



Annual Report 2019

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: WASH & IWRM



Building & Settlement



Energy & Climate



Governance



how we work



Project Implementation



Consultancies



Knowledge Sharing

In 2018, Skat celebrated its 40th year of successful work in development cooperation. In 2019, Skat started to prepare for the retirement of its long-time managing director Jürg Christen, which marked the start of a process of handing over responsibilities to a new generation. For 17 years, Jürg has successfully led the company. His outstanding leadership enabled Skat to successfully acquire and implement major development projects and numerous consultancy assignments for a wide range of Swiss and international clients. We are tremendously grateful for his dedicated and professional service and his significant contributions to international development and poverty reduction more broadly. We wish him the very best for the future and success in his coming endeavours.

Since the end of 2019, our new management team is complete and in place. In the coming years, younger talent will be brought into the Board of Directors as well.

Our portfolio is also undergoing a generational change, with the end of some long-term SDC-funded implementation mandates. In 2019, we successfully closed our 11-year Water and Sanitation Project ApaSan in Moldova. We are not leaving Moldova though, as we were selected to start up a new project Ma Implic ("I engage"), which will continue to support poor rural municipalities for better local governance and public services. In Kosovo, we successfully transitioned into project implementation with the start of our new programme on Integrated Water Resources Management. With their long-term perspectives, both projects will be an important pillar of our work in the coming decade.

Among many consultancy projects in 2019, we were particularly delighted to strengthen our cooperation with SECO through new mandates in Cameroon and Ghana on renewable energies. Our initiatives for promoting youth in water were among the highlights of our close cooperation with Skat Foundation.

Swiss development cooperation remains central to our work and identity. For the first time in history, Switzerland consulted the public about its new international cooperation strategy for 2021–24 and we strongly engaged in the process through our involvement in the Swiss Water Partnership.

We expect that our generational change will create a boost to our innovation and the development of our business. At the same time, we will build upon the past achievements and remain faithful to our core mission: our commitment to work towards poverty reduction and improving the living conditions of disadvantaged and marginalised people.

We would like to thank our clients for their trust in our work during this year and for the excellent partnerships that we are enjoying with them. Most importantly however, we want to thank our people in St. Gallen, Chisinau, Kyiv, Pristina, Kigali, Bujumbura and Bukavu: they are the ones who make us successful and who will bring Skat forward.

Florian Klingel
Frank Wiederkehr
Danijela Djordjevic
Management Team, 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.

Local governance and communal services: a mutually reinforcing relationship

In 2019, the new SDC flagship project in local governance in Moldova – **Ma Implic** – was launched with a budget of CHF 6 million for Phase 1 (Nov 2019–Oct 2023). Skat will build on its longstanding experience in the region by transferring experience and knowledge to Ma Implic from its two multi-phase local governance support projects:

- The Swiss Water & Sanitation Project (**ApaSan**) in Moldova with a strong local governance component (2009–2019) and
- The Decentralisation Support Project (**DESPRO**) in Ukraine (since 2007, ongoing)

Below we present a brief overview of our local governance projects and how we make the most of the synergies between them while respecting local context differences.

Triggering citizens’ demand for better public services and supporting municipalities to provide and manage services provision: the Ma Implic project

The context in Moldova is challenging: local governments are highly fragmented and often unable to provide sustainable public services, while the population is reluctant to engage in public affairs due to low levels of social cohesion and civic culture, and

lack of awareness of rights and entitlements. As with good cooking recipes, the key to local governance support is to choose the right ingredients: a healthy dose of civic engagement to request better public services and hold authorities accountable, support to municipalities to provide good quality and affordable services, and a pinch of help to national institutions to ensure a favourable policy, legal and financial environment for quality service provision and decentralisation reform. This is the recipe that “Ma Implic” (“I engage” in Romanian) offers to link the rural population and the local self-governance system to achieve equitable access to quality public services.

Cross-fertilization and transfer of knowhow between the DESPRO (Ukraine) and Ma Implic projects (Moldova)

While Ukraine and Moldova have their own characteristics and are at different stages of decentralisation reforms, they also have a lot in common: both are post-soviet countries, oriented towards the EU, face challenges to cover rural areas with public service provision, and have ongoing decentralisation processes. This is why Skat is making the link between the DESPRO project and the new Ma Implic project to ensure transfer of knowledge and experience.

