



Annual Report 2016

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

To achieve this, the foundation engages in:

- Creating Knowledge
- Sharing Knowledge
- Documenting Knowledge

Preface

The highlight for Skat Foundation in 2016 has definitively been the 7th RWSN Forum that took place in Abidjan, Côte Ivoire, at the end of November. More than 450 sector professionals from 64 countries participated in this event. They exchanged experiences, learned and strengthened their competences through well-organized thematic sessions and peer-reviewed submissions and carefully prepared presentations. The evaluation of the event shows not only satisfied participants but a significant impact in the sector specifically regarding drinking water development and the achievement of sustainable services.

On other fronts, Skat Foundation has been successful in making additional contributions to the enhancement of sustainable water supply services: Through the foundation's aim to *create knowledge* and in the context of launching the "Operation & Maintenance Model Development Project" in Cameroon, the local project facilitator and the two mayors of the pilot municipalities were invited for a study tour to Switzerland. The exchanges with Swiss officers in similar positions, as well as visits to various water utilities with varying organizational set ups facilitated concrete learning. Upon their return to Cameroon, the learning has been already translated into improved practices.

The Foundation's aim of *sharing knowledge* has been put into practices through various activities such as "Train the Trainers workshop" for WaterAid, various "Awareness Raising Events" and by bridging the gap between research and practice with two projects: UPGro "Unlocking the potential of groundwater for the poor" and REACH "Improving water security for the poor". Additionally, in co-operation with other institutions or on behalf of partners, government agencies or donors, Skat Foundation has *documented knowledge*, best practices and evidence-based lessons learned through the creation of synthesis knowledge products and publications.

At the end of 2016 the management of Skat Foundation was handed over from Karl Wehrle to Bertha Camacho. *This gives me, Karl Wehrle, as the outgoing officer the opportunity firstly, to warmly welcome Bertha Camacho. She is not only well equipped to take over this position with her professional background in knowledge management but also her winning personality will support her in the required networking activities. Secondly, when reflecting on my privileged involvement with Skat Foundation I am more convinced than ever that the effectiveness of knowledge management does not only depend on scientific approaches and methodologies, but what finally matters is personal conviction and commitment. Knowledge - both individual and collective - is most important for development. It enables anyone to solve personal problems: a prerequisite for dignity. On the other hand, the reality is always more than what knowledge can capture. This insight leads to respectfully accepting the opinions of others and their cultural behaviours. I am most grateful to the many people within the Skat team and also to our partners and clients at the front who have taught me most useful lessons in this regard again and again.*

Finally, we like to thank all those who contributed to the progress and success of Skat Foundation during 2016 foremost Skat Consulting and its staff, the Foundation members, the many supporters and, at last but not at least our partners in the South.



A stylized, handwritten signature in black ink, consisting of a large 'L' and 'L' intertwined.

Dr. Rolf Leutert
Chairman of the Board



A handwritten signature in black ink, appearing to be 'K. Wehrle' in a cursive style.

Karl Wehrle
Executive Secretary

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.

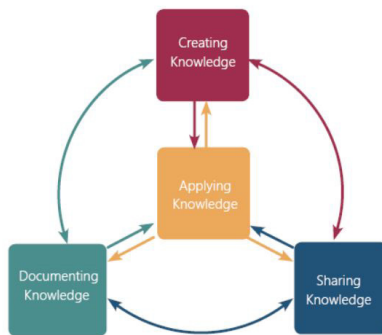
It is this clear thematic focus - coupled with professional skill, learning from networks and sensitivity for a holistic approach to achieve sustainable solutions - that brought Skat to the fore with a worldwide reputation for excellence.

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 the creation, sharing and documenting knowledge in selected thematic areas. At Skat Foundation we focus our activities on the thematic areas of Skat Consulting Ltd.: Water, Sanitation & Hygiene (WASH); Buildings & Settlement; Governance; Energy & Climate; Networks & Knowledge Management; Waste Management; Environmental Management & Integrated Water Resources Management; Economic Development.



