



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: Civic engagement is a cornerstone of our Integrated Water Resources Management Programme in Kosovo, fostering collaboration among various stakeholders, from government bodies to academia and civil society organisations (see page 11). Here, two staff members of the Hydrometeorological Institute of Kosovo are seen sampling surface water quality as part of our pilot monitoring programme.

Photo: Skat Kosovo



An integral part of Skat Consulting's approach is promoting citizen participation in the projects we implement with our partners. The importance of civic involvement is highlighted by the latest «Global State of Democracy» report (International IDEA, 2023).

As a Swiss organisation, we value the prosperity and stability of our home country, which is made possible by our vibrant democracy. Yet, globally, the report shows that democracy is increasingly under threat. After decades of global progress, this form of government has been in decline for the past six years.

On a more hopeful note, the report also points to a surprisingly high level of political participation in many countries. Citizen engagement is fundamental to democracy, a fact we understand well from our own experiences at home.

Our annual report 2023 spotlights how Skat Consulting integrates citizen engagement as a core aspect of our projects for strengthening local governance, water resources management and the upgrading of urban settlements.

In 2023, we continued to strengthen Skat Consulting's business and project portfolio, including the preparation of new multi-year phases for two of our largest projects: local governance in Moldova and integrated water resources management in Kosovo. Additionally, we embarked on exciting new initiatives,







such as a groundwater management programme in North Macedonia and a project addressing energy vulnerability in rural Moldova.

Several new experts joined our team, enhancing our competence in water and sanitation, as well as in low-carbon building and reconstruction. With our expanding team and stable organisation, we are well-positioned to increase our contributions towards addressing global challenges, ranging from green reconstruction in deprived urban areas or war-affected regions to optimising the use of increasingly precious water resources.

We extend our heartfelt thanks to our partners and clients for their trust and outstanding collaboration. Together, we look forward to continuing our shared journey towards positive change and progress.

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	Swiss State Secretariat for Economic Affairs (SECO)
 Sufosec Learning Group Agroecology	Skat Foundation

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Europe	
Kosovo	
 Integrated Water Resource Management in Kosovo	SDC
Kosovo, Serbia	
 Backstopping for improvement of physical living conditions in Roma settlements	HEKS
Moldova	
 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
 EnEff: Improving energy efficiency in rural Moldova	SDC
 Sanitary units for hosts of Ukrainian refugees (ASIST)	SDC
North Macedonia	
 Groundwater Management Programme North Macedonia	SDC
Switzerland	
 Assessment of projects for the Global Environment Fund	Swiss 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)
 Swiss hydropower research programme	BFE
 Evaluation on mini-hydropower in Adliswil	CSD Engineers
 Swiss Water Partnership Secretariat	Helvetas / Swiss Water Partnership
Ukraine	
 Repair Facilitation Ukraine Programme	Swiss Solidarity and SDC
 Backstopping for Restoration of WASH infrastructure	SDC

