



---

# Annual Report 2018

# 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)



Building & Settlement



Energy & Climate



Governance



## how we work



Project Implementation



Consultancies



Knowledge Sharing



# Preface

The year 2018 was marked by Skat's 40th anniversary. A special celebration in September brought together more than 80 partners, clients, colleagues and friends from Switzerland and abroad. Drawing on 40 years of experience in successful work in development co-operation, the focus of our anniversary event was on **"today's trends and challenges in development cooperation"**.

A thought-provoking keynote speech by Andreas Schild, former Director General of the International Center for Integrated Mountain Development (ICIMOD) in Nepal, gave insights into the challenges the world is facing with regard to migration, and the **relationship between migration and development cooperation**. He asked how development cooperation aims to meet the challenges associated with migration, and emphasized the need for development cooperation to be embedded in a package of strategies and policies including economic policies, access to scarce resources and global governance. He highlighted the role of Skat as a company that has been able to remain relevant by continuously adapting to challenges, building trust, and working closely with people – attributes that are needed today to understand complex contexts and build solutions together.

This inspiring keynote speech, which was very well received by the audience, was followed by a lively panel discussion with representatives from the Swiss Development Cooperation, a Non-Governmental Organisation, and Skat headquarters and field project coordinators on **Private Sector Development, Good Governance and Networking**.

The discussion confirmed that Skat's new strategy, developed over the last two years, provides a set of relevant responses to the questions and concerns brought up during the panel discussion.

As a principle, Skat's 2022 strategy is aligned with the SDGs and the 2030 Agenda for sustainable development as well as the Paris Agreement on aid effectiveness. The panel discussion clearly shows that our longstanding experience and specific expertise are highly relevant for sustainable development. We provide integrated solutions that bring together know-how in various thematic areas, including decentralisation and local governance of public services delivery, in an interdisciplinary way. Skat has clearly evolved from a technology-transfer provider to a fa-

cilitator of complex solutions. Skat's unique advantage is that it is a company with a clear business focus and an entrepreneurial spirit combined with a socially and environmentally responsible attitude.

I would like to draw your attention to a few issues, which I feel are crucial to how development cooperation should work in light of the ongoing political debate related to migration and the social, political and economic realities of today. In reference to the three specific topics discussed by the panel, I would like to highlight the following:

**Private Sector and Economic Development** has always been at the heart of Skat's mission. For instance, our project in the Great Lakes Region puts this aspect at the centre of its activities. The project follows the entire value chain including job creation, promotion of investments, business development, capacity building, and environmentally-friendly construction material production in order to develop affordable housing. The jobs created provide the main source of income and are a cornerstone of economic development and poverty reduction. To be successful in economically and institutionally difficult environments, strategies have to be adjusted to the local realities. Strategically, Skat clearly wants to further strengthen this area of expertise.

**Good Governance** aims at supporting the policy dialogue between civil society and local government. At the same time, local institutions must be strengthened in participatory planning and demand-oriented services provision. Skat's Decentralisation Support Project in Ukraine (DESPRO) is a fine example of this approach. For over 10 years, DESPRO has worked in a very difficult context, characterised by dramatic political changes, huge economic challenges and the conflicts in Crimea and the East of Ukraine. Despite all these difficulties, DESPRO was able to effectively support the reform process in cooperation with the responsible ministries. This success is based on our experience gained in community projects. These projects demonstrate viable models of decentralised services provision through active participation of the communities as well as local and regional authorities. Through these activities today, more than 175,000 people in 150 communities get access to improved and sustainable water supply, sanitation and solid waste management services. A clear indicator of this success is that solutions developed by DESPRO have been replicated beyond our project.

This experience also shows that in fragile contexts, the combination of good governance and sound technical initiatives lead to tangible results. DESPRO also demonstrates that long and reliable partnerships in carefully developed projects are essential to produce sustainable results.

Skat has also been involved over many years – often as a driving force – in several national and international **Networks**. We have been prominently engaged in the AGUASAN Network for decades (34 years), as well as RWSN for which we have run the secretariat for 26 years and more recently in the Swiss Water Partnership. These networks have promoted mutual learning and exchange, and open new avenues for innovative collaboration.

We also see the value of alliances, not only with our traditional partners such as SDC and SECO, Swiss NGOs and multilateral and bilateral donor organisations, but increasingly with private sector organisations and academic institutions, which we plan to strengthen.

On this note I am convinced that even after 40 years, our work in development cooperation will be even more essential in the future, as it respects the local realities and is geared towards poverty reduction, good governance, the rule of law and the global challenge of climate change.

As this is my last contribution to our annual report before handing over to my successor at the end of 2019, I wish to thank all our partners and clients for their trust and cooperation. I would especially like to thank the members of our management board who have supported me during a demanding transition period. Similarly, I wish to thank Skat's staff in Switzerland and abroad for their tireless support and hard work. I am proud and grateful to have been part of such a great organisation for more than 25 years.



Juerg Christen  
Managing Director  
Skat Consulting Ltd.



Panelists on the 40 years anniversary of Skat



# The PEPP

## A six years challenging mission to supply safe, affordable and sustainable drinking water

### Sustainable access to safe drinking water in the Great Lakes region of Africa

The Great Lakes area in Central Africa, where the colonial era borders of Rwanda, Burundi and the Democratic Republic of the Congo (DRC) cut through ethnic groups, has in the last 20 years been at the centre of conflicts resulting in multiple uprisings and invasions. Today, Rwanda, Burundi and the DRC are still affected by poverty: in the two latter cases, this state of precariousness triggers political instability and recurring clashes. The Swiss Agency for Development and Cooperation (SDC) understands that stabilisation of the region is vital for the well-being of the populations - the fates of the countries being largely interdependent given cross-border trade and conflicts. In line with its mandate for priority intervention in fragile contexts, the SDC aims to support the authorities of these three countries in fulfilling their main mandates: offering security to its citizens, creating jobs and ensuring good-quality basic services. Sustainable and affordable access to safe drinking water is an unmet need for a large proportion of the mainly rural population of Rwanda, Burundi and the DRC, which poses major public health issues and results in productivity challenges.

### Successfull implementation despite significant challenges

From 2013 to 2018, Skat Consulting, in partnership with the Swiss Tropical and Public Health Institute, implemented the Programme Eau Potable pour la Population des Grands Lacs (PEPP) financed by the

SDC. Endowed with a closing budget of about CHF 17.6 million, we succeeded in improving access to sustainable drinking water supply services as well as fostering better hygiene conditions for a large number of people living in Burundi (northern province of Ngozi), Rwanda (western districts of Nyamasheke and Rusizi) and the DRC (eastern province of South-Kivu). In fact, the first 18 months of the programme were mostly dedicated to the conceptualisation, partnering, surveying, planning and capacitating stages of the programme, with physical implementations scheduled to start after mid-2015.

In Burundi, programme implementation was in full swing when in late 2015, the SDC had to take the decision of an early withdrawal of the PEPP from this country. Worried about the deterioration of the political and security situation emerging around the candidacy of the President-in-Office for the presidential elections, the Federal Department for Foreign Affairs had already decided mid-2015 to suspend the signing of new agreements and collaboration with the central authorities. At that moment, we were in the midst of contracting the works for 250 km of water supply systems designed to serve up to 146,000 people in the province of Ngozi. Due to our extensive skills and the institution-building measures implemented at that stage, we however managed to secure the efforts deployed thus far by entrusting the plans, detailed studies and guidance material that had been developed to our local partners.

Having been forced to retire early from Burundi, we managed to enhance the PEPP in Rwanda instead. By mid-2017, we had successfully handed over eight rehabilitated, extended or new drinking water supply systems of a total of more than 200 km, serving about 94,000 people today (with a design capacity of 155,000 people by 2035) to the district authorities for management through licensed private operators. The population was sensitised to the systems' sustainable use: water point committees and system users' associations have been organised to act as empowered counterparts to the operators. Subsequently, the one-year guarantee period ended without any negative findings or corrective actions in October 2018. Finally, the closing survey showed that the implementation of the Rwandan Community Based Environmental Health Promotion Programme as part of the PEPP has had a significant positive impact on the population's hygiene behaviour and health in its districts of intervention.

We are committed to SDG6: Ensure availability and sustainable management of water and sanitation for all and the Human Rights to Water and Sanitation. Skat is a global leader in the WASH sector, particularly in rural and small town water supply and environmental sanitation.



