Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Number	25	93	135	154	255	140	327	248	367	343

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 programme duration of 18 months means that some sites do not start a new programme cycle every year.

### Geographical distribution

schrift:weise is being implemented in a total of 26 locations, in 9 cantons in German-speaking and French-speaking Switzerland as well as in the Principality of Liechtenstein. There are still no sites in eastern Switzerland nor in the Italian-speaking Switzerland, or more generally in the mountain regions.

### Children supported

A total of 343 children started schritt:weise or petits:pas in 2016. The aim of 350 children and the development of new sites was just reached. Three sites could be enlarged thanks to grant funds.

### Alternative implementation model

The pilot sites for the alternative implementation model continued to be monitored. The second runs of the models of focus, small groups and expansion of the age range could be completed in 2016. The second cycle of the flexible start model will be completed in May 2017. The evaluation results for all pilot sites are not yet available.

### Completion of the adaptation of petits:pas 1

The adaptation of petits:pas 1 was successfully completed in 2016. This means a new programme model can now be offered in the French-speaking part of the country.

### Training of the coordinators and home visitors

The training and a skills-based portfolio for home visitors have been developed and the coordinators have been introduced to the new procedure. The training is available in German and French.

### Introduction of the new online monitoring

The online monitoring has been introduced in all sites in German-speaking and French-speaking Switzerland.

### Introduction of the new quality management system (QMS)

The new QMS has been introduced in all schritt:weise sites. Collaboration between a:primo and the sites (partner organisations and coordinators) could be established to the satisfaction of all of the persons involved.

### Fathers project by MenCare Switzerland

The collaboration with MenCare stopped due to different expectations of the project.

## 3 Planning and future prospects

### 3.1 Planning and objectives

We aim to continually expand schritt:weise so that as many children from socially disadvantaged families as possible can take part in the programme and have a fair chance in life. By the end of 2017, we want to have achieved the following objectives:

#### Expansion of the programme

New sites are to be established and existing sites expanded in both the German-speaking and the French-speaking parts of Switzerland. In 2017, 400 children start the schritt:weise and petits:pas programmes.

#### Acquisition

In terms of acquisition, the focus is on the development of new regions. The a:primo network is actively used and further expanded in order to achieve this objective.

#### Alternative implementation models

Completion of the pilot of the flexible start model. The profit analysis of a:primo and the evaluation report on the MMI pilot implementation will be available in autumn 2017 and the report on the follow-up study will be available in autumn 2018.

#### Implementation model for the rural areas

The concept of schritt:weise in rural areas is being implemented in the canton of Solothurn as a pilot and supported by a:primo.

#### QMS

The requirements of the programme are systematically evaluated within the scope of the new QMS and the service quality will continuously be checked.

### 3.2 Opportunities

#### Further need for social action

The potential of schritt:weise is in no way exhausted in Switzerland. Various social and political developments but in particular also the increasing numbers of refugees mean that now more than ever young families from socially disadvantaged backgrounds need support.

#### White paper for effective political lobbying

In the Whitepapers by the Jacobs Foundation reference was made to the importance of offering support to certain groups, particularly families who are at risk and those with a migration background.

schritt:weise in particular was held up as a model and a worthy investment.

#### Recommendations from the federal government

The focus within the scope of poverty prevention is increasingly being placed on home visiting services such as schritt:weise.

#### Campaign by UBS Optimus Foundation

The early childhood development programme schritt:weise was selected for a further campaign entitled "An Opportunity for Children" run by the UBS Optimus Foundation. Between 2017 and 2019, the donations will go to four schritt:weise sites selected by the UBS Optimus Foundation, so they will benefit the families directly. a:primo aims to strengthen the sites and promote expansion by providing grant funds. Important contacts with large donors are also being established.

### 3.3 Potential risks

#### Budget cuts

Cost-effective implementation models are a significant challenge for a:primo. If the support programme is not offered with a good cost/benefit ratio, the users may turn to a cheaper alternative service, even if this is not the right fit for them or is not sustainable. The situation could be alleviated if the sites were to receive state support on a legal basis to an increasing extent and were no longer reliant on purely communal funding.

#### Competition from comparable services

The two-year pilot test by the early childhood development programme PAT was completed in 2015 and Zeppelin is now attempting to set up sites across Switzerland. PAT is a direct competitor for schritt:weise. It is a home visiting programme which uses another approach but focuses on the same target group.