We foster three interrelated Knowledge Management processes to achieve the Foundation's purpose:

- **Creating Knowledge** through innovative projects
- **Sharing Knowledge** through networks, events, workshops, training courses and knowledge brokering,
- **Documenting Knowledge** of good practices from Skat Consulting Ltd. or partner organisations.

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

Creating Knowledge

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



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

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 2014. Pilot trainings for the modules "Spring Catchment Construction" and "Caretaker" were implemented in 2015. Accordingly the respective training modules were developed.



During 2016, emphasis has been paid on the development of effective Operation & Maintenance (O&M) Models (see page 7). In this course the theme for the next training module has also been identified namely as "Design of operation & maintenance friendly simple rural water supply systems". Common design mistakes have been observed in the following areas: Inappropriate hydraulic designs that lead too often to unreliable supply and frequent breakdowns. Systems are designed that are not sufficiently considering O&M requirements. Sources are selected that have not been sufficiently monitored and/or protected so that water shortage is experienced. The principal cause for these deficiencies seems to be inappropriate training of engineers and technicians (too less targeted to the practical requirements in the field). Accordingly, the training module will provide the required basic simple theory combined with practical examples and advice on how to optimize the design of reliable and O&M friendly water supplies.

The modular training concept proves to be very practical and relevant. The modular concept allows professionals who are engaged in working positions to step out for ten-day-training sessions to improve their skills in essential steps. Moreover, splitting up each module into a guide for trainers and a manual for trainees showed to be very useful and well targeted.

For more information, please contact Karl.Wehrle@skat.ch



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

The Management of effective operation & maintenance (O&M) remains one of the key challenges regarding sustainable coverage with reliable drinking water, despite the 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 (page 6) 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. Based on stringent criteria two councils have been selected to lead the guided participatory development process of effective O&M models that will be appropriate in the given context. Workshops have been held in both councils to assess the challenges with all stakeholder groups from the level of citizen up to responsible officers at provincial levels. Specific target groups have been formed and are working on aspects such as O&M management system, legal aspects, financials and protection of sources, among others. Currently the target groups are busy compiling the outcome of their work in order to present it for final approval in a stakeholder workshop.

The expected outcome of this intervention will include the documentation of O&M models with 3 tools (1. Conceptual Framework; 2. By-Laws; 3. Job descriptions) as well as the documentation of development process (to facilitate effective replication).

Both initiatives: the development of effective O&M management models and the training modules have been presented by the Cameroonian partner at the 7th RWSN Forum in Abidjan in order to launch broader dissemination and replication.

For more information, please contact Karl.Wehrle@skat.ch

Sharing Knowledge

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



WaterAid Train the Trainers workshop

Responding to the need of building the facilitation capacities of the Programme Support Unit at WaterAid and to prepare a “train the trainers programme”, Skat was selected to develop and conduct in July, a Train the Trainers course for facilitators based on the needs of Wateraid.

The aim of this training was to develop the skills of staff working in WaterAid to have confidence and capability to facilitate processes effectively in a range of different situations and contexts to bring about change, or achieve an outcome. The training aimed also at enabling WaterAid staff to effectively guide a group of people towards a common goal and outcome, as well as to deal effectively with challenging situations including power dynamics and resistance. The course included a couple of Webinars and a three-day workshop.

A wide range of methods and tools were used and examples of situations specific to the Water Sector were used as cases for exploring and extrapolating lessons learned. The course led participants to the development of specific tools that would help them to enhance the training programme at WaterAid.