DESPRO is a key partner of the Ukrainian government in the decentralisation and territorial administrative reform. This includes national policy coordination and dialogue, capacity-building of amalgamated municipalities and municipal service sector governance and management.

In 2017, the DESPRO NGO was founded out of the DESPRO project and is part of the project’s exit strategy, through which Skat’s Ukrainian team has established itself as an independent service provider for local governance. The (Ukrainian) DESPRO NGO provides backstopping support to the Moldovan project through its core staff, associated experts and peer exchange. Skat is thus drawing on DESPRO’s successful experience, including the elaboration and provision of technical assistance to municipalities and service providers, an electronic support platform for municipalities, national level coordination and provision of policy advice.



1st operational planning workshop of the Ma Implic project with strong participation of DESPRO NGO, December 2019. photo: Skat/SDC

Communal services as entry point to improved local governance

ApaSan – a water & sanitation project with a strong local governance component

The Swiss Water & Sanitation Project in Moldova ApaSan, co-financed by SDC and the Austrian Development Cooperation, had the overall objective of ensuring that the Moldovan rural population has access to sustainable and safe drinking water and environmental sanitation. In doing so, the project had a direct impact on the improvement of the local governance system. Skat's experts worked hard on coupling increasing citizen participation with tangible capital investments in service improvement. This proved to be an important element of trust-building between Local Public Administrations and citizens, and a success factor for cooperation:

Ma Implic project draws on ApaSan's lessons learnt

The design of the new local governance project Ma Implic draws heavily on ApaSan's 10 years of experience in Moldova. For example, ApaSan confirmed the benefits of focusing governance intervention on concrete service improvements, and specifically communal services, due to the following:

- High demand of the rural population for better municipal services (water, sanitation and solid waste management)
- Decentralised municipal services are under the responsibility of local governments, with great potential for scaling-up through enlargement of municipalities or inter-municipal cooperation, thereby increasing revenues and achieving cost-recovery.

"I felt stronger after having implemented all these projects with ApaSan. I felt that I could solve the problems of the people who had elected me. I have kept my promise as mayor and this gives me a lot of energy to handle other projects in other areas."

Carpineanu Ion
Mayor, Carpineni village

"People's confidence gradually developed; at the beginning it was almost zero when we started to collect the contribution from the people."

Bostan Gheorghe
Water operator

- Access and quality of communal services in rural areas are crucial for health, reduction of women's workload and the well-being of vulnerable households.
- Local government deals with the most relevant concerns of citizens and is considered trustworthy.

"We often tend to cluster interventions per country and per domain, forgetting to overcome our mental barriers and the need to identify potential cross-fertilization and transfer of knowledge. Skat took important steps to ensure learning and capacity-building between Moldova and Ukraine which will benefit both countries, as well as SDC, involved staff and most importantly, the rural population."

Julie Smolnitchi
Water Governance Specialist, Skat Consulting Ltd.

DESPRO's experience in communal services

ApaSan experience is shared by the DESPRO project, which demonstrates how a solid presence in Water & Sanitation and Solid Waste Management sectors provides leverage for local governance and decentralisation reform, as well as strengthening citizen engagement. The capacity-building of national actors responsible for reform implementation is another key element of the project's success.

Both the DESPRO and ApaSan projects confirm that local governance and communal services benefit from a mutually reinforcing relationship. A strong focus on municipal services is a powerful vector for achieving sustainable gains in effective and accountable local governments, and public management. Building the capacities of municipalities helps them produce visible improvements to communal service delivery.

For more information, contact Florian.Klingel@skat.ch



Opening of water supply system in Illynetske village, Vinnytsya oblast, 2012

photo: DESPRO/Skat/SDC

Effective support to decentralisation reforms in times of changing political commitment: The experience of DESPRO in Ukraine

The context for governance reform evolves over a long time, and when political windows of opportunity suddenly open, they need to be grasped. However, placing development assistance at the service of the reform depends, on the one hand, on the receptiveness of government and society and, on the other, on the credibility and legacy of the development partner. The experience of the DESPRO local governance project in Ukraine has generated valuable lessons in this regard.

