



Annual Report 2018

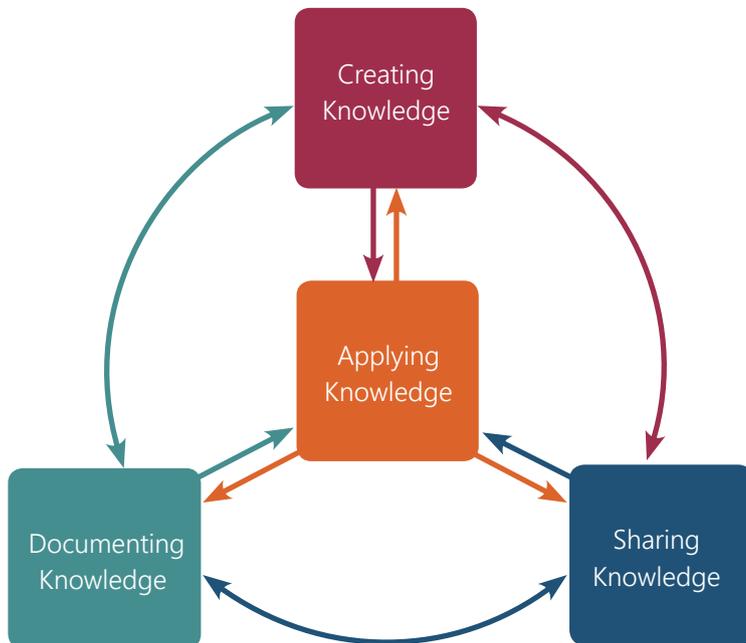
Skat Foundation was established by Skat Consulting Ltd. in 2002 to promote the exchange of knowledge and experience in development cooperation.

To achieve this, the foundation engages in:

- Creating Knowledge
- Sharing Knowledge
- Documenting Knowledge
- Applying Knowledge

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Dr. Rolf Leutert
Chairman of the Board



Bertha Camacho
Managing Director

Preface

In 2018, thanks to the support of several partners and donors, Skat Foundation contributed to the Sustainable Development Goals through various projects, and consolidated its work in supporting knowledge management initiatives in different parts of the world. After 16 years of continued work in promoting knowledge exchange and experience-sharing between partners in development cooperation, Skat Foundation is able to present tangible results demonstrating that professionals, practitioners and researchers are gaining new knowledge and skills and are applying them explicitly in their projects and programmes.

This year, around 170 people from different parts of the world have benefited from the courses and trainings carried out by Skat Foundation. Around 1,800 people participated in the webinars organised through our projects and around 70,000 people from all over the world visited our projects' websites and blogs. These results are motivating and an incentive to continue promoting knowledge-sharing through courses and online platforms.

The Rural Water Supply Network (RWSN) continues to be the hub for knowledge-sharing and dissemination on different themes and topics in relation to rural water supply. In 2018, the number of individual RWSN members grew from 10,082 to 10,883 and 10 new member organisations joined the network. Additionally, around 1,495 individuals made contributions to the RWSN online community groups and document downloads from the RWSN website reached 12,504. These data provide evidence that rural water supply professionals continue to consider the information and knowledge shared by the network relevant and useful. Additionally, in 2018, RWSN developed and launched the Young Rural Water Professionals strategy, which enables young professionals to become active agents of knowledge-sharing in rural water supply initiatives.

2018 was a very active year for the topic of drilling supervision, with the consolidation of many years of work led by Skat Foundation since 2012. A short course on Drilling supervision in Zambia, as well as an Online Course on Professional Management of Water Well Drilling Projects and Programmes were organised, and a Toolkit on Borehole Drilling – Planning, Contracting & Management was published. These resources bring together a deep understanding and application of drilling supervision. Through these courses and thanks to the toolkit, a new generation of professionals are enhancing their knowledge and skills on drilling management and applying this new knowledge in their projects and programmes.

Furthermore, the innovative approach of the SMART Centres for WASH in Tanzania is demonstrating tangible results, after many years of partnership between Skat Foundation and SHIPO. Thanks to the support of Skat Foundation, SHIPO's approach is considered "good practice" by other SMART Centres, and experiences from Tanzania are being replicated in Malawi, Zambia, Ethiopia, and Mozambique.

Skat Foundation continues to support practitioners and researchers in development cooperation to generate new concepts and approaches that improve policy and practice. One example of this is Skat Foundation's role as a Knowledge Broker for UPGro. This has led donors such as DFID and the World Bank to follow up on groundwater monitoring activities. Moreover, Skat Foundation's role as a knowledge facilitator led to important results during the high level Forum of the Rural Water Supply and Sanitation Initiative (RWSSI). This included a plan of action to sustain rural WASH services on the African continent, which was agreed by a number of rural water supply and sanitation stakeholders in Africa.

