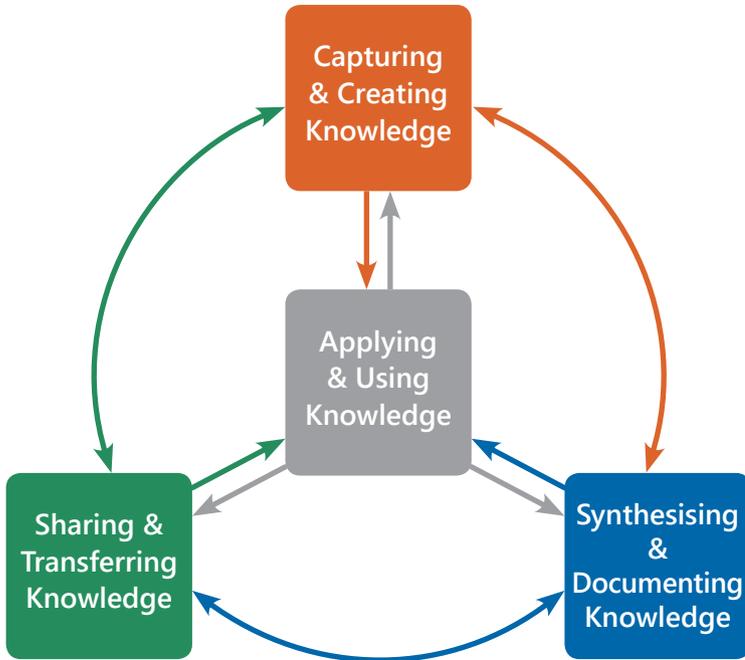




Skat Foundation was established by Skat Consulting in 2002 to foster the exchange of knowledge and experience in development cooperation. To achieve this, the foundation pursues three strategies:

- Capturing & Creating Knowledge
- Synthesising & Documenting Knowledge
- Sharing & Transferring Knowledge, through networks and online platforms

■ Preface	3
■ Why Skat Foundation?	4
■ Capturing & Creating Knowledge	6
■ Synthesising & Documenting Knowledge	8
■ Sharing & Transferring Knowledge	10
■ Financial Statement	14







Dr. Rolf Leutert
Chairman of the Board

Preface

During 2015, Skat Foundation reviewed its strategy in a consultative process within Skat and with Foundation's board. The past and potential future role and niches in consideration of the Foundation comparative advantages were explored. The outcome was a sharpened strategy with three strategic activities (see p.5):

- capturing & creating knowledge
- synthesizing & documenting knowledge
- sharing & transferring knowledge

Furthermore, the collaboration agreement between the two parts of Skat was revised to take into account the financial dependency of Skat Foundation on Skat Consulting, which makes substantial contributions both financially and from their staff's knowledge and expertise. We are most grateful to Skat Consulting management and shareholders for this renewed commitment to the Skat Foundation mission.

2015 marked the end of the Millennium Development Goal period that began in 1990. During that period, access to improved water sources improved dramatically in many parts of the world. Rural water access improved from 62% to 84%, with 17 countries achieving full coverage. Though these achievements are to be applauded, observations in the field show that too many new water points are already malfunctioning or even broken down. That is why the Foundation's efforts in 2015 were directed even more towards the achievement of sustainability through the creation and facilitation of access to the right knowledge and know-how. In summary the following activities were implemented and initiated in this regard:

- Bertha Camacho, revised the manual "Work the Net", on behalf of GIZ and in consultation with various experts, which is a very practical tool to make network management more efficient and effective in particular regarding knowledge management (sharing and learning).
- The Rural Water Supply Network (RWSN) continued to go from strength-to-strength, and the Secretariat, hosted by the Foundation, ran 42 well attended webinars in 3 different languages. The thematic areas hosted by the Foundation, Accelerating Self-supply and Sustainable Groundwater Development had successful years synthesising and sharing knowledge and getting improved practices taken up by key organisations, such as UNICEF, which included the production of 2 animated films on professionalising drilling.
- The Foundation's endeavour to develop training modules and training of trainers for appropriate designs and high quality construction of rural water supplies made important steps forward. These aim at increasing reliability and sustainability of service provision.
- Together with partners in the South, the Foundation is active in the development and documentation of effective O&M models. Existing experiences and lessons learnt (including more than 100 years of Swiss experience) will be taken into account.
- The Foundation's role as a 'Knowledge Broker' between academic researchers and knowledge users, in policy and practice was further strengthened with a new collaboration with the University of Oxford on a 7 year programme on water security in Sub-Saharan African and South Asia.