Rockfilling of a water reservoir in Panzi (Bukavu, DRC)



Lake Kivu (Rwanda/DRC)



Works ongoing at one of the reservoir sites in Panzi (Bukavu, DRC)

More recently, we also managed to bring the DRC component of the PEPP to a successful conclusion. Due to the uncertainty prevailing in the Kivu region, the modalities of the intervention were defined later in the process, towards mid-2016 only. Ultimately, an agreement was reached to focus on the implementation of one of the priority actions of the Water Master Plan of Bukavu city, in partnership with the NGO Mercy Corps and the DFID-financed IMAGINE project. Hence, our intervention dealt mainly with the production part (spring catchments, supply mains and reservoirs) of a new water supply scheme serving about 102,000 people in the poor peripheral district of Panzi. In the process, we had to deal with a range of issues, ranging from interferences in the procurement process, community resistance, red tape and security incidents on the construction sites. Nevertheless, due to our pragmatic and conflict-sensitive approach, and with the effective support of the Swiss Cooperation Office in Bukavu, we handed over the

works in November 2018 to the provincial authorities of South-Kivu in the presence of the Governor.

### Applied approaches

The success of the PEPP was based on a mix of approaches, consisting of participatory strategic sector planning, state-of-the-art design and implementation of water supply systems, and the specialised promotion of improved hygiene practices for households and pupils. We supported the establishment of sustainable management structures for the water sources inventoried and the water services put in place. Furthermore, we strengthened the capacity of local (water) governance structures by exchanging best practices. We piloted the approach of hygiene clubs in Burundi for sharing lessons on hygiene promotion, while in Rwanda we supported the implementation of the national strategy on hygiene including the training of the local health workers. In the DRC, our hygiene

*"The specificity of the programme is its regional character and the diversity of interventions in terms of both infrastructure (semi-urban and rural) and socio-economic development. The programme as conceived posed a major challenge in itself, which we managed to tackle thanks to the expertise of the coordination team, the local partners and above all the continued support of the programm management at Skat headquarters."*

*My professional experience with Skat as part of the PEPP was a great success, especially since I was asked to partake in another SDC-financed and Skat-implemented programme in the Great Lakes region – the PROECCO – for which I currently hold the position of Assistant to the Programme Coordinator. My wish is to see the start of other initiatives like the PEPP in order to reduce the important deficit of access to drinking water supply the populations of the region are facing."*

Franck Cyr Ahononga  
Water and Sanitation Specialist, Skat Consulting Ltd.

promotion approach complemented the Mercy Corps activities in the schools of Panzi by demonstrating with success the national approach of "Ecoles Assainies" for the first time in an urban setting.

## Participatory sector planning

Throughout 2013/14 and prior to any investments, the PEPP successfully undertook participatory water sector planning processes. These four steps processes led to the development of a Provincial Priority Investment Plan for Ngozi (Burundi) and Priority Investment Plans for the Nyamasheke and Rusizi Districts (Rwanda). This novel planning processes was fully documented and shared with stakeholders in both countries. For instance, in Burundi, the approach as piloted by the PEPP i.e. the strengthening of the planning capacities and tools at the municipal/provincial level, was presented during the country's Joint Annual Water Sector Review 2014. As a result, the approach was recommended for all stakeholders in the water sector and included as a strategic orientation in the national monitoring table.

## Local capacity and institution building

The various assessments performed on the water infrastructure and their management, as well as the PEPP investments, were all successfully utilised as vehicles for local institution and capacity-building. These tailor-made measures were targeted at the decentralised services of the Ministries of Water and the local public authorities in the areas of intervention.

The following results were achieved:

- In Burundi, the strengthening of local authorities in participatory strategic planning, and of national partners in water information systems. Furthermore, the PEPP supported the operationalisation of the Northern regional branch of the Rural Hydraulic Agency of the Ministry of Water, which is the first regional office of the Rural Hydraulic Agency in the context of the country's decentralisation/deconcentration process.
- In Rwanda, we provided broad and regular support to the administration and engineers of the Rusizi and Nyamasheke Districts. The assistance started with the participatory sector planning process and continued through all key stages of water supply infrastructure development (supervision of work sites, expropriations, etc.) and monitoring (operators and water sources).
- In the DRC, we concluded a support agreement for the provincial entity coordinating the water sector (CPAEHA) for its effective action as the PEPP's national counterpart and focal point representing local stakeholders. Furthermore, the agreement provided for community outreach services and

administrative problem-solving interventions by the CPAEHA during implementation.

## Professionalism of staff and service providers

Throughout its six years of implementation, the PEPP team was always kept relatively small, restricted to the essential programme facilitation functions. Yet, it brought together all the technical, institutional, social, economic, logistic and administrative capabilities required for highly efficient and professional programme delivery. Under the lead of an international coordinator and its regional technical advisor, the team consisted of 15 local professionals (engineers, technicians, sociologists, hygiene promoters, accountants and drivers at most), stationed either in the co-ordination office or in one of the field offices located in the different intervention areas. Their professional development and perspectives after the closure of the PEPP were taken into account.

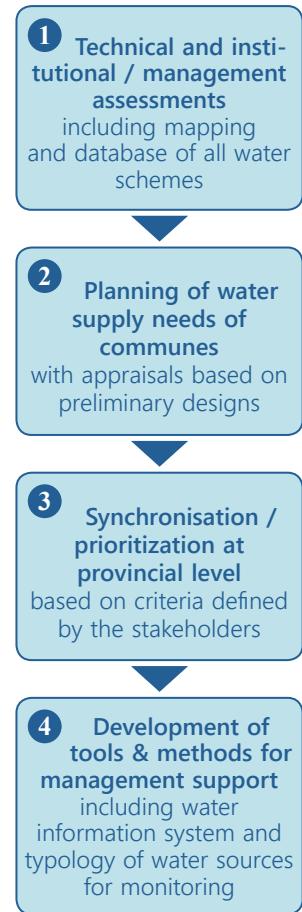
For the specific expertise related to the implementation of infrastructure works, the PEPP managed to identify and mobilise complementary professional services in all three countries. This specific expertise was contracted among design companies, producers of materials, building contractors, site supervisors, trainers, social mobilisation specialists, surveyors and auditors. In doing so, the PEPP adhered consistently to high standards and well-established procurement procedures based on competitive bidding aiming at favouring "the best offers" (from a technical and financial standpoint) as opposed to "the cheapest offers" (which look only at financial criteria).

## All's well that ends well

It was with a feeling of great satisfaction and relief that we could showcase the successful end of the PEPP in December 2018, after having been able to close the programme administratively without further problems. The past 6 years of PEPP implementation have been very challenging and demanding for Skat and the staff involved. This has been our largest project implemented to date, and it has gone through an intensive succession of stormy and quiet times, with a devoted project team and supporting implementation partners keeping the ship steadily on its course. Ultimately, the results achieved by the PEPP have gone beyond the initial expectations of the SDC, whom we would like to acknowledge here as a supportive and adaptive client, putting the required trust in the professional services of Skat. In the end, we only wish we could have pursued this opportunity further, by extending this intervention to the population of the Great Lakes region, many of whom are still left behind when it comes to access to safe and affordable drinking water.

For more information, contact [Roger.Schmid@skat.ch](mailto:Roger.Schmid@skat.ch) and visit our website <http://skat.ch/portfolio-item/programme-eau-potable-pour-la-population-des-grands-lacs-pepp/>

## Sector planning process Ngozi province (Burundi)



Trench works

# The Water and Sanitation Project Moldova, ApaSan

## From a few improved school toilets to a dedicated ministerial budget for the improvement of school sanitation

The Swiss Water and Sanitation Project (ApaSan) is financed by the Swiss Agency for Development and Cooperation (SDC) and co-financed by the Austrian Development Cooperation (ADC). Since 2008, the project has helped introduce and promote alternative options to unhygienic, uncomfortable and groundwater-polluting pit latrines in rural schools in Moldova.

We take a look back at 2018, a year full of achievements and important progresses towards better access to school toilets and hygiene in rural areas.

### Guidance on school sanitation disseminated at the national level

75% of rural schools' toilets (usually cesspit toilets) located away from the school building are usually in bad condition, without cabins or separators for privacy, without electricity or heating in winter, with no handwashing facilities, poorly maintained and rarely cleaned. Since ApaSan has been supporting the implementation of more than 65 school toilets over many years, we have identified an important gap: planners and decision-makers are often not sufficiently aware of the different sanitation options available and their specific advantages and disadvantages. To fill this knowledge gap, ApaSan supported the Education and Health ministries in the development of a guide providing information on the sanitation

options available and the conditions in which they can be applied. In 2018, the "Guidance on school sanitation" available in Romanian, Russian and English was disseminated at the national level in 8 regional workshops attended by 175 staff of educational and public health district authorities and further distributed to all public schools and kindergarten managers (2'800 people).