During the project history from 2007 to 2020, DESPRO underwent different phases, having to adjust its strategy to contribute to the long-term reform agenda in various political contexts – from the central government’s complete lack of interest in local governance reform, to close cooperation in the process of the reform implementation.

Early phase: Grasping a window of opportunity to put the reform on the national and local agendas

The DESPRO project began in 2007, under the Government of former President Viktor Yushchenko. At the time, Ukraine had clearly committed to European integration and to increasing the effectiveness of its governance system, including compliance with the European Charter on Local Self-Government. Taking this window of opportunity, DESPRO designed an intervention strategy for the national and local levels by: a) preparing national framework conditions for the reform through technical and legislative assistance to the Government and b) demonstrating the benefits of a decentralised approach in one focus sector: rural water supply.

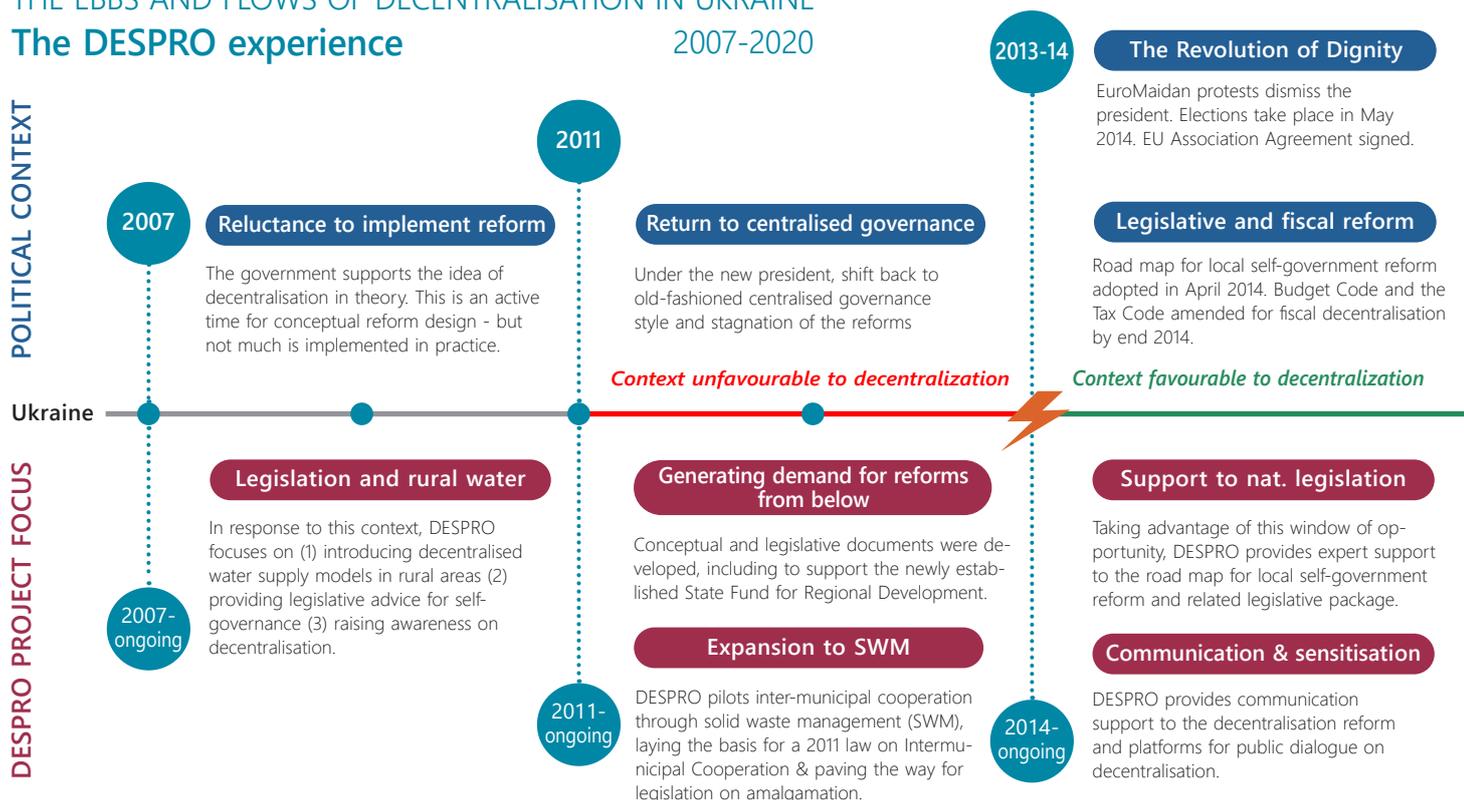
However, the approved reform was never implemented, due to the Government’s fear of launching such a highly sensitive reform towards the end of its term, and the risk of challenging the political status quo before the elections.

