



ANNUAL REPORT

2015

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OUR VISION

is a world where people have the opportunity to succeed because their basic water and sanitation needs have been met.

OUR MISSION

is to provide technical training and consulting, and to act as a centre of expertise in water and sanitation for the poor in developing countries.

OUR THEORY OF CHANGE

is that education can catalyze independent action at the scale needed.

OUR CORE STRATEGIES

- Make water knowledge common knowledge.
- Build the capacity of public sector organizations.
- Start with household water treatment.
- Lead with education and training.
- Identify barriers to implementation and ways to overcome them.

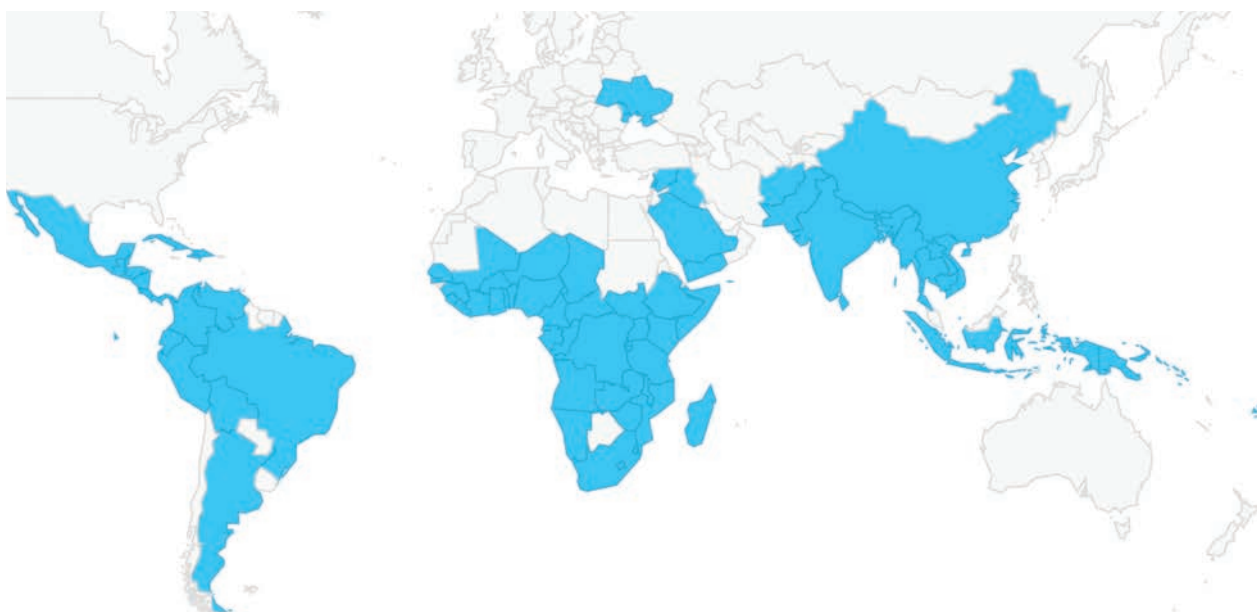
CAWST is committed to ensuring our services reach those most in need. We do this by providing subsidized training, consulting and free open-content education materials and resources. We focus on educating people on simple, affordable water and sanitation solutions that they can operate and maintain themselves.

HIGHLIGHTS

	2015	2014	2013
People using better water or sanitation as a result of CAWST clients' projects (cumulative)	13.1 million	11.4 million	9.3 million
Organizations that have implemented water or sanitation projects (cumulative)	1091	970	793
Number of countries where CAWST's clients have implemented and reported water or sanitation projects (cumulative)	82	78	68
People trained by clients using CAWST's training and education materials (cumulative)	6.6 million	5.0 million	3.3 million
Annual Expenditure by CAWST	\$5.1 million	\$4.7 million	\$3.6 million
CAWST expenditure per person affected (cumulative)	\$2.26	\$2.17	\$2.14

Global Reach

CAWST has provided services to over 5,000 client organizations in 190 countries; 1,091 clients in 82 countries have reported implementing water or sanitation projects since 2001.



LETTER FROM THE BOARD CHAIR

CAWST has made enormous strides in its first 15 years. I attribute this to strong leadership, a clear and compelling vision and a practical mission to provide technical training and consulting to achieve the goal of capacity building across the developing world.

The entire CAWST organization should take enormous pride in what has been achieved to date. But what excites me is the potential to accomplish much more in the future. CAWST has reached a stage in its development where it can now substantially scale up its reach and impact.

CAWST has built its expertise in water and sanitation and its organizational capability. It is now in a position to assume a leadership role in the WASH sector both as an institution with the required knowledge and as an active participant with implementing organizations across the globe.

I was originally attracted to CAWST because of the cause and its goal to have global reach and impact. I was also attracted by the fact that it was becoming a leader in its field from a Canadian base.

The scale-up of CAWST as we move forward will make it much better known as an organization to go to for impact and results. To date we have achieved a great deal with limited financial resources. The scale-up we are ready to undertake will require increased institutional financial support. We are optimistic that this will now happen.



David P. O'Brien
Board Chair



LETTER FROM THE CEO



As CAWST turns 15 years, we celebrate millions of people worldwide taking action to improve their own water, sanitation and hygiene.

CAWST has truly become a global centre of expertise, unique in Canada and around the world in our business model, services, and results. Our innovation invests in people, and our results prove CAWST's model is replicable, scalable and sustainable.

The growth in CAWST's network and impact in the past few years is striking. Over 5,000 clients in 190 countries along with collaborators, members, youth and donors are taking action and making a difference on an issue of global importance.

In the past five years, we have more than tripled the impact from our first ten years. This success is largely due to our WET Centre partnerships and the increased number of CAWST clients worldwide starting, strengthening and growing water, sanitation and hygiene projects. In 2015, CAWST and our WET Centre partners trained 5,800 people, which is a third of the total number of people trained in all prior years 2001-2014.

We will continue to focus on scaling up household water treatment; mobilizing community health workers; motivating implementation of water, sanitation and hygiene for healthy homes; and scaling up capacity building through WET Centres and other local trainers. We will increase the diversity of our revenue sources and seek multi-year funding to support our plans.

CAWST is a powerful story of millions of people taking action. It is with deep gratitude that I thank every one of you who is part of our story.

Together, we're creating a world where people have the opportunity to succeed because their water and sanitation needs have been met.

A handwritten signature in black ink, which appears to read 'Shauna Curry'.

Shauna Curry,
Chief Executive Officer

CAWST CLIENTS, PARTNERS AND COLLABORATORS

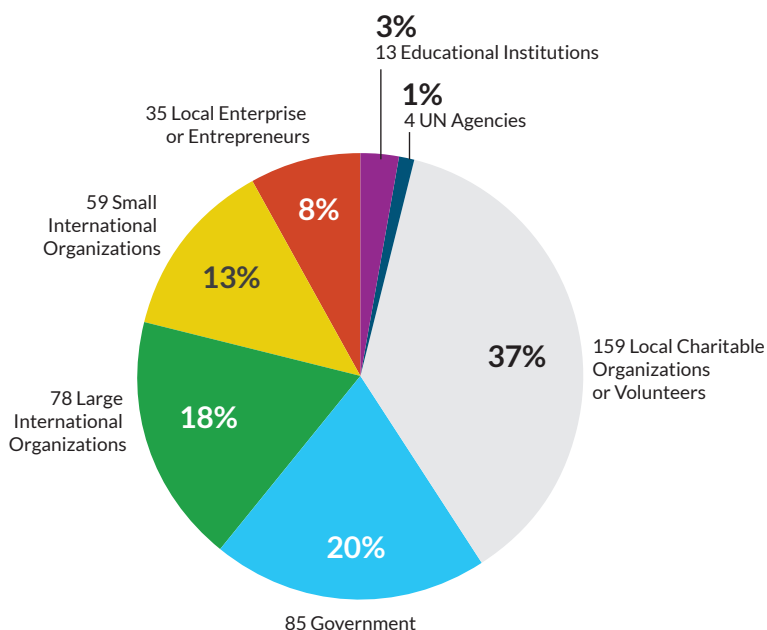
Clients

Clients are organizations who have accessed any of CAWST's services (training, consulting, education materials and resources) via CAWST staff (in-person, phone, email), our Water Expertise and Training (WET) Centre partners and/or our Virtual WET Centre (online services).