### Civil society lobbied for better school conditions

School children, parents and teachers rang the alarm and mobilised themselves to advocate for better school sanitation and hygiene conditions. A children's platform gathered information collected by students on the status of hygiene and toilets in their schools. Findings and recommendations were shared with the Moldovan Ministry of Education. A Facebook group called "Părinți Solidari" (Parents United) developed a series of adverts<sup>1</sup> on the importance of better sanitation and hygiene conditions in school. While ApaSan was not directly involved in the aforementioned initiatives, it had a key role in providing tools to assess the sanitation conditions in school, information on the existing conditions in school and advice on what the priorities needed to be to ensure real improvements. Both civil society and the use of social media and different platforms have been instrumental in creating public pressure on Moldovan institutions.

### A first in the history of Moldova: a dedicated national budget for the improvement of school sanitation

Due to increasing public pressure, the Moldovan Ministry of Education decided to dedicate five million Moldovan lei per year (around CHF 300,000) for the improvement of the sanitation school conditions. This will help, but it will probably not be sufficient to reach the national targets to achieve full compliance with drinking water quality standards by 2030, and children's access to improved water supply and sanitation systems.



"Before flying into the space, we want better hygiene in schools", slogan of one of the adverts developed by the Facebook parents group "Părinți Solidari".

<sup>1</sup> <https://www.facebook.com/parintisolidari/videos/2066402270297465/?t=3>  
<https://www.facebook.com/pasyouthmd/videos/1430437400395631/>  
<https://www.facebook.com/pasyouthmd/videos/1443903142382390/>  
<https://www.facebook.com/pasyouthmd/videos/1428371003935604/>



*"In the Republic of Moldova, education is a national priority. In major terms, the quality of education defines the future life quality. Therefore, an important role in achieving this goal is creating adequate study conditions, including school sanitation and hygiene. Environmental contamination and degradation causes a significant deterioration of people's health, children being the most communities of Moldova there are still problems in providing water supply and sewerage services. These problems need to be addressed as soon as possible, considering the possibilities (...)."*

From the foreword of the Guide for the school managers, ApaSan

Angela Cutasevici  
State Secretary of Moldova, Ministry of Education,  
Culture and Research

## Dissemination of experience beyond Moldovan borders: peer-to-peer exchange with Tajikistan

The RésEAU, the SDC's knowledge network, is triggering and encouraging knowledge exchange within SDC and with its partners. Since 2011, several knowledge exchange events were held in Eastern Europe and Central Asia, including a study tour organised in Moldova in 2013 between ApaSan and the Tajikistan Water Supply and Sanitation Project (TajWSS). The peer to peer exchange continued in 2018 with the visit of an experienced Moldovan engineer, who visited Tajikistan and provided design and technical advice for the improvement of Ecosan toilets.

In addition of being an incredible and rich human experience, these repeated exchanges highly contributed to improving the quality of SDC-funded infrastructure in Tajikistan as well as disseminating the strong Moldovan experience in rural school toilet.

For more information, contact [Jonathan.Hecke@skat.ch](mailto:Jonathan.Hecke@skat.ch) and visit our website <http://apasan.skat.ch/>



Demonstration in Moldova's capital to demand better hygiene conditions in schools ("Marea Sapuneala"), Chisinau Photo: Tatiana Etco, 2018

*"The project's successes related to the improvement of school sanitation in Moldova can be attributed to the ApaSan comprehensive and multi-level approach: combining infrastructure development to showcase cost-effective and easily replicable solutions (e.g. Ecosan toilets), supporting civil society to lobby for their interests and working with partners on integrating tools into institutional processes, as well as working on the enabling environment."*

Jonathan Hecke  
Project Coordinator



# Successful acquisitions of new SDC implementation mandates

In 2018, Skat invested in the acquisition of new SDC implementation mandates and was successful with two major offers submitted for public tender by SDC: The project "Engaged People – Strong Populations" in Moldova and the project "Integrated Water Resources Management Kosovo" were both awarded to Skat.

During the last decade, project implementation became increasingly important in Skat's work. Two ongoing water projects, PEPP in the Great Lakes region and ApaSan in Moldova are described earlier in this report. There are another two additional mandates: the Decentralisation Support Project (DESPRO) in Ukraine and the "Promoting Climate Responsive Building Material Production and Off-farm Employment in the Great Lakes Region" (PROECCO) project. These mandates usually have a duration of 10 to 12 years and budgets of CHF 20 million or more. For all projects, Skat runs field offices with teams of 10 to 40 local and expat staff.

Implementing such mandates requires a strong expertise in strategic planning, policy influencing and a wide range of thematic issues. The management of large project funds and large teams in sometimes very difficult contexts is a high responsibility and requires solid project management. Skat is proud to have developed an excellent reputation for delivering results, a high quality of work and impeccable financial administration. The experience gained from

project implementation is also extremely valuable for Skat's consultancy work, e.g. in backstopping of other SDC projects, Swiss country programmes and other clients.

Three of Skat's longstanding implementation mandates are coming to an end (PEPP closed in 2018, ApaSan will end in 2019 and DESPRO in 2020) and Skat is now seeking to take on new mandates. The successful acquisitions realised in 2018 are a major step for Skat in order to maintain its strength in project implementation.

Below are some of the key points in relation to the new implementation mandates:

- "Engaged Populations – Strong Municipalities" will support local governments in Moldova and national reforms for decentralisation and territorial and administrative reform. The budget for phase 1 amounts to CHF 6 million.
- "Integrated Water Resources Management Kosovo" will support the introduction of sustainable river basin management in the country, strengthen the environmental administration, civil society and academic education for water and environment. The budget for phase 1 amounts to CHF 9 million.

For more information, contact [Florian.Klingel@skat.ch](mailto:Florian.Klingel@skat.ch)

## Implemented projects

- PEPP – 2012-2018 – Great Lakes (Burundi, DRC, Rwanda)

## Current projects

- ApaSan – 2008-2019 (Moldova)
- PROECCO – 2012-2019 (Burundi, DRC, Rwanda)
- Despro – 2007-2020 (Ukraine)

## Upcoming projects

- IWRM Kosovo – 2019 (-2023)
- EPSM Moldova – 2019 (-2023)

# Backstopping for Water Projects

Implemented by the Swiss Cooperation in Tajikistan



*"It is a real pleasure to cooperate with Skat. The professional backstopping support whether in strategic policy issues or technical matters contributes to quality assurance and provides opportunity for hands-on learning for us and our implementing partners."*

Alisher Shabdolov

National Program Officer for Rural Water Supply and Sanitation, Swiss Cooperation Office Tajikistan

Skat's longstanding experience in backstopping was highly valued by the Swiss Agency for Development and Cooperation (SDC) when it selected Skat in early 2018 as the new backstopping agency for its water programme in Tajikistan out of nine bids in a public tender process.

Tajikistan has one of the largest water programmes of the Swiss Cooperation worldwide. Its interventions range from water supply, sanitation and hygiene in both urban and rural settings to water resources management in river basins. The projects cover regions with very diverse local challenges and support all levels from communities to national level; they are also linked with Switzerland's activities at the regional level, for instance the Blue Peace Central

Asia initiative. The Swiss Cooperation in Tajikistan is implemented by the State Secretariat for Economic Affairs (SECO) and SDC's divisions for the East Cooperation, Humanitarian Aid and Global Cooperation.

The large volume and the comprehensive interventions of the programme of the Swiss Cooperation in Tajikistan have strong advantages in reaching lasting impact and systemic changes in the country. For instance, the inputs of the Swiss Cooperation in the national policy dialogue are grounded in solid and diverse experiences at the local level from its many projects. However, the steering and management of this complex and multi-actor programme is also very demanding. This is where Skat's backstopping services come in: Skat supports the Swiss Cooperation in its task to steer and manage the programme and provides advice to the implementing partners in order to increase the coherence and quality of interventions.

Below are some examples of the backstopping support provided by Skat in 2018:

- We assisted the programme design for the new phase of the National Water Resources Management Project in the Sry-Darya basin.
- We facilitated knowledge exchange on sanitation for staff of the Swiss Cooperation Office and implementing partners.
- We conducted field assessments of technical quality of water supply and sanitation interventions in the remote Pamir region and the Rasht valley.
- We supported the development of a joint policy dialogue strategy of the Swiss Cooperation Office and its implementing partners.