Generating demand for reform from below during stagnation by demonstrating the benefits of decentralised service provision

The election of former President Viktor Yanukovich in 2010 marked a dramatic shift back to old-fashioned centralised governance style, and stagnation of the reforms initiated by the previous leadership. The DESPRO project had to adjust its strategy: it chose to focus on the local level, demonstrating the benefits of decentralised service provision and, thus, generating demand for the reform from below. Through a combination of local and district governments’ capacity-building, community mobilisation and direct investments, the project managed to introduce more effective service provision models in partner regions. To prove the benefits of scaled service delivery, shared responsibility and common use of resources, DESPRO piloted inter-municipal cooperation models in solid waste management. This later generated demand for and paved the way to improving the overall legislative basis for intermunicipal cooperation in the country.

Prior to the presidential elections of 2012, regional development became more prominent in the political agenda, in part due to EU pressure but also the central government’s “reverence” towards regional political elites. This resulted in the establishment of the State Fund for Regional Development to which DESPRO provided technical and legislative support. While this allowed DESPRO to enter the decentralisation domain at the national level, it was through a “technical door”.

THE EBBS AND FLOWS OF DECENTRALISATION IN UKRAINE The DESPRO experience 2007-2020



The turnaround period: Capitalising on experience and commitment to decentralisation, and becoming a trusted partner of the Government

The political situation changed drastically in early 2014: the Euromaidan protest resulted in President Yanukovich fleeing the country, and Petro Poroshenko won the presidential elections of May 2014; Russia annexed Crimea and the ongoing conflict began in the east of Ukraine. The new Government took decisive steps in 2014 by signing the Association Agreement with the EU and launching a number of key national reforms, including decentralisation. The Government drew heavily on DESPRO's technical assistance in the process of designing the reform and building public consensus. By December 2014, the Parliament had adopted the amendments to the Budget Code and the Tax Code for fiscal decentralisation, which formed the basis for the administrative and territorial set-up.

DESPRO also consolidated its experience at sub-national level in the area of decentralised planning, budgeting and public service provision, publishing learning products and providing on-demand support to local and sub-national governments and public service agencies.

Rolling out the reform: Scaling up technical support and national expansion

Through strategic partnerships and innovative online knowledge management tools, DESPRO became a well-established partner of local and regional governments, and decentralised public service providers in Ukraine. Since the establishment of the first 159 voluntarily Amalgamated Territorial Communities (ATCs), DESPRO has been providing advice and training to local governments on various local governance and municipal management issues. To respond to growing demand for



ensuring the sustainability of ATCs, DESPRO developed new products to allow communities to plan their future sustainably.

At the national level, DESPRO remains a close partner of the Government, due to its flexibility, experience and ability to mobilise stakeholders. During this period, DESPRO supported strategic aspects of decentralisation reform: communication of the reform, policy dialogue, and coordination between the Government of Ukraine and development partners.

The territorial and administrative reform is due to be completed by the end of 2020 with local elections planned on this basis.

Among the factors responsible for the project's success in Ukraine's dynamic policies environment were:

- Flexibility and pragmatism of SDC as donor, and Skat as an implementing agency, in adjusting project strategies, plans and budgets for the project to react to the context changes, grasp opportunities and respond to the demands of Ukrainian counterparts;
- A combination of investments at national and local levels based on a solid commitment to pursuing the decentralisation reform course, despite a changing political environment, as well as strategic placement of such investments;
- An ability to balance technical assistance (frameworks, approaches, tools, know-how) and direct investments (pilot models, tangible improvements in service provision) – which enabled DESPRO to showcase the benefits of the reforms and/or advocate for needed changes;
- Collaboration with individual champions for reform and investments in human capital, resulting in project beneficiaries moving to influential positions at different levels;
- Trust and credibility of the project due to capabilities of the team, ability to mobilise top national expertise, strike strategic partnerships and maintain relations with key stakeholders.