In 2015 alone, CAWST delivered 390 training and consulting support sessions directly and via the WET Centres. Our Virtual WET Centre reached over 4,000 users from 2,200 organizations in 182 countries.

The types of client served by CAWST and the WET Centres evolve year-over-year, with the main trend toward an increase in total complement of local NGOs, government, and entrepreneurs. This is promising as these local organizations are key for scale, quality, and long-term sustainability.

CLIENT SEGMENTS (2015)



Clients responding to CAWST's Annual Survey. These clients are served by CAWST, WET Centre partners and/or CAWST's Virtual WET Centre.

Through Agua Pura Para el Mundo and CAWST, we provide families in Honduras and throughout Central America the opportunity of clean water, hygiene and sanitation. Even more critically, we give them the knowledge to help others around them."

Maria Regina Inestroza
Country Director
Agua Pura Para el Mundo
WET Centre
Honduras

"When I joined the DACAAR WET Centre years back, I learned about the importance of safe drinking water. I was surprised to realize the large number of people who lack access to safe drinking water, both in Afghanistan and at the global level. This insight piqued my interest to learn more, and since then I have significantly developed my comfort level working in the water sector. I find myself professionally on the right track, and I'm very proud and happy to be among the people who contribute to reduce morbidity and mortality in our Afghanistan communities, by providing high quality training and consultancy support in water, sanitation and hygiene."

Sohrab Kakar
WET Centre Trainer
DACAAR, WET Centre
Afghanistan



CAWST's Naomi Mahaffy with WET Centre partners in Ethiopia.

"The WET Centre in Ethiopia has been working with CAWST to build capacity since 2012. It has been inspiring to work alongside our partners, and to help them evolve to take the lead in developing and delivering services this year. They are now proficiently developing education programs themselves, to address the specific needs of WASH promoters in their context."

Naomi Mahaffy
CAWST International
Education & Training Advisor

"After the workshop, I feel like I am living in a world full of lights now."

Maureen Samulobela
Community Health Worker
Zambia

Water Expertise and Training Centres (WET Centres)

CAWST WET Centre partners multiply our efforts, adapt our training and support services to their local context, and reach people we could not otherwise reach.

CAWST launched our WET Centres program in 2008 and, from 2012-2015, undertook a major project to expand this program. We partnered with seven local organizations to build their capacity to train other organizations independently of CAWST.

Together, we reached 3 million people with safe drinking water or sanitation, far exceeding our target of 400,000 people.

In the past four years, together with the WET Centres, we have trained 12,500 people, provided 316 consulting support visits, and awarded 114 competency validations. The results of this project demonstrate CAWST's model and the multiplier effect of building local knowledge and skills. As a result, clients of our WET Centres reached over 5 million people with better water or sanitation.

We are more committed than ever to maintain this as a key CAWST program, and thank the Canadian Government and all our donors for supporting this initiative thus far.

Collaborators

CAWST collaborates with other organizations to accomplish a shared goal in research, knowledge management and sharing, and capacity development.

We work with universities and research institutions to find solutions that can benefit our clients to improve project implementation, leading to improved outcomes in the communities where they work. In the past year, we have collaborated with the following institutions:

University of Calgary, Canada: Flow rate control of biosand filters for balancing water quality and usability; and improving the portability and durability of biosand filters.

EAWAG-Sandec, Switzerland: Fecal Sludge Management workshop development; and field assessment of Kanchan arsenic filter functionality in Nepal.

We have also collaborated with the following organizations to share knowledge and training materials, organize joint events at conferences, and write joint articles: Eawag; Sustainable Sanitation Alliance; International Network to Promote Household Water Treatment and Safe Storage; International Water Association; Cap-Net UNDP; and the Water, Engineering and Development Centre of Loughborough University.

2015 KEY PERFORMANCE INDICATORS

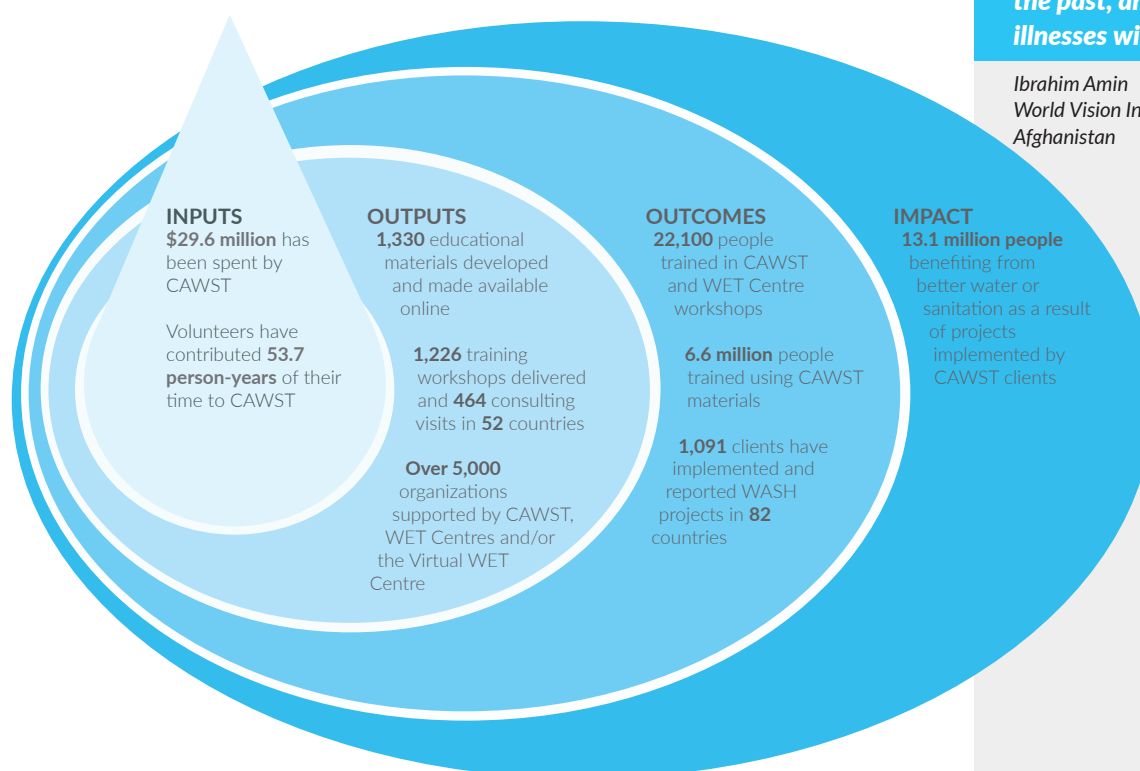
CAWST's Key Performance Indicators (KPIs) are designed to measure the results of our actions relative to our goals for expanded access for the poor to better drinking water and sanitation.

The KPIs are measured annually through a survey sent to all of our clients.

The KPI results reflect our clients' activities and project outcomes. CAWST's services are one of many contributors to the success of their projects. This year, 433 clients responded to the survey, slightly fewer than last year's response of 494.