For more information, contact [Florian.Klingel@skat.ch](mailto:Florian.Klingel@skat.ch)



Water supply is a challenge in Alichur, Tajikistan, at 3800 m a.s.l.  
photo: Florian Klingel, 2018



*"Good personal working relationships are the key for success in backstopping. I'm happy that we could build excellent relations with the staff of the Swiss Cooperation and its partners in Tajikistan in the first year of our mandate and thus prepare the ground for a very fruitful cooperation."*

Florian Klingel

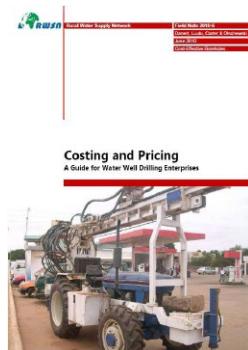
Water and Sanitation Specialist, Skat Consulting Ltd.

# Professional Management of Water Well Drilling Projects and Programmes

## Online Course 2018



Guidance Note on  
Professional Water Well  
Drilling



Basis for module 2,  
Costing and Pricing -  
A guide for water well  
drilling enterprises

In 2018, the first online course on the professional management of water well drilling projects and programmes took place. The course was developed by Skat Foundation, guided by the publication "Professional Water Well Drilling: A UNICEF Guidance Note", produced by Skat Foundation and UNICEF in 2017.

UNDP Cap-Net hosted the online course, which provided the opportunity for 84 participants from 43 countries to improve their skills and knowledge, and learn from each other. The participants work for UNICEF, government ministries, NGOs and private sector companies. Of the 84 people who started the course, 86% participated actively, and 51% passed the course and were awarded a certificate.

The course consists of **5 modules**, which are completed over 6 weeks:

- Module 1: Introduction and Groundwater Information and Siting
- Module 2: Costing and Pricing, and the Procurement and Contract Management
- Module 3: Borehole Drilling and Supervision
- Module 4: Institutional Frameworks for Borehole Drilling Professionalism
- Module 5: Dialogue and Actions to Raise Drilling Professionalism

As the course was very successful in terms of participation and the value created in the participants' organisations, Skat Foundation is looking forward to conducting the course again in 2019.

### Collaboration

In 2018 UNICEF, UNDP Cap-Net, UPGro and Skat Consulting Projektfonds financed the course. The Africa Groundwater Network (AGW-Net) was a collaborating partner. If you would like to collaborate with us in the scope of this course, or provide sponsorship, please contact the Course Manager for detailed information ([Kerstin.Danert@skat.ch](mailto:Kerstin.Danert@skat.ch))

### Resources

**Professional Water Well Drilling: A UNICEF Guidance Note**  
<http://skat.ch/book/professional-water-well-drilling/>

The **course report 2018**  
<http://skat.ch/book/professional-management-of-water-well-drilling-projects-and-programmes-online-course-2018/>

**Costing and Pricing –  
A Guide for Water Well Drilling Enterprises**  
<http://www.rural-water-supply.net/en/resources/details/146>

For more information, contact [Kerstin.Danert@skat.ch](mailto:Kerstin.Danert@skat.ch)



*"Drilling supervision is like the belt that holds a good pair of trousers on place at the waist, without which one will not be confident in walking about and being productive"*

Mumuni Kere Osman  
UNICEF, Ghana

**skat\_foundation**



**UP  
Gro**  
Unlocking the  
Potential of  
Groundwater  
for the poor  
[upgro.org](http://upgro.org)



# Improved access to safe drinking water in Nepal

Skat provides technical advice and monitoring support to Solaqua Foundation, a public benefit foundation based in St. Gallen, for projects implemented by eight local and international partner organisations in Nepal. The current partners of Solaqua (Helvetas Swiss Intercooperation, CARITAS Switzerland, Urban Environmental Management Society (UEMS), Terre des Hommes, SPLASH, BlueAct, Eawag, and WeConnex, a St.Gallen-based start-up company), all work toward a common goal: access to safe drinking water for all. Among others, Skat provides support to Solaqua Foundation in selecting partners, in developing concepts and projects, and in monitoring the activities of the implementing partners.

## Knowledge sharing for greater impact

A focus of Skat's support throughout 2018 was on documentation and sharing of knowledge generated within the projects. The effective sharing of good practices and models is essential to further increase the impact and the sustainability of the projects. Among others, a video about the **community-managed water kiosk model** was produced to showcase the impact and strengths of this specific model in the context of an urban settlement in the Kathmandu Valley. Furthermore, it aims to encourage individu-

als, organisations and communities to replicate and adapt the system in order to improve access to safe drinking water. In addition to the video, a learning document was produced, which highlights the various steps of the project implementation from community participation to business plan development, as well as lessons learnt and best practices. Skat will continue to support the partners of Solaqua Foundation in documenting their experiences and plans for a face-to-face event to bring the partners together in 2019.

With its clear focus on improving access to safe drinking water in Nepal, Solaqua Foundation contributes significantly to enhancing livelihoods in the country and developing and testing relevant models for sustainable development. Skat is privileged to support these efforts and to ensure effective project implementation, striving for impact at scale. As an indicator of the fruitful collaboration between the two organisations, Skat was entrusted with the management of Solaqua Foundation at the beginning of 2019.

For further information, contact [Matthias.Saladin@skat.ch](mailto:Matthias.Saladin@skat.ch) or [Stephanie.Theis@skat.ch](mailto:Stephanie.Theis@skat.ch) and visit <https://www.solaqua.ch/en>  
Video: <https://vimeo.com/287235082>



Screenshot of the video on community-managed water kiosks in Lalitpur, May 2018

# Swiss Junior Water Prize



Winner of the Swiss-JWP, Laura Bauer represented Switzerland at the international Stockholm Junior Water Prize

The Swiss Water Partnership (SWP) and the Swiss Toilet Organisation (STO) joined forces for the second time this year to award the Swiss Junior Water Prize (Swiss-JWP). This award aims to incentivise young students to grow an interest in water and sustainability issues, and to create interaction opportunities between promising young talent and professionals in the Swiss water sector.

The Swiss-JWP is awarded to young students between 15 and 20 years of age, who have conducted school projects related to water and sanitation with proven environmental, scientific, social or technological significance. The winners of the Swiss-JWP are then entitled to represent Switzerland as finalists in the international Stockholm Junior Water Prize (SJWP) contest, held every year during the World Water Week in Stockholm. Since its launch, Skat Consulting sponsors this initiative in order to nurture young water professionals. The Swiss Junior Water Prize 2018 was awarded to Laura Bauer for her research on "Littorella uniflora on the upper shore of Lake Zurich – Human impact on the ecology and

distribution of an endangered species". As well as sponsoring the initiative, Skat Consulting participated this year as one of the Jury members that reviewed and evaluated the five nominated projects in Neuchatel in April.

As winner of the Swiss-JWP Laura Bauer represented Switzerland at the Stockholm Junior Water Prize event during the last week of August 2018. The Stockholm World Water Week is the most prestigious global event dedicated to water and Laura Bauer's participation was well-received; her project generated very positive reactions. In preparation for her trip, Laura Bauer presented her project to Skat experts in St. Gallen in June, who provided her with feedback and recommendations to enrich her presentation. Skat is looking forward to sponsor the Swiss Junior Water Prize again in 2019 to enhance the engagement of Young Professionals and foster innovative ideas in the water sector.

For more information, please contact  
[Roger.Schmid@skat.ch](mailto:Roger.Schmid@skat.ch)

## Knowledge Brokering to Unlock the Potential of Groundwater for the Poor

### Background

Unlocking the Potential of Groundwater for the Poor (UPGro), is a seven-year international research programme (2013-2020). In 2012, the first quantitative continent-wide maps of aquifer storage and potential were published which indicated that Africa's groundwater resources were more important than previously thought. The goal of UPGro is to ensure that the hidden wealth of Africa's aquifers benefit all citizens and the poorest in particular.

### Influencing the agenda for positive change

Skat's role as Knowledge Broker is help connect the researchers and research to the people and organisations who can make best use of it in their work, and to foster further collaboration. A major highlight of 2018 was Africa Water Week, in Libreville, Gabon. It was a great opportunity to get groundwater onto the political agenda and we did this through careful preparation, positioning and alliance building. The result was that UPGro co-led one of the four Sub-Themes of the Conference with the African Minister's Council on Water (AMCOW) and ensured that key messages from UPGro research were

used to support future water initiatives. The results included specific groundwater actions in the closing communiqué and a new pan-African Groundwater Desk agreed within AMCOW, which soon after received funding from the Swedish International Development Agency. The aim is to strengthen the collaboration and knowledge-sharing between African countries – particularly those that share common aquifers.