Finally, 2018 proved to be a year for two new topics. The first topic related to the Operation and Maintenance (O&M) of schools. Skat Foundation, in partnership with Caritas Switzerland, undertook a process of revision and adjustment of the O&M Manual for earthquake-affected schools in Nepal. As a result, the government of Nepal is considering using it as the basis for a national guideline for the Operation and Maintenance of public school infrastructures in Nepal.

The second topic relates to the promotion of sustainable management of Waste Electrical and Electric Equipment (WEEE) in Latin America, where participants from several countries were made aware of the challenges and solutions for the management of WEEE through a face-to-face course in Ecuador and a webinar series on the topic.

I would like to thank all those who contributed to the various initiatives and projects of Skat Foundation in 2018, including the Skat Foundation Board members, Skat Consulting Ltd. and its staff, the many supporters of Skat Foundation and, last but not least, our partners and friends all over the world, who further promote, share and apply the knowledge and experiences generated through our projects.

Introduction

Skat Foundation is a legally independent not-for-profit organisation supervised by the Swiss Federal Supervisory Board for Foundations. Skat Foundation is committed to reducing the gap between rich and poor through the promotion of sustainable livelihoods and the improvement of the living conditions of disadvantaged and marginalised people.

Recognising that knowledge and skills can unlock the potential of individuals and organisations to become motivated and well-equipped problem-solvers who can eliminate poverty, Skat Foundation pursues four objectives:

Applying Knowledge:

Skat Foundation supports the application of existing knowledge and skills by promoting the creation, sharing and documentation of knowledge.

Expected Outcome:

Professionals, practitioners and researchers in development cooperation improve their knowledge and skills and apply them explicitly.

Creating Knowledge:

Skat Foundation supports the creation of new knowledge with the purpose of generating new concepts, methodologies and approaches in all its areas of expertise.

Expected Outcome:

Professionals, practitioners and researchers in development cooperation generate new concepts, methodologies, technologies and approaches in order to improve policy and practice.

Sharing Knowledge:

Skat Foundation supports and enables knowledge, experience and expertise-sharing and learning among practitioners, academic researchers, funders, policy-makers and leaders working in the development cooperation.

Expected Output:

Knowledge, experience and expertise is shared among practitioners, academic researchers, funders, policy makers and leaders working in the development cooperation.

Documenting Knowledge:

In co-operation with other institutions or on behalf of partners, government agencies or donors, Skat Foundation documents good practice and evidence-based lessons learned through the creation of synthesis knowledge products and publications.

Expected Output:

Good practice and evidence-based lessons learned in development cooperation are documented by supporting the creation of synthesis knowledge products and publications.



Professional Groundwater Development in Zambia

Short Course on Drilling Supervision

In 2018, Skat Foundation with the financial support of UNICEF developed and conducted a second course on drilling supervision. Based on a first successful short course developed for Sierra Leone in 2014, the course was improved and adapted for the Zambian context. Skat Foundation took the lead in managing the improvements to the curriculum and in the selection of trainers. Additionally, Skat Foundation provided oversight of the course preparation, training and reporting.

Undertaken on behalf of the Ministry of Local Government and Housing and the Water and Resources Management Authority (WARMA) of Zambia, twenty-five participants, including 4 women and 18 young professionals, joined this five-day training course. A mix of classroom work and hands-on, practical drilling supervision were used to deliver the course. The participants were equipped with new skills and a set of resource materials that they can subsequently refer to and use. Key challenges and opportunities with respect to borehole drilling in Zambia were documented, as part of the reporting.

The course is the result of many years of work on drilling supervision. It included not only a publication that Skat Foundation developed for RWSN in 2012 in English, French and Portuguese but it also incorporated two of the four animated films on borehole drilling professionalism that Skat Foundation produced in collaboration with WaterAid and UNICEF in previous years.

For further information, please contact: kerstin.danert@skat.ch



Participants checking the drill samples

"The supervision checklists have allowed me to understand what needs to be checked on a drill site. Previously I would go to site meetings and would not know what to do or look for. Now I have been empowered with some guidelines and standards."

Anon

"I have to explain [groundwater] regulation to the community members and the councillors and the expectations from them particularly on land issues. I have realised that there is a cost implication for supervision. I must confess that what I have been doing in the last five years is monitoring rather than supervision. I have to go back to let the councillors know even before they are trained that there is a need for budgeting for supervision."

Anon

Products

With the aims of supporting ongoing efforts in Zambia in raising awareness about professional groundwater development, and of inspiring those in other countries, Skat Foundation has made available a documentary [video](#), a [toolkit](#) and a [report](#) of the course.