We only include results of clients who have responded to the survey, clients with whom we have made direct contribution, and results which we can verify for accuracy. For these reasons, the KPI results are, in many cases, a significant underestimate of CAWST's contribution to the impact of our clients.

Results Summary



Cumulative numbers since 2001 (when CAWST was founded) through December 31, 2015.

"CAWST really made a difference in my personal and in our community life. The training funded by CAWST was very important to bring our community knowledge about water, sanitation and hygiene.

Some of our villages in the Badghis province did not have access to safe and healthy drinking water, so villagers were often sick, and we helped these villages to solve this problem. For example, in the village of Sultanha, located in the Qadis district of Badghis province, water and sanitation training was conducted at the community level, and a safe drinking water project was just implemented.

Now they have safe drinking water in their village, their quality of life is much better than in the past, and waterborne illnesses will be prevented."

Ibrahim Amin
World Vision International
Afghanistan

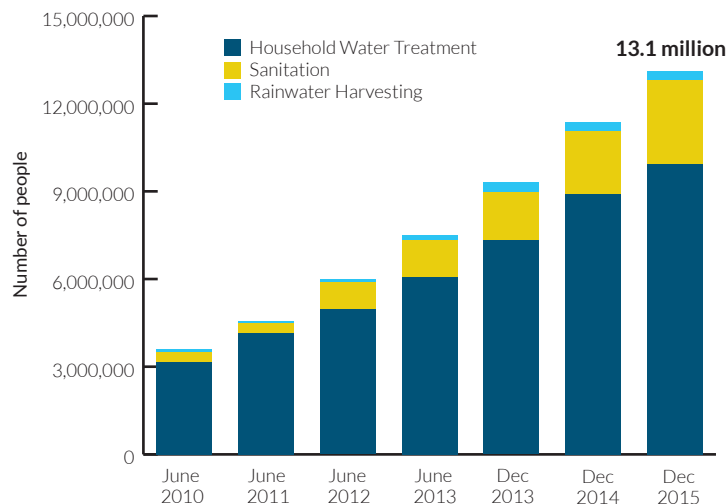
“The use of CAWST manuals in Mozambique has contributed a great deal to build our capacity and people skills, and to bring about change in our communities, improving household sanitation, education and environmental protection.”

Atumane Ussene
Frysiyan Urban Sanitation Program
Mozambique

Number of People Using Better Water or Sanitation

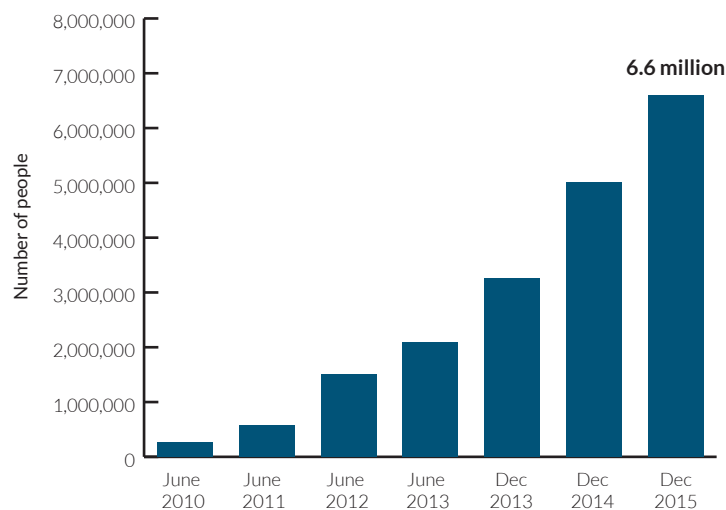
A total of 13.1 million people are currently using better water or sanitation as a result of projects implemented by our clients worldwide, up 1.7 million people from the year prior.

This number accounts for the fact that a proportion of people who have received better water or sanitation in the past may not be using the those technologies today. Moreover, health and economic gains can only be fully realized by people who use water or sanitation technologies continually. We apply a retention factor to our client results in calculating and reporting on this KPI. Retention factors are derived from field experience and research evidence.



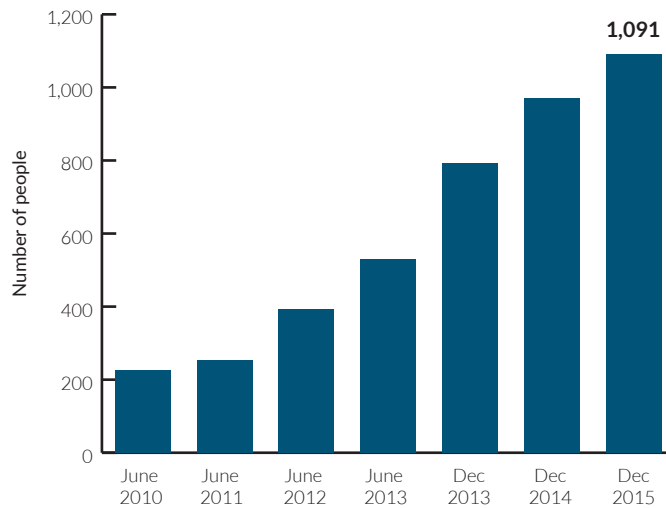
Number of People Trained Using CAWST's Education Materials

Since 2009, a total of 914 clients have reported using CAWST's education materials to teach others, reaching a cumulative total of 6.6 million people, which is up 32% from last year. This reflects the power of knowledge and skills to catalyze action and change lives worldwide. Clients are using and adapting our training materials to educate communities, build public awareness and generate demand for solutions, which results in more people gaining access to water and sanitation, and adopting proper hygiene practices.



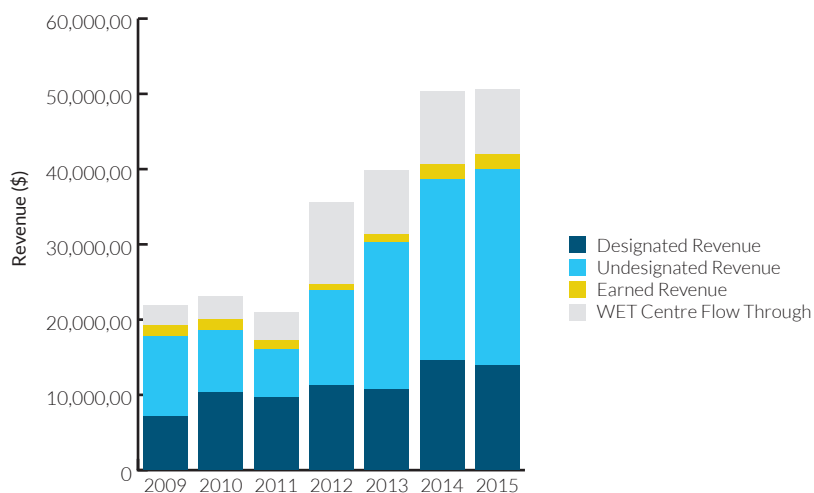
Number of Implementing Clients

Implementing clients are those who have accessed CAWST services and reported to CAWST that they are implementing WASH projects and/or using CAWST materials to teach others. We motivate clients to not only build their knowledge and skills, but to also take action. The increase in implementing clients to 1091 reflects the progress we are seeing in linking learning with action, both through CAWST as well as through the WET Centres..