Karl Wehrle
Executive Secretary

Throughout 2015 Skat Foundation also continued and reinforced its effort to inform and educate citizens and groups, in the region of Eastern Switzerland, about the importance of development cooperation in the view of the global and local challenges. Specifically, information events have been organized for water supply agencies and professional groups; tailored inputs were made to school classes and voluntary organizations. These clearly targeted activities resulted not only in increased awareness but also in some funding in support of the Foundation's activities.

Finally, we like to thank all those who contributed to the progress and success of Skat Foundation foremost Skat Consulting and its staff, the Foundation board members, the many supporters and, at last but not at least our partners in the South.

A black and white photograph of a young girl with a serious expression, looking towards the camera. She is positioned on the left side of the frame. In the foreground, a hand is operating a water tap, and a stream of water is falling into a bucket. The background is filled with dense, out-of-focus vegetation. A semi-transparent white rectangular box is overlaid in the center of the image, containing the text.

Why
Skat Foundation?

Skat was founded in 1978, attached to the University of St. Gallen. Our initial purpose was to establish a resource centre to document, and make accessible, the experiences of Swiss organizations involved in development cooperation. Particular focus was on the introduction and scaling up of appropriate technologies.

The role of Skat staff evolved as simple requests from users of the resource centre developed into more complex consultancies on knowledge transfer. To cope with the rising demand, we focused on a few core areas of competence: water and environmental sanitation; construction; climate; energy; and environment.

It is this clear thematic focus - coupled with professional skill, learning from networks and sensitivity for a holistic approach to achieve sustainable solutions - that brought Skat to the fore with a worldwide reputation for excellence.

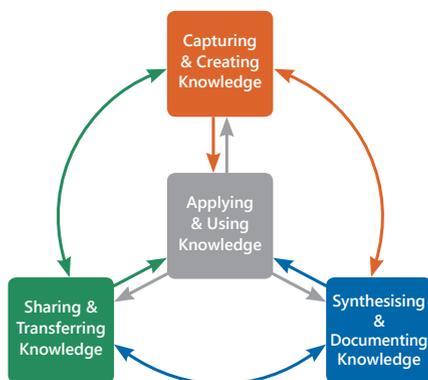
By the 1990s, the funding landscape had shifted and Skat had to adapt to survive; the decision was taken to become a private consultancy but to also house a foundation. This dramatic shift was successful and a big part of that success has been the balance between commercial professionalism and a strong ethic to serve the needs of the poorest and most marginalized communities around the world.

This unique arrangement means that Skat Consulting has practical, state-of-the-art experience in development cooperation implementation, action research and knowledge management that meets clients' needs. Meanwhile Skat Foundation, based on Skat's expertise as a resource centre, unlocks that knowledge and experience so that a much wider audience can benefit from both the work of Skat and our many partners.

How Skat Foundation works to achieve its purpose

The purpose of Skat Foundation is to support sustainable development for the improvement of living conditions in developing and transition countries through generating, sharing and transferring knowledge about what works and how in selected thematic areas.