Toolkit downloads by 21st Feb 2019: **409**



Group photograph of the training course participants on 11th July, 2018



Professional Management of Water Well Drilling Projects and Programmes – Online Course 2018

In 2018, thanks to the support and collaboration of UNICEF, Cap-Net, UPGro, Skat Consulting Ltd. and the Africa Groundwater Network, Skat Foundation developed, managed and run the first online course on “Professional Management of Water Well Drilling Projects and Programmes” hosted on the UNDP Cap-Net virtual campus.

This online course contains a synthesis of information on groundwater and drilling policies and practices from several countries. The publication “[Professional Water Well Drilling: A UNICEF Guidance Note](#)”, produced by Skat Foundation in 2017 forms the main thread of the course. The six guidelines and four animated films on borehole drilling professionalism developed by Skat Foundation for the Rural Water Supply Network (RWSN) since 2010 provide the core learning resources. Additionally, material prepared for face-to-face courses, as well as links to numerous [country assessments on drilling professionalism](#) undertaken by Skat Foundation are included in the course.

This online course enabled participants to learn from the considerable resources available on professional drilling in a structured manner. It also provided the opportunity for 84 participants from 43 countries to improve their skills and knowledge, as well as learn from each other. Of the 84 people who started the course, 86% participated actively, and 51% passed the course.

For further information, please contact: kerstin.danert@skat.ch

“As a facilitator I have learnt a lot from the forum discussions and assignment submissions by the participants. It is like being on a voyage of discovery, wondering where the assignment I am about to open is from, Nepal or Sierra Leone or Saudi Arabia, and yet to read it and find something similar to other countries.”

Dotun Adekile, Course Facilitator, Nigeria

Products

A wealth of information shared through the discussion forums and assignments is synthesised in:

The [Online course report](#)

Total downloads by Feb 2019 = 48

An [article for GeoDrilling International](#) written by a participant, a young professional woman working in Yemen.

The [blog](#) post about drilling supervision in Malawi written by another participant.

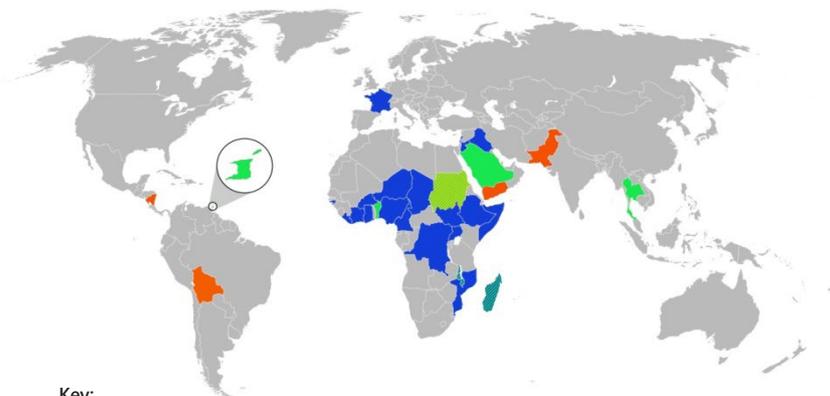
An article on GeoDrilling International: [Voyage of groundwater discovery](#)

Results

Of the 44 respondents to the post-course monitoring survey in early 2019, 93% have used the knowledge from the course to improve their working performance:

“I was privileged to make a presentation on the topics learnt in the course. I have been given more responsibilities on the job as a result of taking the course. I was also privileged to facilitate a training of junior drilling supervisors from government and non-governmental organisations... my overall performance has very much improved.”

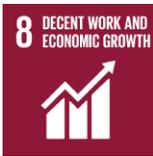
Course participant



Key:

- UNICEF (& UNHCR)
- Government
- NGO
- Government and Private Sector
- Government and UNICEF

Location and type of organisation of successful participants



Improving Access to Drinking Water in Tanzania

Thanks to the financial support of the Zurich-based Drink & Donate Association, Skat Foundation has supported “The Southern Highlands Participatory Organisation – SHIPO” in implementing the SMART Centre Approach in Tanzania since 2012. The project focuses on training local artisans in drilling boreholes and constructing hand pumps. About half of the trainees are young professionals, working either as welders or bricklayers, independently or as informal employees of companies and cooperatives. The main activities of the project include training local entrepreneurs on borehole drilling and pump manufacturing; providing guidance and support for the trainees to establish successful businesses; and promoting the products and services offered by trainees.

Skat Foundation is responsible for the overall management of the project, including planning and reporting. It also provides technical, strategic and organisational support to the project partner. Over time, knowledge and experience from SHIPO was transferred to other organisations in Eastern Africa, finally emerging as a group of organisations loosely bound together under the umbrella of the SMART Centre Group. The support of Skat Foundation was crucial in the establishment of this exchange platform. The SMART Centre Group facilitates South-South cooperation. As an example, the former staff of SHIPO now run their own businesses in drilling boreholes and installing pumps, and one of them is regularly hired as a master trainer for trainings – not only in Tanzania but also in Malawi and Zambia.