For more information, contact Florian.Klingel@skat.ch

Developing a platform for dialogue and understanding within local self-government, state bodies, and citizens, in course of the local self-governance reform in Ukraine. Vinnytsia reg., 2018.

photo: DESPRO/Skat/SDC

2015-20

Territorial & adm. reform

Establishment of new three-tiers local government in Ukraine (Oblast, Rayon, Hromada)

Amalgamation

Amalgamated territorial communities (ATCs) have sufficient resources and the capacity to self-govern

Practical support to ATCs

Through online platforms DESPRO provides practical and on-demand support to new ATCs

Capacity development

School of Local Self-Governance; Online communities of practice; Support programme for female local self-government leaders



We are committed to SDG6: Ensure availability and sustainable management of water and sanitation for all. Skat is a leading centre of excellence in Water, Sanitation and Hygiene (WASH). Skat is also advising governmental partners and supporting civil society in implementing Integrated Water Resources Management (IWRM) at all levels.

ApaSan: impacts and achievements after a decade of presence in Moldova

The Swiss Water and Sanitation Project in Moldova (ApaSan), financed by the Swiss Agency for Development and Cooperation (SDC) and co-financed by the Austrian Development Cooperation (ADC), was concluded during a national event organized in April 2019 in Moldova after 10 years of project implementation with an overall budget of about 24 million CHF. National institutions, local authorities, water & sanitation operators, school authorities, construction and design companies have joined the event to

reflect about project achievements and future needs of the country in relation to water and sanitation in rural areas.

Main achievements

Main achievements are summarized in the following infographic; they stem from 3-level support to national institutions, regions & municipalities, and local communities.

ApaSan achievements 2009-2019

including SDC humanitarian aid 2001-2008

-  National policy has progressed and now recognizes decentralized options as valid solution in its National Water Supply and Sanitation Strategy and various secondary legislation, norms and standards
-  **Water and sanitation services delivery models** for rural areas tested, improved, consolidated, documented and replicated throughout all regions of Moldova, including Gagauzia and Transnistria
-  **Solutions for water production have been expanded from spring catchment to treated water from rivers and deep aquifers**
-  The association of municipalities (CALM) set up a **service centre to support small local water and sanitation operators in rural areas**
-  Several small Municipalities agreed on formal delegation of provision of water services to urban utilities (ApaCanal), which is an important step towards regionalisation of water and sanitation services
-  **Moldovan water and sanitation Community of Practice (CoP)** is a vibrant and autonomous platform which stimulates learning and knowledge sharing
-  Guiding materials on water supply and sanitation are published and disseminated
-  **41 local piped water supply systems deliver safe water 24/24h to 67'000 rural inhabitants and are managed sustainably by Water Consumers Associations (WCA), municipal enterprises, inter-municipal enterprises or regional operators.**
-  **64 schools and 2 summer camps** (over 21'000 users) **have comfortable and clean toilet blocks**
-  **Rural wastewater treatment** was piloted in **7 localities**, where wetlands have been constructed and in 2 schools, where treatment plants have been constructed
-  The District of Ialoveni has a General Water Supply and Sanitation Plan established along national guidelines



"The main project challenge was to achieve visible and long-lasting impacts at the policy level. Despite a well-coordinated policy influencing strategy with SDC in Moldova, political instability and constant turnover of national institutions' staff clearly hindered institutional changes. It is essential to remain realistic in what we can achieve and alert to, and rapidly react to, windows of opportunity."

Julie Smolnitchi
Water Governance Specialist, Skat Consulting Ltd.

What different stakeholders say

ApaSan has made an important positive difference for people and institutions and produced long lasting impacts at local, district and national levels. ApaSan's partners are commenting on the project's strengths, results and impacts:

Policy/institution

"By offering support to the sector ministry, the Center for Public Health, and the parents' associations, we have managed to put sanitation in school on the discussion agenda. The first meetings were about water supply in schools. The word "toilet" was not even mentioned."