#### Competition from the state sector

The Swiss early childhood development programme market is expanding. It is foreseeable that public funds will no longer flow into location financing but will instead go into programme development. Substantial amounts of funding may be withdrawn from independent providers in the medium term as a result of public research and programme development.

## 4 Organisational structure

### 4.1 Organisational structure

#### Publication and copyrights

a:primo is the publisher of schritt:weise and holds the copyrights for all materials developed specifically for the programme. This ensures that they can be reused and further developed and that 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 programme is carried out as social

franchising: a:primo grants usage rights to trustees (partner organisations) who implement the programme at one location 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.

#### Funding of programme sites

To date, for the sites the difficult financing conditions of the early development area apply: Communities and private partner organisations have to take the initiative and fund the programmes themselves.

### 4.2 Partnerships, collaborations and networks

#### Funding partners for the expansion of schritt:weise

The a:primo association has with the Auridis gGmbH from Müllheim an der Ruhr (Germany) a long-term funding partner for the expansion of schritt:weise by its side.



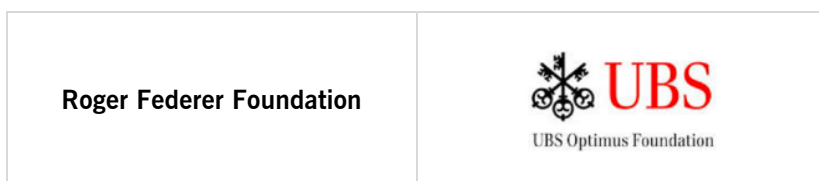
#### Programme development

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



#### Location support partners

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

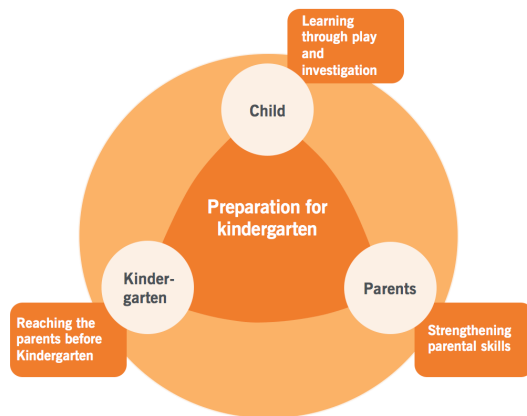


## B2 ping:pong programme

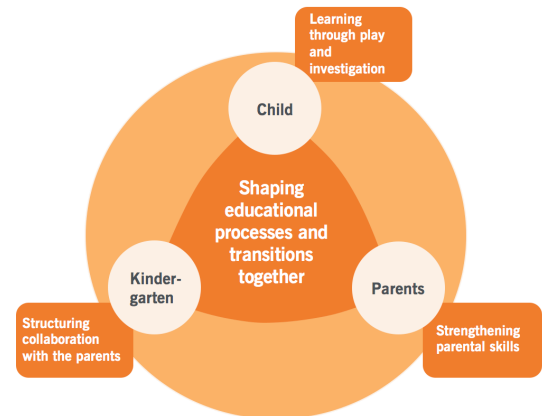
The early childhood development programme ping:pong is an offer provided by a:primo which has been in development since January 2016 and will be implemented in the first municipalities as a pilot project from the start of the academic year in 2017. ping:pong supports socially disadvantaged parents and their children aged between 3 and 6 who attend a pre-school or kindergarten. Moderated parent meetings help to prepare the families for transition to the kindergarten. Parents receive suggestions and knowledge of how to encourage their children at home through play and how they can actively support them with their education. Parents and specialists work together to ensure that the child has a good start in the kindergarten and a fair opportunity for education and social participation.

The following diagrams show the objectives that ping:pong strives to achieve.

**ping:pong pre-school**



**ping:pong kindergarten**



## 5 Resources, services and effects in the reporting period

### 5.1 Resources used (input)

The operating income of CHF 236,700 in 2016 is set against expenses of CHF 318,800. The staff and infrastructure costs of CHF 184,500 for schritt:weise represent around 58% of the expenditure. A total of 2,145 working hours were put in for ping:pong in the past year.

### 5.2 Services (output)

In 2016, the following services were provided relating to the early childhood development programme ping:pong:

#### Start of project development

The development of the ping:pong programme started in January 2016.