In 2018, Skat Foundation supported the participation of SHIPO in a regional event on the “SMART Centre Approach” in Malawi, where the knowledge and experience gained from

the implementation of this project in Tanzania was shared with other practitioners from five different organisations and countries. Skat Foundation also helped showcase the experience of the SHIPO SMART Centre at international events such as the 2016 RWSN Forum in Abidjan.

For further information, please contact: mathias.saladin@skat.ch



Training on manual drilling at SHIPO in Njombe, Tanzania © SHIPO

Products

SHIPO produced a [video](#) on the SMART Centre Approach

Results

23 local artisans were trained and coached to establish their businesses in water-related domains.

By the end of 2018, the trainees reported having installed a total of 131 wells with hand-pumps sold to private households, schools and other public institutions.

Around 1,400 people gained better access to water at their homes; 3,300 students have better access to water in their schools, and more than 3,700 people have access to drinking water in public institutions such as markets, churches and health centres.

Because of its long-lasting experience, the work of SHIPO serves as good practice for other SMART Centres in the region. The experiences from Tanzania are being replicated, with local adjustments, in Malawi, Zambia, Ethiopia, and Mozambique.

Dialogue with local government officials in Tanzania started several years ago and led to the acceptance of a particular type of Rope Pump, which is being promoted by SHIPO and installed by the trained entrepreneurs; this is a key condition for the sustainability of the project. In 2018, this dialogue aims at gaining broader support from local government to show how the SMART Centre approach implemented by Skat Foundation and SHIPO is complementing the approach of the Ministry of Water, which focuses more on community-managed water points.

One of the artisans trained by SHIPO is posing with the user family next to one of the first Rope Pumps installed in Tanzania. This pump has been in continuous operation for more than 10 years



M/CH/15



UPGro: Unlocking the Potential of Groundwater for the Poor

UPGro is a UK-funded research programme running from 2013 to 2020. UPGro delivers knowledge and information required for improved access and management of groundwater resources in Sub-Saharan Africa. Through its activities, UPGro enhances not only water security for the 300 million poor people without access to improved water, but also the potential role groundwater can play in Africa's economic development.

Skat Foundation is the Knowledge Broker for the UPGro programme. It supports researchers in getting their research results taken up into policy and practice.

In 2018, Skat Foundation played a key role in the preparation, documentation and publicising of UPGro's presence in the Africa Water Week in Gabon, a major political and technical international event. With the aim of giving more visibility to groundwater, and specifically of raising the profile of groundwater in the African agenda, Skat Foundation positioned UPGro prominently by becoming a co-convenor of one of the four conference themes, together with the AMCOW Secretariat. Skat Foundation also brought together a number of international and African actors for a "Groundwater Thursday" event, with

a succession of sessions by key players in the sector. As such, UPGro ambassadors and researchers presented evidence and positive solutions to a wide audience of stakeholders.

In addition, Skat Foundation supported the reporting, promotion and uptake of published UPGro research – and in particular telling the story of research through the voices of the African and Early Career Researchers through blog posts, articles in international newspapers, social media and conferences.

UPGro-led groundwater monitoring has identified the threat of declining groundwater levels in Addis Ababa. This is now being acted upon by DFID and the World Bank in the design of new programmes.

For further information, please contact: sean.furey@skat.ch

"As Knowledge Broker, Skat Foundation secured additional resources to develop smart monitoring technology. The award winning "Smart Hand-pump" work has explored the linkages between hand-pump use and rainfall, and between hand-pump handle movement and groundwater level in the borehole. These data-driven insights are helping to improve the sustainability and service level of the Fundifix water supply enterprise, which is being incubated by the Oxford University team, who won the university Vice-Chancellor's 2018 Innovation Award."

Sean Furey, UPGro Knowledge Broker Team Leader

Products

5 studies focusing on wrapping up fieldwork and analysis of social and physical science results, led by over 120 researchers from across Africa and Europe.

Side event organised at 2018 WEDC Conference, Kenya

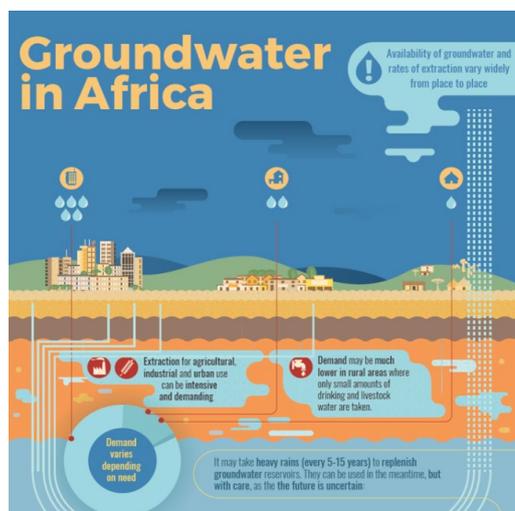
Side event organised at 2018 UNC Water & Health Conference, USA

Two RWSN-UPGro webinars

A series of posters, in English and French explaining key concepts that the programme is tackling

Results

31,792 visitors to UPGro Webiste



Part of a series of infographics commissioned to explain groundwater issues



Rural Water Supply Network

The Rural Water Supply Network (RWSN) is the global network for rural water supply professionals, with around 10,883 members in more than 160 countries. It is a strategic global platform for knowledge sharing and collaboration in the rural water sector with a central focus on the achievement of universal access to safe and affordable water supplies.

