



# 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: We support the reconstruction in Ukraine, as for example in the repair of this multi-apartment house in Borodianka. Similar to our decentralisation projects in Ukraine before the war, we work in close collaboration with municipal authorities. This enables them to better respond to the crisis and strengthens at the same time their local governance, which makes the intervention more sustainable.

Photo: DESPRO NGO



The international agenda for creating a more sustainable and just world is challenged by multiple crises on a regional and global level. In this context, the full-scale Russian invasion of Ukraine in February 2022 came as a big shock for European countries. This new war affected the team of Skat Consulting also on a very personal level, as we have many friends and colleagues in Ukraine, after working there for almost two decades. Furthermore, we had to turn our attention to the safety of our Moldova team, as the country was suddenly threatened as well.

Skat Consulting has undertaken immediate efforts to support the people affected in Ukraine and Moldova. We could contribute substantially to the repair of destroyed homes and water supply systems, thus improving the conditions of people fleeing the war and their hosts. Our efforts on such fronts continue, while we also chose to focus our attention on developing approaches for a green reconstruction in Ukraine and reducing energy vulnerability in Moldova. In this report, we shine a spotlight on our strengths in developing humanitarian engagement with a perspective towards sustainability and long-term development.

Though this new crisis has absorbed substantial resources, Skat Consulting was able to follow its strategy and our work in long-term project implementation and consulting is progressing well. Our Swiss team is growing, and turnover has increased substantially.

Our work in green and affordable housing in Rwanda, Burundi and the DRC (PROECCO project) is an outstanding example of our contributions to sustainable

development. The project received global attention during its presentation at the World Urban Forum, which resulted in an increase in requests for support, especially from eastern Africa.

We are proud to have received several new mandates, particularly the long-term mandate with the Swiss Agency for Development and Cooperation (SDC) for groundwater management in North Macedonia, or substantial advisory services on renewable energies for the State Secretariat for Economic Affairs (SECO).

We owe these achievements to the continuous efforts of our highly motivated staff. Meanwhile, Skat Consulting has become a truly employee-owned company and 90 % of our shares are held by employees and board members.

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







Florian Klingel  
Chief Executive Officer

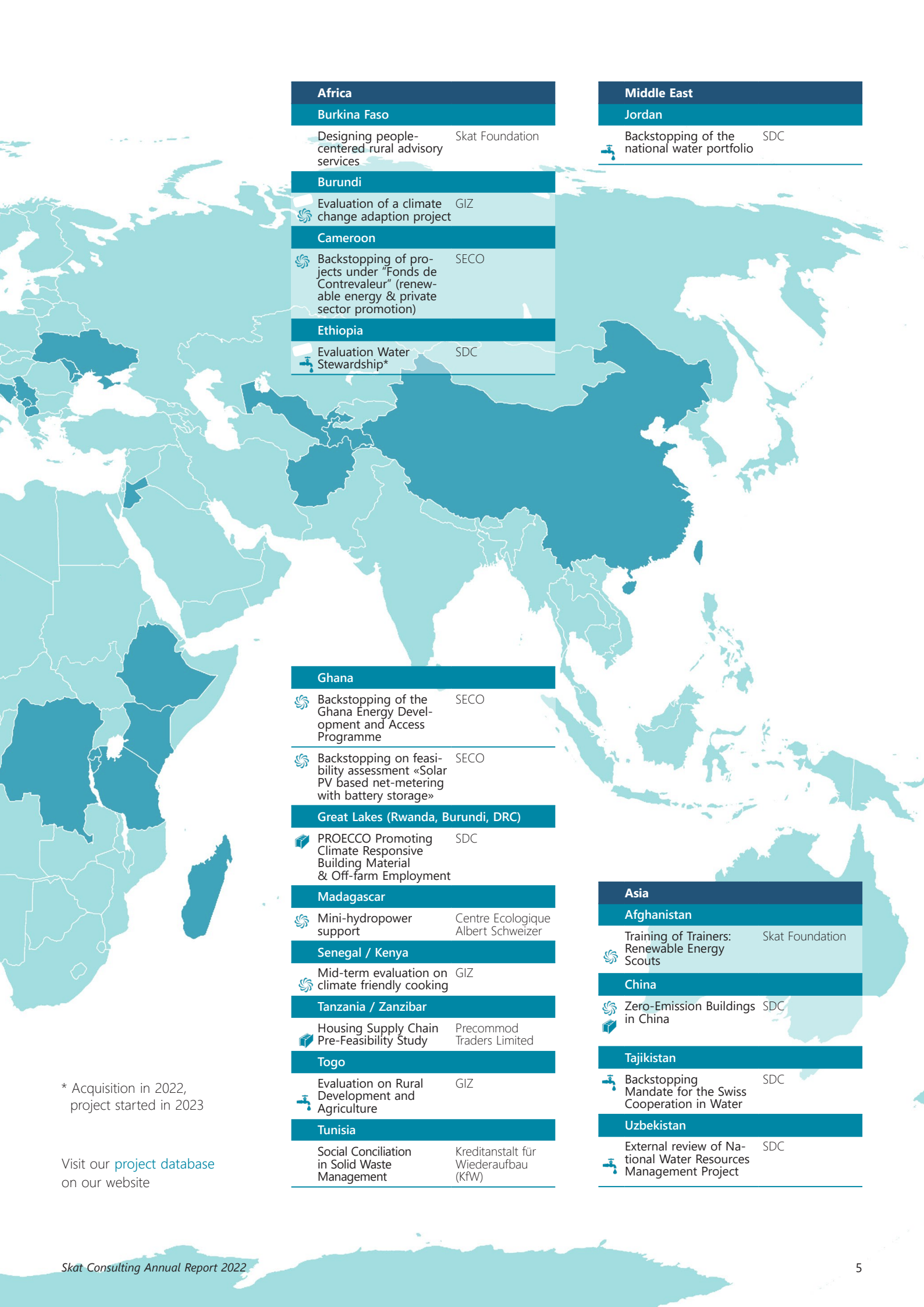
Urs Karl Egger  
President of the Board of Directors