For more information please contact Bertha.Camacho@skat.ch and Kerstin.Danert@skat.ch



Presentation of Work the Net

A management guide for existing and emerging formal networks

Setting up and managing a network is hard work; more often than not, the amount of work and time spent in establishing a network is completely underestimated; thus, a committed network leadership can help in making this initial step a successful one. It is often the case that networks evolve from existing social networks becoming more structured and organised with time. In other cases, networks start off from nothing. Some networks come together for a short period of time, whereas others might have a long term perspective. These and other aspects of the Handbook Work the Net were presented to and discussed with staff of GIZ in Erschborn and Bonn in March this year. In August, following an invitation from the Network “Psychische Gesundheit Schweiz”, Skat presented the Handbook to a wider audience at the Symposium on “Synergetic use of scarce resources: professional management of networks” that took place at the PSY Congress 2016 in Basel. In November, the Handbook was also presented at the 3rd Annual Gathering of the Hydro Empowerment Network, in Kathmandu, Nepal.

If you would like to invite Skat to present and discuss this Handbook in your organisation or network, please do not hesitate to contact Bertha.Camacho@skat.ch

Sharing Knowledge

17 PARTNERSHIPS
FOR THE GOALS



Creative workshop on online communication

Skat Foundation supported game@work in the implementation of a workshop on online communication using innovative and playful methods. Under the premises that creative people are not only more satisfied with their job, but also are more efficient and effective in finding novel solutions, game@work promotes the inclusion of playful elements at work and during workshops to enhance creative thinking and the discovery of new perspectives.



The workshop on online communication provided an opportunity for experience-based learning. Participants discovered and reflected on their communication style and its impact on the interaction with others especially in online working situations. The workshop targeted people who enjoy learning in a playful setting, dialogue and joint reflection. 15 participants from across Switzerland attended the workshop that took place in December.

For more information, please contact Bertha.Camacho@skat.ch

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Awareness Raising Events

Skat Foundation's efforts in sensitization for development cooperation

In 2016 Skat Foundation organised and implemented a study tour for two mayors of communities from Cameroon with the aim to get to know the drinking water supply system in Switzerland. The mayors exchanged their knowledge with experts from Switzerland, gained new inputs and ideas and are going to adapt good practices to their local context. Skat made various presentations in the St.Gallen region. Presentation and materials can be downloaded from our homepage www.skat-foundation.ch.

Skat Foundation raises awareness, informs and educates citizens in Switzerland about global challenges and the importance of development cooperation. Our activities foster awareness, understanding, recognition of interdependence, new ideas and change attitudes. We give people tools to engage critically with development issues and inform about our programmes in the South aiming to share knowledge for action against poverty.

One objective is to engage swiss citizens to think critically about global development and raise awareness about the interdependent world and of their role.

if you are interested in our awarness raising events, please contact contact Bertha.Camacho@skat.ch

Sharing Knowledge



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.

During 2016, Skat Foundation continued to facilitate the dialogue between UPGro researchers and a wide range audiences online and events, such as Africa Water Week, the IAH Congress, the RWSN Forum, the 2016 WEDC Conference. At the RWSN Forum we ensured that there was a great platform for exchange with rural water practitioners, including a 1 day course, in French, on groundwater for water resource management, in partnership with BGR, the German geological service, and the Africa Groundwater Network. We worked with the researchers to develop a Knowledge Exchange Strategy so that the five projects can collaborate and learn from each other on topics like climate modelling and social science methods.

For more information, please contact Sean.Furey@skat.ch or visit upgro.org

Sharing Knowledge



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. During 2016 we worked with the university and the International Water Association (IWA) to develop a Knowledge into Action strategy for the programme.

For more information, please contact Sean.Furey@skat.ch or visit reachwater.org.uk



Networks



Knowledge Networks and learning communities are powerful mechanisms for sharing information and knowledge in the development cooperation. These mechanisms ensure communication and coordination among actors to help achieve sustainable development. Networks and communities act as effective catalysts for building up relationships and commitment among public and private stakeholders at local, national, regional and international levels. Skat Foundation has developed and run many successful networks and communities of practice that add value by bringing professionals together in flexible ways to share, collaborate and achieve much more impact than they would be able to as individuals.



