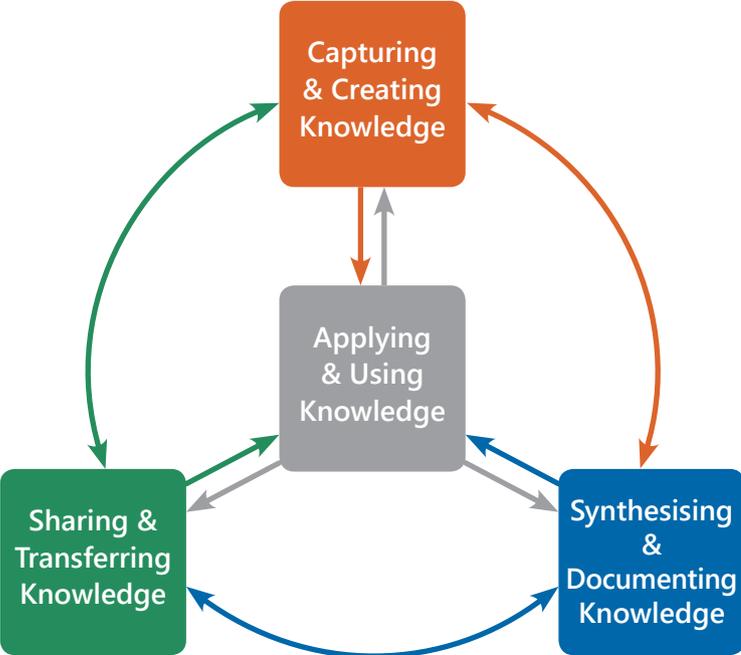




Skat Foundation was established by Skat Consulting in 2002 to foster the exchange of knowledge and experience in development cooperation. To achieve this, the foundation pursues three strategies:

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

- Power of Knowledge2
- Why Skat Foundation?4
- Capturing & Creating Knowledge6
- Synthesising & Documenting Knowledge 10
- Sharing & Transferring Knowledge 12
- Financial Statement 14





Power of Knowledge

2013 has demonstrated the power of knowledge like never before. The disclosures by Edward Snowden have alerted people and politicians about how superpowers such as the USA can ruthlessly break into private information systems for the sake of confronting undesirable forces at a global level.

It is not only superpowers that have realised that power comes from knowledge. The business world is making use of so called “big data” in clever and often hidden ways; by studying and understanding the behaviour of their clients and by developing efficient and effective strategies for marketing their products and services. However, ethically correct information collection, creation and dissemination has great potential and is an absolute necessity to manage and contribute to today's challenges.

Development cooperation has also been harnessing this power for more than a decade. Many efforts have been taken and some substantial achievements made. However, the challenges remain such that existing systems need to be reinforced and new ways have to be developed innovatively to meet various goals.

It is here that Skat Foundation is making a contribution to those niches where we have a comparative advantage based on our experience and skills, as well as our access to networks and highly qualified professionals.

In 2013, the Rural Water Supply Network (RWSN) grew from strength to strength, with the individual membership doubling to more than 5,000, and interaction and knowledge sharing increased through the use of online platforms like webinars and e-discussions.

Our success in networking and knowledge management has been recognised through new mandates in 2013 from GIZ, RAIN Foundation and DFID to support their dissemination and stakeholder engagement processes.

Skat's longstanding commitment to Vertical Shaft Brick Kiln (VSBK) has been taken to a new level through the PROECCO project, funded by SDC, in Rwanda and Burundi.

On a personal note, I continue to enjoy our longstanding commitment to the people of Cameroon, where Skat Foundation is in the process of developing innovative training courses to improve skills and professionalism in the water and building sectors. These modular training courses offer the opportunity for replication and scaling up in other countries of need.

This report highlights the activities and achievements of Skat Foundation in our three strategic fields on the following pages. Finally, Skat Foundation thanks all those who contributed to the progress and success. Special thanks go to Skat Consulting. It was they who enabled the Foundation with their staff and substantial financial support to unlock the power of knowledge.



Karl Wehrle



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.