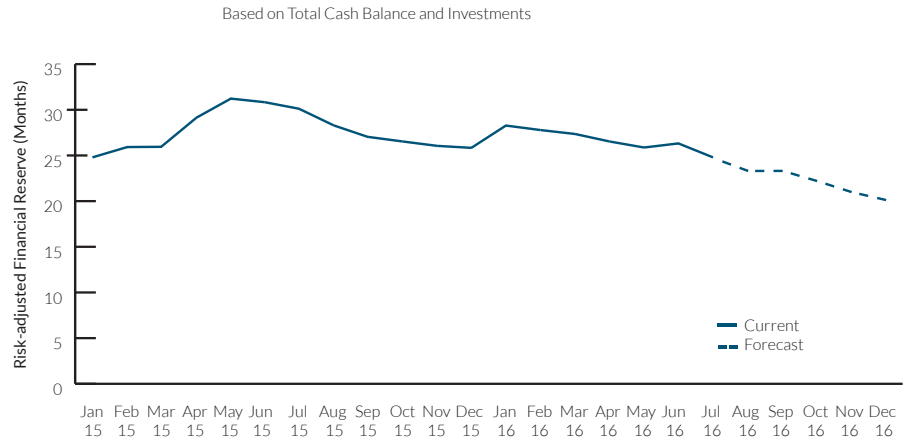
Revenue

CAWST ended 2015 with a \$104,000 operating surplus. After four years of steady growth, our revenue is steady at \$5 million. CAWST's current revenue base is strong, thanks to a significant private multi-year donation (spanning 2015-2019). The Canadian Government contract was fulfilled in 2015, reducing designated funding going forward.



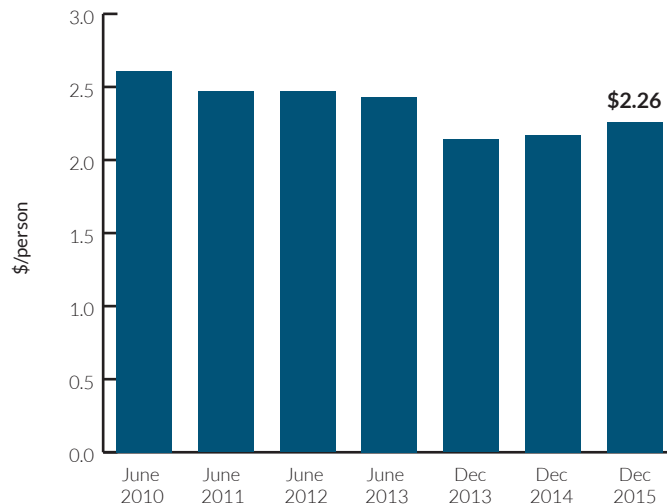
Financial Reserve

CAWST's financial reserve is calculated as the month-end cash and investment balance divided by the average forecasted monthly expenditure looking forward six months. As of December 2015, our financial reserve was 26 months, consistent with our reserve balance in December 2014. This is well above the four-month target required by CAWST's Financial Reserves Policy. The reserve, which includes \$10.3 million in restricted funding, is largely due to a significant private donation deferred to years 2016-2019.



Cost Per Person Affected

This indicator helps CAWST measure the efficiency and leverage of our interventions. It is calculated as cumulative CAWST expenditures divided by the total number of people affected by our clients since the start of our organization. Since 2001, we have spent \$29.6 million and have contributed to 13.1 million people using better water or sanitation. The cost-per-person-affected currently stands at \$2.26, which is lower than the historical average due to increased impact reported by our clients outpacing our increase in expenditure.



Safe water leads to healthier lives in Zambia

LOOKING BACK

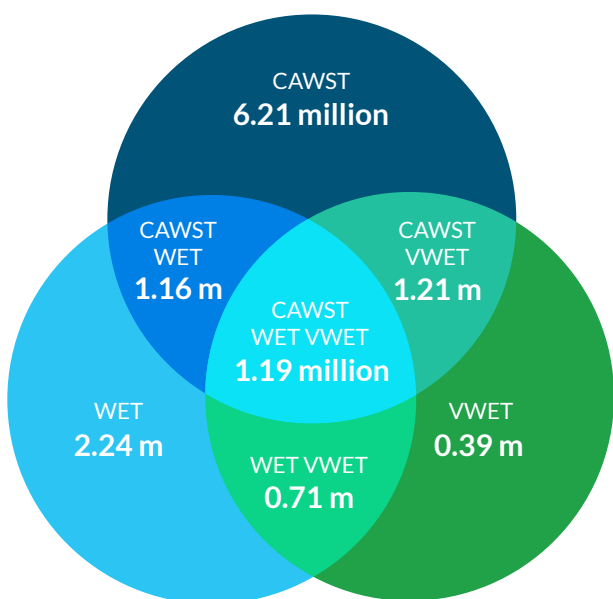
As CAWST turns 15 years old, we look back and reflect on how this once small organization has become a global centre of expertise and a leader in the provision of capacity building services for water and sanitation.

Our services are having real impact: In the last year alone, CAWST and WET Centres trained 5,800 people. This is 35% of the total number of people trained during the previous 14 years (2001-2014). In 2015, an additional 1.7 million people gained access to safe drinking water or sanitation as a result of our clients' work worldwide, for a total of 13.1 million people since 2001.

Our educational materials are practical and effective: We have a full suite of services and education and training material that is effective and practical for field-level practitioners working in water, sanitation and hygiene for health. 6.6 million people have been trained by others using our open content materials, on a range of topics including household water treatment, sanitation, community WASH promotion, rainwater water and drinking water quality testing.

We have successfully replicated our model: We developed Water Expertise and Training (WET) Centres that provide CAWST-like services in their country and region. WET Centre clients have independently reached 2.6 million people with better water or sanitation. Our WET Centres have staff and trainers with expertise in their local context, serving WASH professionals in their country or region.

We expanded the reach of our services: Our Virtual WET Centre (online services), launched in 2013, now has 11,000 registered users from 4,200 organizations in 190 countries.



13.1 million people have been reached through services offered by CAWST, WET Centres, and/or Virtual WET Centre.

"CAWST provides expertise in a way that can be understood cross-culturally. Your pictures and posters capture the messages and lessons very simply. They are very organized, interactive, and fun. Many things that would typically hinder someone from learning and understanding are taken into account with each CAWST workshop I have attended."

Kyle Lomax
Technical Projects Director
Wine to Water
USA

The **Sustainable Development Goals (SDGs)** set the ambitious target of universal access to safe water and basic sanitation by 2030.

Capacity building is identified as a key mechanism for reaching these goals, and CAWST stresses the urgency in acting on this now.

There is a colossal gap in practical skills and knowledge, and it takes time to build human and institutional capability.

Water issues are highly variable from community to community. This emphasizes the need for decentralized approaches, building local capacity, and for agile, learning organizations.

In addition to traditional training institutions such as universities and vocational schools, CAWST is creating other avenues to develop the practical skills and knowledge of local practitioners.



LOOKING FORWARD

CAWST's first 15 years have resulted in many local practitioners addressing their own water, sanitation and hygiene issues while collectively contributing to a global impact.

Our focus is now on maintaining momentum and preparing ourselves to further scale up our reach. We plan to exceed our target of 20 million people by 2020 with safe drinking water and sanitation.

We will contribute to achieving the Sustainable Development Goals with the number of people reached, and by the quality and sustainability of our impact. CAWST's innovative centre of expertise is filling a much needed gap in the sector, building human and institutional capability in water, sanitation and hygiene for health.

1. CAWST will continue to deliver high quality training and support services for our clients to start, strengthen and grow their water, sanitation and hygiene programs. Our priority focus is to:

- Scale up Household Water Treatment and Safe Storage, for immediate improvement in drinking water quality and as an entry point to continue building local capacity.
- Motivate households to get started with what is easiest, then incrementally improve toward having water, sanitation and hygiene for healthy homes.
- Increase the number, skills, and knowledge of community water, sanitation and hygiene workers. These formal and informal workers are key agents of change who drive local ownership and long-term sustained results.