Skat Foundation hosts the Secretariat and leads 2 of the 5 Themes. The Secretariat is responsible for maintaining the online platforms, organising events, such as a webinars and RWSN sessions at international conferences. It also handles the partner coordination, planning and reporting to ensure that the growing team of individuals and organisations work together as efficiently as possible. The Secretariat makes sure that RWSN activities are inclusive and gender-balanced. As such, women professionals are welcome and active in RWSN across the Executive Steering Committee and as Theme and Topic Leaders.

Driving forward innovation in the network, in 2018, RWSN developed and launched the Young Rural Water Professionals strategy based on consultation with members and likeminded networks, such as the Youth Water Network and the Global Water Partnership.

The main activities of RWSN in 2018 included:

- Launching the 2018-2023 strategy for the network and formalising a renewed funding agreement with the Swiss Agency for Development and Cooperation (SDC)
- Developing and launching a Young Rural Water Professionals strategy
- Undertaking a thorough governance review and updating government documents
- Establishing new "Topic Leader" partnerships with Simavi (NL), Water Mission (USA) and the Water Institute of the University of North Carolina (USA)
- Running 12 webinars in English only + 6 bi-language webinars + 2 tri-language webinars
- Running four e-discussions
- Supporting numerous knowledge-sharing, knowledge brokering, training and publication activities through the 5 RWSN Themes.

For further information, please contact: sean.furey@skat.ch

"I remember when I joined the former company I worked with, and my manager asked to come up with an excel sheet we can use for costing of our prospective borehole drilling projects. I decided to search online for any probable borehole costing software. Lo and behold, I came across the Borehole Costing Model V2.8 Beta at the RWSN Website and my search was over."

Member

Results

Website visits (May to December, 2018): 21,750

[RWSN Blog](#) visits (2018): 7,373 visitors; 14,191 views

The RWSN webinar series and the webinar with UNC attracted almost 1700 participants in total, i.e. 59 participants per session on average

Over the course of 2018, individual RWSN membership increased from 10,082 to 10,883 and 10 new RWSN organisations joined

1,495 individual contributions to the RWSN online community groups, compared with the 2015 baseline of 932

12,504 document downloads from the [RWSN website](#)

Promotion of sustainable management of Waste Electrical and Electric Equipment in developing countries

Skat Foundation in collaboration with Swiss Laboratories for Materials, Science and Technology (Empa) and the World Resources Forum (WRF) and with the financial support of Skat Consulting Ltd. organised a series of knowledge-sharing activities to promote the sustainable management of Waste Electrical and Electric Equipment (WEEE) using a systemic approach.

Webinar Series

Between February and September 2018, a series of three webinars were organised with the aim of sharing the methodology of the systemic design of policies and solutions and its application for the management of Waste Electrical and Electric Equipment (WEEE) management and organic solid waste in developing countries:

- “The systemic design of policies for the WEEE Management: The case of Colombia” (in Spanish) – April 24, 2018
- “The systemic design of solutions for sustainable waste management: the case of organic waste in Costa Rica and Colombia” (in Spanish) - August 29, 2018
- “Systems approach towards sustainable solutions for waste management: the case of WEEE” (in English) – October 4, 2018

Five-day Course

A face-to-face course was organised in Ecuador from July 16 to 22, with the objective of teaching how to apply the methodology of systemic design of solutions for Waste Electronic and Electrical Equipment management in developing countries.



Images of the F2F Course in Cuenca, Ecuador, July 2018

The course was made possible thanks to the contributions of the National Research and Education Network of Ecuador (CEDIA); the Universidad de Cuenca; the Escuela Superior Politécnica de Chimborazo, Ecuador; Swiss Laboratories for Materials, Science and Technology (Empa); the World Resources Forum (WRF) and Skat Consulting Ltd.

For further information, please contact: bertha.camacho@skat.ch

“The experiences shared in this webinar should be replicated and scaled up in many more cities in Costa Rica and Latin America.”