#### Facility survey

a:primo carried out a facility survey of current parent collaboration in kindergartens, day-cares and playgroups in spring 2016 and used this as the basis for the development of the concept. It included questions on the transition to the kindergarten, the collaboration between the institution and parents, expectations of satisfaction with the collaboration and the significance of parent skills. A total of 120 specialists took part in the survey.

#### Expert workshops

Two expert workshops were carried out in June 2016. Together with experts from offices and associations (playgroup associations, childcare networks, school social work), from research and teaching and the board of a:primo, the rough concept of ping:pong was examined in terms of its feasibility in practice and solutions were sought for existing challenges.

#### Conception

The concept of ping:pong was developed and completed based on the knowledge from expert workshops and literature research in the reporting period. The programme structure for the various implementation models and the concept for the programme content, programme implementation, programme materials, location acquisition and communication were all developed.

#### Implementation guidelines

The development of the implementation guidelines for ping:pong kindergarten started in summer 2016.

#### Quality standards

The quality standards as a basis for the evaluation of the pilot sites were determined in collaboration with Prof. Dr. Doris Edelmann of the PH Bern.

#### PR work and acquisition

Initial promotional material for the acquisition of pilot sites has been prepared. The leaflet is a practice-oriented tool for interested municipalities and partner organisations which explains the introduction of ping:pong. It shows the social problems ping:pong is aiming to resolve, the objectives which are to be achieved through the programme, and how ping:pong is structured.

The leaflet looks at the implementation and addresses funding, political networking and the requirements of partner organisations. A poster for presentations at workshops and conferences which clearly summarises the most important information about the ping:pong programme has also been prepared.

The a:primo network is being used to present ping:pong in an active manner.

#### Pilot sites

Two information events about ping:pong were arranged in order to acquire pilot sites: one in Winterthur on 2 June 2016 and one in Bern on 20 June 2016. The target audience for the events was school management, teaching staff and representatives from municipalities and cities in the fields of education, social work or integration and specialists from the field of early childhood development.

### 5.3 Evaluation and quality assurance

Since the ping:pong early childhood development programme is offered as social franchising, ensuring the high quality of the service across the board is a key part of guaranteeing a:primo's success. A usage agreement defines the quality criteria and obliges the partner organisations to meet these criteria.

#### Academic support

We were able to bring Prof. Dr. Doris Edelmann of the PH Bern on board as an academic support partner. She has already been involved in the programme development phase. The evaluation concept and the corresponding tools are being developed in close collaboration.

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 development. The aim of this was to disseminate the programme within the field of academia and promote the training of future programme employees.

The PH 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 PH Bern also has extensive expertise in the field of research in early childhood.

#### Evaluation concept

The evaluation concept has been prepared. On the one hand, the focus is on the evaluation of the success of the central intervention, in other words the parent meetings under different circumstances. The most important thing here is quality assurance and the identification of the reasons for any deviations. This improves the implementation in terms of its market maturity.

A further focus is on checking the actual use of the materials offered and the evaluation of the practical feasibility of the programme within this concept.

Within the scope of the evaluation, there is an intensive exchange with the a:primo association and a direct exchange between the evaluation team and the VVE Thuis project team in the Netherlands.

## 6 Planning and future prospects

### 6.1 Planning and objectives

By the end of 2017, we aim to have achieved the following objectives:

#### Implementation guidelines

The implementation guidelines for ping:pong pre-school and ping:pong kindergarten are complete.

#### Training concept

The concept for the moderator training session has been developed and the documents prepared.

#### Training

The first moderator training session took place successfully.

#### Play activities

All play activities for both kindergarten-aged and pre-school-aged children are compiled.

#### Programme materials

The play activities are described in a manner appropriate for the target group and summarised in the programme materials for the families.

#### Pilot sites

The first pilot sites started with ping:pong in the 2017 academic year. Further pilot sites are confirmed for the 2018 cycle.

The rough planning for the development of ping:pong is set out below:

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

### 6.2 Opportunities

The ping:pong early childhood development programme is in the programme development phase. Acceptance of the programme in the target group is estimated as being very high, as a:primo already has extensive experience of the acquisition of and collaboration with the target group of socially disadvantaged families. The ping:pong programme can be developed on the basis of tried and tested best practice examples from schritt:weise.

### 6.3 Potential risks

#### Austerity measures

Unfortunately, austerity measures in the field of education are increasing, making the implementa-

tion of early childhood development programmes such as ping:pong more difficult.