Global	
 Backstopping for the Peace, Governance & Equality Cluster	Swiss Agency for Development and Cooperation (SDC)
 Backstopping Mandate Disaster Risk Reduction (DRR) Network	SDC
 Backstopping Mandate for RésEAU cum Aguasan	SDC
 Backstopping Mandate for the SDC Section Water	SDC
 Expert Advisory Services for Renewable Energy Integration and Smart Grid	State Secretariat for Economic Affairs (SECO)
 Mini hydro training module	ENACT
 SuFoSEC Learning Group Agroecology	Skat Foundation
 Support to hydropower conference of International Renewable Energy Agency (IRENA)	Federal Department of Foreign Affairs (EDA)
 Geneva Water Hub Strategy 2023-2033	University of Geneva

America	
Costa Rica	
 Sustainable Management of Organic Municipal Waste	Repic Programme

Europe	
<b>Bosnia and Herzegovina</b>	
 Regional Capacity Development Network	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
<b>Kosovo</b>	
 Backstopping to Rural Water and Sanitation Support Programme	SDC
 Integrated Water Resource Management in Kosovo	SDC
<b>Kosovo, Serbia</b>	
 Backstopping for improvement of physical living conditions in Roma settlements	HEKS
<b>Moldova</b>	
 Consulting Services on Infrastructure Governance Programme and Technical Advisory Support	World Bank
 Integrated Water and Sanitation in Moldovan villages (ApaSan+)	Austrian Development Agency (ADA)
 Mă Implic - Civic engagement in local governance	SDC
 Sanitary Units for Hosts of Ukrainian Refugees (ASIST)	SDC
 SDG Youth Programme 2021/2022 (host for trainee)	Mercator Stiftung
<b>North Macedonia</b>	
 Scoping Study Groundwater Management, Use and Protection Programme	SDC
 Groundwater Management Programme North Macedonia*	SDC
<b>Switzerland</b>	
 Assessment of projects for the Global Environment Fund	Federal Office for the Environment (BAFU)
 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)
 Small hydropower and E-mobility	BFE
 Swiss hydropower research programme	BFE
 Swiss Water Partnership Secretariat	Helvetas / Swiss Water Partnership
<b>Ukraine</b>	
 Repair Facilitation Ukraine (REFAUK)	Swiss Solidarity and SDC
 Restoration of WASH infrastructure in Ukraine – Backstopping to DESPRO NGO / Swiss Humanitarian Aid	SDC

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



**Africa**

**Burkina Faso**

Designing people-centered rural advisory services Skat Foundation

**Burundi**

Evaluation of a climate change adaption project GIZ

**Cameroon**

Backstopping of projects under "Fonds de Contrevaaleur" (renewable energy & private sector promotion) SECO

**Ethiopia**

Evaluation Water Stewardship\* SDC

**Middle East**

**Jordan**

Backstopping of the national water portfolio 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

**Madagascar**

Mini-hydropower support Centre Ecologique Albert Schweizer

**Senegal / Kenya**

Mid-term evaluation on climate friendly cooking GIZ

**Tanzania / Zanzibar**

Housing Supply Chain Pre-Feasibility Study Precommod Traders Limited

**Togo**

Evaluation on Rural Development and Agriculture GIZ

**Tunisia**

Social Conciliation in Solid Waste Management Kreditanstalt für Wiederaufbau (KfW)

**Asia**

**Afghanistan**

Training of Trainers: Renewable Energy Scouts Skat Foundation

**China**

Zero-Emission Buildings in China SDC

**Tajikistan**

Backstopping Mandate for the Swiss Cooperation in Water SDC

**Uzbekistan**

External review of National Water Resources Management Project SDC

\* Acquisition in 2022, project started in 2023

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



ПРОВУЛОК  
МИРНИЙ  
4

For the repair of damaged houses as here in Makariv, the households remain in charge of the works, while we provide financial and technical support and guidance.

# Combining immediate humanitarian needs with long-term impacts

The effects of migration, climate change, natural disasters and conflict influence each other, resulting in a dramatic increase of the needs for humanitarian assistance in the past ten years. Humanitarian crises are becoming more complex and protracted and, although development cooperation and humanitarian aid efforts often coexist, their traditional working approaches are no longer fit for today's challenges. For that reason, many stakeholders are now promoting the "Humanitarian Development Nexus", a concept that is attempting to integrate the operations and methods of these two spheres of actors.

While Skat Consulting is primarily working in development cooperation, where long-term sustainable changes are the main focus, we also have a rich history in humanitarian aid contexts. Skat Consulting has been particularly active in supporting reconstruction efforts after natural disasters such as the earthquakes in Haiti and Nepal or the Tsunami in South-East Asia. Thanks to this, we are well suited to operate within that Humanitarian Development Nexus and assist governments and international partners in crisis prevention and throughout a crisis, combining approaches from both sectors and ensuring the continuity of support and a sustainable impact.

More recently, Skat Consulting has strengthened its efforts in the humanitarian sector and expanded its team with humanitarian aid specialists. Our agile team structure and extensive network of partners allows us to efficiently create well-tailored operational setups and thus ensure an effective response.

Our current engagement in the humanitarian context focusses on war affected populations in Ukraine and Moldova, where Skat Consulting has been working for two decades in long-term water and governance development projects. This experience, combined with our broad knowledge in technologies and different approaches, for instance in the water, construction and energy sectors, allowed us to develop responses that address immediate needs in the countries while at the same time being sustainable in the long run.