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 New acquisitions/projects

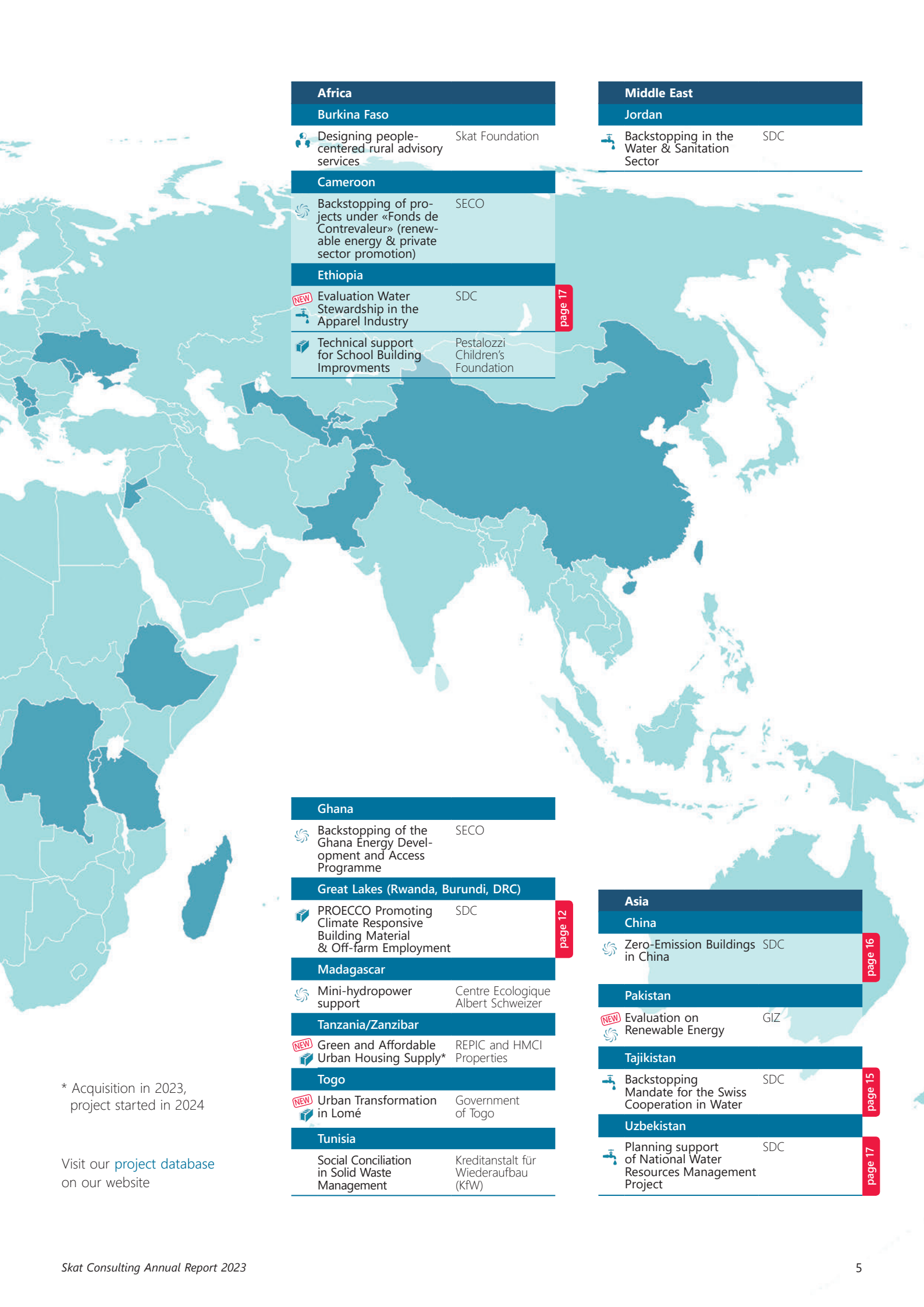
 Water



















 Building

 Energy

 Governance

 Knowledge Sharing



Africa			Middle East		
Burkina Faso			Jordan		
	Designing people-centered rural advisory services	Skat Foundation		Backstopping in the Water & Sanitation Sector	SDC
Cameroon					
	Backstopping of projects under «Fonds de Contrevaleur» (renewable energy & private sector promotion)	SECO			
Ethiopia					
	 Evaluation Water Stewardship in the Apparel Industry	SDC			
	Technical support for School Building Improvements	Pestalozzi Children's Foundation			
Ghana					
	Backstopping of the Ghana Energy Development and Access Programme	SECO			
Great Lakes (Rwanda, Burundi, DRC)					
	PROECCO Promoting Climate Responsive Building Material & Off-farm Employment	SDC			
Madagascar					
	Mini-hydropower support	Centre Ecologique Albert Schweizer			
Tanzania/Zanzibar					
	 Green and Affordable Urban Housing Supply*	REPIC and HMCI Properties			
Togo					
	 Urban Transformation in Lomé	Government of Togo			
Tunisia					
	Social Conciliation in Solid Waste Management	Kreditanstalt für Wiederaufbau (KfW)			
Asia			China		
	Zero-Emission Buildings in China	SDC			
Pakistan					
	 Evaluation on Renewable Energy	GIZ			
Tajikistan					
	Backstopping Mandate for the Swiss Cooperation in Water	SDC			
Uzbekistan					
	Planning support of National Water Resources Management Project	SDC			

* Acquisition in 2023, project started in 2024

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



Promoting inclusive citizen participation: A key driver of sustainable development

In most of Skat Consulting's projects, citizen engagement is an integral element of governance arrangements as it provides opportunities for all citizens to voice their interests and hold public authorities accountable for public decision-making. We believe that inclusively engaging citizens and working with local governments are prerequisites for projects to have long-term, beneficial impact such as in infrastructure investments (e.g building, water and waste) and the improvement of local governance.

The next articles showcase concrete and successful examples of inclusive citizen participation in our projects in Moldova, Kosovo and Rwanda. Our experience shows that effective citizen engagement at the local level is resulting in long-lasting improvements which are based on the real interests and needs of residents. Innovative solutions are generated – solutions which are adequate and accepted by citizens – and ownership and responsibility are shared among local public authorities and citizens.

What is common in our projects is that we encourage the creation of partnerships between local authorities and citizens. This collaborative effort is not always a natural process and happening by itself. Our role as independent facilitator and broker is key in supporting systematic and constructive interfaces between citizens, local authorities, and other important local actors. We assist local authorities to introduce,

master and institutionalise participatory venues using direct democracy tools.

Our spotlight on three projects also shows that engagement with citizens can have different levels of intensity and take different forms. It ranges from actively disseminating information to providing consultation to making decisions such as how to institutionalise users' involvement in service provision.

While our participatory approaches have proven results, challenges often remain. One difficulty at the local level is to ensure that participation is well linked to normal local governance processes, instead of project-specific processes. At the national level, challenges are even bigger where scaled-up government initiatives tend to leave out the participation approach.

All in all, citizen engagement is about building trust between public authorities and citizens and letting go of old patterns and fears, such as local governments losing control or citizen requests not being heard. Through this joint learning journey – which we accompany – involved stakeholders realise that participation is a win-win process. We are deeply convinced from past and present experiences that this is worthwhile.

