





# Skat Consulting - our mission

Skat Consulting is an owner-operated leading Swiss company specialising in international cooperation. We are dedicated to making available basic services and ensuring dignified living conditions and a healthy environment for all.

We support governments, private sector and civil society around the globe in improving people's lives by facilitating lasting solutions in water, building, energy and governance.

## what we do



### Water

Water supply, sanitation and hygiene (WASH) and integrated water resources management (IWRM)



### Building

Building, reconstruction and settlements



### Energy

Renewables and energy efficiency



### Governance

Local governance, public services delivery and decentralisation

## how we work



### Project Implementation



### Consultancies



### Knowledge Sharing

Cover: Survey on mini hydropower plants in Afghanistan to assess rehabilitation needs. The overall objective was to improve the reliable supply with renewable energy (see page 9).

Photo: GIZ ESIP Afghanistan



Our mission to provide sustainable solutions in the water, building, energy and governance sectors was more relevant than ever in 2021, a year marked by multiple global crises.

The global pandemic is far from over, but we are glad to say that Skat Consulting managed to navigate this crisis relatively unscathed. Our staff have remained in good health overall, and our business results have been only moderately affected. Travel restrictions started to ease in the second half of the year and we were able to interact again directly with clients and partners.

The 6<sup>th</sup> report of the UN climate panel published in April 2022 made it abundantly clear that taking action on climate change is “now or never”. Skat Consulting has a lot to offer regarding climate actions and solutions. We are working hard to reach more clients with our services and increase the impact of our work. This report shines a spotlight on how we address the climate crisis in our projects.

In Ukraine, we celebrated the successful finalisation of our long-term decentralisation project. Over 14 years of engagement, we made a significant contribution to the country’s efforts for decentralising power and creating strong local governments. However, this positive experience was soon overshadowed

by the Russian military build-up towards the end of the year. In this report, Oksana Garnets, our former team leader in Ukraine, shares her thoughts on these dramatic developments.

In 2021, we also reached a historic milestone when ownership of the company was transferred to the current active generation of employees and board members. We are grateful to the founding generation of Skat for their readiness to hand over the ownership of the company. Our company now has a sound basis for continuing its mission to contribute to the joint global efforts towards sustainable development.





















We would like to thank our partners and clients for their trust and excellent cooperation.







Florian Klingel  
Chief Executive Officer

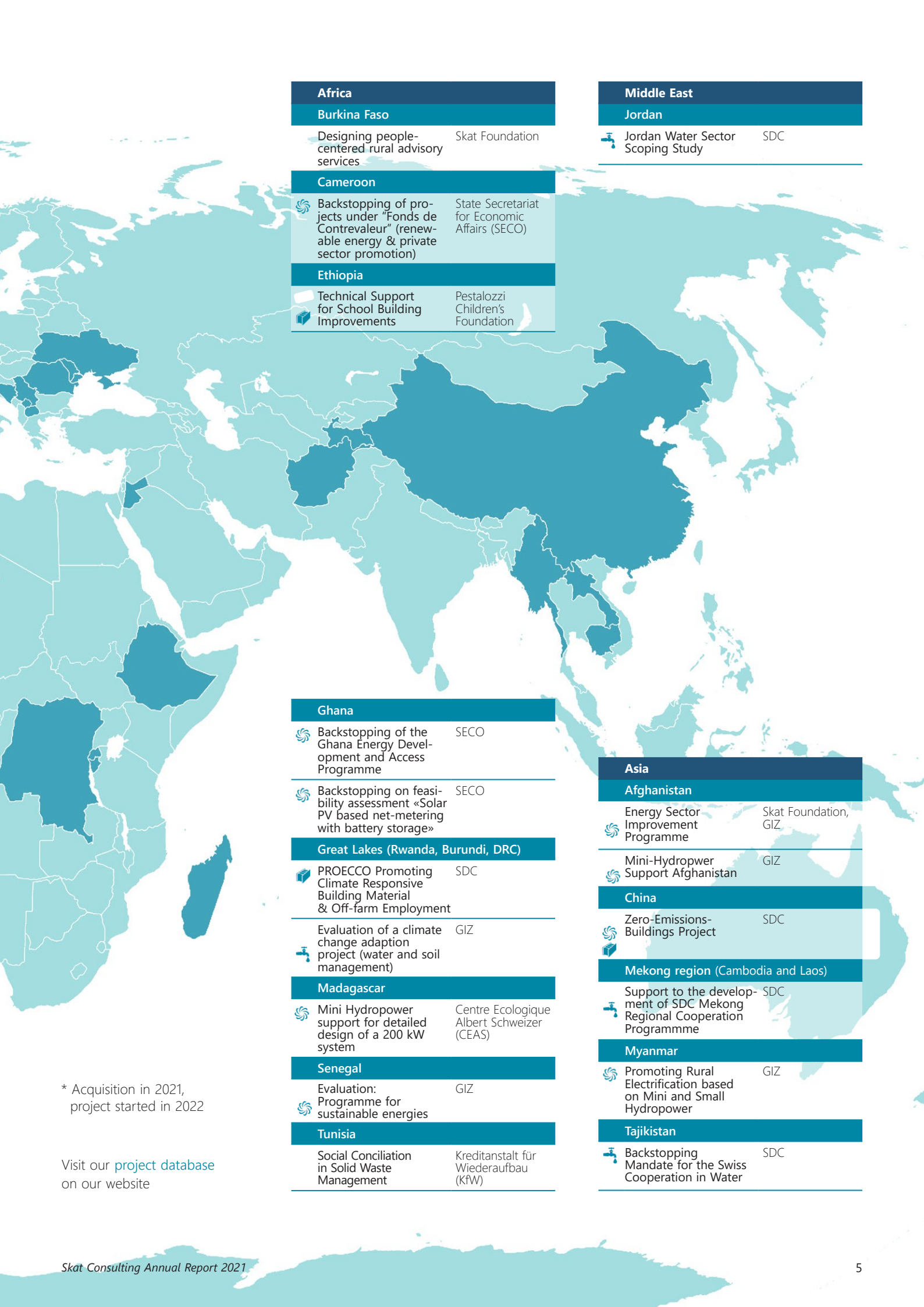
Urs Karl Egger  
President of the Board of Directors