2. CAWST will increase the number of local trainers within existing organizations. We will:

- Strengthen our existing Water Expertise and Training (WET) Centres' ability to provide training and ongoing support to other organizations in their region.
- Motivate and provide apprenticeship opportunities for trainers in organizations of all sizes, to learn with CAWST and WET Centre staff. In this way, we will increase the total number of local trainers while also providing a mechanism to identify potential future WET Centres.

3. CAWST will increase understanding and awareness on how crucial it is to invest in building skills and knowledge of local water and sanitation practitioners. We will:

- Capture and showcase our clients' work.
- Collaborate with universities to continue to learn, improve our own effectiveness, and contribute to building effectiveness of other organizations.
- Share our results and plans broadly, and with key influencers and funders.

CAWST YOUTH WAVEMAKERS

In Canada, CAWST Youth Wavemakers' program empowers youth to become global citizens and to build the next generation of water professionals solving the world's water challenges.

Since 2005, CAWST has engaged and educated over 18,000 educators and 26,700 youth. Youth have reached over 103,000 Canadians with their action projects.

In the 2015-16 school year:

9 Youth Wavemakers' Teams engaged over 2,100 of their peers and 770 adults, through their action projects. Projects included awareness campaigns on local and global water issues, water conservation (eg. training on fixing leaky faucets; installing low flush toilets in schools; implementing outdoor classrooms; and educating peers about the issues).

10 Wavemakers Educators used CAWST's resources to engage and educate an additional 2,900 youth.

Most exciting is that we are now seeing the result of our investment in education, as youth from seven years ago graduate and continue to strive to make a difference.

Our plan is to create opportunities to get connected and stay connected with our Youth Wavemakers, versus solely through educators. Youth Wavemakers are impressive agents of change and are seeking ways to be directly connected with CAWST. CAWST also anticipates being able to extend our Wavemakers' reach further, by engaging youth directly.

"Wavemakers is an organization that is working to achieve goals that I want to be a part of. I was raised in Ethiopia and I lived there until I was seven, so I am aware of the impact that water, sanitation and hygiene issues have in many parts of the world."

Edie Schnell
Student, Renert School
Calgary, Canada



"Wavemakers changed everything for me. I knew I wanted to go into architecture, but Wavemakers provided the spark I needed to focus that goal on making sure my impact is a positive one."

Nick Seal
Grade 12 Student, Bishop Grandin
High School
Calgary, Canada

"I learned so much about conserving water and shared all my knowledge with my family."

Ryan Iwanaka
Student, St. Sylvester School
Calgary, Canada

"Being part of CAWST has really showed me what the world is like and how we can fix it."

Teshawn Kaluta
Student, St. James School
Calgary, Canada

IMPLEMENTING OUR PLAN: HUMAN & FINANCIAL RESOURCES

David P. O'Brien has 40 years of experience in business leadership, most recently as Chairman of RBC and Encana. Mr. O'Brien is an Officer of the Order of Canada, recognizing his lifetime of achievement and merit of a high degree, especially in service to Canada and to humanity at large. He has invested over \$20 million in CAWST since 2004. He is a member of the Canadian and Calgary Business Hall of Fame and a Fellow at the Institute of Corporate Directors.

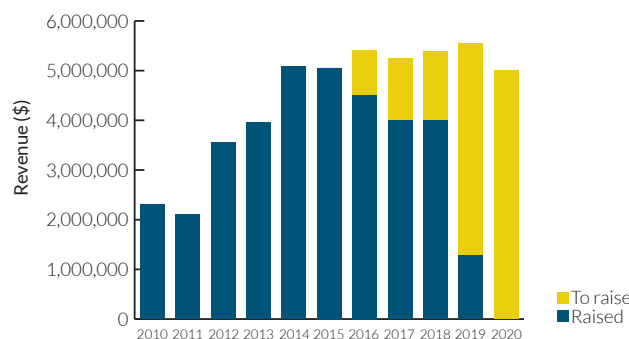
CAWST's team of 50 professional staff are skilled in delivering our services, committed to our clients, and passionate for our cause. The unique complement of engineers, educators, and researchers work hand-in-hand with our communicators, business services, and fund developers to execute on our plan. We plan to keep our current staff size, and to continue strengthening our capability both as a learning organization and by attracting top talent.

Financially, we are in a solid position to invite philanthropists, foundations and government to support CAWST's plans to scale up our reach. Our Chairman, David P. O'Brien (see sidebar, left) has donated and pledged \$18.9 million to provide stability over several years (2012-2019). His donation is intended to enable CAWST to maintain momentum and identify longer-term revenue sources.

Our goal is to secure:

- Flexible, undesignated, institutional funding sources, through individual, corporate and community groups; and government and foundation grants. This is our most important funding as it enables us to remain entrepreneurial, to go where the need is greatest, and be responsive to where we will have the biggest impact. It is also the most difficult to secure in the current funding environment.
- Designated funding, through government, corporate, and foundation grants. This enables us to deliver on our programs while accessing funding that is only available for defined projects.
- Earned revenue by delivering services to organizations who can pay, and as sub-grantees for larger international NGO programs.

As CAWST establishes our revenue for the future, we want it to be a model for the sector to invest in capacity development. Our WET Centre partners, other local trainers, and our clients need consistent, sustained, long-term organizational funding.





CAWST CELEBRATES 15 YEARS!

On this 15th anniversary of CAWST, we asked our founder, Camille Dow Baker and current CEO, Shauna Curry to reflect on the organization and its impact



CAWST CEO, Shauna Curry (top) and CAWST Founder/Former CEO, Camille Dow-Baker.

What motivated you to form CAWST?

Camille: There was a combination of things at the time.

Firstly, there was a real desire to make a difference in the world. I had left the oil and gas industry three years earlier and returned to university to study environmental design. I learned of a water treatment technology that people could build and use themselves to treat their water. My graduate thesis focused on the best way to distribute this technology worldwide, and my analysis led me to believe that the best type of organization to distribute the technology was an NGO. At that time, I had been on the Board of a well-respected Calgary NGO for seven years, and chair of their Board for two. I had twenty years of corporate managerial and engineering experience, and six years' experience as a member of the Board of an Alberta government research organization.

I wanted to see if I could form an exemplary, global, humanitarian NGO. And in this endeavour, I had the unwavering support of my husband, Derek.

How do you feel about what you have accomplished?

Camille: I feel proud, happy, confident and hopeful.

I'm really proud of CAWST's accomplishments, and the manner in which these were achieved.

I am happy that the CAWST concept worked, and worked so well. CAWST is a well-functioning organization; one with the right leadership and governance systems to ensure that it keeps focusing on its humanitarian purpose, and can sustain itself as long as it is necessary to do so.

I'm confident that CAWST will continue to increase its impact, and that it will achieve its goal of helping 20 million people by 2020.

I'm hopeful that the our NGO development model will spread; that other folks will form humanitarian organizations that incorporate the governance systems that CAWST does, and by so doing have a significant global, beneficial impact. It would be especially good to see more NGOs focused on water and sanitation for the poor in developing countries.

Shauna: In addition to being proud, confident and hopeful, I'm amazed. The first time we measured our results, in 2005, I was astounded by the fact that 100,000 people were reached in Asia as a direct result of workshops and support I had provided only a year prior. These results solidified my conviction in our model. I remember Camille saying "we're creating a movement". In the past five years, we have more than tripled our reach from the first ten years. People are taking action to address their local water issues and, in doing so, contributing to solving a global issue.

What surprised you most?

Camille: It surprised me and still surprises me that CAWST seems to be unique in the world, a unique combination of a humanitarian organization and professional engineering consultancy focused on educating people at the community level. I would have thought that, given the negative impact of poor water and sanitation on the huge numbers of people globally, there would be more organizations offering similar services to CAWST.