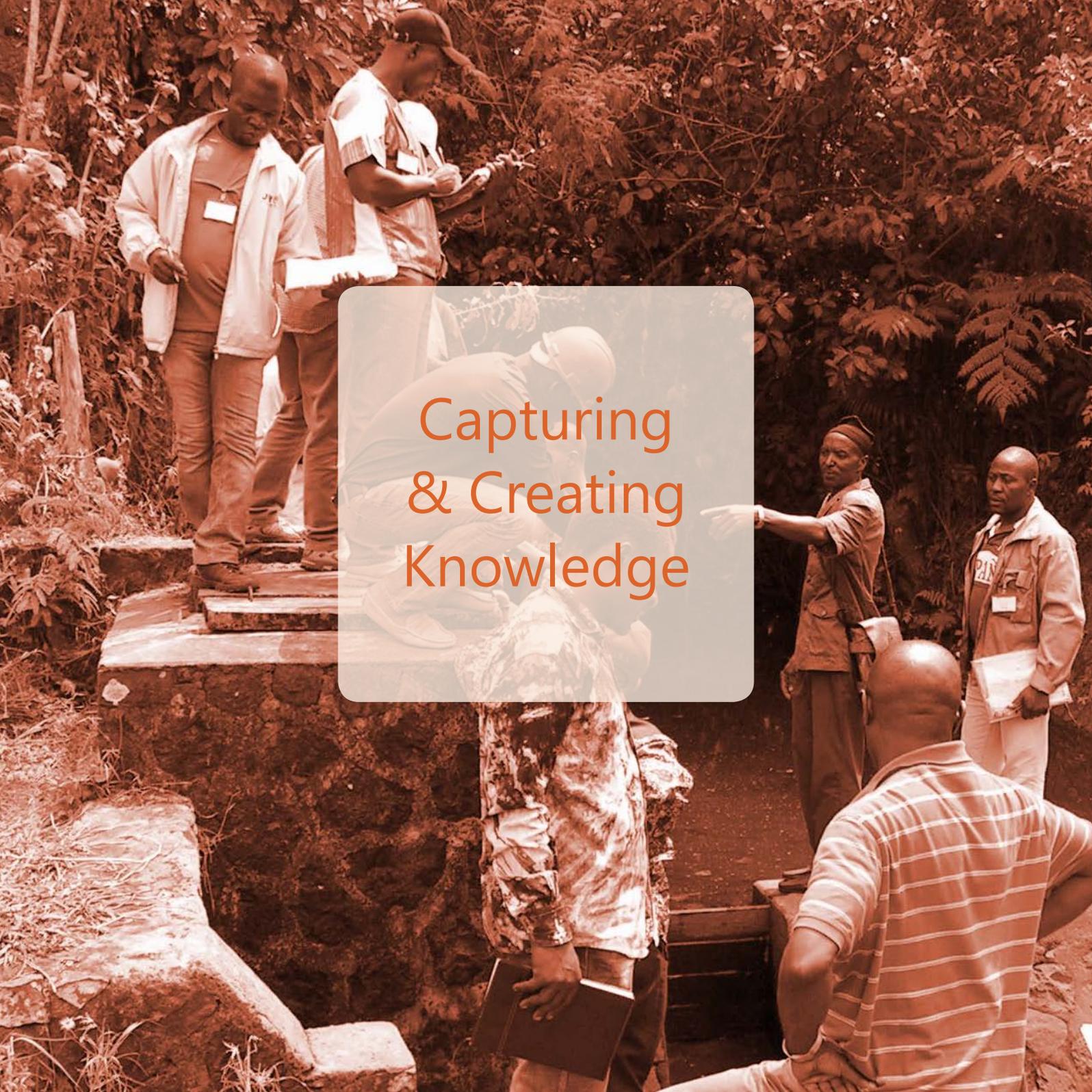
Because of having direct access to experience and knowledge, at Skat Foundation we focus our activities on the thematic areas of Skat Consulting: Water, Sanitation & Hygiene (WASH); Energy & Climate; Buildings & Settlement; Networks & Knowledge Management; Governance; Waste Management; Environmental Management & IWRM; Mobility & Transport; and Economic Development.



We pursue three interrelated strategies to achieve the Foundation's purpose:

- Creating knowledge (through innovative projects) and/or capturing knowledge (from best practices by Skat Consulting or partner organizations);
- Validating, synthesising and documenting knowledge (of best practices that work under specific conditions and context);
- Sharing and transferring knowledge (through networks, platforms, workshops and consultancy).

By doing this we support others to apply and use improved knowledge and practices, for the benefit of the poorest and most vulnerable members of our global society.



Capturing
& Creating
Knowledge

Training of Trainers and Development of Training Modules for high quality, sustainable Rural Water Supply Schemes

As we have been previously informing, since 2012 Skat Foundation has been developing training modules and providing training of trainers for high quality design and construction. Although appropriate design and the quality of construction determine to a great extent the sustainability of water supply schemes these aspects receive too little attention by most actors. The practical approach and content of the training modules are developed and fine-tuned through pilot training courses that are implemented in Cameroon. However, the modular training concept containing about thirty modules will contain generic training materials which are valid for any location. Five training modules addressing construction quality have already been completed in 2013.