Global	
 Backstopping Mandate Disaster Risk Reduction (DRR) Network	Swiss Agency for Development and Cooperation (SDC) – Humanitarian Aid
 Backstopping Mandate for RésEAU cum Aguasan	SDC - Global Programme Water (GPW)
 Backstopping Mandate for SDC Global Programme Water	SDC - Global Programme Water (GPW)
 Backstopping Support for the Peace, Governance & Equality Cluster*	SDC
 R4D Capitalisation of Experiences Documentation	Skat Foundation; Swiss National Science Foundation (SNSF)
 REACH Water Security for the Poor	Skat Foundation; Smith School; FDCO

America	
Costa Rica	
Sustainable Management of Organic Municipal Waste in Perez Zeledon	Repic Programme

Europe	
Bosnia and Herzegovina	
 Regional Capacity Development Network RCDN	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
Kosovo	
 Backstopping to Rural Water and Sanitation Support Programme Phase VI Kosovo	SDC
 Integrated Water Resource Management in Kosovo	SDC
Kosovo, Serbia, Romania	
 Backstopping for improvement of physical living conditions in Roma settlements	HEKS
Moldova	
 Integrated Water and Sanitation in Moldovan villages	Austrian Development Agency (ADA)/ Skat Foundation
 Ma Implic - Civic engagement in local governance - Phase 1	SDC
 SDG Youth Programme 2021/2022 (host for trainee)	Mercator Stiftung
North Macedonia	
 Scoping Study Ground-water Management, Use and Protection Programme	SDC
Switzerland	
 Administrative and IT support to Skat Foundation	Skat Foundation
 Cooperation with the Competence Center for Social Innovation (CSI-HSG)	Skat Project Fund
 Digitalisation of Skat publications	Skat Project Fund
 Management and Assistance to Solaqua Foundation	Solaqua Stiftung
 Management of the "Swiss Small Hydro" Association	Swiss Small Hydro
 Pre-feasibility studies, newsletters and documentation about small hydropower in Switzerland	Swiss Federal Office of Energy (BFE)
 Rural Water Supply Network (RWSN) Roadmapping	Skat Foundation
 Small hydropower and E-mobility	BFE
 SuFoSEC Learning Group Agroecology	Skat Foundation
 Swiss hydropower research programme	BFE
 Swiss Water Partnership Secretariat	Helvetas / Swiss Water Partnership
Ukraine	
 DESPRO Decentralisation Support Project Phase IV	SDC

-  New acquisitions/projects
-  Water
-  Building
-  Energy
-  Governance
-  Knowledge Sharing



Africa	
Burkina Faso	
Designing people-centered rural advisory services	Skat Foundation
Cameroon	
Backstopping of projects under "Fonds de Contrevaleur" (renewable energy & private sector promotion)	State Secretariat for Economic Affairs (SECO)
Ethiopia	
Technical Support for School Building Improvements	Pestalozzi Children's Foundation

Middle East	
Jordan	
Jordan Water Sector Scoping Study	SDC

Ghana	
Backstopping of the Ghana Energy Development and Access Programme	SECO
Backstopping on feasibility assessment «Solar PV based net-metering with battery storage»	SECO
Great Lakes (Rwanda, Burundi, DRC)	
PROECCO Promoting Climate Responsive Building Material & Off-farm Employment	SDC
Evaluation of a climate change adaption project (water and soil management)	GIZ
Madagascar	
Mini Hydropower support for detailed design of a 200 kW system	Centre Ecologique Albert Schweizer (CEAS)
Senegal	
Evaluation: Programme for sustainable energies	GIZ
Tunisia	
Social Conciliation in Solid Waste Management	Kreditanstalt für Wiederaufbau (KfW)

Asia	
Afghanistan	
Energy Sector Improvement Programme	Skat Foundation, GIZ
Mini-Hydropower Support Afghanistan	GIZ
China	
Zero-Emissions-Buildings Project	SDC
Mekong region (Cambodia and Laos)	
Support to the development of SDC Mekong Regional Cooperation Programme	SDC
Myanmar	
Promoting Rural Electrification based on Mini and Small Hydropower	GIZ
Tajikistan	
Backstopping Mandate for the Swiss Cooperation in Water	SDC

\* Acquisition in 2021, project started in 2022

Visit our [project database](#) on our website





Climate change aggravates the scarcity of safe drinking water in many countries. Here, Nepali women collect water at a public source.



# Tackling climate change across all business areas

The UN's Intergovernmental Panel on Climate Change (IPCC)'s latest assessment reports in early 2022 made it abundantly clear that human-induced climate change is widespread, rapid, and intensifying. It is a threat to our well-being and any further delay in concerted global action will miss a rapidly closing window to secure a liveable future.