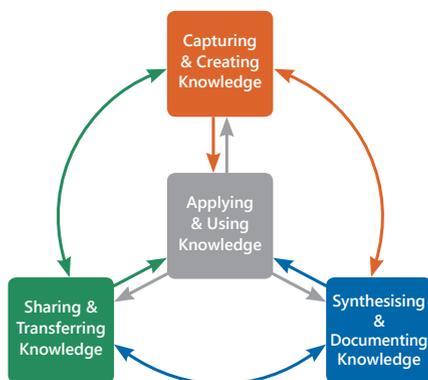
By the 1990s, the funding landscape had shifted and Skat had to adapt to survive; the decision was taken to become a private consultancy but to also house a foundation. This dramatic shift was successful and a big part of that success has been the balance between commercial professionalism and a strong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

Skat Foundation decided to support the project initiative Training of Trainers and the development of training modules based on the fact that correct design and high quality construction form the basis for sustainable water supply schemes. Furthermore, we have observed that poor quality is leading to low performance of water systems in many places. The practical approach and training modules are being developed and fine-tuned through pilot training courses. Based on the results of a first pilot training (2012) a first set of training modules were developed during 2013. This set of modules will be further tested and finalized in a second pilot course that will be implemented in 2014 in Cameroon. Additional tools are planned for 2015 based on needs and requests. Cameroon had been selected as a test location since a partner organization (IEA) of Skat Foundation showed sincere interest and has a good level of local trainer capacity. However, the modules will contain generic training material that will be valid for any other location.

For more information, contact Karl Wehrle

The next generation of Appropriate Building Materials

Skat Foundation's handbook "Appropriate Building Material" has been an essential guide for many years, but is planned to be replaced by a set of packages:

- A. Buildingpedia (an online knowledge base with fact sheets about what works under which conditions);
- B. Promotion of innovative Building Solutions;
- C. Evaluation Tool for Smart Building Solutions;
- D. Skills training.

During 2013, Skat Foundation's project ideas have been taken up for implementation in Skat Consulting's project, PROECCO (Promoting Off-Farm Employment and Income through Climate Responsive Construction Material Production), which is funded by SDC. This project began in November 2012 and is based in the Great Lakes Region of Central Africa. This is in line with Skat Foundation's strategy to get project ideas taken up by those who have the financial resources to make it a success. For the time being the activities will be focused on the geographical project area, mainly in Rwanda and Burundi and the Foundation may just provide useful links from its network. As PROECCO progresses, we will take the opportunity to capture knowledge that may be relevant for scaling-up the successes to other regions and countries.

PROECCO is implementing at a large scale and many of the principles and lessons learned from over a decade of Skat Foundation experience in Nepal, Pakistan, Afghanistan and South Africa.

For more information, read the Skat Consulting Annual Report 2013, or contact Daniel Schwitter.