#### Confirming pilot sites

Confirming project partner organisations to carry out the pilot implementation of ping:pong presents a particular challenge. Since decision-makers from different sectors (politics, schools, private institutions) are involved in the process of implementation of new programmes in the interested municipalities, the explanations (including explanations of possible partner organisations, the attitude of the staff and the confirmation of funding) take up a great deal of time. This requires more time to be put in by the staff at a:primo to advising and supporting potential pilot sites regarding the programme implementation.

## 7 Organisational structure

### 7.1 Organisational structure

#### Programme development

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

#### Publication and copyrights

The a:primo association is the publisher of ping:pong and holds the copyrights for all materials developed specifically for the programme.

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 ping:pong but does not implement any sites. The implementation of the ping:pong programme is carried out as social franchising: a:primo grants usage rights to trustees who implement the programme at one location or several sites on behalf of schools, municipalities or cities. The usage agreement serves primarily as a binding implementation regulation and as a measure of quality assurance.

### 7.2 Partnerships, collaborations and networks

#### Support partners for programme development

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

		
	<p>Private family foundation</p>	

## Our organisation

### 8 Organisational profile

#### 8.1 General information about the organisation

<b>Name</b>	<b>a:primo</b> <b>Association for the early child development of socially disadvantaged children</b>
<b>Main headquarters</b>	Technoparkstrasse 2, 8406 Winterthur
<b>Branch office</b>	Avenue de Rumine 2, 1005 Lausanne
<b>Contact details</b>	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
<b>Legal form</b>	a:primo is an association in accordance with Swiss legislation (Article 60 et seqq. of the Civil Code).
<b>Foundation</b>	The a:primo association was founded in 2006.
<b>Purpose of the association</b>	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.
<b>Statutes</b>	<a href="http://www.a-primo.ch/de/ueber-uns/verein-a-primo/mitgliedschaft">www.a-primo.ch/de/ueber-uns/verein-a-primo/mitgliedschaft</a>
<b>Commercial register entry</b>	The association has been registered in the commercial register of the canton of Zurich since 17 September 2013.
<b>Charitable status</b>	In accordance with the order of 29 April 2010 by the Zurich cantonal tax office, the a:primo association is recognized as a charitable organisation and exempt from state tax, general community tax and direct federal tax.
<b>Independence</b>	a:primo is politically and religiously neutral. a:primo is a legally independent organisation from its funding partners.

<b>Number of employees</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Permanent employees working part-time	8	7	8
Freelancers	1	0	1
Volunteer board members	5	7	7
<b>Full-time positions (100%)</b>	<b>5.9</b>	<b>4.6</b>	<b>5.6</b>

## 8.2 Memberships and associated organisations

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

## 8.3 Institutional partners.

The a:primo association has been supported by the federal government with a performance mandate since 2016.



Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

Eidgenössisches Departement des Innern EDI  
**Bundesamt für Sozialversicherungen BSV**

## 8.4 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).

## 9 Services, planning and future prospects

### 9.1 Resources used (input)

The operating income of CHF 469,700 in 2016 is set against expenses of CHF 475,100. The staff and infrastructure costs of CHF 341,400 for the a:primo association represent around 72% of the expenditure. A total of 3,055 working hours were put in over the past year.

### 9.2 Services

#### **Federal Social Insurance Office (BSV) performance mandate**

The a:primo association has signed a performance mandate with the federal government. The services are provided in the following two projects:

#### **“Measures to combat the lack of specialists in the field of supplementary childcare” project**

A total of 56 schritt:weise home visitors were surveyed about their practical professional experience and their professional qualifications (including those from their home countries) at the home visitor meeting in August 2016. The evaluation of the interviews was able to be completed in November and the first vision of a skills-based portfolio for integration of the home visitors into the initial employment market was created.

The ten modules of home visitor training were revised. The home visitors learn specialist knowledge about various topics linked to early support. These developed skills were documented in the portfolio in an comprehensible manner.

#### **“Compatibility of family and job in socially disadvantaged families” project**

The academic basis for the determination of success factors for the compatibility of family and job were researched and put together. The analysis of the existing social and professional integration situation of the families based on the data from schritt:weise only started in 2016.

#### **Ten-year a:primo anniversary**

The a:primo association celebrated its ten-year anniversary on 28 October 2016 in the Generationenhaus in Bern with 80 guests. The anniversary party was a harmonious, musical, elated event, which was also used to encourage personal exchange.

