



## **Annual Report 2015**

# Skat - our mission

**Skat is committed to reducing the gap between rich and poor through the promotion of sustainable livelihoods and the improvement of the living conditions of disadvantaged and marginalised people.**

Skat Consulting Ltd. is an independent resource centre and consultancy working in the fields of development and humanitarian aid. Skat has provided technical expertise and management support as well as training and research facilities since 1978.

## what we do

Water, Sanitation & Hygiene (WASH)



Energy & Climate



Buildings & Settlement



Networks & Knowledge Management



Governance



Waste Management



Environmental Management & IWRM



Mobility & Transport



Economic Development



## how we work



Project Implementation



Policy & Strategy Development



Backstopping & Technical Advice



Knowledge Sharing, Networking, Training & Capacity Development



Assessment, Monitoring & Evaluation



Transfer of Technologies & Approaches



Today about two-thirds of the countries of the world are either suffering from political tensions and violent conflicts or find themselves in the aftermath of a destructive conflict or war. As a consequence, local and international organizations are increasingly working in these zones of conflict.

This has also become a reality for the activities and projects of Skat.

For example in Burundi, civil unrest erupted in April 2015 in dispute of the president's attempt to seek a third term, which was deemed unconstitutional. This was followed by a coup d'état attempt which was thwarted. Since then Burundi is going through political turmoil characterised by protests, violence and insecurity which have either slowed down or brought development initiatives to a standstill. With series of anti-government protests and killings of protestors, there is a dire sense of insecurity and uncertainty. In general, development programmes have slowed down significantly and private sector investment halted as a consequence. The Governments of Germany, Belgium and the Netherlands have decided to freeze cooperation with the Government of Burundi, which causes implementing agencies to redesign their programmes and strategies. Skat's activities in the country have also been seriously affected and the regional water supply programme supported by SDC has been stopped completely. On the other hand the activities of the PROECCO project which focusses on off-farm employment and income generation through climate responsive construction material production in partnership with the private sector will continue in the Great Lakes Region.

In Ukraine, where Skat has been working since 2007 through the SDC financed Decentralisation Support Project DESPRO (see first main article), the political crisis of 2013-2014 followed by the annexation of Crimea and the military conflict in Eastern Ukraine resulted not only in an economic crisis but also in large numbers of internally displaced people.

In response to the armed conflict in the east, Switzerland declared a strong commitment to fostering a peaceful and prosperous future for Ukraine. The new Swiss Cooperation Strategy for Ukraine (2015-2018) includes peacebuilding with the aim to resolve the conflict by promoting dialogue, human rights and international humanitarian law. This enriches the Skat/DESPRO intervention strategy with a conflict sensitive project management (CSPM) approach. Paying attention to conflict sensitive issues DESPRO follows the reconciliation principles by facilitating policy discussions that attract experts, officials, civil society representatives of different views.

Elsewhere, Skat research into the effectiveness of Joint Sector Reviews for Water, Sanitation and Hygiene (second main article) was impacted by insecurity and conflict in many parts of Africa and the Middle East, a major earthquake in Nepal, and the Ebola outbreak in Liberia, Sierra Leone and Guinea that continued on from 2014.

Changing environments require new and innovative approaches. As a learning organisation, Skat has always been prepared and able to face and adapt to such challenges. These accomplishments are in large due to the flexibility and innovation of our staff, clients and partners. This report highlights only a few of our activities over the last year, illustrated on the maps (page 12-15), and we invite you to find out more.

I would like to extend my sincere thanks to the Skat board members, shareholders and staff for their tireless support and hard work.



Juerg Christen  
Managing Director  
Skat Consulting Ltd.

Cover: Guengdeng, Chad

Photo: Kerstin Danert, Skat

# DESPRO

## Swiss-Ukrainian Decentralisation Support Project

### The project: supporting the decentralisation process

Since 2007, DESPRO continuously supports development of the decentralisation-related legislation in close cooperation with the *Verkhovna Rada* (Parliament) of Ukraine. DESPRO experts contribute to the design of draft laws and furthering the debate process on the reforms.

In 2015, DESPRO provided a communication platform for policy dialogue on reforms. Together with the Swiss Cooperation Office, the Ministry for Regional Development, Construction and Housing and Communal Services of Ukraine (Minregion) DESPRO initiated a series of panel discussions in several regions of Ukraine. The discussions proved to be a highly effective instrument to get citizen feedback on the reforms as well as an important tool in supporting the implementation of the Swiss Cooperation Strategy for Ukraine 2015-2018.

In November 2015, the Central Office for Reforms (COR) was established by the government to coordinate communication, awareness-raising, legal and other aspects of assistance to the amalgamated communities (it has become necessary to consolidate (amalgamate) small communities to form

functional and sustainable administrative and territorial units that are able to deliver state services and roles).