I was also surprised at how difficult it is to get people to invest in people, and not things.

And I expected to find a much larger number of in-country training organizations with whom CAWST could partner to deliver services. Most of the training organizations do not train at the community level and have limited technical or business organizational capability. And most of all, they do not measure success in terms of number of people with better water or sanitation.

Shauna: I echo Camille's comments. Even now, the indicator being used to measure the success of the UN Sustainable Development Goals in Water and Sanitation highlights the presence or absence of infrastructure rather than people's capacity and motivation to create, operate and maintain that infrastructure. My observation is also that people generally do not understand and significantly underestimate what it truly takes to build human capacity.

I've also been surprised by how often water is disconnected from health, rather than seen as fundamental to health and development. There is tremendous opportunity to get started with water anywhere along the development process and/or for water programs to strengthen the effectiveness of health, education and livelihood initiatives.



CAWST marks 15 years of helping people access safe, clean water.

What do you think were the main contributors to your success?

Camille: The main contributor was probably people's humanity towards each other. Almost everybody was motivated to help as best as they could, once they understood what the purpose was. We were also pretty lucky in that we were headquartered in Calgary, Canada, a community of entrepreneurial engineering types who had just experienced rapid growth in wealth.

I also attribute much of my personal success to my husband, Derek. He has been beside me all the way. After his retirement in April 2004, he worked as CAWST's full time volunteer Director of Research Learning for several years. He was always instrumental in guiding and helping me analyse the tough decisions. He still volunteers for CAWST on the technical side of things.

Shauna: Wow, there are so many! Starting with Camille and her vision in creating CAWST in the first place. Our staff and Board, throughout our 15 years, have all been passionate for our cause, are highly skilled, and have made CAWST who we are today.

Our clients are wonderful. I am inspired by how hard they work for, and how responsive they are to the people they serve. Our eight global Water Expertise and Training (WET) Centre partners have walked alongside us to deliver services and to create new paths. We have many colleagues in NGOs, universities, and companies whom we call upon for advice and expertise. CAWST has friends around the world; members, clients, donors and youth, who cheer us on along the way and support us in any way they can.

We are here to serve our clients and the sheer number of people accessing and using our education and training resources tells us that we've hit the mark with our model and approach. Our services are highly relevant and needed.

How did you manage to transfer the leadership?

Camille: That was easy. From the very start, the intention was to transfer the leadership of CAWST from me as soon as possible. While it took longer than expected, from my perspective, it is one of the true tests of organizational sustainability, and Shauna's results speak for themselves. The idea was that I would serve on the Board for a year after my retirement as CEO to provide some continuity. But Shauna encouraged me to stay on the Board after the end of that year. Both Derek and I still participate in CAWST's Learning Exchanges where CAWST staff come together to exchange the latest information, results and learning.

Shauna: During eight years working with Camille, she delegated increased responsibility to me and others, and expected the best of us. I had no doubt that she would do the same in transitioning the leadership to me. As a Board member, Camille's contributions continue to be important for CAWST. In addition, I reach out to her as a volunteer for her unique skills.

She and I have a great working relationship, and central for us is what is best for our clients and for CAWST. We're stronger because of her continued involvement.



Moving forward, what do you fear the most?

Camille: My biggest fear is that CAWST would lose its focus on its final beneficiary and become 'donor-driven' as so many other organizations have done; contorting activities to fit with what institutional funders will pay for, rather than what has most impact on helping poor people get better water and sanitation. It takes much courage and time to drive activities from the 'bottom up' rather than the 'top down.'

To date, CAWST has been fortunate in finding individuals to donate funds which have provided CAWST with the independence it needed to develop its programs and services. Hopefully, as it grows, CAWST will be able to convince the larger institutional funders of the viability and potential impact of its strategies and plans.

Shauna: Ditto! I am determined to maintain CAWST's focus on its intended final beneficiaries, the poor in developing countries.

What is your plan to address this challenge, and to ensure CAWST's continued success?

Shauna: We will continue to measure our success by the number of people reached with water, sanitation and hygiene, the success of our strategies, our sustainability, and our efficiency (see our full Key Performance Indicators, page 6).

Our strategies and annual operations plan will continue to drive what we do, first setting our plan and then seeking the funding to support that plan. Our success, so far, is thanks to individual and corporate donations, and by building as much flexibility as we can into our government grants. We now want to see how we maintain this as a \$5 million a year organization.

We are currently undertaking a full review of our revenue model and strategies, and of the lessons learned over our 15 years. It is clear that to remain as a nimble, learning organization, with the ability to respond to where we can have the greatest impact, we need about 50% of our funding to be undesignated (not tied to a specific country or program).

As I do with all our activities, I take a business lens to our fund development to maximize output for input. At the end of the day, we want the bulk of our resources going directly toward service delivery.

My goal is to have funding diversity across multiple revenue streams. Over the past year, I have been testing the appetite by larger funders for investment in scaling up our innovative model; and also for core institutional funding as a centre of expertise providing services globally. I believe for us to be successful in this, we need Canadian support both by government and the public.

Where do you see CAWST in 15 years?

Shauna: In 15 years, I'd love to see our Water Expertise and Training (WET) Centre partners overseas flourish and that CAWST is not needed in many of our current functions. CAWST would be smaller and would focus primarily on supporting the WET Centres to do their work better.



Clean water in Zambia.

PEOPLE



"I chose to volunteer at CAWST because not only is the organization doing good work now, it is equally focused on the future by building the capacity of others, so that clients can then actively support their own communities. A learning based organization is unique and valuable in the international WASH sector."

Shawn Cornett
Board Member

CAWST's mission is based upon and about people. We believe very passionately that every human being has the right to safe water, life's most precious necessity. Half the world's population is without it and we are committed to changing that. Our approach is different in that we don't just give people solutions. Instead, we are experienced individuals who believe deeply that everyone, everywhere has the inherent capacity to learn, and to use their knowledge and skills to improve their own lives and bring positive change to their communities. The effect will help generations to come.

MEMBERS

CAWST's 510 members worldwide have similar functions to shareholders in a publicly-traded company. They have the right to elect CAWST's Board of Directors and play a crucial role in our governance strategy. CAWST membership is free to any person around the world who supports the organization's vision and mission. Learn more at www.cawst.org/takeaction/becomeamember

BOARD OF DIRECTORS

CAWST's Board of Directors is comprised of an experienced volunteer group of current and former CEOs, executives and consultants. The Board's careful oversight of CAWST's governance, financial stewardship, strategies and plans is crucial to our success.

CAWST's Board Members in 2015 are:

David O'Brien, Chair	Shawn Cornett (2)	Chris Read (1)
Shauna Curry	Camille Dow Baker	Roger Smith (2)
Ken Bagan (1, 3)	Evan Hazell (1)	Ora Zabloski (3)
David Boone (1)	Greta Raymond (2)	

1 -- Member of the Finance, Audit and Risk Management Committee

2 -- Member of the Human Resources Committee

3 -- Member of the Governance Committee

The Board Chair and CEO are ex officio members of all Board Committees.

Katherine van Kooy is also a member at large of the Governance Committee.

CAWST would once again like to thank retiring Board members Evan Hazell (eight years) and Ken Bagan (four years). Evan and Ken actively contributed to our Audit Committee during CAWST's time of rapid growth. Ken was also chair of our Governance Committee.

TEAM

Our 50-person team includes staff, associates and interns, who are all committed and passionate about CAWST and our cause.

Staff are the engine of the organization and bring extensive global experience to CAWST. Our staff members hail from 10 countries, speak 18 languages and have worked in 100 countries. Collectively they have three PhDs and 17 Master's degrees from Cambridge, Cranfield, Harvard, Johns Hopkins and MIT, and several Canadian universities.