By Julie Smolnitchi

People-powered governance: Mă Implic's impact on local governance



Intercommunity waste management partnerships, complemented by the active involvement of citizens, have advanced solid waste management services in numerous villages.

Since having gained independence in 1991, Moldova has seen several attempts of decentralisation reforms. As a result of these, the country has a rather fragmented structure of local government, with approximately 950 municipalities in a country of only 2.5 million inhabitants. While local governments nominally enjoy considerable autonomy, the challenge lies in the lack of local budget revenue to bring this autonomy to life, coupled with the absence of well-established public participation in local government.

In this context, our Mă Implic project aims to empower communities where people actively contribute to the improvement of public services. The name of the project expresses this well: Mă Implic means I engage.

«The more citizens are involved, the faster the development of the community unfolds» says Lilian Danilov, a manager within the Mă Implic project.

As we reflect on the first phase of the project, we explore the lessons drawn from the project's distinctive approach.

Lilian Danilov, can you describe the achievements of the first phase of Mă Implic?

Citizens actively contributed to the establishment and modernisation of local public services, with more than 46,700 individuals in targeted municipalities now enjoying improved access to vital services such as water, sanitation, and waste collection. This success reflects a collaborative effort between local authorities and engaged citizens.

Civic engagement is evidently the starting point in the Mă Implic project. How were the 48 participating municipalities encouraged to create partnerships between local authorities, service operators, and citizens?

Indeed, our community interventions are built upon the foundation of civic engagement and foster positive collaboration among local authorities, service providers, and citizens in all participating communities. To achieve this goal, we actively supported the establishment of Community Initiative Teams. Comprising representatives from local authorities, public institutions, service providers, civic organizations,



When the municipality of Risipeni adopted a service improvement plan and applied for funding to purchase additional equipment, they were able to improve the communication of waste sorting guidelines and regular collection days.

and engaged citizens, these teams play a crucial role in informing citizens, collaborating with technical experts, and ensuring diverse citizen representation with specific needs in mind.

How does the Community Initiative Team (CIT) function in ensuring citizen representation and participation?

It plays a key role in enhancing communication among various stakeholders, serving as a central information hub for citizens. It ensures diverse citizen representation, acknowledging the distinctive requirements of rural communities.

Additionally, the CIT actively involves citizens in the planning, implementation, and monitoring of development actions, encouraging a sense of ownership and promoting a relevant and inclusive process.

The CIT also functions as a multi-stakeholder platform for development and is designed to engage members of the community in addressing and resolving specific issues within their community. It has a flexible and adaptable framework that can be tailored to the specific needs and context of the community.

Why is community involvement crucial, especially considering rural communities?

Rural communities have unique needs such as limited job opportunities, transportation options, and higher proportions of elderly residents with specific social support needs. These lead to challenges in funding and maintaining public infrastructure, and thus the development of services must be customised to meet these. It is essential to involve residents in the planning and implementation processes to guarantee the relevance and effectiveness of services. As a testament to our commitment, over 10,000 individuals have actively participated in designing, implementing, and monitoring development activities.

«In our village, every decision is made collectively; the mayor runs around to fulfil them. However, teamwork and the involvement of a large number of citizens are essential».

Valeriu Tabunșic, mayor of Căplani village



«We've grown into a tight-knit team, formed real friendships, and we're eager to keep working together. Our partnership doesn't stop here – we genuinely believe that projects thrive when people collaborate and work together. It's not just about this project; it's about building something lasting through teamwork and cooperation.»

Mariana Strechi, CIT Member from Izvoare village

Looking forward, what is the vision for the second phase of Mă Implic?

Building on the success of the first phase, our main goal for the second phase is to further improve public service delivery by refining tools that engage citizens, address challenges proactively, and forge beneficial partnerships.

Our commitment to sustainable and inclusive local governance remains steadfast. Alongside our focus on community services, the second phase of Mă Implic will actively assist municipalities in enhancing conditions for economic development. We're also aligning our efforts with government reform plans to consolidate very small and weak municipalities with larger ones, fostering stronger development. This collaborative approach ensures a positive impact on our partner communities.

By Veronica Tomescu, Communications Manager and Lilian Danilov, Civil Society and Civic Involvement Manager



In Borogani village, public awareness campaigns on solid waste management contributed to the development of sustainable and environmentally responsible habits among citizens.

Client Swiss Cooperation Office in Moldova
Budget CHF 5.9 million
Duration 2019-2023



Competitive grants to Civil Society Organisations allowed youth groups to learn about the protection of the ecosystem at Batllava Lake. The lake supplies water to Kosovo's largest water utility and is one of the main tourist attractions in the country. We address these conflicting interests through our participatory approach.

Participation as a critical success factor in water resource management

Water use is fraught with conflicting goals, especially in countries facing increasing water scarcity. It is apparent that sustainable solutions require the cooperation of a wide range of parties – however, Kosovo has long followed a fragmented top-down approach. In this context, the EU's requirements for candidate countries prompted the Kosovo government and SDC to commission Skat Consulting with advancing integrated water resources management in the country.