Skat's strong approach to collaboration places a focus on the right people getting into the spotlight and not attention-seeking for ourselves. For Africa Water Week, it was about key messages being developed with and delivered by African researchers. Both through online activities and at conferences, our focus in 2018 continued to be on raising the profile of Early Career Researchers, particularly women, in the programme, from Malawi, Ethiopia, Kenya and Uganda, to ensure that the research story of UPGro is told by them and they receive the recognition they deserve for the hard work put in over the last five years.

More details, including all the published research so far, can be found at: [upgro.org](http://upgro.org), for more more information, please contact [Sean.Furey@skat.ch](mailto:Sean.Furey@skat.ch)



UPGro Early Career Researchers presenting and discussing their hydrogeology and social science work at the 2018 WEDC Conference, Nakuru, Kenya. Session managed and facilitated by Skat.  
(photo: S G Furey)

# Improving professionalism in rural water supply services

## RWSN secretariat at Skat in St. Gallen

### Background

The Rural Water Supply Network (RWSN) is the global network for rural water supply professionals, with 11,000 members in more than 160 countries. It is a strategic global platform for knowledge sharing and collaboration in the rural water sector with a central focus on the achievement of universal access to safe, affordable water supplies.

The RWSN Secretariat, based at Skat, is the hub of the network and plays a crucial role in coordinating activities, ensuring they are in line with the overall strategy and as guided by the RWSN Executive Steering Committee and carried out by the Theme and Topic Leaders.

### Themes and partnerships

Collaboration is at the core of how the network operates so that there is strong teamwork between colleagues from different organisations to deliver many popular activities, including publications, multi-language webinars, e-discussions, training events and peer-reviewed professional resources.

In the current strategy (2018-2023), there are 5 Themes: Mapping and Monitoring, Leave No One Behind, Self-supply, Sustainable Groundwater Development, Sustainable Services- each led by different network partners. Skat leads the Themes of Sustainable Groundwater Development (Kerstin Danert) and Self-Supply (Matthias Saladin).

An innovation in 2018 was the creation of new "Topic Leaders". These are partners that have the motivation and resources to take the lead on a specific topic such as "Social Accountability" and "Solar Pumping". Three new such partnerships were established

in 2018, with Simavi, Water Mission and the Water Institute at the University of North Carolina.

### Launch of the Young Rural Water Professional Initiative

In 2018, the RWSN "Young Rural Water Professional" initiative was launched. The SDGs can only be achieved if there is a pipeline of young talent coming into the sector, and staying. A young professional engagement strategy was developed and launched during the year to get young professionals more active in the network and a mentoring scheme was developed and launched in 2019.

### Resources

At the heart of RWSN is the aim to connect professionals and to share knowledge on rural water supply to improve the lives of people. Are you a water professional or interested in water supply? Visit the library of RWSN's website, where one can find the most relevant publications in the sector on all of the five themes.

#### RWSN Library

<https://www.rural-water-supply.net/en/resources>

#### RWSN Talks

RWSN regularly hosts webinars on a wide range of topics with speakers and discussants from a variety of countries and organisations. Since 2018, a new resource is available: a library of **RWSN Talks** – selected 10-20 minute presentations edited from past webinar recordings, which are [also available online](#).

For more information, please contact [Sean.Furey@skat.ch](mailto:Sean.Furey@skat.ch) or [Sandra.Fuerst@skat.ch](mailto:Sandra.Fuerst@skat.ch)



*"It is inspiring to see every day how water practitioners and researchers around the world engage with RWSN to achieve access to safe and affordable water for everyone forever"*

Sandra Fürst  
Water and Sanitation Specialist, Communication and Network Coordinator, Skat Consulting Ltd.



Skat provides technical, managerial and administrative support to community groups, non-governmental organisations, and local government institutions in the area of decentralisation and good governance. Skat facilitates advocacy and policy dialogue between government and civil society and promotes the combination of sound technical know-how with social competence.

# From Selecting Communities to Co-Financing Construction

## Four Steps to Prevent Corruption

DESPRO is a Swiss-Ukrainian decentralisation support project, funded by the Swiss Confederation through the Swiss Cooperation Office (SCO) and implemented by Skat since 2007.

One of the main tasks of DESPRO is to promote high quality public services in communities situated in the project's target regions. DESPRO has supported 152 project benefiting 173,000 inhabitants from six regions of Ukraine by providing access to improved public services in the area of water supply, sanitation and solid waste management. Most of these projects, namely 147, are aimed at ensuring quality public water supply services at the community level.

### Ensuring anticorruption principles and transparency

Although the project does not include a focus on anti-corruption mechanisms, it is of great importance to Skat to foster a transparent and strong work ethic.

Therefore, DESPRO's approach in the implementation of local projects includes elements that contribute to reducing the risk of corrupt practices and ensuring transparency in decision-making and implementation of activities.

The following mechanisms aim at preventing the occurrence of corruption within DESPRO Project implementation:

1. A competitive approach is used by the Project to select partner communities through integration into partner oblast (district) competitions. The winners of these competitions are determined by joint decision of DESPRO and partner oblasts representatives.
2. The implementation of each project involves the creation of a Project Management Working Group. This working group includes representatives of local self-government bodies and community representatives.
3. All purchases made by DESPRO direct beneficiaries are in accordance with the principles of transparency and competitiveness, complying with rules and procedures for the procurement of goods, works and services defined by the Law of Ukraine "On Public Procurement". If purchases do not comply with the conditions specified by the law, beneficiaries choose a contractor or a supplier by holding a tender.
4. For rural water supply projects implementation, DESPRO applies a special approach to financing the construction of water supply networks based on the real cost of construction of water supply networks in rural areas, while maintaining a share of DESPRO co-financing at 40% of the total cost of the project. For example, in 2015, projects were funded through the following principle: projects with networks of a length inferior to 6 km received funds in the amount of UAH 370,000, projects with networks of a length of more than 6 km received an extra UAH 50,000 for each full kilometre of networks. Furthermore, in accordance with DESPRO recommendations, an extra UAH 50,000 was allocated for sanitary zones of water supply sources.

Working group meeting, Pereshepyne city



Determination of the competition winners and signing agreements with communities, Dnipropetrovsk Oblast

For more information, please visit our website [despro.org.ua/en/](http://despro.org.ua/en/) or contact Jürg Christen [Juerg.Christen@skat.ch](mailto:Juerg.Christen@skat.ch) or Oksana Garnets [o.garnets@despro.org.ua](mailto:o.garnets@despro.org.ua)



# More than classrooms

## Rehabilitation of earthquake affected schools in Sindhupalchok, Nepal

The earthquakes of April 25<sup>th</sup> and May 12<sup>th</sup>, 2015 had devastating effects on the lives and livelihoods of hundreds of thousands of people in Nepal. With most private houses and large parts of the public infrastructure destroyed, Sindhupalchok was one of the worst affected districts in the country.

Caritas Switzerland is rehabilitating heavily damaged schools, as well as schools that were completely destroyed, in the Sindhupalchok district. Overall, 38 schools will be built or re-built, for about 7,000 students and teachers of the affected communities. The new schools will offer earthquake-safe classrooms with appropriate sanitation facilities and safe drinking water supply. The aim of the project is more than just rebuilding safe classrooms. The earthquake of 2015 is also taken as an opportunity. With the concept of "Build Back Better" the project is replacing the mostly outdated and unsuitable classrooms (which are common in rural Nepal) with future-oriented and modern education infrastructure that create a motivating child- and teacher-friendly learning environment.

Within this project, financed by Swiss Solidarity, Caritas Switzerland has taken the lead supported by the Swiss Red Cross and HELVETAS Swiss. Skat has conducted technical assessments in the field for the elaboration of the project document and developed modular design options for the various school types. In the course of project implementation, Skat is providing technical backstopping on school masterplans, construction design and quality control. The project started in June 2015 and completion is planned for June 2019.

For more information, please contact

[Daniel.Schwitter@skat.ch](mailto:Daniel.Schwitter@skat.ch)



Relocated school in Golmadevi, Nepal (photo: Daniel Schwitter, 2018)

## Enhancing Access to Quality Education in Bena Tsemay in Ethiopia

The South Omo Zone in the South of Ethiopia has one of the lowest levels of access to education. The enrolment rate is low and the average dropout rate for Grade 1-4 in the Zone is much higher than in other regions of the country. As part of its Country Programme in Ethiopia, the Pestalozzi Children's Foundation (PCF) of Switzerland is enhancing access to quality education in this region.