Corina Andronic
ApaSan Task Manager

"ApaSan was monitoring the financial and technical situation because it did more than just donate money; they have taught us how to operate, how to build, how to design and many other things."

Abajeru Valeriu
"Nica" Company

Community

"Favourable conditions were created to keep our children healthy. They are no longer sick as often as they used to be. But the most important consequence is the civilized behaviour of children. Our village children now benefit from conditions which they could not even dream of earlier."

Dodu Nicolae
School principal, Calmatui village

Individual

"I proved to myself and to the others that I can. This gave me courage and I went through many other projects later on. I also got technical experience, which we women, do not get. A lot of people were saying that a woman can't solve the problem of water. For me, this was like getting a whip. When I heard words like this, I always tried to prove the contrary."

Nicolaev Elena
Mayor, Serpeni village



Project closure event, Chisinau, 16.04.2019, "Water and sanitation : from infrastructure to sustainable services"

Integrated Water Resources Management in Kosovo (IWRM-K)

Programme Inception Phase



Springs of White Drin River, Radac, Kosovo

photo: Rizah Hajdari

A new SDC-funded initiative implemented by Skat together with the Environment Agency Austria

Kosovo is one of the most water-stressed countries in Southeast Europe due to its specific natural features combined with human pressure: lack of investments in water infrastructure, inefficient water use, water pollution from mining, untreated wastewaters, as well as agricultural runoff. Growing demand for water amplifies the challenge. Modifications of streams and natural basin structure heighten the risk of droughts and floods. Impacts of climate change increase the vulnerability of ecosystems and economy. The trans-boundary character of the four main river basins further complicates water management. Kosovo is a typical upstream country sharing waters with neighbouring Albania, North Macedonia and Serbia.

Integrated Water Resources Management (IWRM) is a globally adopted concept for efficient, equitable and sustainable use of water resources and for mediating conflicting demands for water. Although the National Water Policy recognises the relevance of this approach, and the Law on Waters introduces contemporary EU-based water management practices, a functioning IWRM framework backed by properly capacitated institutions is not yet in place in Kosovo. Against this backdrop, the SDC engaged to support the establishment of such a framework in the country over the coming decade. In early 2019, Skat, in consortium with the Environment Agency Austria, was awarded the mandate and launched a one-year IWRM-K Program inception phase.

During this inception phase, together with the local institutions in charge of water resources management, we initiated an intensive process to identify measures under the IWRM-K. Based on a stocktaking and visioning exercise, we mapped needs, opportuni-

ties and priorities. The assessments focused on what institutions in Kosovo should do and what they can do. Of particular interest were data and information systems and management, planning and financial instruments, and education and professional skills for water resources management. This participatory Programme development process defined needs and suitable responses, whilst engaging and committing the stakeholders and partners for the upcoming implementation phase.

The aim of IWRM-K is to improve the capacity and strengthen the role of the newly established Ministry of Infrastructure and Environment, and especially the River Basin District Authority, as key institutions for river basin management. The Programme links technical capacity building and institutional development. It is designed to catalyse the financial and other resources required to achieve the objectives of the River Basin Management Plans, which are the key documents for shaping the Kosovar sustainable water resource management agenda. Skills development of water professionals, particularly younger women and men, and job creation will be crucial. IWRM-K will also support the institutions to nurture public awareness of environmental issues and enhancement of citizen engagement.

The implementation phase will start in May 2020. Skat's management team at headquarters assures the strategic direction, supervises the team comprising the Programme Facilitation Unit (PFU) in Kosovo and the thematic expertise subcontracted from the World University Service (Austria). The Environment Agency Austria with a pool of experts supports the Kosovar partner institutions and provides thematic backstopping to the PFU.

For more information, contact roger.schmid@skat.ch or dimitrija.sekovski@skat.ch



"Following a period of intense expert analyses and stakeholder mobilization, the IWRM-K is set for a successful launch of its implementation stage. Experience so far has been truly remarkable. Skat's approach to work has proven viable in dealing with complexities and uncertainties related to water resource management in Kosovo. The Program's long-term vision and adaptive implementation approach in combination with the commitment of the local PFU, expert support by the implementation partners, as well as the positive response by stakeholders are the key ingredients already in place to achieve lasting positive transformation of Kosovo's water resources management."