SDC/DESPRO, together with other donors, support the office and its legal and communication activities. This has included:

- the launch of on-line consultations on legal issues.
- publishing samples of new types of administrative documents.
- producing a set of video lectures to explain issues and opportunities.
- various media projects and campaigns promoting decentralisation.

DESPRO is developing capacities of the Local Self-Government associations because they are the most effective instruments of promoting decentralisation. DESPRO core of the capacity development is the "LSG School" - a special training course that meets the demands of local self-governance in implementing the reforms. The course is aimed both at developing capacities of the LGAs members and at forming teams of trainers within each Association to further train their peers. The LSG School combines face-to-face training, e-learning

## Background

DESPRO was established by Skat in 2007 in response to request from the President of Ukraine to the Swiss

government for support in the process of decentralising government to improve public services.

The political crisis of 2013-2014, annexation

of Crimea and military conflict at the East Ukraine resulted in the difficult economic situation and a large number of Internally Displaced People. In this context, decentralisation reform is one of the country's strategic priorities.

DESPRO, being an active promoter of decentralisation reform, faced new challenges – and opportunities – at national, oblast and local levels when providing technical and advocacy support to the implementation of reform. The project has two main approaches – the first is supporting the decentralisation reform as well as political and administrative processes at all levels; the second is strengthening the capacity of the local government to deliver new decentralised services in the areas of water supply, sanitation and solid waste management.



*"Supporting the implementation process for local self-government reform in Ukraine is the main objective of DESPRO. We need people to understand, and help shape their place in these reformed conditions of local self-government, and in the life of our country as a whole"*

Ms. Oksana Garnets  
DESPRO Senior Project Coordinator

and Training of Trainers for selected participants. Due to the rapid developments, the curriculum is being regularly updated.

Responding to the request of national and regional partners DESPRO has developed and introduced series of on-line training courses on the most important topics, including: project management and regional development; local budgeting; implementation of anti-corruption legislation; and reform of LSG.

DESPRO supported development of the interactive web-resource with comprehensive mapping information on the reform called "Geo-portal Administrative and Territorial Set-up of Ukraine" to provide updated information on the government organisation across Ukraine, with a view to supporting future changes.

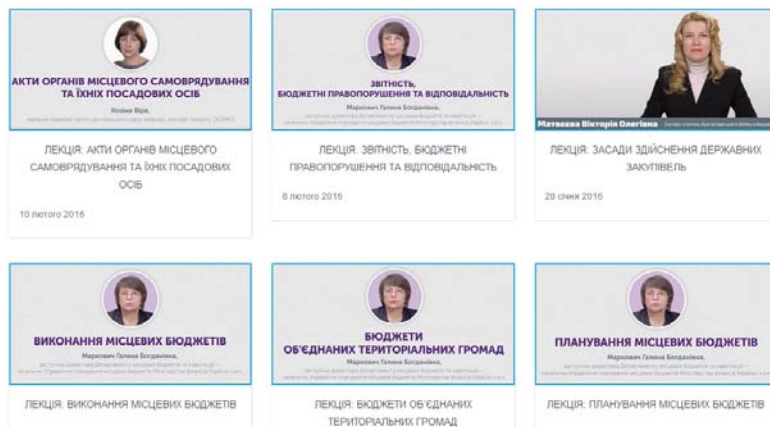


Figure: Video lectures on decentralisation (<http://decentralization.gov.ua/legalhelp>)



## Results achieved in 2015

### Decentralisation Support & Capacity Building

- Seven Local Self Government online courses conducted with about 1,700 participants from all regions of the country.
- Online "Geo-portal Administrative and Territorial Set-up of Ukraine" developed and launched.

### Decentralised Service Provision in

#### Rural Water Supply:

- 60 rural water supply projects planned in Phase III, which will serve around 40,000 people (21,000 women, 19,000 men).
- 41 rural water supply projects were being implemented during 2015.
- 9 projects were completed – bringing the Phase III total to 19 by the end of 2015.

- The DESPRO share in co-financing is 36%, governments contribute 30% and the public 34%.

#### Rural Sanitation:

- DESPRO has started implementing a rural sanitation project in a village in Vinnytsya oblast. After completion, the sewerage network will serve around 300 inhabitants, the local school and a kindergarten.

#### Water supply in small towns through communal enterprises:

- DESPRO supports water supply projects in 5 small towns through communal enterprises.

#### Solid Waste Management (SWM):

- SWM planning and implementation is ongoing in two partner oblasts Vinnytsya and Sumy. A third SWM project in Poltava is under preparation in collaboration with GIZ. This will follow-up on the Integrated Solid Waste Management strategy developed by GIZ, for one sub-region in the oblast.