Existing classroom of an  
ABE school

The project aims to increase enrolment rate and the academic performance of about 12,000 pastoralist children as well as to improve their school environment

The project is working in close collaboration with zonal education departments to upgrade the common "Alternative Basic Education" (ABE) schools to regular primary schools. It creates conducive learning environment by renovating, constructing and providing materials and supplementary books. ABE is a specific model of non-formal school equivalency program adopted by the

Ethiopian government for children ages 7-14, in which learners cover the equivalent of the first four grades of primary school in just 3 years, and are then able to transition into the formal system. Alternative Basic Education is characterised by low-cost construction, community contribution to construction and school management, accelerated learning and active and learner-centred teaching methodologies. The project targets 10 government primary and 20 ABE schools.

Daniel Schwitter, Skat's Senior Education Infrastructure Specialist, is supporting and advising PCF in the technical aspects aiming at improving poor school environment through the renovation of existing infrastructure, the provision of additional classrooms and teachers' residences, the construction of gender-separated latrines, and access to water through roof catchments.

For more information, please contact  
[Daniel.Schwitter@skat.ch](mailto:Daniel.Schwitter@skat.ch)

# PROECCO

## Promoting Off-farm Employment and Income in the Great Lakes Region through Climate Responsive Construction Material Production

### Project description

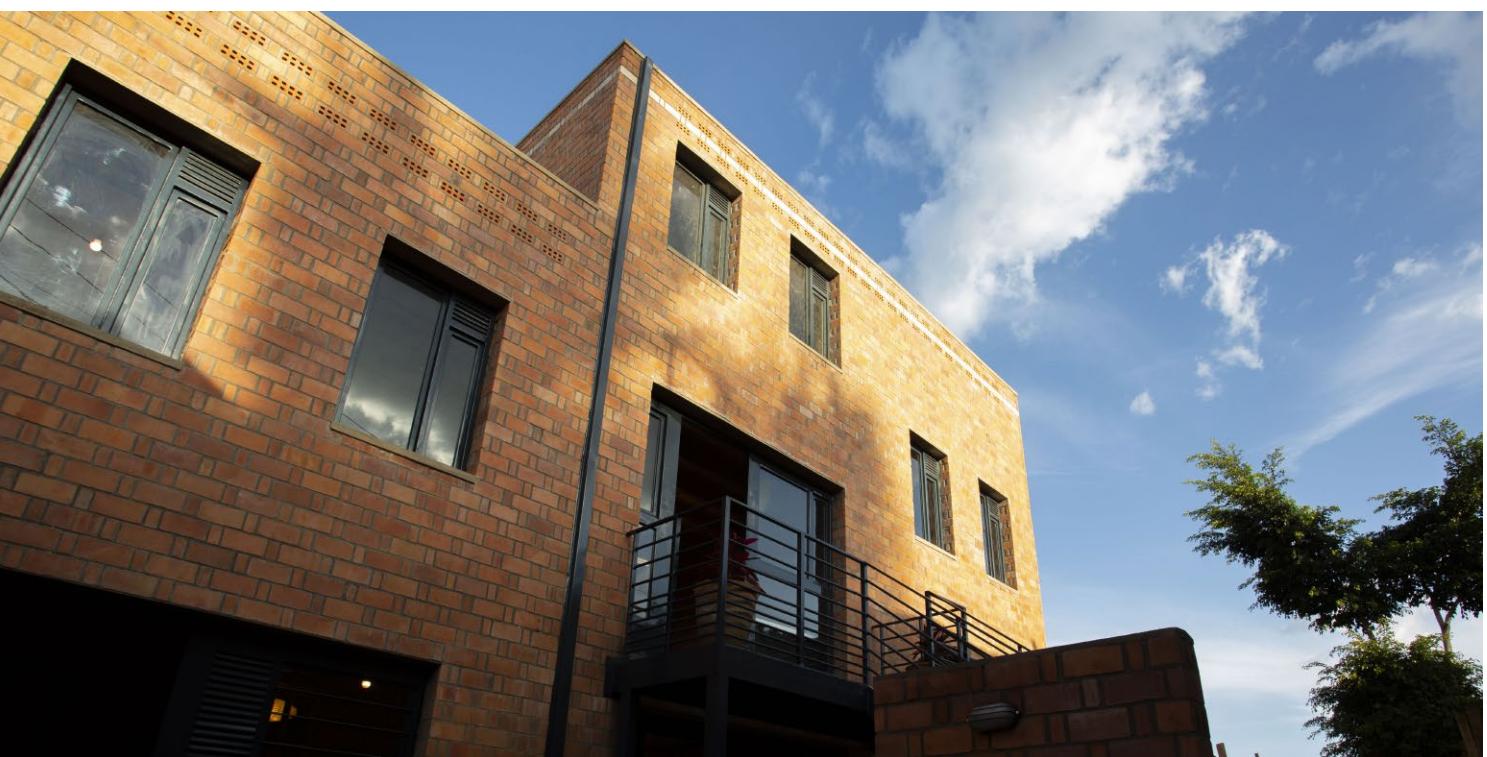
Since 2013, Skat has been implementing the PROECCO project of the Swiss Agency for Development and Cooperation (SDC) in Rwanda, Burundi and the South Kivu region of the DRC. The overall goal of the project is to create off-farm jobs and increase income for rural youths through the production of environmentally-friendly and socially-sound Modern Bricks, blocks and tiles, thereby supporting the growth of the construction sector as a driver of economic development and rapid urban growth of the main cities in the region.

The year 2018 was a game changer for PROECCO. Following the successful launch of affordable housing prototype made of Modern Bricks in 2017, an 8-in-1 affordable urban housing demonstration block was inaugurated by the Ambassador of Switzerland in the suburb of Kigali City and received a warm reception by government institutions seeking an affordable and land-optimised solution for informal settlements in the cities. It was welcomed also by the housing market and by private and public investors.

74 construction projects using Modern Bricks as well as the Rowlock Bond (RLB) technology promoted as a paraseismic and cost-efficient construction method have been launched and more than 270 apartment units have been built to date. These projects created more than 4,700 jobs in Rwanda only in 2018. The spontaneous reaction of investors and urban planners was made possible thanks to the civil engineers, architects, and technicians trained by PROECCO.

Furthermore, PROECCO continues to promote a shift in brickyard owners' mind from a backyard business to a more entrepreneurial approach. The idea of optimising market opportunities, minimising risk, and improving products is still rather new to the sector in the region. PROECCO managed to create a group of pioneers over the last five years. Now is the time to scale up the quality and quantity of production in order to multiply the intended impact for future generations in a self-sustainable manner. The journey of industry transformation has only just started.

For more information, please contact [Fatou.Dieye@skat.ch](mailto:Fatou.Dieye@skat.ch), [Daniel.Wyss@skat.ch](mailto:Daniel.Wyss@skat.ch), or [Juerg.Christen@skat.ch](mailto:Juerg.Christen@skat.ch) or visit <http://skat.ch/portfolio-item/the-proecco-programme/>



Skat developed highly functional housing designs in a simple, rational and elegant shape, made of high quality material. The so called Swiss Cube is a housing block which can fit on a 20m x 30m plot.

## **Cost-efficient production of modern bricks and employment opportunities**

"After nearly five years, I am proud to see that Modern Bricks finally receive recognition as a cost-efficient walling material for housing construction; many people have adopted the technology." More importantly, Nicole argues, the people whom we trained in brick production and construction skills have consistently found jobs and remain employed. "It is very encouraging and rewarding and I feel honored to see them working in decent, well-paid jobs". Thanks to those who committed to their production, the market for Modern Bricks is steadily growing across our entire intervention zone.



Nicole Niwe, Leader of the Technology and Labour Group and team member of PROECCO

## **Alexandre started working in the brick sector after he participated in the brick production and mechanical training organised by PROECCO**

**Alexandre BIZIMANA**, a 26 years old from Rutsiro district, Rwanda is the youngest of 6 brothers and sisters. He lives with his mother and his elder sister. His mother cultivates beans, banana, maize, sweet potatoes, and colocase (taro potato). He has been working on the production of Modern Bricks since he first participated in the brick production and mechanical training organised by PROECCO in 2014.

The basic mechanical engineering training from his technical high school enabled him to build up his skills in a niche of the building material sector. His diligence also helped him find work in several brickyards as a reliable support to the production line. He acquired brick molding skills, quality assurance, and experience in the maintenance and operation of machines used at the brickyards. While supporting his mother and siblings, he managed to save money and pursued his studies in mechanics. Currently he is employed in the first test case of on-site brick production for a construction project as a field team leader with 9 technical mobile team members. He is waiting to receive his advanced diploma in mechanics in June 2019.