Skat Consulting is well placed to contribute to global climate action through our broad expertise and integrated way of working. In this report, we provide an overview of our climate expertise and showcase how we address climate change throughout our business areas.

For instance, our support to the Swiss Small Hydro association contributes to Switzerland's energy resiliency. In Afghanistan, we increase the reliability of energy supply to rural small and medium enterprises. In China, we help effectively decarbonise the building sector. We pursue the same aim in

Africa's Great Lakes region through the promotion of low-carbon bricks and green industry clusters. Several projects in the water sector also have a strong link to climate action. In Kosovo, we support the government and utilities to increase climate resilience in the water sector. We aim to engage youth through the 1 Million Youth Actions Challenge. Our governance projects also contribute to addressing climate change by strengthening local government capacities. We address the impact of our own business as well. We offset the carbon emissions of our flights and are defining our encompassing strategy towards a net zero Skat Consulting.

Our mission is to improve people's lives by facilitating lasting solutions in water, building, energy and governance. The solutions and tools to tackle the climate crisis are available. We at Skat Consulting are committed to continuously improve, push for, and pave the way for climate-positive solutions.

The successful implementation of new technologies are a key measure in dealing with climate change. These water pumps in Senegal are powered by solar panels. The water is used for irrigation.



# Decarbonising China's booming building sector

China's building sector is the most significant worldwide, accounting for one-third of the country's energy demand. China's economic development and rapid urbanisation in the past 40 years resulted in a construction boom, leading to smog and climate change. Reducing of building-related CO<sub>2</sub> emissions became one of the top priorities of the Chinese government, targeting peak carbon emissions in 2030 and reaching carbon neutrality by 2060. For this purpose, China approached Switzerland to exchange its expertise and experiences from the 40 years of Swiss efforts in reducing building-related energy consumption.

In 2021, SDC entrusted Skat Consulting to implement the "ZEB-China" Project (ZEB = Zero Emission Building) together with Intep, an interdisciplinary consult-

ing and research company. The project is designed for two phases of four years each. Skat leads a team of experts from Intep, EMPA, Lucerne University of Applied Sciences, and other important Swiss institutions in enabling their Chinese counterparts to decarbonise their country's building sector effectively.

Despite China's strict COVID related travel restrictions, the Swiss expert team started successfully supporting the country's leading building research institute and its associated experts. The focus is on the design of building energy and emission standards for the next generation. Reference norms from SIA, Switzerland's building sector decarbonisation strategies, EMPA/ETHZ's applied research and Intep's extensive in-house expertise have inspired China's expert community to draft smart and pragmatic regulations.

While the Zero Emission Building Standards will lay the ground for green building on a large scale, they will only become effective, once architects, engineers, and the building industry master the design and application of zero-emission building solutions and the local authorities know how to stimulate and enforce them successfully. For this purpose, Skat and Intep avail their global experiences in demonstrating climate responsive construction to Chinese design teams, who applied for support in developing their Zero Emission Building Projects. These projects will serve as Lighthouses. The resulting design guidelines and planning tools for green construction will help investors all over the country (and beyond) develop cost-effective Zero-Emission Building projects and to implement them effectively.

With a particular focus on urban neighbourhood-scale solutions, the Swiss expert team and its China-based Intep staff will accompany these projects and enable them to meet the ambitious future-oriented targets.

*By Daniel Wyss*



China needs to drastically reduce the energy demand in its booming building sector. Lighthouse projects in three different climate zones help country-wide rolling out of cost-effective solutions.



# Each Kilowatt-hour from Small Hydropower counts – in Switzerland and Afghanistan

How can we fight climate change and contribute to Switzerland's energy resilience and independence? The professional association "Swiss Small Hydro" offers support in this and many other questions concerning small hydropower to about 400 members. Skat Consulting has managed the association since 2013. For example, the association contributes to an enabling regulatory framework for the environmentally friendly exploitation of hydropower in Switzerland. As a political initiative puts it: "Each Kilowatt-hour counts" against climate change and in favour of a local hydropower industry.

The knowledge and experience we have gathered are also relevant for other projects – not only on technical but also on policy issues in Switzerland and worldwide. One example is Afghanistan. In the context of a project financed by GIZ, Skat Consulting trained local experts to assess existing mini and small hydropower plants in 2020/2021. The overall objective was to develop approaches to improve the reliability of supply with renewable energy, especially to rural small and medium enterprises. The staff of Skat Consulting supported the comprehensive survey and assessment of more than 500 hydropower plants in three Afghan provinces. The activities significantly improved the experience of local experts and laid the basis for future rehabilitation measures.

In another project in Afghanistan, Skat Consulting, in cooperation with Skat Foundation and with financing from GIZ, developed an interactive tool on renewables for awareness-raising and capacity building. This tool helps unlock the potential of individuals and organisations to become motivated and well-equipped problem-solvers in renewables.

Environmental and, in particular, climate protection leads our work and motivates us to transfer our broad experience to the younger generation. We hope that despite the current difficult situation in Afghanistan, these sustainable approaches will continue to develop in the people's minds with whom we worked so closely.

*By Hedi Feibel*



Skat Consulting supports the "Swiss Small Hydro" association. The photo shows an excellent example of an environmentally sound hydropower plant (fish pass on the left).