In Moldova, we supported rural households hosting refugees with refurbishment of bathrooms and installation of on-site wastewater treatment. This was a quick response to improve conditions in the host households while at the same time contributing to the long-term development of better sanitation management in rural areas. In Ukraine, our long-term experience working with local authorities helped us develop a "Cash-for-repair" approach that made best use of capacities of well-established local actors.

On the following pages, we would like to shine a spotlight on our engagement in the Humanitarian Development Nexus in Ukraine and Moldova, presenting both our new projects responding to the humanitarian crisis and our long-term development projects, and how we aim at combining the strengths of both for the best impact.

# We support reconstruction in Ukraine by drawing on our existing networks



Skat Consulting aims to convert immediate relief into sustainable improvements. An example is our Cash-for-Repair approach combined with technical support and guidance, so people can rebuild their houses more energy-efficient.

The Russian invasion of Ukraine caused unbelievable suffering and destruction. According to the Government of Ukraine, over 800,000 houses have been damaged or destroyed in the country since the start of the war. Public service facilities have been systematically targeted, resulting in widespread interruptions of electricity and water supply.

Immediately after the start of the invasion, we were assessing how Skat Consulting could contribute to the humanitarian response. Reconstruction of houses and water systems belong to Skat Consulting's core expertise. Furthermore, for over 14 years, Skat Consulting had implemented the SDC-funded DESPRO programme, a governance and decentralisation

initiative, which allowed us to count on long-term experience and well-established networks in Ukraine. Our former project team had meanwhile been set up as the independent DESPRO NGO, who was ready and willing to partner up with us, this time for humanitarian action. We formed a strategic alliance, with DESPRO NGO as the local implementing partner, and the Swiss NGO Helvetas, who was providing seed money and mobilised further funding from Swiss Solidarity. In this tripartite setup, we quickly put on track the Repair Facilitation Ukraine Programme (REFAUK).

First activities were launched in May 2022 and continuously expanded. By the end of the year, the programme had repaired or upgraded 17 shelters for Internally Displaced People (IDP), two water systems and over 74 damaged homes, benefiting more than 31,000 conflict-affected Ukrainians.

For the repair of damaged houses, the households remain in charge of the works, while our programme is providing them with financial and technical support and guidance. This "Cash-for-Repair" approach is relatively light in logistics and can easily be upscaled, which allows the programme to grow rapidly and make a significant impact.

Unlike many humanitarian actors, Skat Consulting and DESPRO NGO are used to closely collaborating with municipalities in Ukraine from our decades experience in decentralisation and local governance. This experience helped us implement the REFAUK in close collaboration with municipal authorities, which enables them to better respond to the crisis and again strengthens their local governance. REFAUK is therefore an excellent example of how Skat Consulting and its partners can provide sustainable assistance throughout the Humanitarian Development Nexus.

Based on the experience gained in 2022, the REFAUK programme was upscaled and extended to other areas. The Phase 2, running from January to September 2023, has an overall budget of CHF 2,5 Mio and aims to benefit almost 65,000 Ukrainians affected by the conflict.

*By Manuel Henseler*



# Successful decentralisation reform increased the resilience of the Ukrainian state

Humanitarian assistance to Ukraine, as provided through our REFAUK programme (see left page) is important, but by far most of the enormous humanitarian needs caused by the war are managed by the Ukrainians themselves. The Ukrainian state has continued to function remarkably well after the Russian invasion and local level authorities continue to do amazing work on protecting citizens, hosting millions of displaced people and restoring infrastructure and services.

It is now widely recognised that the successful decentralisation reforms were an important factor in creating strong and resilient local governments. "Decentralisation is the key reform that reached maximal resilient results", according to Oleksiy Chernyshov, Minister of Communities and Territories Development, at the Ukraine Recovery Conference in Lugano, June 2022. A recent OECD report agrees in that "the resilience of Ukraine's regions and municipalities owes

much to the success of the regional development and decentralisation reforms implemented since 2014." The report notes that, thanks to the decentralisation reform, subnational authorities have been empowered to adapt emergency responses to local needs to better protect civilians, and to use funds and direct support more efficiently.

With our long-term development work in our SDC funded Decentralisation Support Project (DESPRO, 2007-2021) we have made substantial contributions to the preparation and implementation of this successful reforms, and through this to the resilience of the Ukrainian state and its ability to cope with the humanitarian needs of the Ukrainian people. Most of our long-term development projects contribute to crisis prevention and resilience, be it in the fields of governance, water, energy, or buildings.

*By Florian Klingel*



# Immediate impact that lasts: Improved sanitation for Moldovan families hosting refugees from Ukraine

The Republic of Moldova – a country with only 2.6 million inhabitants, directly bordering Ukraine – is hosting the highest number of Ukrainian refugees per capita, despite being one of the poorest countries in Europe. Most of the over 100,000 refugees in Moldova are staying with relatives, acquaintances, or in rented accommodations all over the country. The water and sanitation conditions in many rural homes are often inadequate, and further worsened by the higher strain from additional guests from Ukraine.

A few weeks after the start of the war in Ukraine, Skat Consulting launched the “ASIST” project to support families that are hosting refugees, as well as other

vulnerable households. The project supports families through the construction of a flush toilet, shower, and wastewater disposal system (septic tank) for shared use by the household. The project, with a budget of CHF 1,5 million is funded by the Swiss Agency for Development and Cooperation (SDC).

The family shown in the photos has been hosting two Ukrainian refugees, including a child, in their own house since 2022. Before Skat Consulting’s intervention, the family did not have access to any proper bathroom facility and had to rely on the outdoor pit latrine, which is shown in the small picture below. Thanks to this project, they now have access to adequate sanitation facilities inside their house.

Thanks to our extensive network and our experience, the ASIST Project successfully combined humanitarian aid and sustainable solutions, allowing us to maintain a perspective to the future. In cooperation with SDC, we will expand the approach developed in ASIST to support Moldovan households in reducing their energy vulnerability.