## Project facts

**Funder** Swiss Agency for Development and Cooperation (SDC)

**Period** Phase I & II: 2007-2013, Phase III: 2013-2017

**Skat team** DESPRO is implemented by a team of 12 Ukrainian staff based in Kyiv, headed by Senior Project Coordinator Oksana Garnets, steered and supported by Skat Project Director, Jürg Christen, Project Manager, André Olschewski, and other technical experts from the Skat team in St. Gallen.

# Joint Sector Reviews for Water, Sanitation and Hygiene (WASH)

## The Study

This was the first consolidated and referenced multi-country study of Water or Water, Sanitation and Hygiene (WASH) Joint Sector Reviews (JSRs). The study report, and associated Learning Note and Poster provide an understanding of JSR processes and practical guidance on how to introduce and improve them. The study sets out a methodology, in the form of visual checklists to reflect and take stock of WASH JSR processes as well as practical guidance on how to introduce and effectively manage them. This could also form the foundation for subsequent cross-country comparisons of JSR processes.

The initial focus of the work was on JSRs in fragile states. However the contested definitions of a fragile state, arbitrary thresholds as well as the realisation that there are common issues with respect to JSRs in non-fragile countries led to a widening of the scope of countries studied. Notably all countries included are considerably donor dependant for WASH. The study considered 25 countries, and found that between 2001 and 2015, WASH JSRs had taken place in 19 of them.

## Key Findings:

There is a widespread problem with poor reporting and little accountability in the WASH sector. This makes it unat-

tractive for financial ministries and donors. JSRs are a way to address this but so far the majority have not fulfilled their potential. JSR reports need to be published online by their governments and/or key development partners - currently very few are available.

There is no common standard or definition of what a Joint Sector Review (JSR) is or does. In practice, they often provide an annual platform for discussion, reviewing progress and setting priorities - sometimes binding commitments - for the coming year.

JSRs do not automatically remove barriers, tensions and conflicts between individuals or between organisations. However, JSRs should not be a cosy process - open dialogue and constructive criticism is essential.

JSRs can improve incrementally over time, but only where the majority of stakeholders deliver on their commitments. This study has shown no strong relationship between fragility of a state and continuity of JSRs.

External actors can play a helpful facilitating role, but JSRs only work if the government, and key people in a range of government organisations, want to make it work. Development partners can strengthen JSR processes and help to build capacity."

## Background

Improving Water, Sanitation and Hygiene (WASH) in low- and middle-income states, especially fragile ones, or those suffering from protracted crisis is major challenge.

Over the last decade, Joint Sector Reviews (JSRs) have emerged as a way of coordinating stakeholders, joint learning, data gathering, decision-making and for build-

ing consensus, partnerships and mandates for action. JSRs offer hope for strengthening governance and increasing impact.

In countries where multiple donors are financing WASH and are not providing general budget support, JSRs are one of the few mechanisms that can bring about mutual accountability at country level.



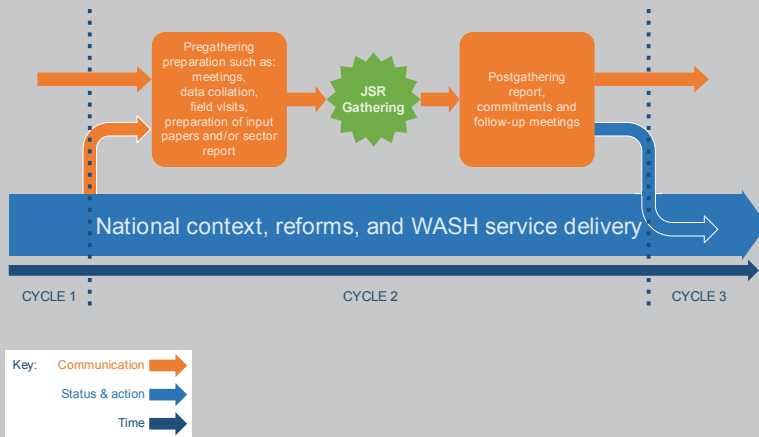
*"Despite their shortcomings, Joint Sector Reviews provide a meaningful platform for convening WASH sector stakeholders and there is widespread belief in their potential to stimulate positive change."*

Dr Kerstin Danert  
Water and Sanitation Specialist / Director of RWSN Secretariat



## What is a Joint Sector Review?

A joint sector review (JSR) process refers to a periodic assessment of performance within a specific sector (e.g. education, agriculture, water supply and sanitation) by government, development partners and civil society. The reviews are ideally an integral part of the country's



planning and reporting cycle. A JSR process includes a half-yearly, annual or biennial gathering, meeting or forum which is led by a sector ministry and has the participation of a wide range of stakeholders. The process usually consolidates evidence through analysis of data, studies and reports in the run up to the actual gathering. It may include field visits.