Photo: GIZ ESIP Afghanistan

In Afghanistan, Skat Consulting supported local experts to assess more than 500 mini-hydropower plants and prioritise them for possible renovation. Electricity from hydropower avoids the use of expensive and environmentally harmful diesel generators.



Skat Consulting develops cost-effective and climate responsive technologies for urban development. These bricks reduce CO<sub>2</sub> emissions and deforestation and are very popular in the booming Great Lakes Region.





# « Green and affordable designs support climate resilience only if built at scale »

The cities of Africa's Great Lakes Region are among the fastest growing worldwide and the construction sector causes deforestation and rapidly increasing CO<sub>2</sub> emissions.

*Daniel Wyss, you have worked in Africa for several years as Skat's architect and project manager. What does urbanisation have to do with climate change in Africa?*

African cities are expanding in an unplanned manner, creating neighbourhoods that are exposed to climate change. Traditional mud houses often fail to resist the increasingly frequent heavy rains. Many end up being washed away, often with casualties among the most vulnerable. Those who can afford to build houses use un-engineered concrete and tree-fired bricks, which have a massive impact on deforestation and on the continent's CO<sub>2</sub> emissions.

*SDC's PROECCO project was launched ten years ago to address these issues. How does the project intervene?*

First, we demonstrated green and socially inclusive urban renewal methods. They allow house-owners and city planners to transform unplanned clusters of mud-houses into well organised safe and prospering neighbourhoods.

Secondly, we promoted urban building typologies that are resource-efficient, affordable and easy-to-build for local construction firms. For example, the Rowlock Bond System built with low carbon bricks and timber slabs has become very popular with home-owners and investors; it reduces not only the use of cement but also construction costs, CO<sub>2</sub> emission and deforestation significantly.

However, the third level might be the most significant one: Green and affordable designs support climate resilience only if built at scale. Therefore, we are establishing Green Industry Clusters for the production of certified low-carbon bricks, cement and other innovative material.

## Aiming at 1,000,000 youth actions for a more sustainable future



1,000,000 youth actions? Let's do it! The 1MYAC team at the IUCN Congress with SDC Director Patricia Danzi in the middle, Skat Consulting's Elodie Feijoo and Maria Gallmann 2<sup>nd</sup> and 5<sup>th</sup> from left.

The 1 Million Youth Actions Challenge (1MYAC) aims to mobilise youth between 10 and 30 years old from all over the world to implement concrete actions for a more sustainable future. The objective is to reach 1,000,000 youth actions. SDC initiated this initiative and launched it in September 2021 at the IUCN World Conservation Congress. Skat Consulting, together with Zoi Environment Network and as part of its backstopping mandate for the RésEAU (SDC's thematic network on water), supported SDC in the development and the launching of the challenge. One of its activities was a consultative process to elaborate standardised practical actions that participants can choose. The conceptualisation of the website was another important task as well as the building and strengthening of a community of 1MYAC ambassadors and partner organisations. In 2022, it will be time for active campaigning to start!

*By Elodie Feijoo*



# 600,000 people in Kosovo benefit from improved and climate-resilient water supply services



Ardiana Efendija-Zhuri,  
SDC Kosovo

*Ardiana Efendija-Zhuri, you were the Senior National Programme Officer responsible for the RWSSP at the Swiss Cooperation Office in Kosovo for almost twelve years. What distinguished Skat Consulting's backstopping support?*

The investments and support for water service provision and improvement are one of the vital interventions that Switzerland did in Kosovo in the last 20 years.

Besides many different water projects, RWSSP has a considerable positive impact on the livelihood of the Kosovo population and its institutions. This programme has been implemented with the diligent dedication and commitment of many local and international actors, including Skat Consulting.

Skat Consulting has worked in Kosovo for twelve years with SDC and SECO in water sector interventions. Their backstopping support to RWSSP combined high professionalism and reliable expertise. Efficiency and correctness in their expert advice are main elements distinguishing Skat in their daily work.

I am pleased to have the opportunity to work and cooperate with Skat.

A CHF 60 million endeavour to improve the quality of life in rural communities in Kosovo is the Rural Water and Sanitation Support Programme (RWSSP). The programme's remarkable achievements include nearly completing the coverage of the country's population with safe water services by adding services for 600,000 persons. Furthermore, it boosts the performance of the water utilities and sector regulatory bodies in Kosovo.

The Swiss programme made a significant contribution to improving the climate resilience of the sector. This was won by reducing water losses, enhancing infrastructure flood protection, increasing energy efficiency, and introducing drought management plans.

Skat Consulting has supported this SDC funded programme for twelve years in the following areas:

- We assisted the Swiss Cooperation Office in programme steering, quality assurance, monitoring and review processes. Skat also led the ambitious designs of the successive programme phases.
- We supported the strategic and methodological aspects of Dorsch and CDI's Swiss implementing partners. This included energy efficiency measures and the use of renewable energies.
- Skat enhanced the Water Services Regulatory Office's ability to strengthen licensing and tariff setting. It also assisted the National Institute of Public Health in improved drinking water quality data management and reporting.
- The knowledge management and capitalisation of the Swiss experience in Kosovo's rural water and sanitation support was led by Skat. Under this heading, our local experts designed and rolled out a dedicated documentation and dissemination strategy jointly with the implementers.