*By Mirco Keller*

In addition to the “ASIST” project, Skat Consulting has been carrying out the following water & sanitation projects and consultancies in Moldova in 2022:

- The **ApaSan+ project** (Integrated water supply and sanitation in Moldovan villages, implemented in partnership with Skat Foundation) already started in 2021 and is mainly funded by the Austrian Development Agency (ADA).
- In October 2022, Skat Consulting started a consultancy package of **infrastructure governance and technical advisory support**, as part of the World Bank’s multi-year “Moldova Water Security and Sanitation Project (MWSSP)”.



A successful combination of humanitarian aid and sustainable solutions: this family has taken in two relatives who are refugees from Ukraine. The improvement of their inadequate water and sanitation situation has an immediate, but lasting impact.

# Citizens are satisfied with the local government's performance, because they are actively involved

How to change the attitude of people towards public services in a post-soviet country? Involvement into local decision making proved to be an effective approach in Moldova. Our project on civic engagement in local governance, Mă Implic, aims at ensuring that the rural population has equitable access to quality communal service provision for water supply, sanitation, waste collection or street lighting.

We follow a collaborative approach involving various stakeholders, including citizens, local politicians, local administration staff, and sometimes private entities. Our role as a project team is to create an enabling environment for these stakeholders to actively engage. The project name, "Mă Implic", which means "I engage", also captures this objective. Effective communication with relevant stakeholders has been a key success factor for the project overall.

The year 2022 posed a significant obstacle to this project with the Russian invasion in neighbouring Ukraine and the resulting pressure on the Moldovan government. The war brought refugees to Moldova, disrupted energy supplies and made the country more vulnerable.

Nevertheless, we have achieved significant progress in 30 of Mă Implic's 48 partner communities. Three villages have expanded and improved street lighting, while another twelve communities or groups of communities have officially launched new or improved communal services for waste management. Ten more communities with planned improvements in water and sanitation have completed the planning process and some have already started the construction works.

At the national level, we supported the State Chancellery successfully in improving the legal and regulatory framework for quality public service provision and decentralisation reform.

This implementation project on behalf of SDC lasts from 2019 to 2023 with an overall budget of CHF 5,9 million for phase 1, and a successive phase is being planned.

By Matthias Morgner and Veronica Tomescu,  
Skat Moldova  
More Information: <https://ma-implic.md/en>



12 out of 16 partner-communities in solid waste management are experiencing improved communal services, as a result of active civic engagement and community mobilisation.

## Impact of the war in Ukraine on our Moldovan projects

***Our long-term development projects in Moldova suddenly faced new needs when the war broke out in neighbouring Ukraine. How did you respond?***

*Julie Smolnitchi, programme manager of Mă Implic: We reacted with quick low-level grants to Moldovan families taking in refugees in partner villages of the project.*

***What was the impact of the crisis on your regular Mă Implic work?***

The moment of feeling the physical insecurity in the first weeks of the war didn't last too long, the impacts on local budgets, however, did. Funds which were planned for improving service infrastructure had to be spent on helping refugees and to pay for the much higher energy costs. We had to adjust our workplans to this.

On top, Skat Consulting launched the ASIST-project (see left page). SDC provided its funding because of our expertise working with local governments.

***Are there any substantial changes in your project?***

In December we started to prepare a new humanitarian funded component to be integrated administratively in our project. The goal is to advise Moldovan families on how to improve the energy efficiency of their houses. This is based on individual assessments and can lead to replacing the windows, cleansing the stove or using renewable resources for heating like newly developed straw pellets. The insights shall lead to guidelines for architects as well as homeowners to improve energy efficiency sustainably in rural Moldova.

PROECCO aims at promoting employment through climate responsive construction and at improving the livelihood in urban residential areas. It's participatory approach of the project is one of its strengths (see to the right).



# How to improve the livelihood in urban residential areas, create jobs and protect the environment?

By the year 2050, the population of Africa is expected to double and reach 2.5 billion. The population growth comes with rapidly increasing demand for infrastructure and housing. By mid-century, half of the additional global urban population will live in African cities.

Modern bricks and affordable housing solutions are an answer to the urbanisation and population growth trends. Concepts of our PROECCO project have been a success in the region receiving great interest from buyers and resulting in long waiting lists of over six months. Therefore, our project teams in Rwanda, Burundi and the Democratic Republic of Congo (DRC) refined concepts on how to scale production with regard to the context of each country.

A significant step forward was made with the selection and design of a low-carbon building material industry cluster (EcoPark), at the gates of Kigali, the capital of Rwanda. It is planned to be a first model with others to follow in Burundi and DRC. Together with national partners, PROECCO will establish sites where multiple producers of building materials will work side by side to improve efficiency, innovation, productivity, de-risking for entrepreneurs and competitiveness.

The project's progress over the past years, as well as the Ecoparks and their focus on the future, resulted in enthusiasm among policy makers in the World Urban Forum in Katowice. PROECCO was also virtually presented at the UN Climate Change Conference (COP27) in Egypt as a best practice case. Our Programme Director Daniel Wyss highlighted the possibilities of job creation, by scaling the local building material sector, as well as the reductions in CO<sub>2</sub> compared to conventional brick making.

The project has proven to be a suitable and holistically beneficial approach for social, economic and environmental aspects. It serves as a reference for other urbanising areas with similar challenges.

The PROECCO project is implemented by Skat Consulting on behalf of SDC and is currently in its third phase, lasting from 2021 to 2024, with a budget of CHF 8.6 million.