Dimitrija Sekovski
Team Leader IWRM-K Program, Skat Consulting Ltd.

Public-public partnership in water between Lausanne and Nouakchott

A learning and capacity building oriented evaluation process managed and co-funded by Skat

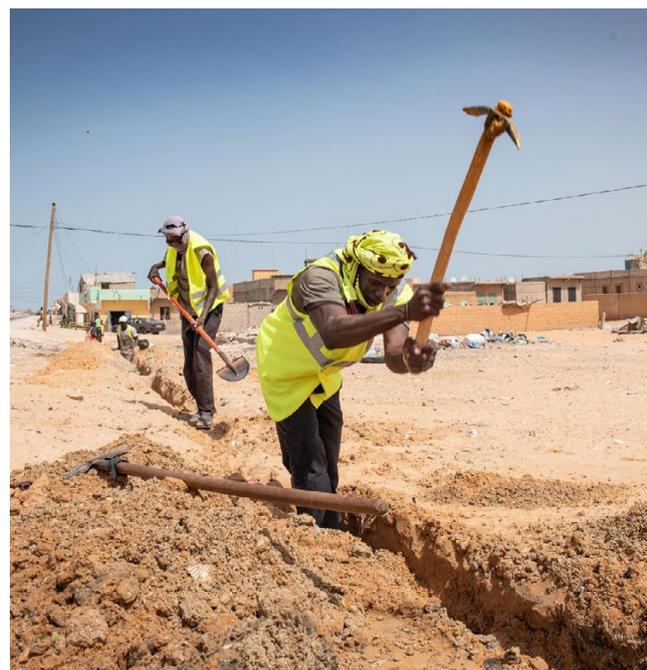
In 2008, the city council of Lausanne created a solidarity fund to improve water and sanitation in developing countries: for each cubic metre of drinking water sold in the city an equivalent of 1 cent is taken off and replenishes the fund. Based on a partnership between the water utility of Lausanne and the city of Nouakchott, the piped water network in a district - home to resettled people coming from flood-prone areas – has been extended. 22 Swiss communes and water utilities have since joined the initiative. Lausanne also supports capacity building and institutional development to its partner. This kind of public-public partnership is exemplary and unique in Switzerland.

To professionalise the regular project evaluations, the most recent assessment (January to April 2019) was conducted in cooperation between the local NGO Tenmiya and Skat and was oriented towards learning and linked to capacity building. The evaluation was co-funded, designed, and documented by Skat. Main results of the evaluation included: suggestions for future project improvement, strengthening of the evaluation capacities of the NGO Tenmiya, and transfer of the learnings by the local actors. The external view also helped to analyse the framework conditions, organisational effectiveness and mutual satisfaction of the partnership.

For more information, contact roger.schmid@skat.ch



"Handwashing exercise" in a household in Nouakchott



Network extension works (Tarihil zone, municipality of Riad, Nouakchott city)



"The partnership with Nouakchott celebrated its 10th anniversary in 2019. It was an opportunity to take stock of the work accomplished so far and to look ahead by having competent external feedback on this long collaboration. The work of Skat Consulting has been very precious to us: this as much on the very field specific and advanced thematic aspects on which we wanted to have advice, than on the broad aspects of perception of the collaborators working for the partnership. This assessment was beneficial both for Lausanne, as a partner for the South, but also for the city of Nouakchott that has taken into account all the recommendations of the evaluation report. We very much hope that such collaboration can be continued in the future."

Vanessa Godat Fakhry
Solidarity and Environment Manager, Water Service of the City of Lausanne

Skat Consulting's youth engagement

Youth activities of the Swiss Water Partnership (SWP)

In 2019, a group of enthusiastic young water talents came together in Bern to launch the SWP Youth Group, under the umbrella of the Youth Strategy of the Swiss Water Partnership. Skat, who is supporting the SWP secretariat on behalf of Helvetas, assisted the youth group in defining their joint vision and objectives.