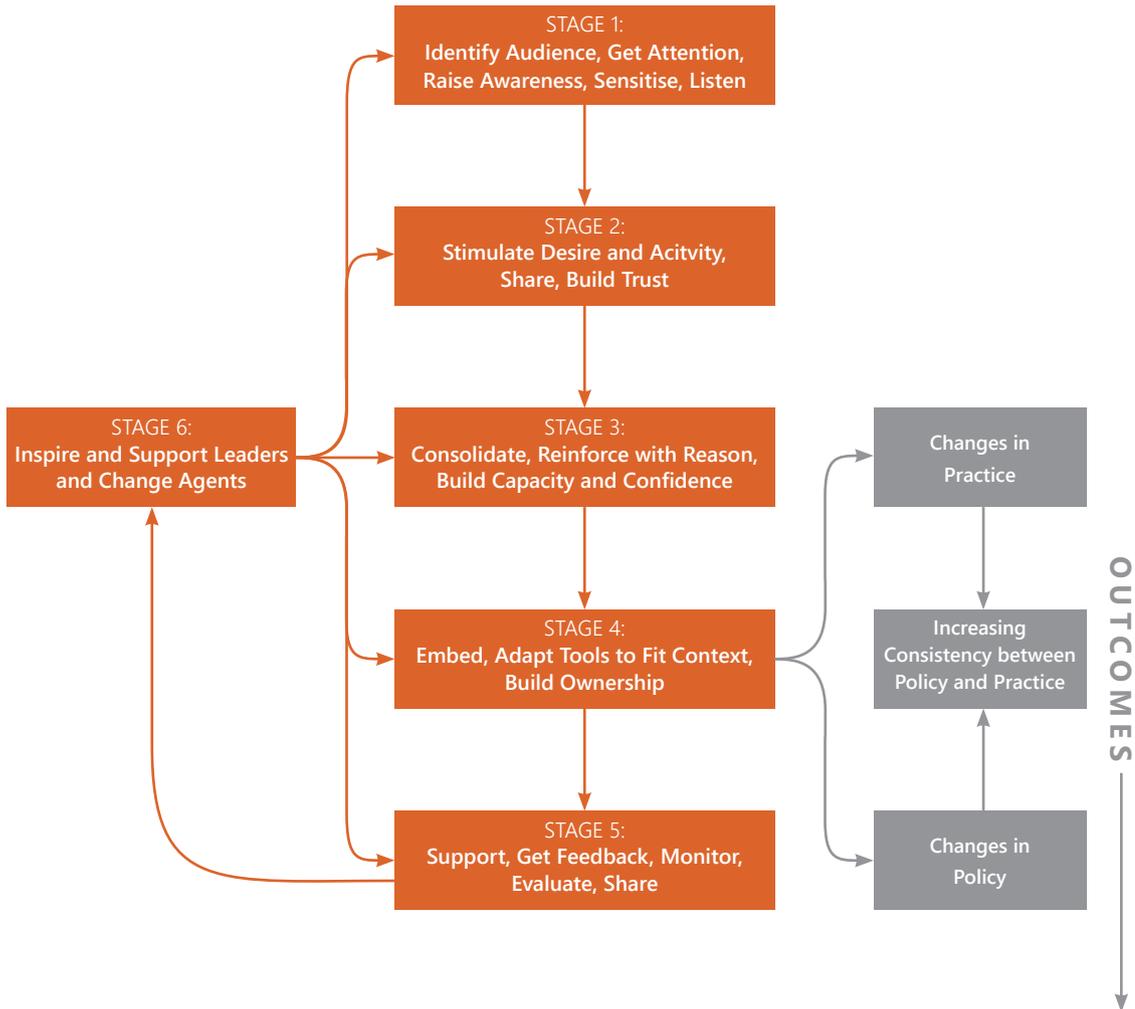
WASHTech

Why are many good WASH technologies piloted successfully but then unable to achieve scale and bring widespread benefits? Skat Foundation was a research partner for the EU-funded WASHTech project (2011-2013) and developed the Technology Applicability Framework (TAF) and Guidelines for Technology Introduction Processes (TIP). These tools have already been used successfully in Nicaragua, Tanzania and Sierra Leone to assess technologies, such as the pour-flush latrine to see how well they fit in those contexts and to help them scale-up.

Watch the video and download the tools from washtechnologies.net or contact André Olschewski.

THE PROBLEM:

650 million people in rural areas do not have access to an improved water supply (JMP2012)



RWSN VISION:

A world in which all rural people have access to a sustainable and reliable water supply which can be effectively managed to provide sufficient, affordable and safe water within a reasonable distance of the home.