By Silas Markert and Daniel Wyss  
More Information: [www.madeingreatlakes.com](http://www.madeingreatlakes.com)

Skat Consulting Annual Report 2022

« In June 2022, Ms. Maimunah Mohd Sharif, Executive Director of the United Nations Human Settlements Programme (UN-Habitat) visited PROECCO in Rwanda. She led a high-level delegation and expressed her appreciation for the project's achievements in inclusive neighbourhood transformation following an in-situ re-housing approach. Her visit and words of appreciation are an important recognition and a big honour for us. »

Enrico Morriello, local team leader of PROECCO, Skat Consulting



# Zero Emission Buildings in China – one of the biggest levers of Switzerland to reduce carbon emissions worldwide

“Buildings are the largest energy consuming sector in the world, and account for over one-third of total final energy consumption and an equally important source of carbon dioxide (CO<sub>2</sub>) emissions,” according to OECD.

« Supporting this ambitious project means contributing directly to the decarbonisation pathway of China and through this, having an impact on the CO<sub>2</sub> reduction worldwide – it is a great privilege to be part of that journey. »

Wesley Wojtas, Team Leader, Skat Consulting

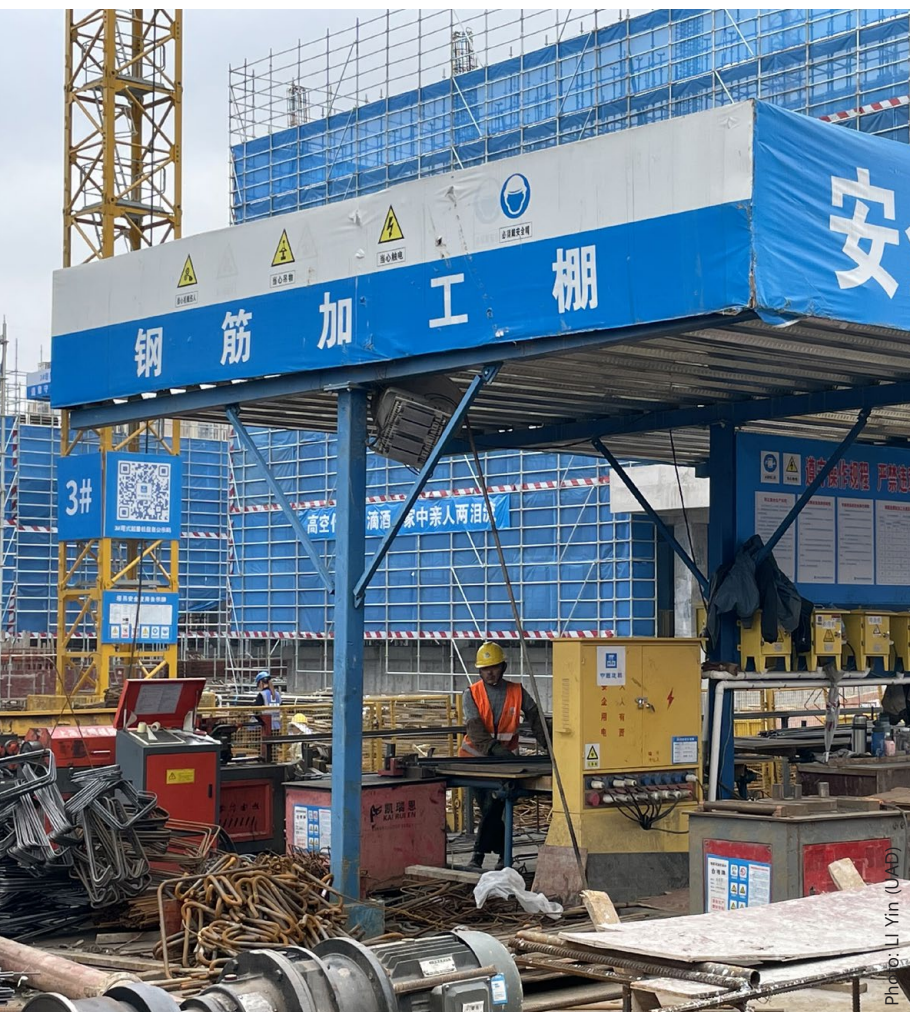
China's building sector is the biggest in the world. Within the country, the building sector accounts for one third of the total energy demand. Therefore, the Chinese government gives highest importance to reducing embodied and operational carbon emissions of buildings.

In 2020, SDC decided to finance a first phase of the Zero Emission Building (ZEB) China project to facilitate exchange of know-how and best practices between China and Switzerland. The goal is to accelerate the decarbonisation of the Chinese building sector. Skat Consulting is part of a consortium with Intep and counts on the know-how of backstoppers from EMPA and Lucerne University of Applied Sciences (HSLU). Skat Consulting focuses on thematic and organisational management of the project and thus contributes to achieving a multiplier effect by availing state of the art ZEB expertise, concepts and technologies to a country with about 150 times the population of Switzerland.

In the four years from 2021 until 2025, the project team works on different areas to achieve a fast adoption towards more sustainable buildings in China. Firstly, standards for zero-emission buildings are developed and published in order to push the progress of green buildings on a regulatory level. Secondly, ten demonstration buildings for high visibility of zero-emission building solutions are selected, supported and constructed. Thirdly, knowledge exchange activities are promoted, as well as platforms for people in academia, industry and policy.

In 2022, Covid-restrictions started to be slowly lifted and allowed the project team to accelerate its work together with partners in China. Over the course of the year, the ZEB China project hosted a series of ten expert presentations online with Swiss pioneers on zero-carbon buildings. The activity, called ZEB Talks, was very successful and reached approximately 1600 viewers. The project team also increased its visibility by establishing communication channels for its expert publications from 2022. The construction of the first three demonstration buildings started in the second half of the year and a first draft for a zero-emission building standard was shared.

By Wesley Wojtas and Silas Markert



The photo shows the construction site of the Middle School Campus in Shaoxing. The training center of this campus is aiming at meeting the Chinese zero-emission building (ZEB) standard. Further ZEB demonstration projects are planned and constructed.