The Rural Water Supply Network

Skat Foundation hosts the Secretariat of the Rural Water Supply Network (RWSN). The RWSN facilitates exchange and enables its members to improve their professionalism in rural water supply.

Achievements and facts about RWSN in 2016:

- Throughout 2016, membership of the network (on DGroups) continued to grow - from 7,980 to 9,073, an increase of 12%.
- RWSN, in partnership with Cap-Net, ran an online course "Writing for Water" on Cap-Net's online campus. 40 students from over 30 countries attended the course, which ran for 8 weeks from the 13 June.
- Drilling and handpump documents remained the most popular alongside some webinar recordings and more recently the short animated films on groundwater and drilling
- Of the discussion groups, the Sustainable Groundwater Development, Mapping and Monitoring and Rainwater Harvesting were the most vibrant with sizable contributions and discussion.
- RWSN hosted two structured e-discussions on (i) country-led monitoring and (ii) Groundwater Regulations.
- In autumn a mini-series of webinars of 8 sessions (4 topics, each conducted in two languages) was carried out, with topics including Participation, Sustainability, Self-supply and the Technology Applicability Framework (TAF).

Overall, 2016 has been a fantastic year for RWSN, with the 7th Forum as a distinct highlight and galvanizing event, which gave a tremendous boost to the strength of the network and the links among its members.

Networks

6 CLEAN WATER AND SANITATION



17 PARTNERSHIPS FOR THE GOALS



7th RWSN Forum in Abidjan, Côte d'Ivoire

The focus for the RWSN in 2016 was preparing for, and managing the 7th RWSN Forum in Abidjan, Côte d'Ivoire, from 29th November to 2nd December with the title **"Water for Everyone"**. This was the first RWSN Forum to take place in a francophone country in the 25 years since the creation of the network.

The open call for contributions drew 252 contributions from 189 authors. The process of peer review and resubmission involved the dedication of 50 rural water supply professionals. The result was 192 submissions being presented in 40 sessions. Additionally, 10 sponsored seminars took place, covering a wider range of topics and actors. The exhibition allowed 17 organizations to showcase their work, services or products. The Forum gathered 467 rural water sector practitioners from over 300 organisations from 64 countries in Africa, Asia, the Americas, and Europe, in a bilingual (English/French) four day event. It was opened by the Prime Minister of Côte d'Ivoire, Mr Daniel Kaplan Duncan. The Forum was joined by his Excellency State Minister James Dengchol Tot, Minister of Water, Irrigation and Electricity of Ethiopia, as well as a delegation from the African Ministers Council on Water (AMCOW).

The excellent collaboration and team work was behind the tremendous success of the event. The International Forum Task Force, set up by the RWSN Executive Steering Committee, met monthly to oversee the process. The Forum management team, led by the RWSN Secretariat (Skat Foundation) managed the detailed preparations for the event including liaison with partners in Abidjan. 40 individuals were responsible for managing and chairing the sessions at the event itself.



Overall contributions from sponsors amounted to CHF 440,000, whereas the participation fees, exhibition fees and sponsored seminars generated CHF 340,000 of income. Overall, the event closed with a positive balance.

For more information about the RWSN, please contact Kerstin.Danert@skat.ch or Sean.Furey@skat.ch



The Hydropower Empowerment Network

Support of and cooperation with the Hydro Empowerment Network HPNET:

The Hydro Empowerment Network HPNET is a young dynamically growing network for knowledge exchange among micro and mini hydropower practitioners in South and South-East Asia and for fostering advocacy of sustainable hydropower. Initiated with funds from Wuppertal Institute in 2013, today it already comprises about 80 members in 18 countries.