At their best, JSR processes provide a reliable overview of finance, implementation, institutions and gaps, bring sector stakeholders together and contribute towards driving reforms and improving sector governance. At their worst there is hurried preparation for a poorly facilitated gathering that identifies a plethora of problems and priorities for action that fail to be implemented or followed-up on. Most JSR processes fall somewhere in-between the above extremes. In some cases national policies, strategies and plans are reviewed but actual improvements to services, or significant problems are missed out.

## Exploring market-based approaches for development

Market-based approaches are increasingly being acknowledged for their potential to complement other efforts in development cooperation. Skat is involved in this field in several projects and areas and in different roles:

### Supporting Solaqua Foundation to kick-start safe water services in Nepal

As part of our advisory role to Solaqua Foundation, a private foundation based in St.Gallen ([www.solaqua.ch](http://www.solaqua.ch)), we are exploring the role of market-based approaches that can ensure safe, affordable water and deliver financial sustainability. In one such project, Helvetas Swiss Intercooperation is promoting Household Water Treatment and Safe Storage (HWTS) and hygiene products, developing and strengthening supply chains, and generating demand for these products. In another project, a private company is installing water kiosks and hand washing stations at schools in the lowlands of Nepal. The service is free for the teachers and students, but water will be sold to surrounding households to cover the costs of running these systems in the long term.



Contact: Matthias Saladin, WASH Specialist ([matthias.saladin@skat.ch](mailto:matthias.saladin@skat.ch))



## Knowledge Exchange on reaching the Base of the Pyramid

Skat, through its support role to the secretariat of the Swiss Water Partnership (<http://www.swisswaterpartnership.ch/>) was actively involved in the organization of an event on serving base-of-the-pyramid (BOP) markets and customers: From pilot to scale-up. The event showcased initiatives from around the globe, focusing on water and sanitation services for the BOP market, including a keynote by serial entrepreneur Paul Polak ([www.paulpolak.com](http://www.paulpolak.com)) and several initiatives with a strong connection to Switzerland. The participants were also given an opportunity to deepen their understanding of key issues such as marketing, value chains or start-up and project financing (both in Switzerland and locally) in various thematic workshops. For more information on the event: <http://www.swisswaterpartnership.ch/events/bop/>



Participants of the BoP event at Eawag on July 02, 2015 (Image credit: Swiss Water Partnership)

Contact: Anne-Sophie Aublet, WASH Specialist ([AnneSophie.Aublet@skat.ch](mailto:AnneSophie.Aublet@skat.ch))

## PROECCO – off-farm employment in Burundi and Rwanda

Skat is directly implementing a multi-phase project to promoting off-farm employment through climate responsive construction material production. This project, being implemented in Burundi, Rwanda and South Kivu, DRC, focuses on the energy-efficient production of bricks and other building materials, following market-based approaches. Entrepreneurs from the brick kiln industry are provided with a comprehensive set of business trainings and other support, enabling them in successfully shifting to environment-friendly and socially acceptable production of bricks. The project also helps strengthen capacities and improve know-how along the value chains, from the production sites to the final consumer.



Contact: Daniel Wyss, Project Coordinator ([daniel.wyss@skat.ch](mailto:daniel.wyss@skat.ch)), Juerg Christen, Project Director ([juerg.christen@skat.ch](mailto:juerg.christen@skat.ch))

## Plausibility Check of the Project Design for the Hydropower Power Plant Khobi 2 (40 MW) and other sites, Georgia

The Bank of Georgia has concluded an agreement with KfW (a German development bank) aiming to contribute towards the promotion of renewable energies in Georgia by enhancing access to loans for private entrepreneurs investing in hydropower plants. The consultancy assisted in project preparation in terms of feasibility studies, bankable documents, loan applications and further steps to implementation. Skat provided technical and hydrological support to this process.

Contact: Dr Hedi Feibel, Renewable Energy & Hydrology Specialist ([hedi.feibel@skat.ch](mailto:hedi.feibel@skat.ch))



## ST.GALLEN-BASED

### Management



**[JCH]** Jürg Christen (100%), Managing Director  
Specialist: WASH, Waste Management, Governance

### Professional Staff



**[AAU]** Anne Sophie Aublet (40%)  
Specialist: Water & Environmental Sanitation



**[AOL]** André Olschewski (100%)  
Specialist: Water & Environmental Sanitation



**[BCA]** Bertha Camacho (70%)  
Specialist: Knowledge Management



**[DSC]** Daniel Schwitter (90%)  
Specialist: Sustainable Building & Settlement Development



**[FKL]** Florian Klingel (90%)  
Specialist: Water & Environmental Sanitation



**[HFE]** Dr Hedi Feibel (60%)  
Specialist: Renewable Energy & Hydrology



**[KDA]** Dr Kerstin Danert (100%)  
Specialist: Rural Water Supply



**[KWE]** Karl Wehrle (50%)  
Specialist: Water & Environmental Sanitation



**[MBO]** Martin Bölli (100%)  
Specialist: Renewable Energy & Energy Efficiency



**[MLA]** Martin Läng (100%)  
Specialist: Communication, Desktop Publishing, ICT,  
Webinar Hosting



**[MSA]** Matthias Saladin (80%)  
Specialist: Water & Sanitation



**[RSC]** Roger Schmid (100%), Deputy Managing Director  
Specialist: Water & Environmental Sanitation,  
Mobility/Transport