Based on needs assessments pilot trainings for the modules “Spring Catchment Construction” and “Caretaker” were implemented in 2014. Accordingly the respective training modules were developed. The trainees for spring catchment construction applied the theory they were provided in the class room to the practical implementation of catchment construction, including tracing and quality assessment of springs, introduction of protection zones, excavation of springs as well as design and construction according to existing situations. The caretaker trainees were instructed on the maintenance requirements through the systematic assessment of an existing water supply scheme starting from the protection zone, catchment, storage tank, supply mains and distribution system to the public stand pipes and private connections. Besides training on practical operation and maintenance implementation, guidelines and checklists were developed together with job descriptions.

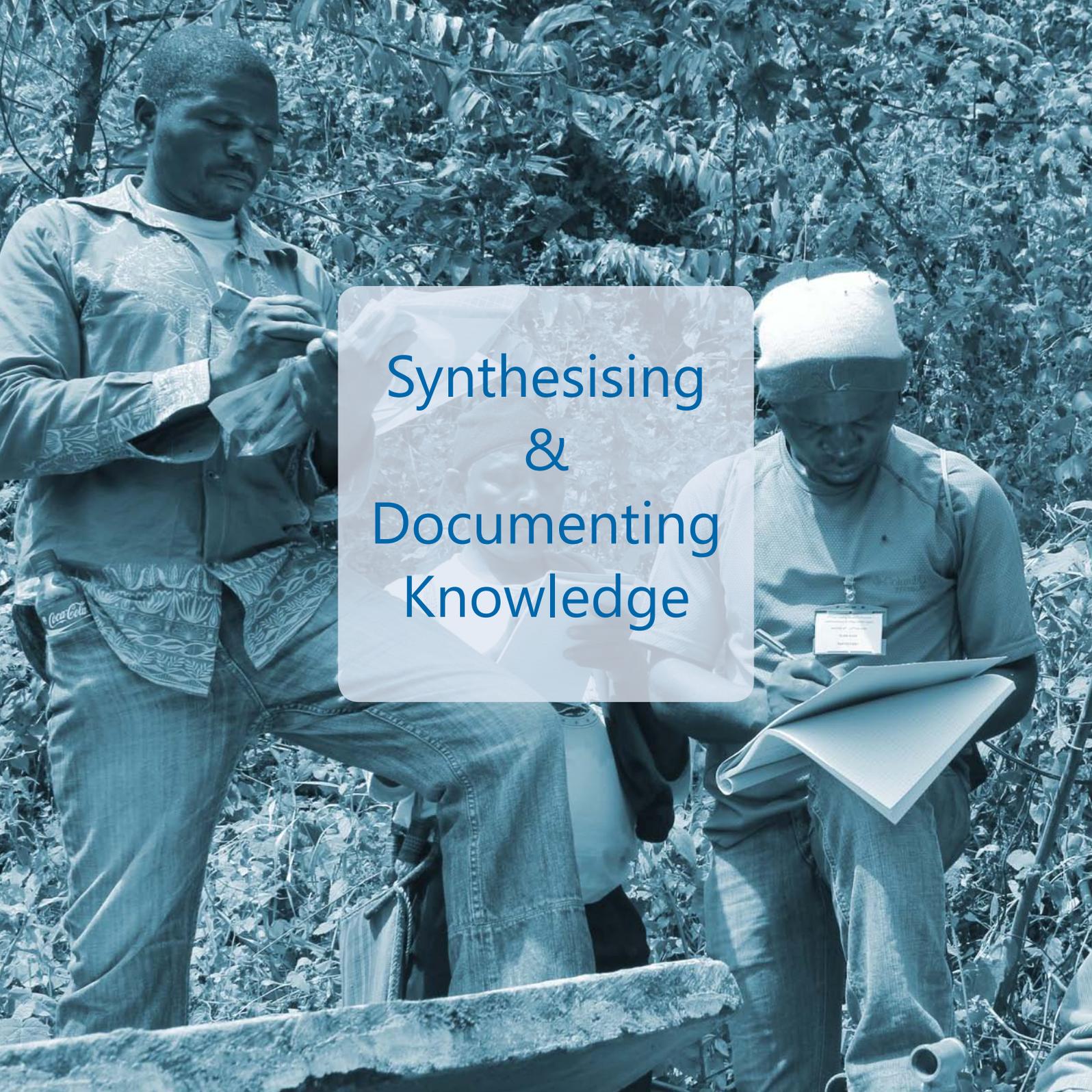
The modular training concept proved to be very practical and relevant (e.g. those trainees that had in advance undergone the modules addressing construction quality were best equipped for training on catchment construction). Moreover splitting up each module into a guide for trainers and a manual for trainees showed to be very useful and well targeted.