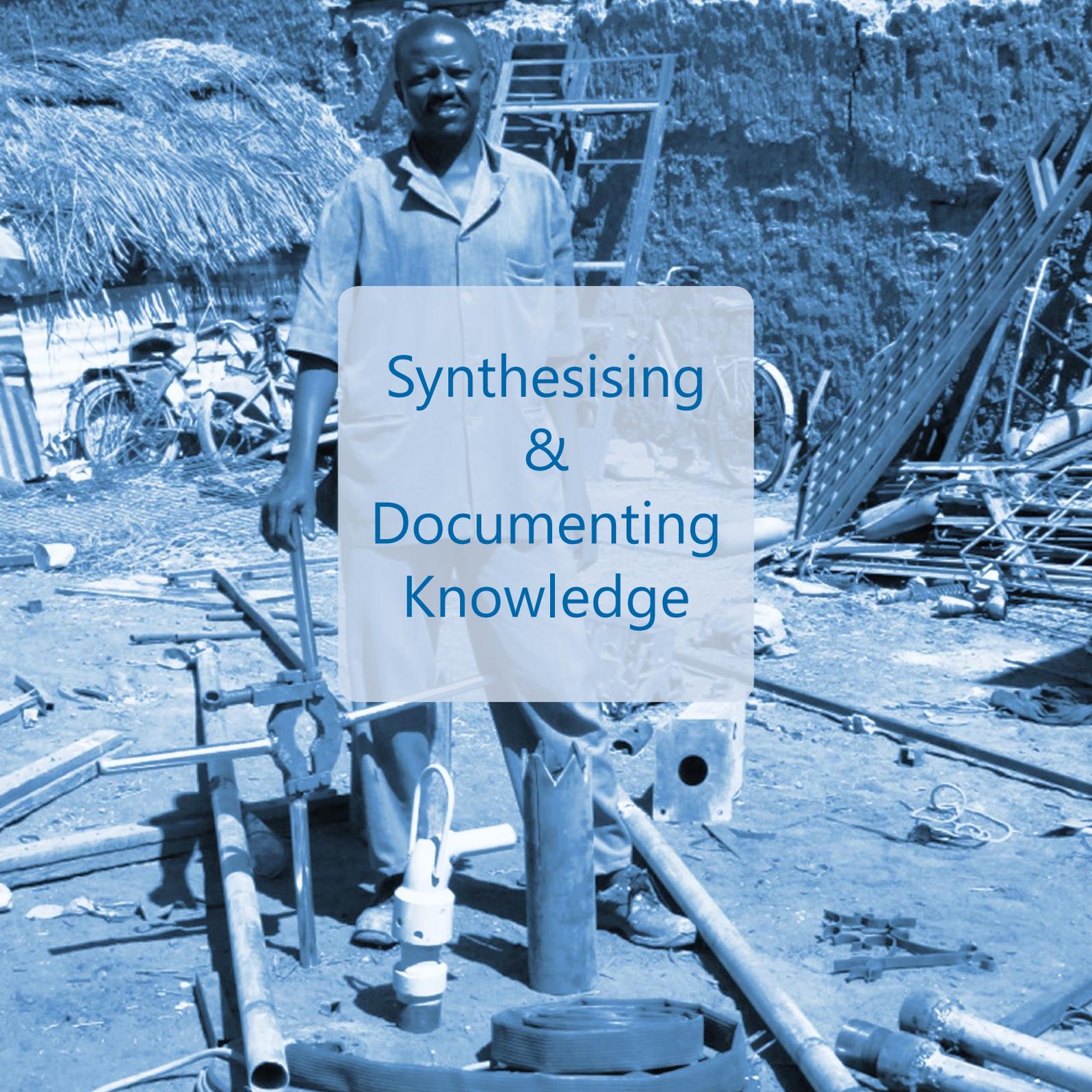
RWSN: from solid research to better practices

The Rural Water Supply Network (RWSN) was founded in 1992 as the Handpump Technology Network, with Skat as one of the founding partners. The aim of the network at that time was to bring together the world's leading experts on handpump technology to drive forward the standardisation to raise the quality and reliability of rural water supplies. The focus then, as now, is deliberately focused on linking practitioners who make things happen, so that they can share and learn from each other. This was hugely successful, with RWSN publishing international standards for the India Mark II, India Mark III, Afridev, Tara and other public domain designs, which can be found in their millions in countries across the world. Many national governments also adopted these standards to strengthen their own rural water supply policies and programmes.

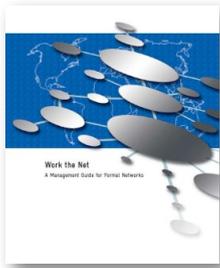
Since its humble beginnings, RWSN has grown into Skat Foundation's main activity as host to the Secretariat and coordinating two of the four themes in the current strategy (2012-2014): Accelerating Self Supply and Sustainable Groundwater Development. Although the scope of the network has expanded, what has remained unchanged has been the focus on helping the field practitioner to do her or his job of delivering water services that will reach everyone and last forever. Hence we always see it as important not just to share knowledge but also to create new insights and ways of working. During 2013 we achieved the following:

- Took forward the embedding of RWSN's *Code of Practice of Cost Effective Boreholes* in Sierra Leone by developing the capacity of government, private sector and NGO staff to drill better boreholes;
- Developed and piloted national Water Source Protection Guidelines for the Ministry of Water & Environment, Uganda;
- Supported the training of welders and drillers at SHIPO in Tanzania;
- Completed the Technology Applicability Framework (TAF) and guidelines for the Technology Introduction Process (TIP).