Alexandre Bizimana during his work as a field team leader.





Skat links climate protection, renewable energies, community empowerment and poverty reduction through holistic approaches, which facilitate equal access to environmentally sound energy technologies, called for in SDG7: Ensure access to affordable, reliable, sustainable and modern energy for all.

# Mini Hydropower for rural electrification

## Elaboration of studies for a tendering process

Madagascar has a significant potential for hydropower, a clean and cheap source for rural electrification. Three potential sites were visited and analysed by a team of Malagasy and European experts: one site in the tropical Northeast (Sahandaso), one in the central highlands (Ivato) and one in the relatively dry South (Ambatotoa). The catchment area of the third site in the South is located in the Andringitra National Park, which guarantees a year-round sound flow which remains unthreatened by the ongoing deforestation. Each of the three studies includes a socio-economic survey to assess future electricity demand, a hydrological analysis, the technical design (civil structures,

*"We have been cheated by the operator of a diesel generator since we paid our savings for the repair of the machine; but the guy took the money and wasn't seen again. So, we very much hope that hydropower will bring us reliable electricity supply."*

man from Ivato



Renewable energy for rural communities in Madagascar

electromechanical equipment, transmission and distribution lines), an assessment of the social and environmental impact and mitigation measures, and finally a cost estimate as a basis for the economic and financial analysis. Based on these studies, local stakeholders such as the Agency for the Development of Rural Electrification, the Ministry for Energy, the regulatory agency as well as interested developers / investors are trained on minimum requirements for studies and assessment criteria. These measures will help improve the tendering processes.

For more information, please contact [Hedi.Feibel@skat.ch](mailto:Hedi.Feibel@skat.ch)

# Critical external review of the Energising Development Program

The Energising Development Programme (EnDev) is a 290 million Euro multi-donor programme, which was launched in 2005. It has reached about 18 million beneficiaries in 31 projects in 26 countries. The projects support improved cooking systems, off-grid solar technologies, mini-grids (solar/hybrid or hydropower), grid extension and biogas. The review implemented by Skat follows the OECD DAC criteria (relevance, effectiveness, efficiency, impact, sustainability) including

1. Whether EnDev is on track regarding its objectives and attained results and
2. How to further develop the programme (strategic development, design of follow-on measures)

The results of the in-depth review of the programme have been made available to the management and the Governing Board for decision-making and development of a future strategy for more impact.

For more information, please contact [Hedi.Feibel@skat.ch](mailto:Hedi.Feibel@skat.ch)



EnDev is promoting different renewable energy and energy efficient technologies from improved cookstoves up to mini grids based on different renewables

ST.GALLEN-BASED	
<b>Management</b>	
	Jürg Christen (100%), Managing Director Specialist: WASH, Waste Management, Governance
<b>Professional Staff</b>	
	Anne Sophie Aublet (40%) Specialist: Water & Environmental Sanitation
	Bertha Camacho (70%) Specialist: Knowledge Management
	Daniel Schwitter (90%) Specialist: Sustainable Building & Settlement Development
	Danijela Djordjevic (80%) Head of Finance and Human Resources (CFO)
	Florian Klingel (90%) Specialist: Water & Environmental Sanitation
	Dr Hedi Feibel (60%) Specialist: Renewable Energy & Hydrology
	Julie Smolnitchi (90%) Specialist: Water Governance
	Dr Kerstin Danert (100%) Specialist: Rural Water Supply
	Martin Bölli (100%) Specialist: Renewable Energy & Energy Efficiency
	Martin Läng (100%) Specialist: Communication, Desktop Publishing, ICT, Webinar Hosting
	Matthias Saladin (90%) Specialist: Water & Sanitation
	Meleesa Naughton (60%) Specialist: Water Resources Management
	Roger Schmid (100%), Deputy Managing Director Specialist: Water & Environmental Sanitation, Mobility/Transport
	Sandra Fürst (100%) Specialist: Water and Sanitation, Communication and Network Coordinator
	Sean Furey (100%) Specialist: Rural Water Supply, Water Resources, Knowledge Brokering
	Stephanie Theis (100%) Specialist: Knowledge Management and Communication
<b>Support Staff</b>	
	Laura Neuweiler (50%) Office Manager
	Norolalao Robson (50%) Office Manager Assistant
	Violeta Zivanovic (100%) Office Manager

INTERNATIONAL-BASED	
	India Dr Sanjay Gupta (100%) Specialist: Water, Sanitation and Solid Waste
	Moldova Jonathan Hecke (100%) Team Leader: ApaSan Project
	Rwanda / Burundi / DRC Daniel Wyss (100%) Team Leader: PROECCO project Specialist: Sustainable Building & Settlement Dev.
	Fatou Dieye (100%) Specialist: Architect and Urban Planning
	Heidrun Simm (100%) Specialist: Geographer/GIS; PROECCO project
	James Racicot (100%) Team Leader: PEPP project (2015-)
	Cyr Franck Ahononga (100%) Specialist: Water and Sanitation; PEPP project
<b>Skat recognises the tremendous efforts of the many project staff in Ukraine (DESPRO), Moldova (ApaSan), Rwanda/Burundi/DRC (PEPP &amp; PROECCO)</b>	

# Project list 2018

## Global

**Unlocking the potential of Groundwater for the Poor (UPGro)**

DFID, NERC, ESRC



**SDC Water and Sanitation Backstopping Mandate 2018-2020**

SDC



**RWSN Secretariat 2018-2020**

SDC, Skat Projectfonds, Rain Foundation, Universita Degli di Brescia, University of Oxford, Volkart Stiftung, WaterAid, World Vision, ZH20