Development of effective Operation & Maintenance (O&M) Management Models

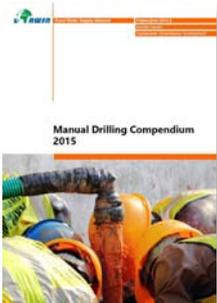
Management of effective operation & maintenance (O&M) remains one of the key challenges regarding sustainable coverage with reliable drinking water, despite the achievement of construction of many additional water supplies. In consideration of the more than hundred years' experience of management of village water supplies in Switzerland and the access to existing knowledge and experience in many other countries through RWSN Skat Foundation decided to initiate a practical contribution to this challenge.

Since capacity building - one of the other key criteria determining sustainability - is being addressed already in Cameroon (see above) and our local partners there showed great interest to improve their O&M management practices it was decided to explore, develop and test appropriate models in this context. Criteria that will be considered are, according to the principle of subsidiarity: accountability and efficient management, supportive rules & regulations that are in line with superior legal framework, sustainable financing mechanisms, clarity of roles, responsibilities and competences, as well as the required capacities.

The expected outcome of this intervention will include not only the documentation of the resulting models but also information about the participatory process that will be required for adequate and well accepted models. At a first consultation workshop in Cameroon it has been decided that O&M models will be developed and tested in two council areas that will be selected according to stringent criteria such as existing demand, willingness to pay, commitment, etc. Through this approach the tested models are expected to be most adequate for the local context, which facilitates tangible results that will be ready for replication within a short time period. Start of project implementation is planned for 2016.



Synthesising
&
Documenting
Knowledge



Manual Drilling Compendium 2015

Manual drilling refers to several drilling methods that rely on human energy to construct a borehole and complete a water supply. The various techniques can be used in areas where formations are quite soft and groundwater is relatively shallow. The equipment can easily be transported to remote, or difficult to serve populations which would otherwise be left behind. The lower costs compared to machine drilling are appreciated by households, businesses and governments. Manual drilling also provides local employment.

The compendium provides a useful overview for those wishing to further examine the impacts and challenges of manual drilling, and, more importantly, improve practices on the ground. It is hoped that the document will spur others to undertake further studies as well as research to document stories and analyse the promotion, uptake and use of manually drilled boreholes. In addition, the compendium should also enable those promoting manual drilling to realise that they are certainly not alone in their endeavours!

For more information please contact Kerstin Danert.



Second edition of "Work the Net"

The first edition of "Work the Net", produced by Skat Foundation and the German Agency for Development Cooperation (GIZ) in 2006 evolved into a go-to reference for how to set up and run a network. It was used extensively by network-professionals around the world and was translated into Spanish, French and Portuguese. In 2014 and 2015, the guide has been updated. The second edition presents the latest thinking on knowledge network design, the advances in social and online media, and a rich range of examples from different countries and sectors.

One challenge of networks has remained the same over the past decade: Who turns the network's initiative into a success story – and how? Network coordinators, network managers and all those who take the decision to set-up and run a network face these questions. For the second edition, the critical success factors identified in the first edition were updated and experience from various international networks was added. Furthermore, the new edition takes into account new technologies and their effects on network variety, and the section on monitoring, evaluation and reporting was significantly extended and improved.

The book can be ordered at GIZ and the electronic version can be downloaded at www.skat.ch in the publications section

For more information please contact Bertha Camacho.



Handpump Standardisation in Sub-Saharan Africa: Seeking a Champion

Handpump standardisation is the formal or informal mechanism that governs the varieties of community handpumps used within a particular country. In a handful of countries this also includes standard handpump designs. With over a million handpumps in sub-Saharan Africa and new installations every day, handpump standardisation is still vital for the policy and practices of governments and implementing organisations. While rural water practitioners are polarised about the future of formal standardisation, the extent of informal standardisation is of significant importance to the sustainability of handpumps across the continent. The document provides a valuable overview of standardization in Sub-Saharan Africa and highlights the importance of informal standardization.