**[SFU]** Sean Furey (100%)  
Specialist: Rural Water Supply, Water Resources,  
Knowledge Brokering



**[SGU]** Dr Sanjay Gupta (100%)  
Specialist: Water, Sanitation and Solid Waste Management

### Support Staff



**[LNE]** Laura Neuweiler (50%)  
Office Manager



**[NRO]** Norolalao Robson (50%)  
Office Manager Assistant



**[VZI]** Violeta Zivanovic (100%)  
Office Manager Assistant



**[SSI]** Sheryl Sierra (100%)  
Commercial Apprentice

## INTERNATIONAL-BASED

### Nicaragua



**[JHA]** Urs Hagnauer (100%)  
Operational Director of SDC AGUASAN

### Moldova



**[JHE]** Jonathan Hecke (100%)  
Team Leader: ApaSan Project



**[JBE]** Julie Bergamin (100%)  
Assistant Coordinator: ApaSan Project

### Rwanda / Burundi / DRC



**[DWY]** Daniel Wyss (100%)  
Team Leader: PROECCO project  
Specialist: Sustainable Building & Settlement  
Development



**[HSI]** Heidrun Simm (100%)  
Specialist: Geographer/GIS; PROECCO project



**[MVE]** Dr Michael Velten (100%)  
Specialist: Economics; PROECCO project



**[JRA]** James Racicot (100%)  
Team Leader: PEPP project (2015-)



**[CAH]** Cyr Franck Ahononga (100%)  
Specialist: Water and Sanitation; PEPP project


Skat recognises the tremendous efforts of the many project staff in Ukraine (DESPRO), Moldova (ApaSan), Rwanda/Burundi/DRC (PEPP & PROECCO)

## Our clients and partners in 2015

We would like to thank our clients and partners who have supported us during 2015, and beyond:

ADC	Austrian Development Cooperation
ADPC	Asian Disaster Preparedness Center
AfDB	African Development Bank
	Caritas
DFID	Department for International Development (UK)
Eawag	Swiss Aquatic Research Centre
ESRC	Economic and Social Research Council (UK)
EY	Ernst and Young
GIZ	German Agency for International Cooperation
GVEP	Global Village Energy Partnership
HE	Hydropower Evolutions
HEKS	Relief Fund of the Protestant Churches of Switzerland
HSI	Helvetas Swiss Intercooperation
ISKB	Association of Swiss Small Power Plant Owners
ISW	International Secretariat for Water
KfW	Kreditanstalt für Wiederaufbau
	Mastercard Foundation
NERC	National Environmental Research Council (UK)
OU	Oxford University
	Posch & Partners
RAIN	RAIN Foundation (Netherlands)
REPIC	Renewable Energy & Energy Efficiency Promotion in International Cooperation
RWAG	Resources and Waste Advisory Group Limited
SDC	Swiss Agency for Development Cooperation
SECO	Swiss State Secretariat for Economic Affairs
SFOE	Swiss Federal Office of Energy
SNSF	Swiss National Science Foundation
	Solaqua Foundation
SRK	Swiss Red Cross
	Swiss Malaria Group
UNICEF	United Nations Children's Fund
	WaterAid
WSP	Water & Sanitation Program (The World Bank)
WVS	World Vision, Switzerland
ZH20	ZH2O - drink & donate, Zurich

# Central America



**PROJECT NAME**  
Central America: operational regional direction of the water & sanitation programmes of SDC

**CLIENT**  
SDC

**TEAM**  
UHA, FKL, BCA




**PROJECT NAME**  
External Evaluation: CCR & PARIS Programs/Humanitarian Aid, Swiss Agency For Development And Cooperation In Haiti