Roberto Azofofeifa, Ministry of Agriculture and Livestock of Costa Rica

Results

Around 60 participants from various countries including Costa Rica, Colombia, Ecuador, El Salvador, India, Austria and Switzerland attended the webinars, including representatives from a number of governmental institutions. The webinars were recorded for further dissemination.

Products

Two webinars were recorded and published on the StEP's knowledge sharing platform

Three webinars were recorded and published on Skat Foundation's website

Results

There were a total of 33 participants from Ecuador and Paraguay, representing various sectors, including the Ministry of the Environment, and the Ministry of Industries and Productivity of Ecuador; producers such as Claro and R-Mining, recyclers, WEEE managers, and universities also took part of the course. The Vice-minister of the Environment, María Eulalia Pozo Vicuña, gave concluding remarks.



Support to 2nd RWSSI Forum

The Rural Water Supply and Sanitation Initiative (RWSSI) is a regional cooperation framework for rural water supply and sanitation stakeholders' consultation and participation. It brings together key sector stakeholders, namely the AfDB and its Regional Member Countries (RMCs), AMCOW, donors, multilateral and bilateral financing institutions, Non-Governmental Organisations (NGOs), Civil Society Organisations (CSOs), and United Nations (UN) agencies. Its primary objectives are to inform and exchange, through a participatory and inclusive approach, in relation to the areas relevant to rural water, sanitation and hygiene in Africa, in order to reach a strong consensus on the orientations and the modalities of implementation of successful Water, Sanitation and Hygiene (WaSH) policies, strategies and programmes or projects.

In November 2017, the RWSSI Secretariat, the African Ministers' Council on Water (AMCOW) Secretariat and partners organised the 2nd RWSSI Forum in Abidjan, Côte d'Ivoire. By bringing together partners from across the Initiative, the event demonstrated the importance and value that partners place on having a successful RWSSI.

Skat Foundation provided support to AfDB in the design, facilitation and reporting of the event, in English and French, and supported the follow-up of the event in early 2018. Additionally, Skat Foundation brought in proven concepts from its long-standing work in rural water supply and networking to support AfDB in the development and evolution of the RWSSI programme, to make it more inclusive and more partnership-driven.

For further information, please contact: sean.furey@skat.ch



Delegates at the RWSSI Forum, hosted by the African Development Bank, with support from Skat Foundation

Products

[RWSSI Forum report](#) (in English and French)

The "RWSSI networking for African WASH": A proposed collaboration between the Rural Water Supply & Sanitation Initiative (RWSSI) and the Rural Water Supply Network (RWSN) to improve the quality and coverage of Water, Sanitation and Hygiene services across the African continent.

Results

The deliberations and materials presented during this Forum provided a rich resource of knowledge and experiences resulting in concrete outputs. These include a plan of action to sustain rural WASH services on the African continent and report on the three learning areas:

Enabling policies and institutional frameworks for delivery of rural WASH

Innovative financing and private sector engagement to accelerate and sustain services

Monitoring and Evaluation, Learning, Knowledge Management, and ICT for Sustainable Infrastructure and Services

As a result of this Initiative, the RWSSI Forum, the RWSSI Coordination Committee and the RWSSI Working Groups were formally established and adopted. They provide opportunities for countries to take a lead, participate, share and collaborate. The energy and activity created during the Forum needs to continue online and through other meetings, so that the exchange and learning can lead to outcomes and impact.



Operation and Maintenance Manual for Earthquake-affected Schools in Nepal

The severe earthquake of 25 April 2015 and the aftershock on 12 May 2015 destroyed or severely damaged 8,000 schools in Nepal, affecting about 1.5 million children. With around 90% of all public classrooms destroyed, Sindhupalchok is one of the most affected districts in the country. By the end of 2018, Caritas Switzerland had rebuilt 36 schools, five of them in cooperation with the Swiss Red Cross and Helvetas Swiss Intercooperation. The schools are designed to last at least 50 years; however, an important prerequisite is the proper Operation and Maintenance (O&M) of the schools and their associated water infrastructure.

In 2018, thanks to the support of Swisslos of the Canton of St. Gallen and Solaqua Foundation, and in partnership with Caritas Switzerland, Skat Foundation revised and refined an Operation and Maintenance (O&M) manual for earthquake-affected schools in Nepal. The concept of cooperating with over thirty schools in developing an O&M manual was quite innovative. The O&M manual includes an O&M plan, and practical checklists and templates to support caretakers and other responsible persons to effectively maintain schools. Apart from including the technical aspects of O&M, the manual focuses on awareness-raising and management of the O&M System.

For further information, please contact: bertha.camacho@skat.ch

The process included a field visit and a workshop with ward representatives, teachers, engineers and caretakers. Taking all inputs into account, the O&M Manual and Plan was developed. Caritas Switzerland presented the Manual to different levels of government representatives. "Local governments consider that there is a need for a national guideline for the Operation and Maintenance of public school infrastructures. The municipalities showed interest in having an O&M guideline for public school infrastructure and plan to include it in their constitution. Further, the Ministry of Education has shown interest in developing a legally binding Guideline for Public Schools in Nepal".