The latter area culminated in the RWSSP Capitalisation Conference on March 15, 2022. The Prime Minister of Kosovo and the Ambassador of Switzerland co-chaired the Conference. The event celebrated 20 years of Swiss and Kosovar cooperation for improved and climate-resilient water services in Kosovo.

By Roger Schmid



After twelve year's effort nearly all the people in Kosovo benefit from safe water services. At the same time this programme contributes to climate resilience of the water sector.





# Supporting Switzerland's engagement in the water and sanitation sector in Tajikistan



This private water truck collects water and sells it to households in the absence of adequate public water supply.

Since 2018, Skat Consulting supports the Swiss Cooperation Office in Tajikistan and its implementing partners with technical and thematic knowledge related to its Water, Infrastructure and Climate Change portfolio. This includes expertise in policy analysis, and ensuring quality of project design and implementation. The water-related interventions in Tajikistan include projects on rural water supply and sanitation (SDC), urban water supply and sanitation (SECO), as well as water resources management at the national and regional level (SDC). Skat supports the Swiss Cooperation in managing its water portfolio, and offers advice to the implementing partners to facilitate better coordination and exchange. Below are some examples of the services provided by Skat Consulting in 2021:

- Policy dialogue: Skat supported the formulation of clear policy messages by co-developing a position paper on standards and norms. It is based on the experiences of Swiss-funded projects in the country. Skat also organised an online workshop on lessons learnt from policy influencing in the water sector in Tajikistan;
- Project management: Skat reviewed the ProDoc from the Safe Drinking Water and Sanitation Management Project, and provided comments on the mid-term review from the Integrated Health and Habitat Improvement project;
- Documentation: Skat supported the documentation of experiences and lessons learnt from the Tajikistan Water Supply and Sanitation project.

*By Elodie Feijoo*





Competing priorities in the water sector are addressed through the stakeholder participation mechanisms, here regarding a fish farm.



# A roadmap for improved transparency in Kosovo's water resources management

Introducing multi-stakeholder participation mechanisms is the cornerstone to securing Integrated Water Resources Management in Kosovo (IWRM-K). These mechanisms bring together multiple competing interests: they help build a shared vision for the inclusive and sustainable management of precious water resources. This is a big step forward for the Ministry of Environment, Spatial Planning and Infrastructure toward democratisation and decision-making transparency.

The IWRM-K Programme (implemented by Skat and the Environment Agency Austria, financed by the SDC and the Government of Kosovo) emphasises on mobilising the often overlooked "non-institutional stakeholders". Civil Society Organisations (CSOs), farmers, academia, and businesses have become part of the process for the preparation of the River Basin Management Plans. What should the stakeholder participation models look like for maximum impact? How do we create long-lasting capacity development plans? These were some of the key questions addressed during the roundtable discussions.

With everyone relevant onboard, the programme is on a mission to empower the non-institutional stakeholders for an "educated contribution" to the management processes. Besides the on-the-job capacity-building support, these processes are reinforced through a specially designed grant scheme targeting the most enthusiastic CSOs.

Irreplaceable complements to these processes are the communication and awareness-raising activities. The programme reaches out to the key stakeholders and the general population of Kosovo through various communication mechanisms, including the website, social media activity, and, most importantly, the launching of the first-ever water newsletter for Kosovo (see <https://iwrn-k.com>). The newsletters and other communication approaches are tailored to keep stakeholders connected, creating opportunities for innovative ideas, initiatives, and sharing of results both nationally and internationally.

*By Agron Bektashi, Skat Consulting Kosovo*

Farmers can contribute greatly to better water resources management: soil moisture and temperature sensors are provided for high precision irrigation scheduling in apple and raspberry orchards.







# Initiating change in local governance in Moldova

The “Mă Implic” project supports the engagement of citizens in local decision-making in public services, jointly with local public authorities. The SDC-funded implementation project aims to increase the quality of those services and improve local governance practices.

*Matthias Morgner, you are Skat’s team leader in Moldova since August 2020. What is the project about?*

To me, it is about change. Our job is to help people in the villages understand that “more money”, e.g for a new waste collection truck, will not solve their problems. What makes a difference is a change in the way service provision is managed, or how the mayor communicates – so that public services such as drinking water are not something “the State” should solely be responsible for.

*When do you feel proud to be part of this project?*

Every time I hear people saying with their own, genuine words that behaviours and attitudes are indeed changing thanks to the project. It is also gratifying to see how much we have grown as a team. We have learnt to manage disagreements, we try to use everyone’s ideas and energy, we trust each other. After all - we need to embody the change we aim to demonstrate to others ourselves.

*You have more experience with EU-funded projects. How does it feel to work for a relatively small company like Skat Consulting and funded by Switzerland (SDC)?*

Joining Skat to implement an SDC-funded project was one of the best decisions in my professional career. Skat and Swiss-funded projects are more flexible, and communication and decision-making is easier. This flexibility and efficient communication is the result of everyone’s commitment to deliver a project that “makes sense”, has an impact, and changes things for the better.



The project title “Mă Implic” means “I engage”. The motto of the team leader Matthias Morgner (right) is: practice what you preach. Here he is planting trees on top of a closed landfill site, together with a local Moldovan mayor.

*How is your project affected by the war in neighbouring Ukraine?*

As of May 2022, our project is not directly impacted by the war. In addition to what we do, we provide additional support to our 30 partner localities to deal with the refugee crisis. We also have contributed to the design of a new project to support sanitary units for households hosting refugees from Ukraine in rural Moldova.