**Professional Borehole Drilling Phase V**

UNICEF and Skat Projektfonds



**Swiss Water Partnership: Secretariat**

## Europe

### Ukraine

**DESPRO Ukraine Phase IV**

SDC



**Kosovo**

**Backstopping Mandate RWSSP Phase VI Kosovo - Exit Phase**

SDC



**Moldova**

**ApaSan: Swiss Water and Sanitation Project Moldova- Projec Phase IV**

SDC



**Switzerland**

**Evaluation Projet Communautaire d'Accès à l'Eau et l'Assainissement (PCAEA) Lausanne-Nouakchott**



**Terre des Hommes advisory services to WASH innovations**

Terre des hommes



**Swiss Small Hydro (Swiss Association of Small Hydropower) Secretariat**

Swiss Small Hydro



**Small hydropower pre feasibility studies: coordination of financial contributions and quality control**

SFOE



**Hydropower research programme 2017 - 2021**

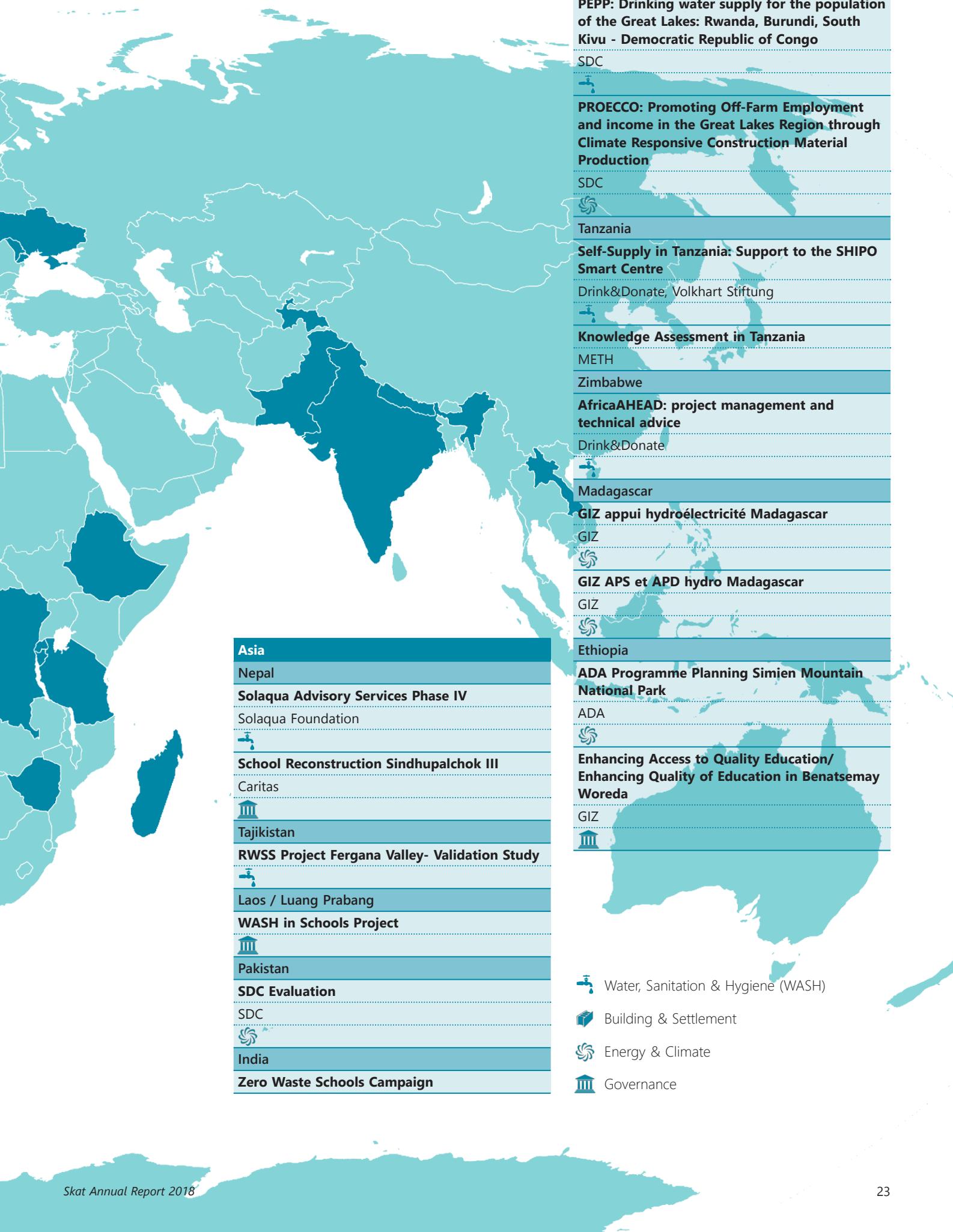
SFOE



Skat has carried out projects and assignments in over 40 countries since 1978.

Skat's regional experience in various countries contributes to its success in the implementation of mandates as well as in short-term consultancies in various sectors.

Visit our [project database](#)



# Our clients and partners

We would like to thank our clients and partners who have supported us during 2018, and beyond:

ADA	Austrian Development Agency
ADPC	Asian Disaster Preparedness Center
AfDB	African Development Bank
	Arthur Waser Stiftung
BGS	British Geological Survey
	Caritas Switzerland
DFID	Department for International Development (UK)
	Drink & Donate, Zurich
Eawag	Swiss Aquatic Research Centre
ESRC	Economic and Social Research Council (UK)
GIZ	German Agency for International Cooperation
	HEKS Switzerland
HSI	Helvetas Swiss Intercooperation
	Swiss Small Hydro (Swiss Association of Small Hydropower)
ISW	International Secretariat for Water
KfW	Kreditanstalt für Wiederaufbau
	Mercy Corps
	Lotterifonds St. Gallen
NERC	National Environmental Research Council (UK)
	Oxford University (UK)
	Pestalozzi Children's Foundation, Switzerland
REPIC	Renewable Energy & Energy Efficiency Promotion in International Cooperation
SDC	Swiss Agency for Development and Cooperation
SECO	Swiss State Secretariat for Economic Affairs
	Service de l'eau – Ville de Lausanne
SFOE	Swiss Federal Office of Energy
	Solaqua Foundation
SRK	Swiss Red Cross
SWP	Swiss Water Partnership
Swiss THP	Swiss Tropical Public Health Institute
TdH	Terre des homme
UNESCO - IHE	Institute for Hydrological Education
UNDP Cap-Net	United Nations Development Programme Cap-Net
UNICEF	United Nations Children's Fund
	Volkart Foundation
	WaterAid UK
	The World Bank Group

# 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
- Urs Egger, St.Gallen

## External Auditor (Accounts)

- Rietmann & Partner, St.Gallen

## Executive Management

- Juerg Christen, Managing Director

# Financial Report

## Profit and Loss Account / Balance Sheet 2018

As reflected in the tables below, the 2018 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 relatively constant.

## Profit & Loss Account from 1.1.2018 – 31.12.2018

Description	(CHF) 2018	(CHF) 2017
Consulting revenue	13,982,344	13,185,852
Revenue from Loan Staff	-	-
Other revenue	436	2,166
Reductions of revenue	-21,239	5,766
Inventory change of work in progress	-193,983	694,000
<b>Operating revenue</b>	<b>13,767,558</b>	<b>13,887,785</b>
Materials	-	-
Other chargeable costs	-21,921	-81,032
Consultants	-517,185	-586,735
Direct project costs	-9,626,953	-9,597,018
Travel- and working costs	-170,880	-152,313
<b>Total Materials/Costs third parties</b>	<b>-10,336,939</b>	<b>-10,417,098</b>
<b>Profit contribution 1</b>	<b>3,430,618</b>	<b>3,470,686</b>
Salaries	-2,970,914	-2,852,218
<b>Total personnel costs</b>	<b>-2,970,914</b>	<b>-2,852,218</b>
<b>Profit contribution 2</b>	<b>459,704</b>	<b>618,468</b>
Office rent	-71,484	-70,349
Maintenance and repairs	-13,890	-15,494
Energy and disposal costs	-3,944	-6,765
Donation to Skat Foundation	-50,000	-50,000
General Donation	-	-
Office and administration costs	-210,322	-153,952
Advertising and PR	-25,023	-20,495
Other operating expenses	-53,653	-62,405
<b>Total administration expenses</b>	<b>-428,316</b>	<b>-379,460</b>
<b>Profit contribution 3</b>	<b>31,387</b>	<b>239,008</b>
Depreciation	-2,967	-3,058
<b>Total Depreciation</b>	<b>-2,967</b>	<b>-3,058</b>
<b>Profit contribution 4</b>	<b>28,420</b>	<b>235,950</b>
Interest expenses and bank charges	-2,687	-2,138
Interest income	1,300	1,300
Exchange gain/loss	-11,175	27,367
Extraordinary income	195,655	-18,163
<b>Financial income/expenses</b>	<b>183,093</b>	<b>8,366</b>
<b>Profit contribution 5</b>	<b>211,513</b>	<b>244,315</b>
Taxes	-34,469	-65,849
<b>Operating profit</b>	<b>177,044</b>	<b>178,467</b>

## Balance Sheet as of 31.12.2018

Description	(CHF) 2018	(CHF) 2017
<b>Assets</b>		
Cash and bank accounts	4,263,689	8,492,567
Trade accounts receivable	263,855	133,575
Other current receivable	1,303,892	1,736,460
Work in progress	4,755,417	4,949,400
Accrued income/deferred charges	24,742	8,444
<b>Total current assets</b>	<b>10,611,595</b>	<b>15,320,447</b>
Securities	1	1
Tangible assets	2,815	5,047
Intangible assets	1	736
<b>Total fixed assets</b>	<b>2,817</b>	<b>5,784</b>
<b>Total assets</b>	<b>10,614,412</b>	<b>15,326,231</b>
<b>Liabilities &amp; shareholders, funds</b>		
Trade accounts payable	50,603	242,257
Other current liabilities	8,274,910	12,792,971
Deferred income/accrued charges	302,413	306,990
Current accruals	157,403	123,750
<b>Total current liabilities</b>	<b>8,785,328</b>	<b>13,465,968</b>
Long-term accruals	658,059	636,283
<b>Total long-term liabilities</b>	<b>658,059</b>	<b>636,283</b>
<b>Total liabilities</b>	<b>9,443,387</b>	<b>14,102,251</b>
Share capital	200,000	200,000
Compulsory reserve	100,000	100,000
Complimentary reserve	500,000	500,000
Profit brought forward	208,981	260,514
Years profit	177,044	178,467
Own shares	-15,000	-15,000
<b>Total shareholders, funds</b>	<b>1,171,024</b>	<b>1,223,981</b>
<b>Total liabilities &amp; shareholders, funds</b>	<b>10,614,412</b>	<b>15,326,231</b>

## Budget 2019

With the current staffing situation with approx. 22 full-time positions in 2019, the operating revenue will remain at the same level as in the previous year thanks to ongoing implementation projects. This

statement is also based on the assumption that, again, about 65-70% of the productive hours can be sold. This estimate will translate again into a positive result in 2019.

## Contact

### **Skat Consulting Ltd.**

Juerg Christen  
Managing Director  
Vadianstrasse 42  
CH-9000 St.Gallen  
Switzerland

tel: +41 71 228 54 54

fax: +41 71 228 54 55

email: juerg.christen@skat.ch  
info@skat.ch

web: www.skat.ch

## Imprint

Skat Annual Report 2018  
Layout and photographs: Skat  
St.Gallen, May 2019