We made participation a fundamental principle of the project despite initial scepticism in Kosovo caused by a lack of experience, concerns about loss of control and endless, sprawling processes. Indeed, participatory processes require time and patience to produce visible results. This is often unattractive to donors, but SDC was supportive.

The interim results are encouraging: River Basin Management Plans were finalised in 2023 and the programme was successful in involving stakeholders and raising awareness.

An important component of the endeavour was to strengthen weaker partners by imparting knowledge to Civil Society Organisations. Support included capacity building through competitive grants to enable people to engage in the participatory processes. One positive example which we want to build on is the Young Water Professionals group, who displayed a strong commitment to education and awareness raising.

Another component achieved a «change of mind» at various government institutions. It was important to reassure authorities that they would remain in the driving seat and not be left alone with the innovations. Our deep conviction that participatory processes work helped us in this endeavour. While many agree with this approach in theory, we were able to draw on many years of experience from previous projects.

The participatory approach is implemented through stakeholder consultation mechanisms. We have set these up to develop the River Basin Management Plans. In the next step, we will support their institutionalisation so that reviewing, monitoring and further development of the plans can also be carried out in a participatory manner. We want to anchor this approach and continue learning on this transformative journey.

By Roger Schmid and Lotti Gerber

Client SDC and the Government of Kosovo

Budget CHF 8.7 million by SDC / EUR 1.7 million by the Government of Kosovo (Phase 1)

Duration May 2020–April 2024 (Phase 1)

«Cost-effective and bottom-up improvements to existing settlements are imperative»



Citizen participation requires new tools and an innovative way of thinking - like visualising the options for settlements with Lego.

Africa's emerging megacities like Dar es Salaam cover hundreds of square-kilometres of labyrinthic settlements, built of substandard houses and lacking basic infrastructure. They grow at a rate of 500-1000 housing units every working day and largely overwhelm the capacities of local authorities and construction industries. As a result, urban expansion through new real estate developments on peri-urban greenfield sites is no longer viable for large African cities. Instead, the cost-effective transformation of existing settlements, driven by homeowners, is imperative.

Skat Consulting is therefore pioneering participatory urban transformation methods, which allows existing homeowners, authorities and local investors to join hands and co-design their new neighbourhood

which meets their needs and those of future generations. This shift from classical top-down development to bottom-up solutions unlocks significant value creation for millions of low-income families, as well as for the local private sector.

In Kigali, we implement a long-term programme (PRO-ECCO) on behalf of SDC to showcase how unplanned, disaster-prone settlements can be transformed into safe and affordable urban neighbourhoods built of environmentally friendly materials. During the past 10 years, tools for citizen participation for urban redevelopment have been developed and are being piloted in Mpazi, one of the city's largest unplanned settlements.

UN Habitat co-designed PROECCO's handbook for participatory urban design and invited us to build the Swiss Cube model building for urban transformation at their Headquarters within the UN compound in Nairobi. To promote this solution across the continent, UN Habitat and Skat Consulting signed a memorandum of understanding for the knowledge network for Climate-responsive Inclusive Transformation of Informal Settlements (CITIS-Knowledge Network) in October 2023.

In the meantime, the Presidency of Togo invited Skat Consulting to design methods for affordable, green and inclusive densification of the capital city Lomé, which will be take place from 2024-2026.

In the Dar es Salaam-Zanzibar metropolitan area, Skat Consulting launched a project to support Tanzania's National Housing Corporation and private entrepreneurs to establish an inclusive urban transformation mechanism at the megacity scale.

By Daniel Wyss



The Swiss Cube, a key output of SDC's PROECCO project, established at UN Habitat Headquarter

Ms. Maimunah Mohd Sharif, Executive Director of UN-Habitat (United Nations Human Settlements Programme), inaugurated the Swiss Cube at the United Nations Compound in Nairobi in August 2023, jointly with the Swiss Ambassador in Kenya and SDC. The Swiss Cube represents a prototype of our affordable modular housing solution designed to minimise carbon footprint and most suitable for the participatory transformation of unplanned settlement.

The Swiss Cube Solution and its low-carbon brick technologies were already recognised in April 2023, when Alain Berset, then president of the Swiss Confederation, and Patricia Danzi, Director General of SDC, met with representatives of PROECCO in the Democratic Republic of the Congo.

Eco-friendly reconstruction in Ukraine: Merely a bonus or the way forward?

There is great destruction and suffering in Ukraine. Manuel Henseler (project manager), why do you think Skat Consulting can assist the war-affected population in Ukraine?

I have many years of experience in crisis regions, including from my time with the International Committee of the Red Cross (ICRC). At Skat Consulting, we combine this expertise with a long-term perspective. This is not just an empty phrase, because Skat Consulting had already established valuable contacts from 20 years of presence in Ukraine before the war.

What did you achieve in 2023?

Together with our partners, we continued rebuilding water and housing infrastructure. The programme was significantly upscaled in 2023 and expanded to the Kharkiv region. Thanks to our cash-for-repair approach, homeowners can repair their houses on their own, with financial and technical support from the project. We also contributed to the development of repair guidelines that help homeowners and their contractors follow quality standards and avoid mistakes. With Skat Consulting's expertise in the building sector, the programme is now also looking at how to make reconstruction efforts in Ukraine more eco-friendly.