During the year we also developed a Theory of Change that helps plan and guide the activities of the network so that the focus remains on achieving tangible outcomes.

A photograph of a man standing in a workshop or outdoor metalworking area. He is wearing a light-colored, short-sleeved button-down shirt and dark trousers. The background shows a thatched roof structure, a bicycle, and various metal tools and materials scattered on the ground. A semi-transparent white box is overlaid on the center of the image, containing the text 'Synthesising & Documenting Knowledge' in a blue, sans-serif font.

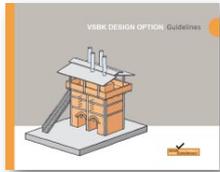
Synthesising
&
Documenting
Knowledge



“Work the Net” - new version on the way

Knowledge Management and running a formal network is a vital, and often undervalued, activity in any organisation. It is a skilled job and since 2006, “Work the Net”, written by Skat, has been one of the primary handbooks to help those wanting to set up and run a network for development cooperation. In 2013, the publishers (GIZ) came back to Skat to ask us to write an updated version as the tools and expertise available have changed rapidly. The updated version is planned to be available in early 2015.

For more information, contact Bertha Camacho. The current version can be downloaded from www.skat.ch



Vertical Shaft Brick Kiln (VSBK) Design Guidelines

VSBK is an energy efficient low-emission brick kiln for fired clay brick production. The technology was originally developed in China. A VSBK consists of one or more vertical shafts, which are loaded with fuel and green (unfired) bricks from the top and unloaded at the bottom, after the bricks have passed through the firing zone in the middle of the shaft. The vertical shaft allows ideal combustion of the fuel and use of the hot flue gas for pre-heating the unfired bricks above the firing zone. Furthermore, the VSBK is continuously operated thus avoids necessity of energy wasting multiple firing ignition and cooling. For these thermodynamic reasons, the VSBK is considered as the most energy efficient and least CO₂ emitting brick kiln design.

While SDC had been the principal co-financer of the technology development, Skat Foundation continues to maintain an online resource base at www.vsbk.ch and is looking at establishing a “Construction and Climate Network”

RWSN: Documenting and publishing the latest thinking on rural water supplies

RWSN has become a trusted source of reliable information and guidance for rural water supply sector. We now produce a range of publications, which in 2013 included:

- Peer-reviewed:
 - “How Three Handpumps Revolutionised Rural Water Supplies: A Brief History of the India Mark II/III, Afridev and the Zimbabwe Bush Pump” (Baumann & Furey, 2013).
 - “EMAS Household Water Supply Technologies in Bolivia” (MacCarthy, Buckingham & Mihelcic, 2013).
- E-discussion and webinar syntheses:
 - “Human Right to Water: What does it mean in practice?”.
 - Synthesises of discussions and e-discussions in the Water Point Mapping, Accelerating Self Supply communities.
 - Recordings and presentation files from the 2013 WSP-RWSN webinar series on “Professionalising Rural and Small Town Water Management” (hosted on the WSP website).
- Training Materials:
 - Short Course: Basic Hydrogeology and Borehole Siting.
 - Short Course: Procurement & Contract and Administration and the Costing and Pricing of Boreholes.
 - Local Council Water Security Training.

Photo: Mehmet Moustapha,
Manufacturer of drilling
equipment, Chad
(K. Danert, 2013)

In addition, Skat Foundation also started documenting practices in manual drilling across Africa, in partnership with UNICEF. We also documented handpump supply chains in South Sudan, for SDC, and then proposed a framework for operation and maintenance, which has since been implemented.

We go even further by teaching and coaching practitioners to record their experience through the popular “Writing for WASH” course, developed for WaterAid and the SHARE Consortium. In 2013, we ran an open course in Kampala, Uganda; a taster workshop at the 2013 WEDC Conference in Kenya; and a course for WaterAid’s staff and country partners in Tanzania.