The document can be downloaded from www.rural-water-supply.net



Sharing &
Transferring
Knowledge

Knowledge Café Master Class

The Knowledge Café consists of a simple but flexible group conversational process that almost anyone can host. Most frequently it is used to gather a group of people together to have a conversation to better understand a topic of mutual interest but can be adapted for a variety of other purposes. These include the surfacing of the group's collective knowledge; learning from each other; sharing ideas and insights; gaining a deeper understanding of a topic and the issues involved and exploring possibilities. The outcomes are what people take away in their heads and the relationships that are developed.

On 18 June 2015, Skat Foundation invited people interested in this tool to participate in a Master Class. The event was facilitated by David Gurteen, a UK-based international consultant who helped developing and popularizing the tool over the past 12 years. 25 people from diverse professional and institutional backgrounds participated in this full-day event. Based on first-hand experience with this tool, they were able to learn about its potential, to know how to design and run it and to adapt the tool for different purposes.

For further information, contact Bertha Camacho

Webinar Series 2015

2015 was a record year for RWSN webinars: 42 webinars were carried out featuring 56 different speakers and an overall live attendance of more than 1800 people. The topics of the webinars were closely related to RWSN's themes and offered a wide variety of ideas, formats, organizations represented, all in three different languages (with a first series of webinars in Spanish to take place). Overall, webinars proved to be a popular and effective way of providing a platform for network members to share their stories, experiences and expertise. Each webinar required significant preparation to get the presentations to a good standard and to train the speakers on using the webinar software. In this way, it provided a personal development opportunity for the speakers as well as for the audience.

One highlight from the 2015 series of webinars was the one on "Self-Supply and human rights", featuring Leo Heller, Special Rapporteur to the UN on the human right to water and sanitation, another one was the event on the "Scandal of handpump corrosion" where we reached technical capacity of our current webinar channel (100 live listeners).

Webinars in Numbers	42 25 English, 14 French, 3 Spanish
Number of different speakers	56
Number of different facilitators	21
Number of different discussants	20
Overall live attendance	1,816
Overall views of recordings of 2015 webinars (up to 13.01.16)	1,530
Highest Attendance	106
Average Attendance (English)	57
Average Attendance (French)	25
Average Attendance (Spanish)	23

Recordings of RWSN webinars can be found on: <https://vimeo.com/channels/rwsnwebinars>

The Rural Water Supply Network in 2015

2015 was an excellent year for RWSN. Through growing reach and confidence, members used our online platforms to share their experiences with each other and spark learning, collaboration and new ideas.

The 2015 online survey provided direct feedback from RWSN members on what is working well, what could be improved, and glimpses into what impact the network is making into rural water service planning, delivery, monitoring and research.

It was gratifying to have this impact recognised by our peers through the *Philanthropedia* rating RWSN as the 7th in the list of most effective non-profit organisation in the WASH sector in 2015, accompanied by positive feedback: *"The Rural Water Support Network, due to the breadth of its supporters, is highly esteemed in the field of WASH and its nonpartisan nature is valued"*

Membership of the network grew strongly and consistently in 2015 from 6530 to 7,980 – and this was after a database clean-up that removed 740 inactive email addresses. This clean-up was important to make sure that the RWSN membership figure is meaningful and reflects our reach.

Collaboration has been a cornerstone of RWSN success and across the themes and the work of the secretariat there were a number of important partnerships that helped the network engage wider audiences:

- **Webinars** funded by World Vision, UPGro, RAIN Foundation, UNICEF and SDC with in-kind inputs dozens of organisations and collaboration with TheWaterChannel to share hosting of rainwater harvesting webinars.
- Skat, UNICEF and WaterAid collaborated on professionalising drilling within their own organisations and reaching out to others, including the co-production of **two animated short films**.
- The **Water Point Data Exchange (WPDx)** was established by Global Water Challenge (GWC) in partnership with RWSN and many others to provide an open standard and an accessible database.
- Skat Foundation was invited to attend and present RWSN at the Indonesia World Water Week in Jakarta, the CapNet Annual Meeting in Cartagena, Colombia, the WaTER Conference in Oklahoma and at the Emory and Mercer Universities in the US.