Is eco-friendly not an exaggerated ambition given the scale of the reconstruction?

According to the UNDP, nearly 1.5 million homes have been destroyed during the war in Ukraine. While homeowners lack resources to rebuild their

«Zero waste and the circular economy have incredible potential in the reconstruction of Ukraine. With our pilot project, we collect and sort materials from damaged buildings, distribute them for reuse and connect people who offer construction materials with others who need them.»

Anna Prokayeva, Founder and head of Zero Waste Kharkiv, Ukraine



homes, the building materials from demolished houses are being dumped into landfills or illegal sites. If properly extracted, however, most building materials can either be reused or recycled. Together with local and international partners, we are conducting a study to identify, showcase and promote the most viable approaches to circular construction in Ukraine. This will pave the way for further initiatives.

Can you describe a specific initiative that involves material upcycling?

We supported the development and launch of a first pilot project. The programme's local partner, Zero Waste Kharkiv, has set up a central yard in a community where extracted materials are stored, upcycled and redistributed. For example, thousands of bricks have been cleaned and sorted. Such grass-root initiatives can be multiplied across Ukraine and inspire more urban and private sector-driven approaches.



Photos: Zero Waste Kharkiv

Client Swiss Solidarity and SDC
Partners Helvetas, Despro NGO, Zero Waste Kharkiv
Budget CHF 3 million (Phase 2)
Duration 2022–2023 (multi-phase)

Initiatives we support, like the Zero Waste Kharkiv project which upcycles extracted materials for reuse, demonstrate the potential of eco-friendly circular construction approaches to reconstruction in Ukraine.

Replace windows or insulate walls? Addressing household energy efficiency in Moldova



We are mitigating the effects of the energy crisis caused by Russia in Moldova, particularly for people in rural areas.

Mirco Keller (project coordinator), since the war in Ukraine, many actors have emerged in neighbouring Moldova. Why is your project needed?

Sixty percent of the Moldovan people live in energy poverty, meaning they spend more than 10% of their budgets on energy bills (UNDP, 2022). While many actors invest in improving the energy efficiency of urban buildings, more than half of the Moldovan population lives in rural areas. They are often dependent

on firewood and coal for heating and live in poorly insulated houses. Our project focuses on villages where we have existing working relationships thanks to our longstanding Mă Implic Project (see page 8). This allows us to combine our technical expertise with in-country experience.

The project aims to support 300 households to save up to 30% on heating energy through energy efficiency improvements. Will this make a difference?

We are conducting systematic energy audits of simple rural houses and summarising our findings in easy-to-follow knowledge products. We will document and showcase the most effective measures. For instance, is it better to replace all the windows or insulate the outer walls? Or is it more important to clean the chimney or improve the heating system? The learnings from several hundred households are a strong basis to provide recommendations to other homeowners, local authorities, investors and donors.

Client SDC
Budget CHF 2 million
Duration July 2023–August 2024

Empowering sustainability in renewable energies



We support electricity utilities and public authorities in Ghana to integrate variable renewable energies into smart(er) grids.

the global south. A key task is to support the integration of variable renewable energies such as solar and wind power into smart(er) grids. Together with our consortium partner, the German energynautics GmbH, we provide the required comprehensive know-how and experience.

The Swiss State Secretariat for Economic Affairs (SECO) promotes renewable energies and energy efficiency in its partner countries. Skat Consulting supports the conceptual alignment of SECO's energy sector activities and assists SECO in linking Swiss companies and institutions with partners in

In this context, one of the projects we assisted in Ghana aims to provide 1,100 public buildings, such as schools and hospitals, with clean energy from solar rooftop systems and a new net metering scheme. The benefits include cost savings, reduced CO₂ emissions and increased stability in the energy supply. Additionally, approximately 5,000 households and 6,000 small and medium enterprises will receive subsidies for photovoltaic rooftop systems.

Our experts make use of the experience gained from this project for other mandates, such as a recent evaluation in Pakistan. There, we supported the introduction of net metering and an online user platform.

In 2023, we also conducted two appraisal missions to evaluate possibilities for SECO to support Tajikistan in the field of energy efficiency and Albania in the improvement of dam safety.

Client SECO
Partners energynautics GmbH
Budget CHF 700,000
(will be further expanded)
Duration 2022–2027

By Hedi Feibel and Lotti Gerber



Supporting Swiss engagement in Tajikistan's water and sanitation sector



Skat Consulting supports the implementation of water projects in the remote Pamir plateau.

Client SDC
Budget CHF 159'000
Duration 2022–2024

In the remote Pamir plateau of Tajikistan, water and sanitation infrastructure is technically difficult to design and maintain due to harsh climatic conditions and low capacities in the region. Since 2017, access to quality water and sanitation services in rural communities is improving through the Safe Drinking Water and Sanitation Management in Tajikistan project. The approach is to develop infrastructure, strengthen inclusive and decentralised community management systems, and influence national policy to support responsive and evidence-based water sector reforms in rural areas.