All RWSN publications can be found on www.rural-water-supply.net. Contact Sean Furey or Kerstin Danert about the Writing for WASH course or submitting an idea for publication.



Sharing &
Transferring
Knowledge

RWSN - Pushing the boundaries of modern networking

We are currently living through a networking revolution. The internet is developing at an enormous rate, reaching more and more people each day in many new and interesting ways. Skat Foundation is constantly looking for new ways to engage with rural water supply practitioners across the world. In 2013, the new RWSN website was also made available in French, and structured e-discussions and webinars became standard tools in our portfolio. News and updates are served through a quarterly newsletter, as well through social media (LinkedIn, Twitter, a Wordpress blog, Facebook). The number of individual members doubled to 5,125 in 124 countries. A new 'RWSN Member Organisation' grade was introduced and 12 organisations signed up during the year, from local and international NGOs to government ministries and the private sector companies.

However, we have been careful not to get carried away with the technology fashions; strong digital relationships generally only form after face-to-face meetings. Hence, we organised side events and workshops at the *2013 WEDC Conference*, in Nakuru, Kenya, the *IRC Monitoring Symposium* in Addis Ababa, Ethiopia, and the *2013 Water & Health Conference* at the University of North Carolina, USA. Good knowledge exchange can only be built on trust, which must be earned.

Skat Foundation is now widely recognised for its network and knowledge management. During 2013 we established partnerships with RAIN Foundation, in the Netherlands, to help promote rainwater harvesting globally, and with the UK government to be the 'Knowledge Broker' for UPGro, an African groundwater research programme. Instead of a single network, we are building a family of networks that are responsive to the needs of practitioners.

For more details, download the RWSN Annual Report 2013 from www.rural-water-supply.net or contact Dr Kerstin Danert or Sean Furey.

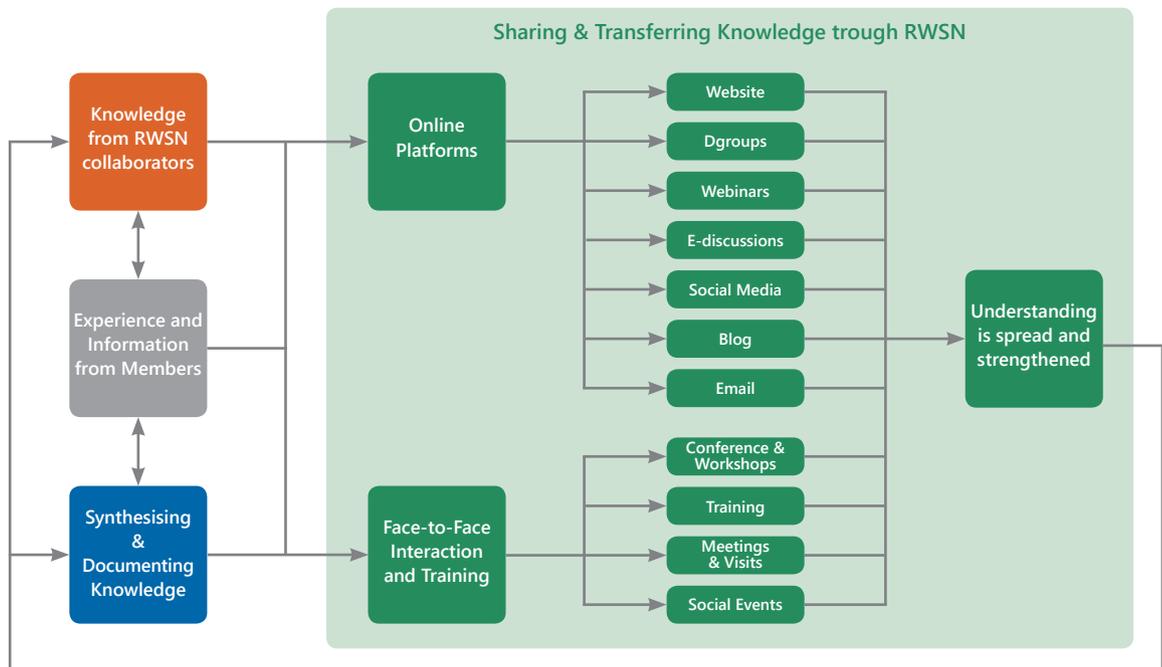


Photo: Water supply chlorine testing by a village technician - trained by Skat partner, ISW - in the Fergana Valley, Tajikistan (F. Klingel)