#### **PR work**

A communication strategy has been developed. In the future, the board will be more involved in the arranging of key people.

The communication strategy includes political lobbying. The focus is on municipalities, cantons and the federal government.

The a:primo association is a coalition partner of the Ready! Initiative by the Jacobs Foundation. Ready! works with its partners and ambassadors towards a comprehensive early childhood policy in order to provide high quality early childhood support, education and learning to children aged between 0 and 4 in Switzerland.

#### **Marketing**

The a:primo web presence has been completely revised and supports the new communication strategy with a fresh design. The presence is visually concise, the structure has been simplified and it also works on mobile end devices.

### 9.3 Planning and objectives

#### **PR work**

The new a:primo communication strategy will be implemented by the board and the management.

The travelling exhibition by Stimme Q and the partnership with the Ready! Initiative will be used for PR work.

#### **Federal Social Insurance Office (BSV) performance mandate**

The needs and success factors for the professional integration of the home visitors have been clarified and the skills-based portfolio has successfully been introduced in practice. The analysis of the local structures and services on offer and clarification of the connectivity for professional integration have been completed.

The needs and success factors of the compatibility of family and job among socially disadvantaged families were determined and discussed at group meetings.

## 10 Finances

### 10.1 Accounting

#### **a:primo funding 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 organisations
- 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

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 2016 annual financial statement**

The 2016 annual financial statement was revised by PricewaterhouseCoopers AG, Winterthur.

#### **Detailed financial report**

The detailed report on the 2016 annual financial statement can be obtained from the a:primo branch office.

## 10.2 Balance sheet

### Balance sheet as at

**31 December**

(in Swiss Francs)

	<u><b>2016</b></u>	<u><b>2015</b></u>
<b>Assets</b>		
Liquid assets	592,230	341,638
Accounts receivable from trade and services from third parties	37,920	44,503
Other claims against third parties	5,456	5,547
Stock	66,800	51,800
Active deferred income	<u>37,713</u>	<u>28,083</u>
Total current assets	740,119	471,571
Furnishings and fixtures	9,700	12,900
IT equipment	15,300	14,500
Online platform	<u>1</u>	<u>24,000</u>
Total fixed assets	25,001	51,400
<b>Total assets</b>	<u><b>765,120</b></u>	<u><b>522,971</b></u>
<b>Liabilities</b>		
Creditors	30,024	65,622
Deferred liabilities	<u>183,705</u>	<u>152,232</u>
Total short-term borrowed capital	213,730	217,854
Reserves	40,000	25,000
Funds for development and the QA support programme	<u>359,900</u>	<u>51,800</u>
Total long-term borrowed capital	399,900	195,800
Organisational capital	151,490	109,317
<b>Total liabilities</b>	<u><b>765,120</b></u>	<u><b>522,971</b></u>

### 10.3 Revenue and expenditure

#### Operating statement

(in Swiss Francs)

	2016	2015
Net income	1,417,087	1,159,496
Material costs	-123,686	-125,519
Project costs	-224,443	-141,927
Evaluation/training costs	-6,128	-10,467
Staff costs	-634,797	-613,513
Other operating expenses	-149,080	-102,945
Amortisation	-56,961	-25,162
<b>Operating result</b>	<b>221,991</b>	<b>139,963</b>
Financial result	9,282	9,224
<b>Annual result before fund changes</b>	<b>231,273</b>	<b>149,187</b>
Change in funds, development of the funding programme	-99,100	-110,800
Change in funds, location funding	-90,000	
Change to equalisation fund	-35,000	-35,000
<b>Association result</b>	<b>7,173</b>	<b>3,387</b>

### 10.4 Financial situation and planning

#### Retrospective at 2016

In spring 2016, a:primo obtained an additional performance mandate from the federal government in addition to the basic agreement. The second agreement was unexpected and is enabling a:primo to develop an important groundwork.

With the broad support of the federal government, the foundations and the partner, 2016 can be seen as a very positive year. The equalisation funds were once again able to be increased as a result. This means that a:primo is better able to balance out fluctuations in the number of families in the long term and ensure its services.

#### Outlook for 2017

All of the development costs for the new ping:pong programme are secured. This will enable a:primo to develop and partially introduce the programme without a great degree of financial risk.

Both service agreements that a:primo was able to conclude with the federal government represent an important source of basic funding for the association.

In addition to this, the sustained support provided by Auridis gives a:primo planning security to expand schritt:weise.