Skat Foundation is active in representing RWSN as a Research & Learning Partner in the Sanitation & Water for All (SWA) partnership, and attended the SWA partnership meeting in The Hague, in November.



Skat Foundation as a knowledge broker: bridging the gap between research and practice

Skat Foundation is increasingly involved in research projects assuming the role of a 'Knowledge Broker'. The role involves building bridges between academic research and policy and practice – and connecting actors from research, policy and practice is also one of the key strengths of the Rural Water Supply Network. Currently, Skat Foundation is the 'Knowledge Broker' in the following two research projects:

UPGro: Unlocking the potential of groundwater for the poor

"UPGro: Unlocking the Potential of Groundwater for the Poor" is a major African research programme. 2015 was the third year of the seven year programme, and an exciting transition from the 15 short 'catalyst' studies to the start-up of five larger 'Consortium' projects that bring together nearly 100 academic researchers from Africa and Europe to tackle some of the most challenging questions around how can groundwater across Africa be used to alleviate poverty, without depleting the resource. While the five projects got themselves established, we continued to promote the scientific findings from the catalyst phase – which included a new, cheap way of detecting and measuring groundwater pollution, and a successful research into how to design roads in Ethiopia to increase groundwater recharge and reduce soil erosion. At a larger scale, UPGro research showed that groundwater recharge in tropical areas only happens during intense rainfall events – and with more such events predicted with climate change, aquifers could have an increasing role in helping water users to get through dry periods.

We promoted UPGro at an international level by having a large stand at Stockholm World Water Week, in partnership with UNICEF; at the 2016 WEDC conference; and at the Congress of the International Association of Hydrogeologists.

More information: upgro.org

REACH: Improving water security for the poor

Skat Foundation has a growing reputation for being able to connect academic research with wider audiences to help increase the relevance, uptake and impact of research to address real-world challenges. In 2015, we began a new partnership with the University of Oxford, in the UK, to assist with the 'Research into Use' strategy of a new seven-year programme called REACH: improving water security for the poor. This exciting programme aims to improve water security for over five million poor people.

Working with world-class universities has become an exciting new direction for the Foundation, which in some ways goes back to Skat's roots when it began as part of the University of St Gallen, and we hope to establish more of these fruitful partnerships.

More information: reachwater.org.uk

Skat Foundation's efforts in sensitization for development cooperation

Throughout 2015 Skat Foundation continued and reinforced its efforts to inform and educate citizen and groups in the region of Eastern Switzerland about the importance of development cooperation in the view of the global and local challenges. Clearly targeted activities resulted not only in increased awareness but also in some funding support of the Foundation's activities.



Financial Statement

Balance Sheet as of 31.12.2015

Description	(CHF) 2015	(CHF) 2014
Assets		
Cash and marketable securities	609,535	524,918
Receivables third parties	1,631	58,670
Receivables related organisations	0	0
Receivables government	12,053	24,546
Advances to projects	0	449
Work in progress	160,085	164,291
Total current assets	783,305	772,875
Fixed assets	2,100	3,550
Total non-current assets	2,100	3,550
Total assets	785,405	776,425
Liabilities		
Liabilities third parties	44,286	8,119
Liabilities from prepayments	70,535	11,101
Liabilities to associated organizations	302,720	457,224
Deferred income/accrued charges	8,257	2,000
Total liabilities	425,799	478,444
Restricted funds	126,100	64,852
Total restricted funds	126,100	64,852
Paid-in capital	215,000	215,000
Internally generated unrestricted operating funds	18,506	18,128
Total capital of the organisation	233,506	233,128
Total liabilities	785,405	776,425

2015 closed with a profit of CHF 378. The capital of the organisation changed from CHF 233,128 to CHF 233,506.

In 2015, Skat Consulting Ltd. covered large parts of the administrative costs as part of the institutional agreement between Skat Foundation and Skat Consulting Ltd.