# Democratising Ukraine: the legacy of 14 years support to the decentralisation reform

In 2014, Ukraine started serious efforts for decentralising its government. Switzerland supported the preparation and implementation of this endeavour through the Decentralisation Support Project (DESPRO), implemented by Skat Consulting, until August 2021. Oksana Garnets, Senior Coordinator of DESPRO, shares her reflections on the project and the current situation in Ukraine.

*SDC's impact assessment of the DESPRO project in 2021 concluded that the decentralisation reform in Ukraine was successful, and that DESPRO's support was instrumental. Can you tell us more about the impact of the reform?*

The reform has had a profound impact on how Ukrainians feel with regard to their territory and their communities – strong, empowered and independent. Local self-governments are now better able to meet the needs of their communities. Not only thanks to better financial resources at the local level, but also through merging small communities into larger ones. When the war started, I realised how far local self-governments had come: local leaders were taking responsibility for the protection of their communities, integrating and looking after internally displaced people (IDPs), and providing essentials to occupied communities. This was a direct result of the decentralisation reform.

The whole reform was about democratisation: it enabled local self-governments to be empowered and articulate their needs and problems. People are no longer afraid of the government.

*With the Russian invasion and the war, do we now risk losing all this progress?*

I don't think so. For example, local self-governments have been helping each other since the war started. They even use our online Community of Practice to exchange supplies. Local self-governments will still need support, but they no longer need any orders from above to look after their communities. In a sense, the war experience has further strengthened self-governments. The only threat of losing it all is if Ukraine does not win the war – but we do not believe in that.

*Skat Consulting's former DESPRO project team is now organised in the DESPRO NGO. How is the project team coping with the current situation? What are Skat and the DESPRO NGO doing?*

My main goal is to keep the team together in the DESPRO NGO through implementing projects where their knowledge and experience is needed. In one project, we provide further communication support to the local self-governance reform and on the legal implications of the current state of emergency. We also expect to participate in the reconstruction and rebuilding of Ukraine, with our staff and experts inside and outside Ukraine. With Skat, we have been piloting an assessment of needs in shelter and WASH in some of our partner communities affected by the war. Our vision is that humanitarian initiatives do not just fix immediate needs but are used to further develop the country.

The pleasant inauguration celebrations have ceased, but the achievements of the decentralisation persist: local leaders take responsibility for their communities.





Management Team



**Florian Klingel**  
CEO, WASH and IWRM\*



**Frank Wiederkehr**  
Deputy CEO, WASH and IWRM



**Birgit Toernell**  
Chief Financial Officer



**Daniel Schwitter**  
Sustainable Building and Settlement Development



**Daniel Wyss**  
Sustainable Building and Settlement Development



**Elodie Fejoo**  
Water Governance



**Evelyne Lengg**  
Office Manager



**Dr Hedi Feibel**  
Renewable Energy and Hydrology



**Jonathan Hecke**  
WASH, IWRM and Solid Waste Management

Professional Staff



**Julie Smolnitchi**  
Water Governance



**Laura Neuweiler**  
Office Manager



**Lotti Gerber**  
PR and Strategic Projects





# Our staff in Switzerland

\* IWRM: Integrated Water Resources Management  
WASH: Water Supply, Sanitation and Hygiene



**Manuel Henseler**  
Water, Sanitation and Shelter



**Maria Rachelle Gallmann**  
Water and Climate Change



**Martin Boelli**  
Renewable Energy and Energy Efficiency



**Martin Laeng**  
Publishing and ICT



**Meleesa Naughton**  
WASH and IWRM



**Roger Schmid**  
WASH and IWRM



**Sandra Fuerst**  
Water, Food and Livelihood Systems



**Violeta Zivanovic**  
Office Manager



**Wesley Wojtas**  
Renewable Energy and Energy Efficiency



# Our staff abroad

Skat Consulting project offices: Ma Implic and ApaSan+ in Moldova; IWRM-K in Kosovo; PROECCO in Rwanda, Burundi, and Democratic Republic of Congo (DRC).

Skat Moldova



Lilian Danilov, Andriy Kavun, Veronica Tomescu, Anatol Bucatca, Natalia Covrig, Petru Dolință, Matthias Morgner (Team Leader), Shathu Vasa, Diana Toma, Veaceslav Druță, Daria Rotaru, Ion Beschieru, (Missing: Victoria Popa, Iulian Isac, Tudor Bostan, Rita Rusu)

Skat Kosovo



Rizah Hajdari, Evetar Zeqiri, Andonita Buçinca, Dimitrija Sekovski (Team Leader), Teuta Haxhimusa, Donika Peja, Blerta Ukmata, Agron Bektashi, (Missing: Lorik Lajçi, Vera Muhaxhiri)