Associates are individuals who know CAWST well and contribute their expertise as contract consultants. They are typically former staff members or longtime volunteers. CAWST has eight associates within our Research Learning, Training and Consulting, Education Program Development and Communications departments.

Interns are students or young professionals who contribute to CAWST plans and priorities while gaining sector experience and mentorship from CAWST. Over the past year, CAWST has had three interns (one in Research Learning, one in Communications and one in Education Program Development).

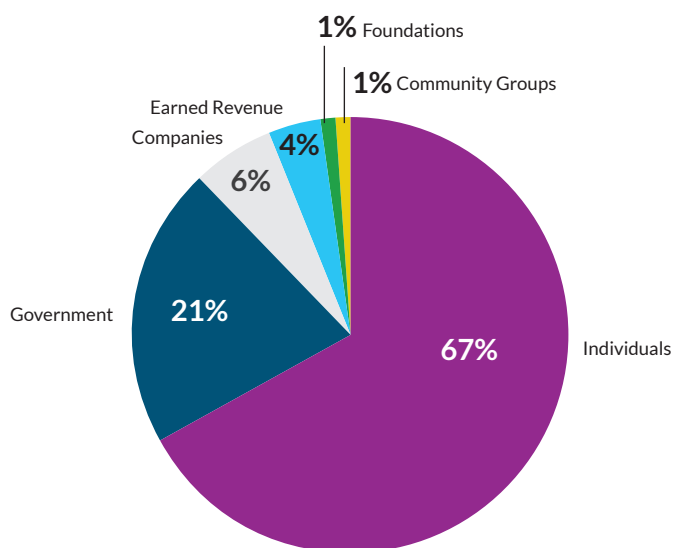
VOLUNTEERS

CAWST's community of talented, enthusiastic and engaged volunteers contribute significantly to the organization's success, supporting all departments on everything from technical research to events. In 2015, 87 volunteers contributed approximately 4,000 hours, equivalent to 1.9 full-time employees.

DONORS

Year after year, CAWST's donors demonstrate their belief that local knowledge and skills are the key to improving lives worldwide. More than 340 individuals, community groups, businesses, foundations and government institutions donated \$5 million to CAWST in 2015 (see "Our Supporters" pages 22 and 23). Thank you for believing in CAWST's mission and for being part of a global community dedicated to improving lives worldwide.

2015 Donations by \$



"One of the things that I love about my work at CAWST is the opportunity for mutual learning. Over the years, I have walked alongside WET Centre trainers and watched them grow and blossom into their role. Similarly, during each of our interactions, they open my eyes to new perspectives and help me to develop new approaches to my work. Together we are growing and innovating."

Lisa Mitchell
International Education
& Training Advisor
CAWST



"I am not a doctor; I cannot provide medical care. I am not a politician; I cannot change the laws in place. I am not a lawyer; I cannot defend the victim. But I am a translator, and I can change lives by providing people around the world with information in their own language so they can stay healthy, provide for their families and make a difference where they live."

Annik LaRoche Bradford
Volunteer Translator

OUR SUPPORTERS

INDIVIDUAL DONORS

"I am on the Board of CAWST, so I understand how poor quality affects not only health but also economic success... and everything that will help those in the developing world succeed and contribute to society."

Greta Raymond
Board Member

Yohannes Afework	Sharon Cameron	William & Barbara Esaw
Angela Aivaz	Kate Carney	Laura Etherington (in honour of Mary Osmond)
Deborah Ambrose	Peter Chapman	Michael & Jane Evans
George & Maureen Amos	Louise Chaput-Ross	Keith & Beverly Everts
Gillian Anderson	Miriam Charter	Gary Feltham
Louise Anderson	Stephen Childs	Bruce & Sheila Fenwick
Doug & Charlotte Annable	Lawrence Chow	Carole Ferguson
Anita Arduini	Frederic & Unni Claridge	Constance Finney
Tammy Astner	Robert Clark	Joanne Foran
Belle Auld	Paul Cochrane	Marc Forget
Camille & Derek Baker	Daryl Cockle	D Kent Fraser
Jim Baker	Donna Cornea	Dean Fulford
Tannis Baker	Shawn Cornett	Sheila & Jeff Gair
Janet Balfour	Rob Cowitz (in honour of Malcolm Laird, Sandra Stolz, and Karen & Ben Kromand)	Nancy Gardner (in honour of Andrew Appell)
Nigel & Jane Bankes	Fran Creelman	Lana Georgieff
David Barss	Lourdes S Crespo	Jeff Germaine
Russ & Katherine Barss	Shauna Curry	Patricia Gill
Peter Basnak	Tadeusz & Barbara Dabrowski	Perry & Ann Glaister
Lucy Batycky	Robert Dallas	Joe Glazer
Rod & Melanie Batycky	Maureen Darling	Eveline Goodall
Giff Beaton	Brent & Lisa Date	Henry Goodman
David & Donna Becchetti	Jim & Marjorie Dawson	Don & Val Goodrow
Sheila Bestianich & Michele Broadhurst	Brigitte de Boer	Brian Gray
George Bezaire	Laura & Mike de Jonge	Erna Greenly
Jay Blue	Maureen Deacon-Rosamond	Mark & Sarah Greenwood
Dan & Carolynne Boivin	Kevin Dean	Susan Hagen
Dave Bond	Jean Denesuk	Bruce & Lori Hamilton
Dave Boone & Jane Poole	Bree Denning (in honour of Anisha and Ashok Venugopal)	Richard Hearn
Christopher Booth	Diane Devasahayam	Tim & Susan Hearn
Gail Booth	Dr. Dale Dewar	Richard & Patrice Henson
Robyn Bosada (in honour of Wendy Jones)	Ev Dewar	Elizabeth Herman
Catherine Bratz	Peter Di Gangi	Mary Hobart
Ian Breneman	Bob Dobson	Casey & Michelle Hoogveld
Mike & Jacquie Broadfoot	James Dodds	Tristin Hopper
Rebecca Brown	Barb Doran	Ben & Linda Hubert
Dave Browne	Dieter & Heather Dorin	David Huck (in honour of Alex Robins)
Jill Browne	Michael Duggan (in honour of Alain Verbeke)	Gordon & Maureen Hungerford
Mark & Amanda Brownlie	Edna Einsiedel	Deb Hymen
Charles Buckley		Susan Isaacs (in honour of Alex Robins)
Mary Buckley		
Rosemary Bussi		