Profit & Loss Account from 1.1.2015 – 31.12.2015

Description	(CHF) 2015	(CHF) 2014
- Contributions Swiss authorities RWSN 2012-2014	189,030	186,923
- Constricted Contributions others RWSN	29,748	14,477
- Contributions Cameroon	20,308	50,241
Total restricted contributions RWSN	239,086	251,641
- Project income RWSN	447,162	273,669
- Skat Consulting Projektfonds (RWSN)	20,414	64,626
- Skat Consulting Projektfonds (Small Projects)	9,047	-
- Skat Consulting Projektfonds (Cameroon Projects)	70,525	-
- DMAN VSBK and other SCP	30,737	70,301
- Other projects	1,976	14,683
Total project income	579,861	423,279
Skat Consulting free donation	40,000	50,000
Bookshop	138	353
Operating revenue	859,086	725,274
Rural Water Supply Network (RWSN) 2012-2014	-676,734	-495,183
Skat Consulting Projects (Projektfonds) RWSN	-20,332	-57,072
- Skat Consulting Projektfonds (Small Projects)	-7,004	-
- Skat Consulting Projektfonds (Cameroon Projects)	-70,525	-
VSBK and other SCP	-29,524	-63,485
Cameroon Projects	-20,473	-57,814
Small Projects	-1,976	-14,679
Total direct project expenditures	-826,567	-688,232
Administration	-19,700	-61,226
Intermediate surplus	12,818	-24,185
Net financial income	-12,440	-2,725
Operating surplus	378	-26,910
Income funds	162,286	77,684
Use of funds	-101,039	-57,992
Internal funds transfer	-	977
Net surplus for the year	61,625	-6,241
Allocation to restricted funds	-61,247	-20,669
Allocation to unrestricted operating funds	-378	26,910
Net surplus / deficit for the year after allocations	0	0

In 2015 the Skat Foundation is grateful for the project contributions received from the Swiss Agency for Development and Cooperation (SDC), Department for International Development of the UK (DFID), Dorfkorporation Engelburg, Frauenfelder 2 Stunden Lauf, Gemeinde Maur, Gruppenwasserversorgung BHW, IRC, Lotteriefond Kanton Schaffhausen, National Ground Water Association, Oxford University, RAIN Foundation, Research Councils UK (DFID, NERC, ESRC), Skat Consulting Donation and Projectfund, Technische Betriebe Weinfelden, Raiffeisen St.Gallen, UNICEF, Volkart Foundation, WaterAid, World Vision, ZH2O Zürcher Wasser.

Management Bodies

Board

Rolf Leutert, Chairman of the Board, Neuhausen

Juerg Christen, Managing Director, Skat Consulting, St.Gallen

Brigitte Häberli-Koller, Member of the Council of States, Bichelsee TG

Xaver Edelmann, former Director EMPA St.Gallen

Peter Schmidt, Co-Head Advisory Services, Helvetas, Zurich

Georg von Krogh, Professor and Chair of Strategic Management and Innovations, ETH Zurich

Felix Walker, former Member of the National Parliament, St.Gallen

Committee of the Board

Rolf Leutert, Chairman of the Board, Neuhausen

Juerg Christen, Managing Director, Skat Consulting, St.Gallen

Xaver Edelmann, former Director EMPA St.Gallen

Council of Patrons

Eugen David, former Member of the Council of States, St.Gallen

Thomas Dyllick, IÖW, University of St.Gallen

Richard Gerster, Gerster Consulting, Richterswil

Gourisankar Ghosh, former Director WSSCC, Geneva

Ashok Khosla, President, Development Alternatives, New Delhi

Werner Külling, former Director Helvetas, Adliswil

Rolf Wilhelm, former Deputy Director, SDC, Niederscherli

External Auditor (Accounts)

Treuhand St.Gallen AG, St.Gallen

Executive Secretary

Karl Wehrle, Executive Secretary

CONTACT

Skat Foundation

Vadianstrasse 42
CH-9000 St.Gallen
Switzerland

Tel: +41 71 228 54 54

Fax: +41 71 228 54 55

E-Mail: foundation@skat.ch

Web: www.skat-foundation.org

Post Office Giro account: 90-14076-5

Bank accounts: St.Galler Kantonalbank, CH-9001 St.Gallen, Switzerland

SWIFT / BIC Code: KBSGCH22

CHF IBAN: CH81 0078 1608 6366 8200 0

Euro IBAN: CH27 0078 1608 6366 8200 2

US-Dollar IBAN: CH54 0078 1608 6366 8200 1

IMPRINT

Skat Foundation Annual Report 2015

Layout and photographs: Skat

St.Gallen, May 2016