Skat Rwanda



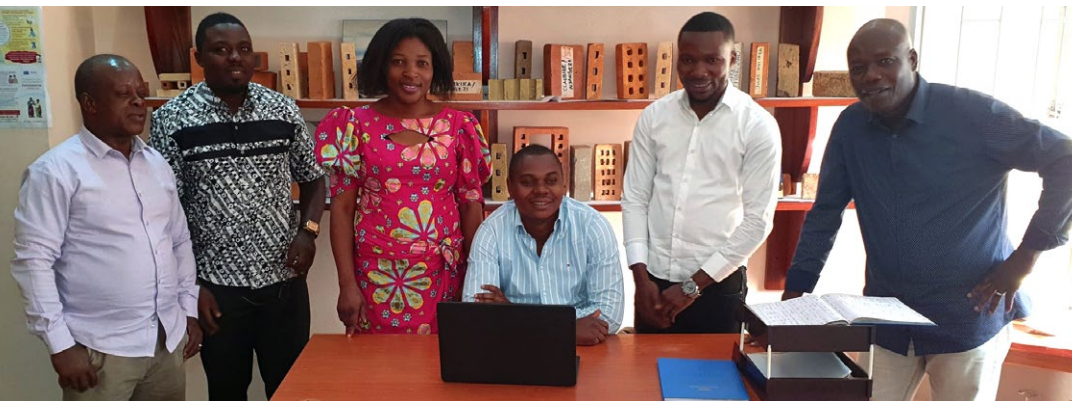
Behind: Dan Mugimbaraho, Enrico Morriello (Team Leader), Vital Nzabanita, Gilbert Niyomufasha, Alice Muhizi, Hassan Munyakazi, Jean Marie, Angelique Bola, Jean Claude Tugirimana, Emmanuel Munyamahoro, Silas Markert, Daniel Wyss, Samuel Mugenzi  
Front: Margueritte Nyinwabiga, Doddo Mugabe, Marie Nyiranzabamwita, Rosaanna Mancini, Jean Marcel Uwaremwe, Angelique Kwitonda, Ismael Nzeyimana, Franck Cyr Ahononga, Jean De Dieu Niyigena, Ambroise Nsabimana, Naomi Takaya  
(Missing: Cristelle Ghomsi, Joseph Mukasa, Claude Munyandamutsa, Pacifique Hagumimana, Jean Pierre Bayisenge, Rodrigue Ciruza, Jean Paul Nshimiyimana, Jean Paul Habumuremyi)

Skat Burundi



Marco Ziliotto (Team Leader), Jeannette Kaneza, Alexis Harerimana, Alfred Tubirabe, Esperence Nzeyimana, Douce Gahinyuza, Tharcisse Harushimana, (Missing: Dorine Niyomwungere)

Skat DRC



Donatien Musafiri N'Salo, Bernard Wetewabo, Isabelle Maramuke, Archange Mihigo, Amato Ngalo, Franck Cyr Ahononga (Team Leader)





## Board of Directors

Florian Klingel  
 Claudia Zimmermann  
 (Vice President)  
 Walter Kraehenbuehl  
 Elisabeth Beéry  
 Urs Karl Egger  
 (President)  
 Marcel Steiger

## External Auditor (Accounts)

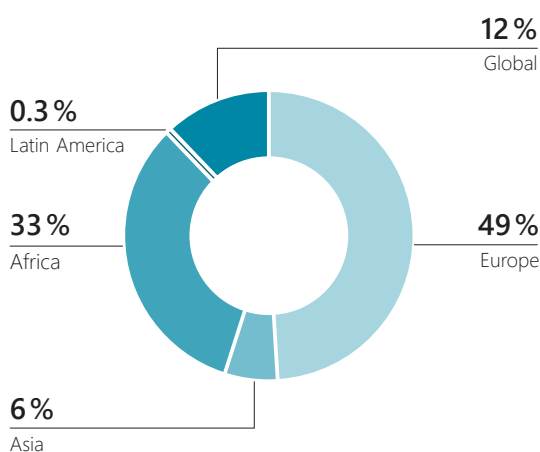
Rietmann & Partner, St.Gallen

## Executive Management

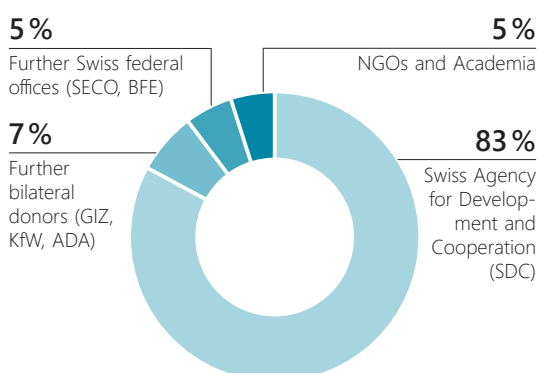
Florian Klingel, CEO  
 Frank Wiederkehr, Deputy CEO  
 Birgit Toernell, CFO

## Facts and figures

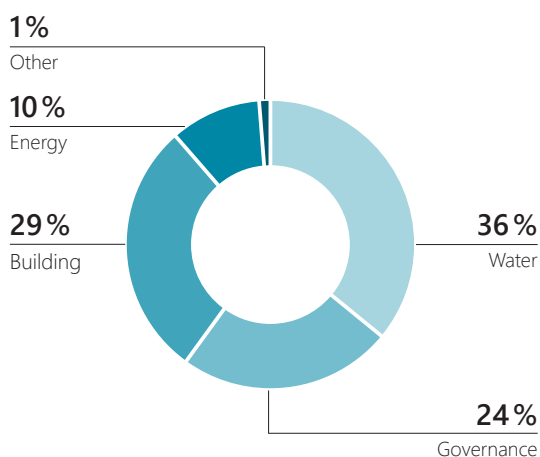
### Turnover 2021 by region



### Turnover 2021 by customer



### Turnover 2021 by business area



### Other facts and figures

**In 2021**, Skat Consulting managed **44 projects** in **28 countries**. **42% of our clients** responding to a survey found our work meeting their expectations; **58%** rated it exceeding expectations or even outstanding. Active employees and board members now own **72% of the company's shares**. We care about reducing climate impact of our own business and compensated **107,594** flight km.