In 2016, the original structure, objectives and methods of the network had to be adapted to accommodate the needs of the increasing number of members. Since the beginning of 2016, Skat Foundation provides guidance to HPNET with regard to all structural and strategic aspects including working procedures, communication tools, thematic orientation, improvement of acquisition and networking with partner organisations. Improving access to funding and the identification of strategic partners and supporters will help to professionalize the network and its outputs. Skat Foundation supports HPNET with professional competences on network development as well as on micro/mini hydropower. Skat's experts have significantly contributed to the preparation and implementation of HPNET's annual gathering in Kathmandu, Nepal. Hedi Feibel supported the strategy development process with the network secretariat and the steering group. She helped in defining relevant contents as well as the methodological approaches of the gathering. Bertha Camacho guided the whole process of restructuring. She provided methodological support and facilitated the annual gathering.

Skat Foundation staff supports in preparing the contents for the webinars as well as in developing knowledge products as tangible outputs of the network. E.g. in parallel to the first webinar an overview table comparing different mini grid technologies is being developed. It is an extremely helpful tool to learn about investment cost, operation and maintenance cost, generation cost per kWh, local added value, resource assessment, typical cost drivers, scalability, general advantages and limitations of Renewable Energy technologies for mini-grids.

Webinar Series:

https://energypedia.info/wiki/Mini-grid_Webinar_Series

For more information, please contact Hedi.Feibel@skat.ch or visit www.hpnet.org and www.energypedia.info



Documenting Knowledge

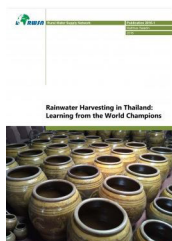
In co-operation with other institutions or on behalf of partners, government agencies or donors, Skat Foundation documents best practices and evidence-based lessons learned through the creation of synthesis knowledge products and publications.



Professional Water Well Drilling A UNICEF Guidance Note

This guidance note provides practical guidance for organisations and individuals that are trying to raise the professionalism of groundwater development in Africa. The guidance note is mainly concerned with rural and small towns' water supplies but is mindful of the huge challenges faced by supplies in many growing African cities dealing with problems of groundwater quantity and quality. The guidance note was published in November 2016 and launched at the RWSN Forum in Abidjan. The publication has been promoted within UNICEF and WaterAid, as well as through the RWSN Online Communities, in the magazine Geo Drilling International and online through Engineering for Change.

Authors: Dr Kerstin Danert (Skat), Jose Gesti Canuto (UNICEF)



Rainwater Harvesting in Thailand: Learning from the World Champions

This field note provides an overview and analysis of the historic developments of promoting Domestic Rainwater Harvesting (DRWH) in Thailand between 1980 and 2015. Based on literature reviews and interviews with stakeholders a series of factors were identified which made the promotion of DRWH in Thailand an exceptionally successful example of diffusion of innovations. Among the key factors identified were policies, market structure, pre-existing habits, affordability, supply chain and climate. No single factor was decisive but several of them occurring simultaneously made it possible for an enabling environment to form and make the initiative flourish even after government funding ran out (most of the Thai Jars, which are most commonly used for rainwater storage, were actually delivered through the private sector and paid by the consumers).

Author: Matthias Saladin (Skat)



Waste to Energy - Rapid Assessment Tool

This Rapid Assessment Tool provides a series of simple checklists to help decision makers ask the right questions and includes some simple guidance on Solid Waste Management. It offers guidance on how to screen technology offers for mixed or segregated municipal solid waste, and to be able to determine quickly which offers to discard and which ones to pay serious attention to and progress into a proper professional Feasibility Study. The tool also provides a glossary of terms to help you understand the terminology commonly used, and additional sources for reading that will help you explore more.

The lead authors of Rapid Assessment Tool are Andrew Whiteman, Sanjay K Gupta (Skat), Cosmin Briciu and Stephen Bates.