Gordon & Dale James	Dick McCaffrey)	Julie Rosenthal	Pamela Tishman
Douglas & Gwen Jamieson	Janine McClelland	Randy Routly	Jeremy Toth
Gail Jardine	Brian McColl	Russel & Doris Rowledge	David Townsend
Cody Johnson (in honour of Muriel McPherson)	Bruce McFarlane	Clee Roy	Carl & Anna Tremblay
Michelle Johnson	M. Darcy McGehee	Steve & Tracy Rumbles	Timothy Turner
Richard Johnson	Sandra McGirr	David & Valerie Sanguinetti	Sheila Tyminski
Bert Joines	Peter McKeen	Rick Sauter	Patricia Udokang
Jane Kaczmer	David McNear	James Shaw	Christopher Uejio
Rishi Karia	Wilfrid Mennell	Catherine Sheers	Adam Unick (in honour of Lynn Welling Empey)
Larry Kearl	Taryn Meyers	Karen Shepherd	Rana Van Tuyl
Angela Klassen	Manon Mitchell	Jeff Showers	Anisha & Ashok Venugopal
Natalie Koblenski	Eric & Marcia Monteith	Alexandra Siemieniuk	Joan Voytechek
Prit Kotecha	Joan Morrison	Norman & Hilah Simmons	Erin Waddell
John Krzysz	Terry Moynihan	Gerry Simon	Ryan Walley
Debra Kutcher	Wayne & Sandy Newhouse	Bill Skinner	Allison Walters
Alex Laidlaw	Skye Newnham	Roger & Lorna Smith	Hanting Wang
Peter & Christine Lang	Zoe Nugent (in honour of the Wong Family)	Susan Smith (in Honour of Galen Clark)	Sheila Wares
Chris Lashmar	Kaajal Obhrai	Greg Soule	James Washbrook
Matthew & Danelle Law	David & Gail O'Brien	Frank Sparks	Anthony & Laurie Watson
James LeBlanc	Matthew Ortofsky	Robert & Christine Sparrow	Jacqui Weston
Patricia Lemche	Sean Pander	Kevin Spence	Gordon Whitney
Thomas Li	Linda & Kenneth Payne	David & Sylvia Spencer	Bob & Marlene Wiens
Nigel W. Long & Lynn M. Scott	John Peters	Isabelle Sproule	Thea Wingert
Tom & Dorothy Loucks	Vance & Patricia Peters	Edward & Kerry Stack	Julia Winkler
Liva Loudenot	Stefan Petryna	Judith Stapleton (in Honour of Galen Clark)	Kathryn & James Woodward
Murray & Valerie Lueke	Katherine Power	Nancy Stapley	Matthew Worden-Stibbs (in honour of Joan Worden)
Gerard & Hedy Luijckx	Jennie Preuss	Bill Stedman	Mike Wrigglesworth
Georgia Lykidis	Stephanie Quintal	Mike Stewart	Eve Wyatt
Arnold MacBurnie	Kathy Rae	Susan Stewart	Armando Ygari Sinsato
Nan Main	Bill & Maggie Redmond	Josie Stiles	Murray & Penny Young
Bernd Manz (in honour of Irene Hedley)	Deborah Rheinstein	Thomas Strong	James Zackowski
Gerardo Marquez	John & Mary Richardson	Galvin Swift	Pauline Zukiwsky
Peter Marriott	John Ridge	Janet Tate-Costeloe (in honour of the Tate Family)	
Laurie Marsh (in honour of Michael Duggan)	Jacki Riley	Harry & Joyce Taylor	
Thomas Martin	Don Robart	Robert Taylor	
Terry Mason	Charles Roberts	James Templeton	
Armina Matthews (in honour of Lesley Matthews)	Douglas Robertson & Alison Pidskalny	Camille Thomas	
John Matthews	Marianne & Mike Robertson	Heather Thompson	
Megan McAllister	Jonathan & Val Robins	Jeffery Thompson	
Lorin McCaffrey (in honour of	Louise Roblin Campbell	Norma & Don Thurston	
	Vlad & Candice Rojanschi	Michael & Renae Tims	



Walking for water in Zambia.

ORGANIZATIONS/ FAMILY FOUNDATIONS

Agrium Inc.	Kids Go Global
Alain Gareau Ltd.	KPMG Management Services LP
Alberta Council for Environmental Education	Lumina Consulting Ltd.
All Source Electrical Ltd.	Lyr Delta Investments Inc.
Belich Family Fund (at the Calgary Foundation)	Mardon Fund (at the Calgary Foundation)
Benevity, Inc.	Methanex Corporation
Bill & Melinda Gates Foundation	Nexen, a CNOOC Limited company, Employee Matching Gift Program
Bishop Grandin High School	North American Society For Trenchless Technology - Northwest Chapter
Buena Vista Hospitality Inc.	Pareto Foundation
Carrington-Morris Professional Corporation	Phil and Sebastian Coffee Roasters
Cenovus Employee Foundation	Ptarmigan Fund (at the Calgary Foundation)
Cisco Foundation	Pyke Family Fund (at the Calgary Foundation)
City of Calgary	Religious Society of Friends (Quakers)
Community Natural Foods	RELX Group
Crossing Park School	Repsol Oil & Gas Canada Inc.
Government of Canada, Department of Foreign Affairs, Trade and Development	Roger and Lorna Smith Fund (at the Calgary Foundation)
Dirt Craft Natural Building	Rotary Club of Calgary
Domino's Pizza of Canada	Rubicon Fund (at the Calgary Foundation)
Donald Terry Swystun Charitable Fund (at the Calgary Foundation)	Sadee Family Fund (at the Calgary Foundation)
Doug and Nancy Craig Fund (at the Calgary Foundation)	Smith Vanstokkom Foundation
Elbow River Marketing Ltd.	Sproule Associates Limited
EnCana Cares Foundation	St. Brigid School
Father Lacombe High School	St. Laurence Anglican Church
Gas Processing Association of Canada	St. Paul's Anglican Church
Glass Unlimited Inc.	Suncor Energy Foundation
Hettinga Leong International Humanitarian Fund (at the Calgary Foundation)	T3 (Teri Taylor-Tunski) Fund (at the Edmonton Community Foundation)
Holy Nativity Anglican Church	Tao Foundation
Holy Spirit Church Catholic Women's League	TD Friends of the Environment Foundation
Hope2Opportunity	TechSoup
Integrated Sustainability Consultants	The Byler Foundation
Investors Group Financial Services	The Calgary Foundation
Jack and Audrey Holmes Fund (at the Edmonton Community Foundation)	The Renert School
John and Elsie Collins Foundation	United Church of Women
John Lindsay Family Fund	

FINANCIAL INFORMATION

Statement of Financial Position

December 31, 2015, with comparative information for 2014. Presented below is unaudited condensed financial information for CAWST.

The latest audited financial statements can be found at: <http://www.cawst.org/about/governance/financialreports>

	December 31, 2015	December 31, 2014
Assets		
Current assets:		
Cash and Cash Equivalents	\$ 1,355,399	\$ 427,020
Term Deposits	6,786,275	3,267,000
Accounts Receivable	83,877	115,920
Government Sales Tax Receivable	9,510	7,016
Prepaid Expenses	39,557	30,324
	8,274,618	3,847,280
Term Deposits	3,711,425	7,800,000
Property and Equipment	105,937	95,471
Total Assets	\$ 12,091,980	\$ 11,742,751
Liabilities and Net Assets		
Current Liabilities:		
Accounts Payable and Accrued Liabilities	\$ 167,175	\$ 265,252
Government Payroll Tax Payable	23,439	24,757
Deferred Contributions	4,349,144	3,786,986
	4,539,758	4,076,995
Deferred Contributions	5,927,073	6,144,643
	10,466,831	10,221,638
Net Assets	1,625,149	1,521,113
Total Liabilities and Net Assets	\$ 12,091,980	\$ 11,742,751


Statement of Financial Operations

Year Ended December 31, 2015, and 2014

	2015	2014
Revenues		
Donations	\$ 3,822,470	3,175,712
DFATD Grant	1,040,654	1,739,610
Interest Income	166,504	136,189
Training Courses	19,141	7,096
Project Consulting	5,047	21,649
	\$ 5,053,816	5,080,256
Expenses		
Water Expertise and Training Centres	\$ 851,669	1,043,771
Salary and Benefits; Consulting	3,190,875	2,801,515
Travel	318,937	302,422
General Administration	247,445	310,746
Rent and Utilities	193,699	200,525
Loss on Sale of Marketable Shares	21,803	15,574
Materials and Laboratory Supplies	14,076	21,312
Professional Fees; Training and Conferences	58,107	43,471
Depreciation	53,169	37,879
	\$ 4,949,780	4,746,067
Excess of Revenues Over Expenses	\$ 104,036	334,189



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APEGA#: P-8757