This is one of several projects we support through our backstopping mandate to the Swiss Cooperation in Tajikistan. The focus – whether in policy dialogue, project implementation, or knowledge management – is to ensure implementation quality in the projects implemented by Aga Khan Foundation, Equidev, Helvetas, ISW and others. At the same time we strengthen synergies between projects across the Swiss water portfolio in Tajikistan.

In September, we evaluated spring catchments, hand pumps and school sanitation facilities installed in the Pamir region, providing expert advice for improving the quality of infrastructure and project approaches. Senior backstopper Florian Klingel noted, «It's fascinating yet humbling to experience the Pamir plateau with its stunning beauty but extremely challenging environment to implement sustainable WASH projects.»

By Florian Klingel and Rachel Hershey

«This programme will raise the standard of living throughout the country»



We support our partners to institutionalise safe groundwater management in North Macedonia.

Client Embassy of Switzerland in North Macedonia
Partners PointPro Consulting
Budget CHF > 12,000,000
Duration 2023–2033

It has been an exciting year as this long-term groundwater initiative unfolds. What have we accomplished so far?

2023 was all about designing the programme. With the aim to have partners in the driving seat, we involved relevant stakeholders and focused on integrating and aligning their priorities. This included the co-design of programme activities during several participative workshops, where stakeholders provided valuable insights into the root causes of groundwater management issues in North Macedonia. Additionally, our excellent groundwater experts' team conducted various

in-depth assessments. We also celebrated the opening of our new country office whose team will implement the programme over the next ten years.

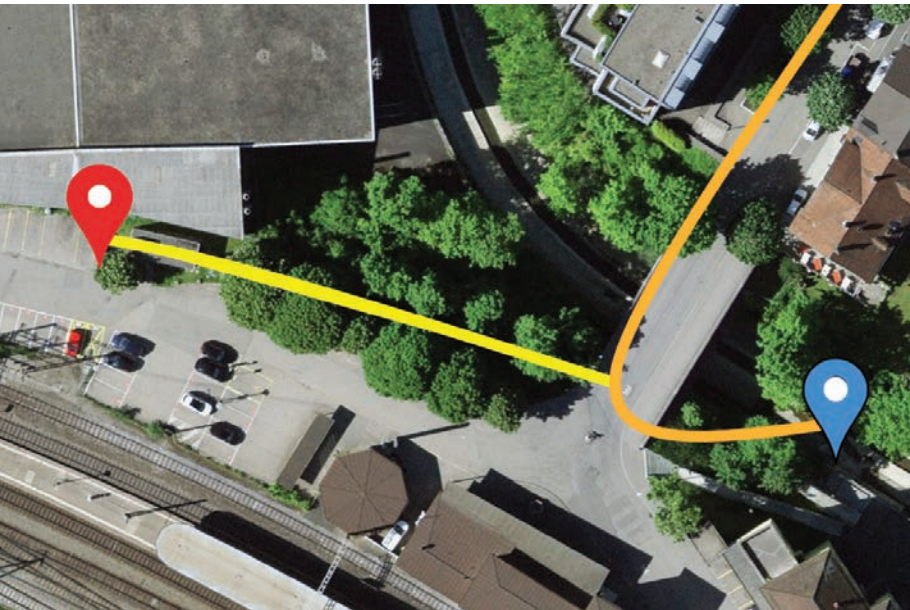
As you have set the stage, what goals and approaches are planned for the upcoming ten years?

Well, it's a complex project. In one sentence, it's about safely managing and protecting groundwater so that people have a standard of living in line with EU standards. We plan to boost skills and knowledge among public institutions, universities, young professionals, and NGOs. We will further guide the development of legislative and regulative frameworks and pilot projects with farmers, municipalities, the private sector, and public utility companies to reduce pollution and make water management more efficient.

What motivates and impresses you about this initiative?

I look forward to working with our competent, professional, and motivated team. Because we are focusing on long-term groundwater management of the entire country, the success of this programme will raise the standard of living for many people.

How to best use electricity from small Swiss hydropower plants?



A hydropower plant (blue pin) located near a Mobility parking lot (red pin). The project aims to open the Swiss electromobility market for small hydropower by feeding energy into charging stations near production sites.

Skat Consulting is exploring the use of electricity from small hydropower plants to power charging stations for electromobility in Switzerland. One of the four case studies analysed is in Olten. This would expand the network of charging stations based on decentralised energy production. Additionally, the 100% renewable energy can be used directly at the production source to minimise transmission losses.

«Through our collaboration with Skat Consulting, our project benefited particularly in consolidating analysis and broadening perspectives across legal, technical, economic, and cultural dimensions.»

Aline Choulot, Project leader, MHylab

Client	Swiss Federal Office of Energy
Partners	MHylab
Budget	CHF 140,000
Duration	2021–2023

Gamification of material reuse in China



Participants assess the trade-offs of material reuse during the 'Design for Disassembly' game on zero-emissions buildings, developed by ZHAW IKE for ZEB China.