**CLIENT**  
SDC

**TEAM**  
BCA, DSC


# Global



**PROJECT NAME**  
Developing a global community of practice for rainwater harvesting

**CLIENT**  
RAIN

**TEAM**  
SFU, KDA, MLA



**PROJECT NAME**  
Decentralisation and Local Governance Network (DLGN) communication

**CLIENT**  
SDC


**TEAM**  
BCA



**PROJECT NAME**  
SDC Water and Sanitation Backstopping Mandate 2012-2014 (Phase VII)

**CLIENT**  
SDC

**TEAM**  
RSC + all Skat team



**PROJECT NAME**  
Unlocking the Potential of Groundwater for the Poor (UPGro)

**CLIENT**  
DFID, NERC, ESRC


**TEAM**  
SFU, KDA, BCA, MLA



**PROJECT NAME**  
Strategic Planning Workshops Africa and Latin America

**CLIENT**  
Swiss Red Cross


**TEAM**  
BCA



**PROJECT NAME**  
GIZ "Work the Net" second edition

**CLIENT**  
GIZ


**TEAM**  
BCA



**PROJECT NAME**  
RWSN Cost Effective Boreholes Phase IV

**CLIENT**  
UNICEF, Skat Project Fund


**TEAM**  
KDA



**PROJECT NAME**  
RWSN Phase 2015 to 2017 Support to Secretariat Support to Sustainable Groundwater Development Support to ACCESS

**CLIENT**  
SDC, Skat Project Fund, WVS, WaterAid


**TEAM**  
KDA, SFU, AOL, MLA, MSA



**PROJECT NAME**  
Support to Solaqua Foundation

**CLIENT**  
Solaqua Foundation


**TEAM**  
MSA, SGU



**PROJECT NAME**  
Joint Sector Reviews for WASH – learning note

**CLIENT**  
The World Bank / WSP


**TEAM**  
KDA, SFU, SGU



**PROJECT NAME**  
IEA PVPS Task 9 Project Leadership

**CLIENT**  
REPIC, NET Nowak Energie & Technologie AG

**TEAM**  
HFE




**PROJECT NAME**  
RWSN Phase 2012 to 2014 Support to Secretariat Support to Handpumps Support to ACCESS


**CLIENT**  
SDC, Skat Project Fund, WVS, WaterAid


**TEAM**  
KDA, SFU, AOL, MLA

Symbols can be found on inside cover, clients on page 11, staff on page 10


# Europe


 PROJECT NAME  
REACH – improving water security for the poor  
CLIENT  
OU  
TEAM  
SFU, KDA


 PROJECT NAME  
Waste Technology Assessment Tool -CWG  
CLIENT  
GIZ  
TEAM  
SGU

 PROJECT NAME  
Slum upgrading backstopping in Kosovo and Serbia (3 mandates)  
CLIENT  
HEKS, SDC  
TEAM  
DSC


 PROJECT NAME  
DESPRO Ukraine Phase III  
CLIENT  
SDC  
TEAM  
JCH, AOL


 PROJECT NAME  
Backstopping to rural water and sanitation programme in Kosovo  
CLIENT  
SDC  
TEAM  
RSC, FKL


 PROJECT NAME  
Plausibility Check of the Project Design for the Hydropower Power Plant Khobi 2 (40 MW) and other sites, Georgia (Programme for the Promotion of Renewable Energies II)  
CLIENT  
KfW  
TEAM  
HFE


 PROJECT NAME  
ApaSan: Swiss Water and Sanitation Project Moldova - Project Phase II  
CLIENT  
SDC  
TEAM  
FKL, JHE, JBE, AOL, JCH

 PROJECT NAME  
Swiss Water Partnership Secretariat  
CLIENT  
SDC, HIS  
TEAM  
AAU, MSA


 PROJECT NAME  
1. Small hydropower Technical Backstopping and Promotion in Switzerland  
2. Hydropower research programme  
CLIENT  
SFOE  
TEAM  
MBO


 PROJECT NAME  
Preparation of Module 1 "Overview on Mini and Small Hydropower and Stakeholders" as part of a Comprehensive Mini and Small Hydropower Documentation (consisting of 6 modules)  
CLIENT  
SFOE  
TEAM  
HFE, MBO, MLA

 PROJECT NAME  
Backstopping to Inter-Ministerial Water Council, Kosovo  
CLIENT  
SECO  
TEAM  
RSC, FKL

 PROJECT NAME  
AGUASAN Workshop Series 2014  
CLIENT  
SDC  
TEAM  
RSC, SGU

 PROJECT NAME  
ISKB (Association of Swiss Small Power Plant Owners) Secretariat  
CLIENT  
ISBK  
TEAM  
MBO

 PROJECT NAME  
ETH Zurich Winter School – Training Module  
CLIENT  
Eawag  
TEAM  
MSA


 PROJECT NAME  
Evaluation: Swiss Malaria Group  
CLIENT  
Swiss Malaria Group  
TEAM  
BCA

# Africa

 PROJECT NAME  
Rural Water Supply and Sanitation Initiative (RWSSI) Backstopping Mandate to the African Development Bank