# We provide advice on renewable energy in all SECO focus countries

Skat Consulting supports the Swiss State Secretariat for Economic Affairs (SECO) in integrating sustainable energy solutions in different country contexts, and in connecting Swiss companies and institutions with partners in the Global South. This substantial mandate on renewable energy and energy efficiency covers all SECO focus countries with ongoing and planned energy projects over the next five years.

The most extensive aspect of the mandate is to provide critical guidance and advice to specific projects. This started with the Ghana Solar Photovoltaic based Net-Metering project. The Tunisia Smart Grid Development Project and further projects will follow. With these projects the SECO attempts to leave the beaten path of financing big infrastructure projects behind and to support a conceptual realignment of the energy sector in the partner countries instead. This includes the general promotion of renewable energy and energy efficiency, among others the integration of Variable Renewable Energies (VRE) into the grid, smart grids and other innovative approaches and technologies.

A second task is to provide strategic advisory services on the abovementioned topics like Smart Grid, VRE Integration and other sustainable energy topics, but also to foster networks for Swiss companies and institutions.

Furthermore, Skat Consulting supports the development of project pipelines in the SECO focus countries. For instance, in May 2023, the mandate leader Hedi Feibel shall do a scoping study in Tajikistan to assess possible future activities to be financed by SECO, while a scoping study in Albania will focus on dam safety.

Finally, we will appraise investment plans (under the Climate Investment Fund Renewable Energy Integration CIF REI Programme, SECO being one of the donors). Here we help SECO evaluate investment plans and project proposals to ensure they are viable and effective.



Photo: Eckehard Tröster / energynautics GmbH

We support SECO to improve energy efficiency and the use of renewable energies in their focus countries. One of these countries is Ghana. The photo shows a monitoring system used by the local utility to control which solar system is producing how much electricity at any given time.

We are implementing the mandate together with experts from our consortium partner, the German energynautics GmbH. The preliminary budget of 700,000 CHF will be further expanded, depending on specific projects.

*By Hedi Feibel*



# Protection and wise use of water resources: turning lessons into action for transformation

Building a shared vision and the required capacities for the inclusive and sustainable management of the country's scarce water resources - this is the aim of Integrated Water Resource Management in Kosovo (IWRM-K). The Programme is implemented by Skat Consulting and the Environment Agency Austria (EAA) and is co-financed by the SDC and the Government of Kosovo.

*Roger Schmid, the mid-term review in 2022 reaffirmed the relevance of the IWRM-K. For you as a programme manager, what enabled this?*

The review confirmed the endeavour's orientation and intervention logic thanks to its foresight and flexibility in design. Indeed, the programme was set up as a joint learning exercise with our partners. The Ministry of Environment, Spatial Planning and Infrastructure with its subsidiary bodies, the various water user groups, civil society organisation and academia collaborate genuinely towards a holistic response to the country's water challenges that is feasible in terms of financial, economic, and human resources. This allows for the development of far-sighted plans and for the creation of lasting capabilities for the protection and wise use of Kosovo's water resources.

*Are there results from the Programme that you are particularly proud of?*

In the mid-term review, the then Deputy Minister of Environment, Spatial Planning and Infrastructure acknowledged the benefits of the organisational development elements and leadership practices the IWRM-K brings in. Also, we were successful in designing a Master Programme at the Universities of Pristina/Peja that builds professional capabilities in water management for the country and the entire region. Together with our partners we managed to establish a network among local and foreign universities, providing the required quality to the accreditation and the contents of the Master Programme. Its setup shall hence not only improve water resource management, but also oppose the widespread brain-drain in Kosovo.

*Where do you see changes to the Programme's scope for the coming years?*

Typically, the development and approval of the country's River Basin Management Plans must be streamlined, so that the implementation of the measures proposed therein can be supported. This encompasses harmonisation with other national sectorial and spatial planning instruments. Also, transboundary water management aspects need to be addressed explicitly in cooperation with the neighbouring countries. Finally, environmental awareness raising of the citizens for their informed participation in water resources management practices needs to be strengthened. Thus, a thrilling journey is ahead of us.

More information: <https://iwrn-k.com>



Building long-lasting capacities for the protection and wise use of water resources: academia is a key partner for achieving this. Students at the University of Pristina gain practical experiences in the newly equipped hydraulic engineering laboratory.



# Ownership leads to sustainable solutions in the National Water Resource Management

Uzbekistan is at the centre of a water-scarce region. It faces water shortages because of high usage of water for agriculture and industry, a growing population and climate change, threatening the national food security. Following the examples of other countries, Uzbekistan launched the National Water Resource Management Project to reform the national water sector and promoting responsible and sustainable water use. The current second phase of the project (2020-2023) is geared towards developing a strategic and regulatory framework of Integrated Water Resources Management (IWRM), a national data and information system and promoting water saving technologies. The project is implemented by the Agency of the International Fund for Saving the Aral Sea (IFAS).

Skat Consulting was mandated with the external review of the project's progress and to provide recommendations for the exit phase commencing in 2024.

A unique aspect and key outcome of the project is the direct incorporation of the implementing organisation within ministerial structures, right from Phase I. This arrangement allows the ministerial staff to directly execute the project's interventions, leading to a high level of ownership and a remarkable potential for a long-term institutionalisation of the activities. This was reflected in the feedback from all stakeholders, who expressed intent to continue interventions beyond the project's completion, aligned with state priorities and supported by a national budget.

Skat Consulting will continue to support this journey towards creating sustainable structures. In addition to the review of phase II, we have also received the mandate to support the design of Phase III in the coming year, and to provide thematic backstopping to the Water, Infrastructure, and Climate Change (WICC) Domain in Uzbekistan and the region. We look forward to continuing this valuable collaboration.