# Financial Report

## Balance Sheet / Income Statement 2021

2021 shows a recovery in revenues versus the previous year. Non-recurring costs for internal organisational adjustments and negative interest rates still led to a slightly negative result.

## Balance Sheet as of 31.12.2021

Description	(CHF) 2021	(CHF) 2020
<b>Assets</b>		
Cash and bank accounts	4,660,567	5,065,619
Trade accounts receivable	355,801	190,639
Other current receivable	632,136	1,008,810
Work in progress	1,783,000	1,796,000
Accrued income/deferred charges	33,879	22,180
<b>Total current assets</b>	<b>7,465,382</b>	<b>8,083,248</b>
Securities	1	1
Tangible assets	4,015	7,348
Intangible assets	1	1
<b>Total fixed assets</b>	<b>4,017</b>	<b>7,350</b>
<b>Total assets</b>	<b>7,469,399</b>	<b>8,090,597</b>
<b>Liabilities &amp; shareholders, funds</b>		
Trade accounts payable	352,619	253,116
Other current liabilities	5,529,737	5,509,534
Deferred income/accrued charges	358,910	248,905
Current accruals	0	327,534
<b>Total current liabilities</b>	<b>6,241,267</b>	<b>6,339,089</b>
Long-term accruals	596,000	593,000
<b>Total long-term liabilities</b>	<b>596,000</b>	<b>593,000</b>
<b>Total liabilities</b>	<b>6,837,267</b>	<b>6,932,089</b>
Share capital	200,000	200,000
Compulsory reserve	100,000	100,000
Complimentary reserve	0	500,000
Profit brought forward	96,246	111,675
Project fund	289,762	289,762
Years profit	-16,976	-27,929
Own shares	-36,900	-15,000
<b>Total shareholders, funds</b>	<b>632,132</b>	<b>1,158,508</b>
<b>Total liabilities &amp; shareholders, funds</b>	<b>7,469,399</b>	<b>8,090,597</b>



## Income Statement from 1.1.2021 – 31.12.2021

Description	(CHF) 2021	(CHF) 2020
Consulting revenue	8,107,718	6,824,678
Other revenue	-	-
Reductions of revenue	-197,000	-104,973
Inventory change of work in progress	-13,000	308,348
<b>Operating revenue</b>	<b>7,897,718</b>	<b>7,028,052</b>
Other chargeable costs	-78,039	-32,359
Consultants	-909,420	-817,258
Direct project costs	-3,597,263	-2,997,306
Travel- and working costs	-52,686	-40,284
<b>Total Materials/Costs third parties</b>	<b>-4,637,408</b>	<b>-3,887,207</b>
<b>Profit contribution 1</b>	<b>3,260,311</b>	<b>3,140,845</b>
Salaries	-2,864,101	-2,763,337
<b>Total personnel costs</b>	<b>-2,864,101</b>	<b>-2,763,337</b>
<b>Profit contribution 2</b>	<b>396,210</b>	<b>377,508</b>
Office rent	-71,764	-70,695
Maintenance and repairs	-5,256	-6,283
Energy and disposal costs	-5,493	-2,701
Donation to Skat Foundation	-180,127	-100,000
Office and administration costs	-153,332	-219,615
Advertising and PR	-12,270	-4,745
Other operating expenses	80,000	9,846
<b>Total administration expenses</b>	<b>-348,242</b>	<b>-394,193</b>
<b>Profit contribution 3</b>	<b>47,967</b>	<b>-16,685</b>
Depreciation	-2,414	-3,732
<b>Total Depreciation</b>	<b>-2,414</b>	<b>-3,732</b>
<b>Profit contribution 4</b>	<b>45,553</b>	<b>-20,417</b>
Interest expenses and bank charges	-27,993	-11,995
Interest income	6,532	2,830
Exchange gain/loss	-14,644	-6,170
Extraordinary income	-3782	666
<b>Financial income/expenses</b>	<b>-39,887</b>	<b>-14,669</b>
<b>Profit contribution 5</b>	<b>5,665</b>	<b>-35,086</b>
Taxes	-22,641	7,156
<b>Operating profit</b>	<b>-16,976</b>	<b>-27,929</b>





«The challenges of the pandemic and the conflicts around the globe make the work of Skat Consulting even more purposeful: facilitating lasting solutions in water, building, energy and governance.»

Elisabeth Beéry, Member of the Board of Directors



«When working with Skat Consulting I feel like being part of one big team. Such a collaborative and trust based approach creates a spirit and conducive environment that allows to achieve much better results.»

Daniel Maselli, Senior Policy Advisor & Focal Point SDC Water Network, Swiss Agency for Development and Cooperation (SDC)



«I believe that Skat Consulting genuinely values young professionals. I am trusted to take decisions, while I can reach out for support at any time. This gives me the confidence to tackle challenging assignments and allows me to truly grow.»

Maria Gallmann, Junior Consultant, Skat Consulting



«Skat Consulting has demonstrated great, replicable, and scalable manufacturing of bricks and promoted green building techniques for the booming building sector. It is supporting Rwanda's green ambition in becoming a low-carbon and climate resilient economy by 2050.»

Okechukwu Daniel Ogbonnaya, Global Green Growth Institute (GGGI), Rwanda Country Representative

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