Kabiram Magar, District Office Coordinator, Caritas Switzerland – Nepal Office

Head of the Parent Teacher Association (left) and O&M Coordinator of CACH (right) during an interview in Sindupalchok, September 2018

Product

O&M manual in English, including O&M plan and check-lists

Results

The O&M manual is part of the training curriculum of caretakers of the schools. In a three-day training, caretakers become familiar with the content of the manual and are equipped with the understanding, knowledge and skills needed to ensure, in the long-run, the proper functioning of the infrastructure, as well as a safe and child-friendly environment for the students.

The manual is used by Caritas Switzerland to promote the importance of O&M for schools among local authorities, so that they allocate budget and monitor O&M for schools.

The manual is being used in workshops by government authorities responsible for O&M.

The manual is being shared with other INGOs, NGOs and other stakeholders in Nepal and Switzerland, so that other professionals can use it.





Borehole Drilling – Planning, Contracting & Management: A UNICEF Toolkit

With the support of UNICEF and Skat Consulting Ltd., Skat Foundation supported the development of a toolkit on borehole drilling by verifying the consistency of all modules and managing the copy-editing and layout. Kerstin Danert of Skat Foundation is a co-author to the toolkit.

The toolkit guides both UNICEF programme and staff through the lifecycle of a project. It follows a logical sequence linked to UNICEF procurement practices and provides recommendations on tendering processes, evaluation criteria, contract provisions, generic bill of quantities, terms of reference and contractual approaches to seek technical services for the siting and construction of boreholes, as well as the supervision of construction works. It comprises an introduction and five modules:

1. Principles for Planning, Contracting and Management of Borehole Drilling Projects
2. Procurement Considerations for Borehole Drilling Works
3. Borehole Siting and Drilling Supervision Consultancy
4. Terms of Reference for Borehole Drilling Works and Pump Supply and Installation
5. Request for Proposal for Services

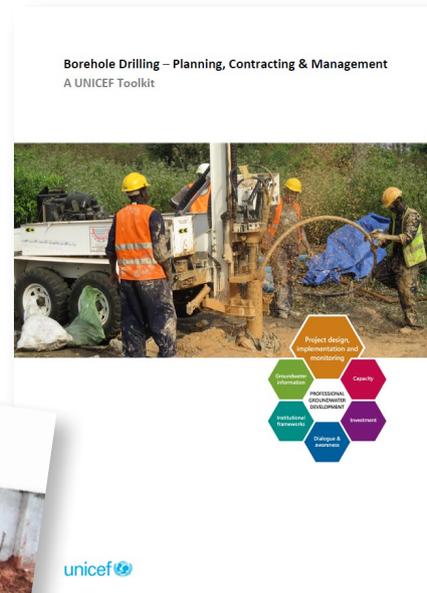
For further information, please contact: kerstin.danert@skat.ch



Results

This is the first [Toolkit](#) of its kind on this topic

Toolkit downloads by 21st Feb 2019: **525**

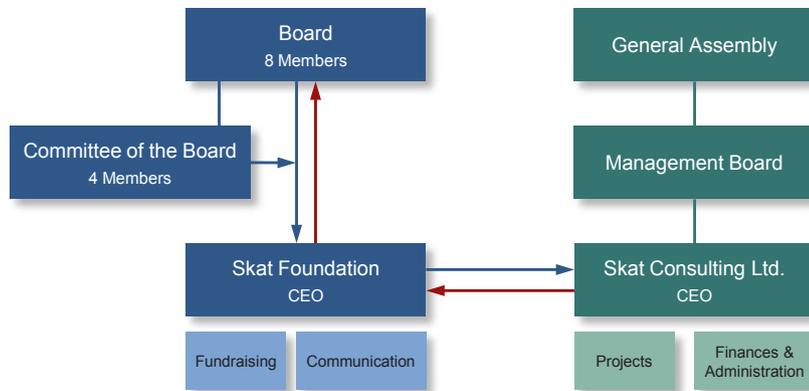


Partners

We would like to thank all our partners who have supported and collaborated with us in 2018:

- AfDB - African Development Bank
- BGS - British Geological Survey
- CACH - Caritas Switzerland
- CEDIA - National Research and Education Network of Ecuador ■ Gemeinde Maur
- Gesundheitsförderung Schweiz
- ISW - International Secretariat for Water
- Lotteriefonds Kanton Schaffhausen
- NERC - National Environmental Research Council (UK)
- Oxford University (UK)
- SDC - Swiss Agency for Development and Cooperation
- City of St. Gallen
- Skat Consulting AG
- Solaqua Foundation
- Swisslos Kanton St. Gallen
- UNDP - Cap- Net - United Nations Development Programme Cap- Net
- UNESCO – IHE Institute for Hydrological Education
- UNEP – United Nations Environment Programme
- UNICEF - United Nations Children’s Fund
- University of Cuenca
- Volkart Foundation
- WaterAid UK
- The World Bank Group
- WRF - World Resources Forum
- ZH2O - drink & donate, Zurich