CLIENT  
SDC

TEAM  
AOL, RSC

 PROJECT NAME  
Backstopping for the "Ghana Electricity Sector Support Project" within the framework of the 3<sup>rd</sup> phase of the Ghana Energy Development and Access Program (GEDAP III)


CLIENT  
SECO

TEAM  
HFE, MBO

 PROJECT NAME  
Technology Assessment for Basic Sanitation


CLIENT  
UNICEF

TEAM  
AOL

 PROJECT NAME  
PEPP: drinking water supply for the population of the Great Lakes: Rwanda, Burundi, South Kivu - Democratic Republic of Congo


CLIENT  
SDC

TEAM  
RSC, AAU, JCH, JRA, CAH

 PROJECT NAME  
Review of Self-financed Water Supply in two Countries in Southern Africa (Zambia and Zimbabwe)


CLIENT  
UNICEF

TEAM  
AOL

 PROJECT NAME  
EBRD\_PuP data for hydropower Morocco


CLIENT  
Posch & Partners

TEAM  
HFE

 PROJECT NAME  
Project planning for the Helvetas-supported project "Green Skills Training in Rural Areas G-STAR" in Kyrgyzstan


CLIENT  
Helvetas Swiss Intercooperation

TEAM  
HFE

 PROJECT NAME  
Tajikistan Rural Water Supply and Sanitation Project, Fergana Valley


CLIENT  
ISW, SDC

TEAM  
SFU, FKL

 PROJECT NAME  
Technical support to Assabul community managed dam, Tigray


CLIENT  
Caritas

TEAM  
KWE

 PROJECT NAME  
Evaluation: M2i - Kenya


CLIENT  
Mastercard Foundation

TEAM  
SGU

 PROJECT NAME  
PROECCO: Promoting Off-Farm Employment and Income in the Great Lakes Region through Climate Responsive Construction Material Production, Rwanda, Burundi, South Kivu, DRC


CLIENT  
SDC

TEAM  
JCH, DWY, HSI, MVE

 PROJECT NAME  
Self-supply in Tanzania: Support to the SHIPO Smart Centre


CLIENT  
ZH2O, Volkart Foundation

TEAM  
AOL


 PROJECT NAME  
Technology Applicability Framework: Training of Trainers


CLIENT  
WaterAid Tanzania


TEAM  
AOL


 PROJECT NAME  
Defining ASM Knowledge Hub  
CLIENT  
SDC  
TEAM  
BCA


 PROJECT NAME  
Bishkek Solid Waste -  
Implementation of the  
Livelihood Restoration Plan  
and Institutional Framework  
for Livelihood Restoration  
CLIENT  
Resources and Waste Advisory  
Group Limited  
TEAM  
SGU


 PROJECT NAME  
Capacity building, Training,  
Backstopping and Coaching of  
Solaqua Foundation  
CLIENT  
Solaqua Foundation  
TEAM  
MSA, SGU


 PROJECT NAME  
Overview of Bhutan WASH  
sector  
CLIENT  
Solaqua Foundation  
TEAM  
SGU


 PROJECT NAME  
School Reconstruction  
Sindhupalchok I, Nepal  
CLIENT  
Caritas  
TEAM  
DSC, JCH


 PROJECT NAME  
SURAFCO: Support to the  
reform of the Northern  
Agriculture & Forestry  
College, Laos - College  
Campus Design  
CLIENT  
HIS, SDC  
TEAM  
DSC

 PROJECT NAME  
India Rajasthan Sanitation  
Project  
CLIENT  
Ernst and Young  
TEAM  
SGU

 PROJECT NAME  
Strengthening MNCH Services  
CLIENT  
Swiss Red Cross  
TEAM  
DSC

 PROJECT NAME  
Backstopping to HYSAWA  
Trust Fund  
CLIENT  
SDC  
TEAM  
AOL, BCA

 PROJECT NAME  
CCCRM Myanmar  
CLIENT  
Asian Disaster Preparedness  
Center (ADPC)  
TEAM  
DSC

 PROJECT NAME  
WB\_HE\_PU dam screening  
Indonesia  
CLIENT  
Hydropower Evolutions  
TEAM  
HFE

# Financial Report

## Profit and Loss Account / Balance Sheet 2015

As reflected in the tables below, the 2015 accounts closed with a positive result. With this, the trend of the previous

years continued. Due to ongoing and new project activities and resulting profits, the shareholders' funds as well as the balance sheet total have been approximately constant.