Balance Sheet as of 31.12.2016

Description	(CHF) 2016	(CHF) 2015
Assets		
Cash and marketable securities	367,801	609,535
Receivables third parties	120,928	1,631
Receivables related organisations	0	0
Receivables government	17,844	12,053
Advances to projects	88,695	0
Accrued income	2,562	0
Work in progress	346,473	160,085
Total current assets	944,303	783,305
Fixed assets	1,260	2,100
Total non-current assets	1,260	2,100
Total assets	945,563	785,405
Liabilities		
Liabilities third parties	129,859	44,286
Liabilities from prepayments	196,780	70,535
Liabilities to associated organizations	109,617	302,720
Deferred income/accrued charges	8,257	8,257
Total liabilities	444,513	425,799
Restricted funds	281,603	126,100
Total restricted funds	281,603	126,100
Paid-in capital	215,000	215,000
Internally generated unrestricted operating funds	4,447	18,506
Total capital of the organisation	219,447	233,506
Total liabilities	945,563	785,405

2016 closed with a loss of CHF 14.059. The total capital of the organisation changed from CHF 233,506 to 219.447 CHF.

In 2016, 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 1.1.2016 – 31.12.2016

Description	(CHF) 2016	(CHF) 2015
- Contributions Swiss authorities RWSN 2012-2014	147,099	189,030
- Constricted Contributions others RWSN	33,423	29,748
- Contributions Cameroon	55,331	20,308
Total restricted contributions RWSN	235,853	239,086
- Project income RWSN	824,575	447,162
- Skat Consulting Projektfonds (RWSN)	66,014	20,414
- Skat Consulting Projektfonds (Small Projects)	22,538	9,047
- Skat Consulting Projektfonds (Cameroon Projects)	-	70,525
- DMAN VSBK and other SCP	-	30,737
- Other projects	174,112	1,976
	14,371	-
	6,160	-
Total project income	1,107,770	579,861
Skat Consulting free donation	25,000	40,000
Bookshop	72	138
Operating revenue	1,368,695	859,086
Rural Water Supply Network (RWSN) 2012-2014	-1,018,267	-676,734
Skat Consulting Projects (Projektfonds) RWSN	-66,012	-20,332
- Skat Consulting Projektfonds (Small Projects)	-19,529	-7,004
- Skat Consulting Projektfonds (Cameroon Projects)	0	-70,525
VSBK and other SCP	0	-29,524
Cameroon Projects	-52,066	-20,473
Small Projects	-174,323	-1,976
	-10,635	-
	-6,160	-
Total direct project expenditures	-1,346,993	-826,567
Administration	-28,546	-19,700
Intermediate surplus	-6,843	12,818
Net financial income	-7,216	-12,440
Operating surplus	-14,059	378
Income funds	227,670	162,286
Use of funds	-72,166	-101,039
Net surplus for the year	141,444	61,625
Allocation to restricted funds	-155,503	-61,247
Allocation to unrestricted operating funds	14,059	-378
Net surplus / deficit for the year after allocations	0	0

In 2016 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 and various private supporters. RWSN received valuable support in 2016 from Adam Smith International, Aqua for all, Conrad N. Hilton Foundation, Cardiff School of Geography, National Ground Water Association, Caritas Switzerland, Ajay Industrial Corporation Ltd. , Helvetas Swiss Intercooperation, IRC, RAIN Foundation, Department for International Development (DFID), Natural Environment Research Council (NERC), Economic and Social Research Council (ESRC), SDC, Skat Projektfonds, USAID (WALIS), UNICEF, Università Degli di Brescia, University of Oxford, Volkart Stiftung, Forum Fees/ Exhibition/ Seminars/ UPGro, Water4 , WaterAid, World Vision, ZH2O.

Management Bodies

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External Auditor (Accounts)

Treuhand St.Gallen AG, St.Gallen

Executive Secretary

Karl Wehrle, Executive Secretary until 31.12.2016
Bertha Camacho, Executive Secretary after 01.01.2017



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