Skat Consulting, together with Intep, implements the Zero Emission Buildings (ZEB) project with Chinese authorities, professionals and students. Together they engage to decarbonise the Chinese building sector through regulation, lighthouse projects and research. As part of this mandate, the consortium conducted a gamified workshop with the Zürich University of Applied Sciences' Institute of Constructive Design (ZHAW IKE) where participants built houses using limited resources. The groups faced a choice: purchase new building components (higher emissions) or engage in urban mining to reuse materials (requiring more time). This appealing, innovative approach encouraged a valuable mindset change for participants.

Client	SDC
Partners	Intep
Budget	CHF 3 million
Duration	2021–2025

Strengthening integrated water resources management in Uzbekistan



Photo: S. Nazarova

In Uzbekistan, key stakeholders provide feedback on plans co-designed by Skat Consulting for a climate-resilient and multi-sectoral approach to managing national water resources.

Amidst increasing water shortages in Uzbekistan, Skat Consulting evaluated Phase II of the *National Water Resources Management Project* and supported the design of Phase III.

During a validation workshop in summer 2023, our experts received feedback on project plans from stakeholders and donors in Uzbekistan under the leadership of the Ministry of Water Resources. The finalised project documents promote well-balanced political priorities and informed management of water quantity and quality.

Client	Embassy of Switzerland in Uzbekistan
Budget	CHF 50,000
Duration	2022–2023

Evaluation of water stewardship in Ethiopia



Treatment of wastewater from garment factories in an industrial park near Addis Ababa.

From fields to factories, small-and-medium-enterprises in Ethiopia’s textile industry are progressing in water stewardship despite the setbacks caused by COVID-19 and the Tigray war. Skat Consulting conducted an external evaluation of a project tackling water pollution from the apparel sector by engaging the private sector in best practices in water management. The project was implemented by a consortium led by the Alliance for Water Stewardship and financed by SDC.

Client	SDC
Budget	CHF 36’000
Duration	March–April 2023

RésEAU

Under its RésEAU backstopping mandate, Skat Consulting facilitated a learning journey on political economy analysis in Central Asia in 2023, among other activities.

The RésEAU is SDC's water network. With over 600 members, it aims to strengthen SDC's water profile, making it coherent and trendsetting. Drawing from our long-standing experience in knowledge management, Skat Consulting provides backstopping and coordination services to the RésEAU to contribute to learning and peer-exchange.

A RésEAU Brief, developed by Skat Consulting, explains how Political Economy Analysis (PEA) addresses complex interrelations and fosters the strategic, pragmatic, and realistic design and implementation of programmes.



Cover illustration: Charlotte Qin, QinTheory 葉論 Studio

AGUASAN Community of Practice



AGUASAN Workshop 2023 participants visit BlueArk Entremont in Valais to gain exposure on water management using digital tools.

The 37th AGUASAN Workshop took place on October 9-13, 2023 in Martigny, Switzerland, where 35 participants from 15 countries tackled the topic of «Digitalisation and data management in the water sector».

AGUASAN – one of the longest-existing Community of Practice (CoP) on the Swiss international cooperation scene – aims at developing innovative strategies, approaches, and conceptual tools of practical use. Skat Consulting has been the focal point for this CoP and led its annual workshops virtually without interruption since their inception in 1984.



The Swiss Water Partnership brings together around 70 Swiss organisations which contribute to solving global water challenges by developing, sharing, and implementing innovative and sustainable solutions in developing and transition countries. Skat Consulting supports the network to foster expert dialogue and collaboration, coordinate the Swiss presence at key international events, foster youth to implement innovative projects and to give them a stronger voice in decision-making processes.



Our junior water advisor and member of the Swiss Water Partnership, Delphine Magara, was the youth representative of the Swiss envoy to the UN 2023 Water Conference, here talking with Ignazio Cassis, head of the Swiss Federal Department of Foreign Affairs.



In fall 2023, Kamila and Samuel from Mexico engaged over 300 students in a PET recycling campaign. They sold the collected bottle caps and donated the proceeds to support low-income women in gaining access to free cancer treatment.

1MYAC mobilizes youth – like Kamila and Samuel – from all over the world to implement concrete actions for a more sustainable future. Skat Consulting provides expertise in community engagement and coordination as an implementing partner.

Take actions for a sustainable future today. Join us!



Kamila and Samuel were recognised by the State of Chiapas for their 1MYAC action and the benefit it provided for the environment and people living with cancer.

Photo: Samuel Espinoza Gomez



Photo: SDC

Digitalisation in Climate, DRR and Environment

One highlight of our support to the network was the joint design and facilitation of a face-to-face event and newsletter on Digitalisation in Climate, DRR and Environment.

The SDC Climate, DRR and Environment Network brings together a community of practitioners and experts from the SDC and partner organisations to share knowledge and information, foster exchange of experiences, best practices, and tools.

We provide specialised backstopping services to promote learning, methodological and professional knowledge, provide thematic operational advice, and capitalise on experiences.



The SDC's Peace, Governance and Equality thematic section addresses global challenges in peace, good governance, combating corruption, gender equality, social inclusion, and culture and development.

Skat Consulting provides methodological guidance for learning events, complex and collective learning

processes, and innovative facilitation within the network. For example, in 2023 we designed and facilitated a strategy workshop for SDC to identify potential entry points in the governance sector in Zimbabwe.