By Sandra Fürst

## Consulting services

Consulting services like this external review of the project in Uzbekistan are one of the three types of services Skat Consulting offers: Project implementation, consultancies, and knowledge sharing. Consulting services include backstopping, evaluations, technical advice and expert support, policy and strategy development, as well as assessments, monitoring and mentoring. We provide our advice in specific short-term inputs or as continuous and comprehensive backstopping support. With our small and agile experts team we are able to serve our clients in a highly flexible, responsive and needs-oriented way.



Skat Consulting is mandated with many evaluations, including this external review of the National Water Resource Management Project in Uzbekistan. The picture shows how water-saving technologies are promoted in vocational schools in rural areas.

## Management Team



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



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



**Birgit Toernell**  
Chief Financial Officer

## Professional Staff



**Daniel Schwitter**  
Sustainable Building and Settlement  
Development



**Daniel Wyss**  
Sustainable Building and Settlement  
Development



**Delphine Magara**  
Junior Water Advisor



**Elodie Feijoo**  
Water Governance



**Evelyne Lengg**  
Office Manager



**Gisbel Quiroz Bido**  
Trainee



**Dr Hedi Feibel**  
Renewable Energy and Hydrology



**Jannis Frangulidis**  
Trainee



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



**Julie Smolnitchi**  
Water Governance



**Laura Neuweiler**  
Office Manager



**Lotti Gerber**  
PR and Strategic Projects



**Manuel Henseler**  
Water, Sanitation and Shelter



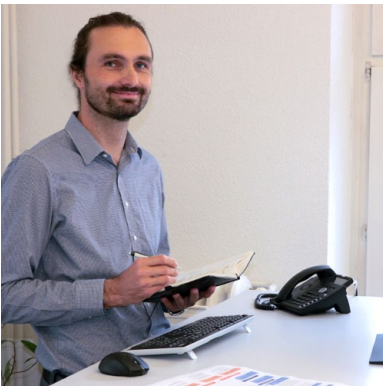
**Martin Boelli**  
Renewable Energy and Energy Efficiency



**Martin Laeng**  
Publishing and ICT



**Meleesa Naughton**  
WASH and IWRM



**Mirco Keller**  
WASH and IWRM



**Roger Schmid**  
WASH and IWRM



**Samira Keller**  
Trainee



**Samuel Voegtli**  
Trainee



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



**Silas Markert**  
Green Construction Industry expert



**Violeta Zivanovic**  
Office Manager



**Wesley Wojtas**  
Renewable Energy and Energy Efficiency

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

# Our staff abroad

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

Skat Moldova, Mă Implic



Lilian Danilov, Andriy Kavun (DESPRO Ukraine), 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)

Skat Moldova, ApaSan+



Daria Rotaru, Veaceslav Druță, Iulian Isac (Team Leader), Rita Rusu, Tudor Bostan, Jonathan Hecke. (Missing: Gheorghe Țicu, ASIST project)

Skat Kosovo



Emine Hyseni, Sebastina Vokri, Argjend Hajra, Blerta Ukmata, Rizah Hajdari, Donika Peja, Lorik Lajçi, Vera Muhaxhiri, Andonita Buçinca, Dimitrija Sekovski (Team Leader), Rejhan Lecaj, Pranvera Firza, Agron Bektashi

Skat Rwanda



Behind: Dan Mugimbaraho, Enrico Morriello (Team Leader), Vital Nzabanita, Gilbert Niyomufasha, Alice Muhizi, Hassan Munyakazi, Jean Marie, Angeliqwe Bola, Jean Claude Tugirimana, Emmanuel Munyamahoro, Silas Markert, Daniel Wyss, Samuel Mugenzi  
Front: Margueritte Nyinawabiga, Doddo Mugabe, Marie Nyiranzabamwita, Rosaanna Mancini, Jean Marcel Uwaremwe, Angeliqwe 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 Cirhuza, 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  
(until June 2022)
- Elisabeth Beéry
- Urs Karl Egger  
(President)
- Marcel Steiger

## External Auditor (Accounts)

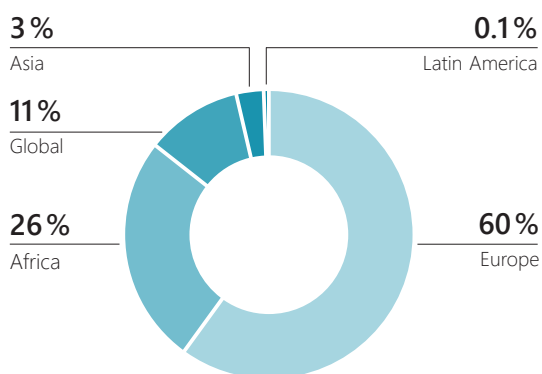
Rietmann & Partner, St.Gallen

## Executive Management

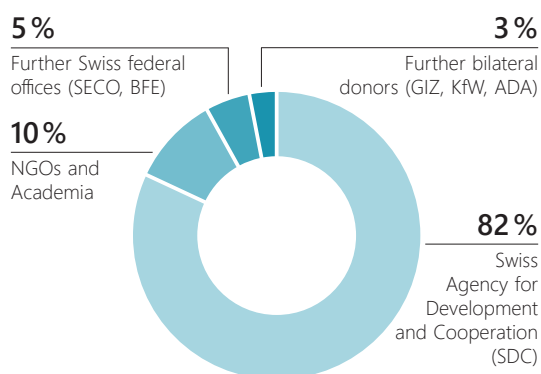
- Florian Klingel, CEO
- Frank Wiederkehr, Deputy CEO
- Birgit Toernell, CFO

## Facts and figures

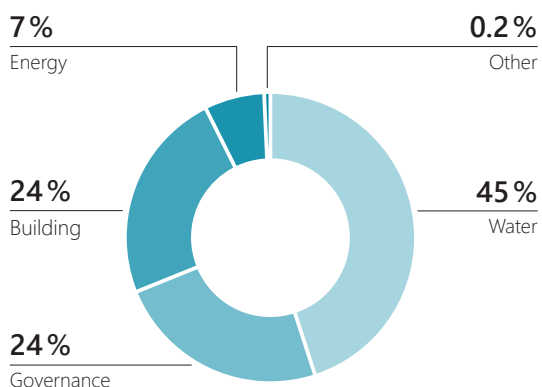
### Turnover 2022 by region



### Turnover 2022 by customer



### Turnover 2022 by business area



# Financial Report

## Balance Sheet / Income Statement 2022

Skat Consulting Ltd. increased its revenues and achieved a positive net result in 2022.