Management Bodies



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- Juerg Christen, Chief Executive Officer, Skat Consulting Ltd, St.Gallen
- Karl Wehrle, President of the Managing Board of Skat Consulting Ltd., St.Gallen
- Xaver Edelmann, former Director EMPA St.Gallen
- Esther Haldimann, Director Advisory Services / Senior Advisor Sustainable agriculture, Helvetas, Zurich
- Nicole Stolz, Manager of the Department for Services and Consultancies, Caritas Switzerland, Luzern
- Georg von Krogh, Professor and Chair of Strategic Management and Innovations, ETH Zurich

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- Juerg Christen, Chief Executive Officer, Skat Consulting Ltd, St.Gallen
- Karl Wehrle, President of the Managing Board of Skat Consulting Ltd., St.Gallen
- Xaver Edelmann, former Director EMPA St.Gallen

Managing Director

- Bertha Camacho

External Auditor

- Rietmann & Partner AG

Skat Foundation commissions Skat Consulting Ltd. with the implementation of projects and with the administration and financial operations of the Foundation.

Finances

Balance Sheet as of 31.12.2018

Description	(CHF) 2018	(CHF) 2017
Assets		
Cash and marketable securities	1,415,298	925,603
Receivables third parties	15,448	45,885
Receivables related organisations	0	0
Receivables government	20,192	16,078
Advances to projects	0	88,695
Accrued income	26	138
Work in progress	823,905	1,038,969
Total current assets	2,274,869	2,115,368
Fixed assets	2	760
Total non-current assets	2	760
Total assets	2,274,871	2,116,128
Liabilities		
Liabilities third parties	385,797	87,050
Liabilities from prepayments	690,716	1,169,677
Liabilities to associated organizations	654,410	340,913
Deferred income/accrued charges	16,636	9,049
Total liabilities	1,747,559	1,606,689
Restricted funds	311,699	296,047
Total restricted funds	311,699	296,047
Free capital	213,393	219,447
Internally generated unrestricted operating funds	2,220	-6,054
Total capital of the organisation	215,613	213,393
Total liabilities	2,274,871	2,116,128

2018 closed with a net surplus of CHF 2,220. The total capital of the organisation changed from CHF 213,393 to CHF 215,613.

In 2018, Skat Consulting Ltd. covered a total of CHF 174,654 in administration costs, as part of the institutional agreement between Skat Foundation and Skat Consulting Ltd.

Profit & Loss Account from 1.1.2018 – 31.12.2018

Description	(CHF) 2018	(CHF) 2017
Income		
Trade accounts receivable from third parties	303,683	222,461
Donations without earmarking	52,894	50,000
Income from fundraising	356,577	272,461
RWSN Secretary 2018 - 2020	231,568	206,252
RWSN various projects	242,789	330,824
UNEP Solar Chill	907,925	811,012
Skat Consulting Projectfonds (RWSN)	60,854	34,164
Skat Consulting Projectfonds (Small projects)	53,624	22,305
Skat Consltung Projectfonds (Cameroon project)	0	7,120
Knowledge Management Projects	11,929	7,005
Other projects	2,753	18,125
Bookshop	192	209
Income from services rendered	1,511,633	1,437,016
Operating revenue	1,868,210	1,709,477
Expenses		
Rural Water Supply Network (RWSN) 2018 - 2020	-706,267	-707,868
UNEP Solar Chill	-907,925	-811,012
Skat Consulting Projectfonds (RWSN)	-60,854	-34,164
Skat Consulting Projectfonds (Small projects)	-53,624	-22,302
Skat Consltung Projectfonds (Cameroon project)	0	-7,120
Cameroon Projects	-19,418	-42,021
Knowledge Management Projects	-52,025	-7,005
Other Projects	-2,753	-19,746
Total direct project expenditures	-1,802,865	-1,651,237
Fundraising and general advertising expenses	-4,079	-13,311
Administration	-25,072	-20,209
Expenses for services rendered	-1,832,016	-1,684,757
Operating surplus	36,194	24,719
Financial result	-18,321	-5,739
Extraordinary result	0	-10,591
Net surplus for the year	17,873	8,390
Change in fund capital	-15,653	-14,444
Net surplus / deficit for the year after allocations	2,220	-6,054
Withdrawals / Allocations		
Free capital	2,220	-6,054
Committed capital	0	0

The full Report of the Auditors is also available for download in our [Website](#)

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