## Profit & Loss Account from 1.1.2015 – 31.12.2015

Description	(CHF) 2015	(CHF) 2014
Consulting revenue	12,624,553	10,909,877
Revenue from Loan Staff	-	57,198
Other revenue	2,457	6,832
Reductions of revenue	783	-4,622
Inventory change of work in progress	-792,300	189,033
<b>Operating revenue</b>	<b>11,835,493</b>	<b>11,158,319</b>
Materials	-	-514
Other chargeable costs	-62,502	-38,545
Consultants	-378,349	-408,628
Direct project costs	-7,464,368	-6,766,728
Travel- and working costs	-228,915	-274,675
<b>Total Materials/Costs third parties</b>	<b>-8,134,134</b>	<b>-7,489,089</b>
<b>Profit contribution 1</b>	<b>3,701,359</b>	<b>3,669,230</b>
Salaries	-3,104,595	-3,012,554
<b>Total personnel costs</b>	<b>-3,104,595</b>	<b>-3,012,554</b>
<b>Profit contribution 2</b>	<b>596,764</b>	<b>656,676</b>
Office rent	-71,463	-71,297
Maintenance and repairs	-15,849	-12,532
Energy and disposal costs	-4,390	-4,727
Donation to Skat Foundation	-40,000	-50,000
General Donation	-1,100	-200
Office and administration costs	-162,541	-125,910
Advertising and PR	-15,682	-18,176
Other operating expenses	37,500	-14,146
<b>Total administration expenses</b>	<b>-273,524</b>	<b>-296,987</b>
<b>Profit contribution 3</b>	<b>323,240</b>	<b>359,689</b>
Depreciation	-6,185	-9,514
<b>Total Depreciation</b>	<b>-6,185</b>	<b>-9,514</b>
<b>Profit contribution 4</b>	<b>317,055</b>	<b>350,175</b>
Interest expenses and bank charges	-7,066	-8,392
Interest income	1,060	7,351
Exchange gain/loss	13,831	24,161
Extraordinary income	114	-
<b>Financial income/expenses</b>	<b>7,939</b>	<b>23,120</b>
<b>Profit contribution 5</b>	<b>324,994</b>	<b>373,295</b>
Taxes	-50,618	-65,649
<b>Operating profit</b>	<b>274,376</b>	<b>307,646</b>



## Balance Sheet as of 31.12.2015

Description	(CHF) 2015	(CHF) 2014
<b>Assets</b>		
Cash and bank accounts	10,827,302	7,376,421
Trade accounts receivable	200,463	232,702
Other current receivable	2,297,760	2,350,890
Work in progress	3,800,700	4,593,000
Accrued income/deferred charges	30,528	87
<b>Total current assets</b>	<b>17,156,753</b>	<b>14,553,100</b>
Securities	20,000	20,000
Tangible assets	10,877	15,702
Intangible assets	2,040	3,400
<b>Total fixed assets</b>	<b>32,917</b>	<b>39,102</b>
<b>Total assets</b>	<b>17,189,670</b>	<b>14,592,202</b>
<b>Liabilities &amp; shareholders, funds</b>		
Trade accounts payable	128,216	296,744
Other current liabilities	14,877,339	12,087,797
Deferred income/accrued charges	282,228	300,511
Current accruals	69,800	153,300
<b>Total current liabilities</b>	<b>15,357,584</b>	<b>12,838,352</b>
Long-term accruals	525,082	464,222
<b>Total long-term liabilities</b>	<b>525,082</b>	<b>464,222</b>
<b>Total liabilities</b>	<b>15,882,666</b>	<b>13,302,574</b>
Share capital	200,000	200,000
Compulsory reserve	86,000	79,000
Complimentary reserve	500,000	500,000
Profit brought forward	273,628	202,982
Years profit	274,376	307,646
Own shares	-27,000	-
<b>Total shareholders, funds</b>	<b>1,307,004</b>	<b>1,289,628</b>
<b>Total liabilities &amp; shareholders, funds</b>	<b>17,189,670</b>	<b>14,592,202</b>

## Budget 2016

On the basis of ongoing and planned projects, with an assumed capacity of 21 full-time positions, it is estimated that approximately 160 person months will be sold in 2016. Contracts or firm commitments already exist for more than 80% of the expected turnover.

With the current staffing situation in 2016, the operating revenue will increase compared to the previous year thanks to relatively big implementation projects. This statement is also based on the assumption that, again, about 70% of the productive hours can be sold. This estimate will translate again into a positive result in 2016.

# Management Bodies

## **Management Board**

- Karl Wehrle, Skat Consulting, St.Gallen, (President)
- Esther Oettli, Beringen (Vice President)
- Walter Kraehenbuehl, Weinfelden
- Roger Schmid, Skat Consulting, St.Gallen
- Juerg Christen, Skat Consulting, St.Gallen

## **External Auditor (Accounts)**

- Rietmann & Partner, St.Gallen

## **Executive Management**

- Juerg Christen, Managing Director

Ladies of rural community participating in a DDR workshop  
in a School/Community Shelter Building, Myanmar

Photo: Daniel Schwitter, Skat



## Contact

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