## Balance Sheet as of 31.12.2022

Description	(CHF) 2022	(CHF) 2021
<b>Assets</b>		
Cash and bank accounts	4,719,605	4,660,567
Trade accounts receivable	716,535	355,801
Other current receivable	1,201,708	632,136
Work in progress	3,236,450	1,783,000
Accrued income/deferred charges	32,238	33,879
<b>Total current assets</b>	<b>9,906,535</b>	<b>7,465,382</b>
Securities	1	1
Tangible assets	5	4,015
Intangible assets	1	1
<b>Total fixed assets</b>	<b>7</b>	<b>4,017</b>
<b>Total assets</b>	<b>9,906,542</b>	<b>7,469,399</b>
<b>Liabilities &amp; shareholders, funds</b>		
Trade accounts payable	204,927	352,619
Other current liabilities	8,001,752	5,529,737
Deferred income/accrued charges	415,820	358,910
<b>Total current liabilities</b>	<b>8,622,499</b>	<b>6,241,267</b>
Non-current provisions	596,000	596,000
<b>Total non-current liabilities</b>	<b>596,000</b>	<b>596,000</b>
<b>Total liabilities</b>	<b>9,218,499</b>	<b>6,837,267</b>
Share capital	200,000	200,000
Compulsory reserve	100,000	100,000
Complimentary reserve	0	0
Profit brought forward	79,270	96,246
Project fund	289,762	289,762
Years profit	64,212	-16,976
Own shares	-45,200	-36,900
<b>Total shareholders, funds</b>	<b>688,044</b>	<b>632,132</b>
<b>Total liabilities &amp; shareholders, funds</b>	<b>9,906,542</b>	<b>7,469,399</b>

## Income Statement from 1.1.2022 – 31.12.2022

Description	(CHF) 2022	(CHF) 2021
Consulting revenue	9,999,477	8,107,718
Reductions of revenue	137,000	-197,000
Inventory change of work in progress	1,453,450	-13,000
<b>Operating revenue</b>	<b>11,589,927</b>	<b>7,897,718</b>
Other chargeable costs	-147,582	-78,039
External fees	-1,022,138	-909,420
Direct project costs	-7,012,072	-3,597,263
Travel and working costs	-129,492	-52,686
<b>Total Materials/Costs third parties</b>	<b>-8,311,284</b>	<b>-4,637,408</b>
<b>Profit contribution 1</b>	<b>3,278,644</b>	<b>3,260,311</b>
Salaries	-2,926,536	-2,864,101
<b>Total personnel costs</b>	<b>-2,926,536</b>	<b>-2,864,101</b>
<b>Profit contribution 2</b>	<b>352,107</b>	<b>396,210</b>
Office rent	-71,878	-71,764
Maintenance and repairs	-5,119	-5,256
Energy and disposal costs	-2,024	-5,493
Donations	0	-180,127
Office and administration costs	-154,573	-153,332
Advertising and PR	-11,229	-12,270
Other operating expenses	0	80,000
<b>Total administration expenses</b>	<b>-244,823</b>	<b>-348,242</b>
<b>Profit contribution 3</b>	<b>107,284</b>	<b>47,967</b>
Depreciation	-4,010	-2,414
<b>Total Depreciation</b>	<b>-4,010</b>	<b>-2,414</b>
<b>Profit contribution 4</b>	<b>103,274</b>	<b>45,553</b>
Interest expenses and bank charges	-16,664	-27,993
Interest income	795	6,532
Exchange gain/loss	-17,609	-14,644
Extraordinary income	4,454	-3782
<b>Financial income/expenses</b>	<b>-29,024</b>	<b>-39,887</b>
<b>Profit contribution 5</b>	<b>74,250</b>	<b>5,665</b>
Taxes	-10,038	-22,641
<b>Operating profit</b>	<b>64,212</b>	<b>-16,976</b>



« The Mă Implic Project in Moldova not only improved public services such as household waste management, but it helped us in fostering closer engagement between citizens and the local government. »

Lilia Dubasari, mayor of Taxobeni commune, Moldova



« The results of the Integrated Water Resource Management Programme in Kosovo encourage optimism that the upcoming years will see major positive changes in the way Kosovo's scarce water resources are managed. »

Servet Spahiu, Secretary General of Kosovo's Ministry for Environment, Spatial Planning and Infrastructure



« We are assisting affected populations in Ukraine in repairing their damaged houses and regaining access to adequate water supply alongside our partners. We collaborate closely with local municipalities, and our "Cash-for-Repair" approach enables a significant and sustainable impact. »

Manuel Henseler, Water, Sanitation and Shelter Specialist, Skat Consulting



« Working on sustainable development initiatives with youth from all over the world allows me to participate in the effort of securing a liveable future on a liveable planet. I appreciate how Skat Consulting invests in young people, both in projects and within the company. »

Samira Keller, Trainee, Skat Consulting

#### Skat Consulting Ltd.

Vadianstrasse 42  
CH-9000 St. Gallen  
Switzerland

+41 71 228 54 54  
info@skat.ch  
www.skat.ch

#### Imprint and disclaimer

Skat Consulting Annual Report 2022  
Layout and photographs: Skat Consulting  
St. Gallen, June 2023

Skat Consulting Ltd. is an independent private limited company, based in St. Gallen, Switzerland

UID: CHE-107.520.465