Partners: a-zimut Ltd., Learning Moments and Begegnungsreich

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Lotti Gerber
PR and Strategic Projects



Lucien Blaser
Water and Sanitation



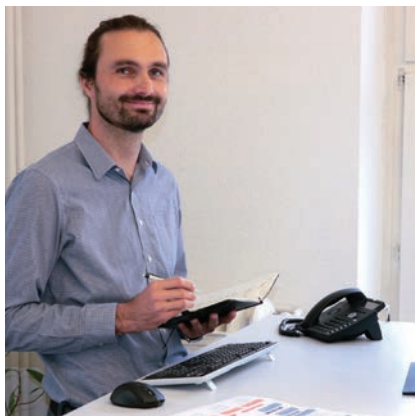
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Rachel Hershey
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* IWRM: Integrated Water Resources Management
WASH: Water Supply, Sanitation and Hygiene

Our staff abroad

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

Skat Moldova



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Skat Kosovo



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Skat Rwanda



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Front: Margueritte Nyinawabiga, Dodo Mugabe, Marie Nyiranzabamwita, Rosaanna Mancini, Jean Marcel Uwaremwe, Angelique Kwitonda, Ismael Nzeyimana, Franck Cyr Ahononga, Jean De Dieu Niyigena, Ambroise Nsabimana, Naomi Takaya
(Missing: Joseph Mukasa, Claude Munyandamutsa, Pacificque Hagumimana, Jean Pierre Bayisenge, Rodrigue Cirhuza, Jean Paul Nshimiyimana, Jean Paul Habumuremyi, Sandro DiGiammarco)

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Skat North Macedonia
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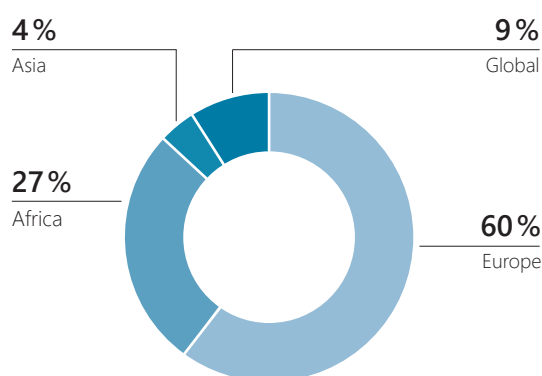
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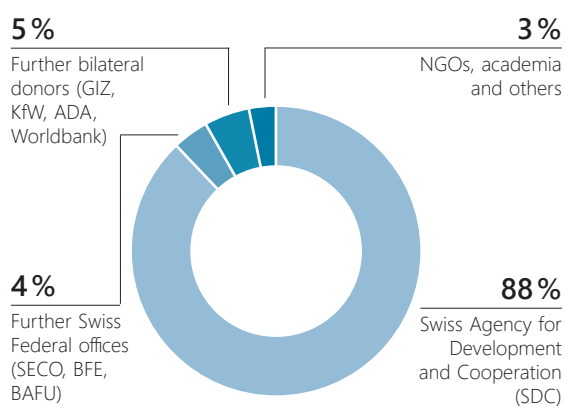
Florian Klingel, CEO
 Frank Wiederkehr, Deputy CEO
 Birgit Toernell, CFO

Facts and figures

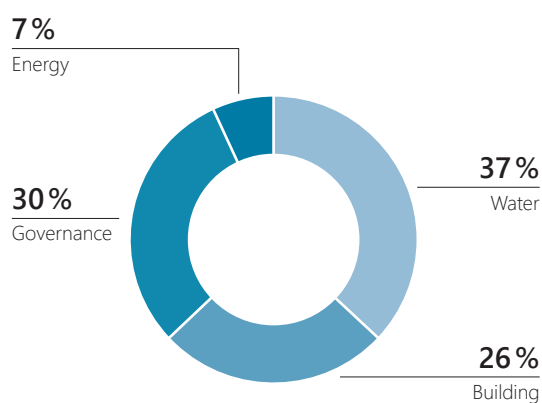
Turnover 2023 by region



Turnover 2023 by customer



Turnover 2023 by business area





«Through the Mă Implic project we have discovered that initiatives thrive when people collaborate.»

Mariana Strechi, member of a local community initiative team, Moldova



«Civic participation is about building trust and letting go of old patterns. Through this joint learning journey, stakeholders realise that participation is a win-win process.»

Julie Smolnitchi, water and governance specialist, Skat Consulting



«Zero waste and the circular economy have incredible potential in the reconstruction of Ukraine.»

Anna Prokayeva, founder and head of Zero Waste Kharkiv, Ukraine, project partner of Skat Consulting



«Skat Consulting's collaboration broadened our perspectives across various dimensions. They demonstrated exemplary responsiveness, adherence to deadlines, and meticulous drafting.»

Aline Choulot, project leader, MHylab, Switzerland, project partner of Skat Consulting

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Imprint and disclaimer

Skat Consulting Annual Report 2023
Layout and photographs: Skat Consulting
St. Gallen, March 2024

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

UID: CHE-107.520.465