Financial
Statement

Balance Sheet as of 31.12.2013

Description	(CHF) 2013	(CHF) 2012
Assets		
Cash and marketable securities	264,142	256,676
Receivables third parties	101,024	139,174
Receivables related organisations	0	714
Receivables government	14,605	23,469
Prepaid Expenses	300	0
Work in progress	64,118	47,765
Total current assets	444,189	467,797
Fixed assets	5,300	9,000
Total non-current assets	5,300	9,000
Total assets	449,489	476,797
Liabilities		
Liabilities third parties	7,050	186,435
Liabilities from prepayments	20'181	0
Liabilities to related organizations	115,836	0
Deferred income/accrued charges	2,200	30,592
Total liabilities	145,267	217,028
Restricted funds	44,184	52,895
Total restricted funds	44,184	52,895
Paid-in capital	215,000	215,000
Internally generated unrestricted operating funds	45,038	-8,126
Total capital of the organisation	260,038	206,874
Total liabilities	449,489	476,797

2013 closed with a profit of CHF 53,164. The capital of the organization changed from CHF 206,874 to CHF 260,038.

Profit & Loss Account from 1.1.2013 – 31.12.2013

Description	(CHF) 2013	(CHF) 2012
- Contributions Swiss authorities RWSN 09-11	171,813	181,264
- Constricted Contributions others RWSN	74,646	30,000
Total restricted contributions RWSN	246,459	211,264
- Project income RWSN	301,112	431,809
- Skat Consulting Projektfonds (RWSN)	41,603	80,439
- DMAN VSBK and other SCP	153,050	150,384
- Other projects	2,825	20,326
Total project income	498,590	682,958
Fund raising	72,000	35,329
Bookshop	1,516	2,269
Operating revenue	818,565	931,821
Rural Water Supply Network (RWSN) 2012-2014	-569,274	-654,985
Skat Consulting Projects (Projektfonds) RWSN	-41,603	-71,324
VSBK and other SCP	-136,893	-126,311
Small Projects	-2,837	-23,188
Total direct project expenditures	-750,607	-875,808
Administration	-7,531	-9,953
Intermediate surplus	60,427	46,060
Net financial income	-7,263	-1,140
Other income	0	0
Operating surplus	53,164	44,920
Income funds	108,333	47,089
Use of funds	-133,952	-191,280
Internal funds transfer	16,907	-1,841
Net surplus for the year	44,452	-101,112
Allocation to restricted funds	9,062	146,032
Allocation to unrestricted operating funds	-53,514	-44,920
Net surplus / deficit for the year after allocations	0	0

In 2013 the Skat Foundation is grateful for the project contributions received from the Swiss Agency for Development and Cooperation (SDC), Austrian Red Cross, the UK Department for International Development (DFID), DMAN/EU, Relief International, IRC, Skat Consulting Projectfund*, Uganda Ministry of Water & Environment, UNEP, UNICEF, Volkart Stiftung, WaterAid, WHO, World Vision, and ZH2O.

* A free donation of CHF 72,000 was given by Skat Consulting Ltd.

Management Bodies

Board

Rolf Leutert, Neuhausen, President

Juerg Christen, Skat Consulting, St.Gallen

Xaver Edelmann, EMPA, St.Gallen

Peter Schmidt, Helvetas, Zurich

Georg von Krogh, ETH Zurich

Felix Walker, St.Gallen

Albert Schnyder, Caritas Schweiz

Committee of the Board

Rolf Leutert, Neuhausen, President

Juerg Christen, Skat Consulting, St.Gallen

Xaver Edelmann, EMPA, St.Gallen

Council of Patrons

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

Thomas Dyllick, IÖW, University of St.Gallen

Richard Gerster, Gerster Consulting, Richterswil

Gourisankar Ghosh, WSSCC, Geneva

Ashok Khosla, Development Alternatives, New Delhi

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 2013

Layout and photographs: Skat

St.Gallen, June 2014