By end of 2019, they had launched three youth-led initiatives:

- **Matura Mentoring Initiative** creating a portfolio of water-related Matura topics mentored by SWP members, partner organisations or individuals
- **Water Youth Festival** raising awareness among young people through water street art, movie screenings, etc.
- **Networkshops offering** an exchange space for senior and young water professionals

Swiss or Swiss-based young water talents below 31, can sign up [here](https://bit.ly/3gvmMfO) (<https://bit.ly/3gvmMfO>) to join the SWP youth group. Those older than 31 can sign up as youth advisors.

For more information, contact sandra.fuerst@skat.ch



Members of the Swiss Water Partnership Youth Group



RWSN Young Professionals Benson Kandeh and Kenneth Alfaro Alvarado at Stockholm World Water Week in 2019.

photo: Meleesa Naughton, Skat

The Rural Water Supply Network's (RWSN) engagement with young professionals

In 2018, Skat Consulting on behalf of Skat Foundation and the RWSN Secretariat launched the RWSN Young Professional engagement strategy, with the support of the Swiss Agency for Development and Cooperation (SDC). It is built around four pillars:

1. Developing a community of young professionals (under 35);
2. Facilitating capacity building of young professionals/ knowledge exchange
3. Supporting young professional representation in RWSN's activities
4. RWSN Young professionals events & networking

The "community" (pillar 1) grew to include 500 young professionals at the end of 2019. They join the community directly from the RWSN website, or through other RWSN activities.

The flagship activity is the RWSN mentoring programme (pillar 2) where RWSN matches up mentors and mentees from around the world to help young professionals develop their career in the water sector. It was launched in January 2019 in English, French and Spanish and matched 240 young professionals with senior professionals in its first round. The mid-year assessment showed a very high degree of satisfaction.

Under pillar 3, RWSN ensures young professionals are represented in webinars, to present their work, but also in face-to-face activities, e-discussions, blogs, and publications. The 2019 RWSN directory of rural water supply services, tariffs, management models and lifecycle costs was co-written by Sean Furey and a young professional, Philip T. Deal (PhD candidate at Oklahoma University, US). Another young professional, Uyoyoghene Traoré, has conducted research on the Challenges of Water Well Drillers & Water Well Drillers Association under the supervision of Dr Kerstin Danert. Both reports were among the most downloaded RWSN publications in 2019.

Under pillar 4, RWSN co-convened events dedicated to young professionals at Stockholm World Water Week in 2019. It ran a global social media competition to bring a young professional to World Water Week – someone who would otherwise not have the chance to attend. Benson Kandeh (Sierra Leone), won the competition. His experience and challenges can be found on the RWSN blog (<https://rwsn.blog/2019/09/17/my-experience-at-the-world-water-week-conference-water-for-society-including-all/>).

In 2020, RWSN's activities for young professionals will continue, with a focus on mentoring.

For more information, contact meleesa.naughton@skat.ch

Project implemented on behalf of Skat Foundation.

About Skat's sponsorship and cooperation for promoting new talent in the water sector

Trainees at Skat

From January to July 2019, **Carola Bänziger** worked as a trainee with Skat Consulting. She supported the SDC backstopping mandate for the Global Programme Water, in particular its water network RésEAU, and the management of two regional face-to-face events; currently she is finalising her studies at ETH Zurich.



"I was inspired by the exchanges during the RésEAU Water Team Days, which we organised in Niger and Bosnia and Herzegovina. Through these workshops I got interesting insights in wastewater treatment and water and sanitation related to local governance in the Eastern Europe and Central Asia region and in Leaving No One Behind in Africa."

From October 2019 to July 2020, **Elodie Feijoo** Seara (M.A in Development Studies) is working as a trainee with Skat Consulting. Her tasks are similar to Carola's: in the RésEAU, she is responsible for coordination and communications, including webinars, blog posts and the RésEAU's youth strategy. In addition, she supports the online activities of the RWSN Secretariat, including the newsletter, webinar series and the mentoring programme.



"From the very beginning, I was trusted and given responsibilities, which allowed me to learn a lot. At Skat, I was able to deepen my knowledge of the water sector, to discover 'the world of work', to learn from my colleagues and to feel part of a (great) team."



Zamir Borojevic, winner of the Swiss Junior Water Prize 2019

The Swiss Junior Water Prize 2019

The Swiss Junior Water Prize is awarded annually to students of Swiss Secondary and Technical Schools between the age of 15 and 20, who have carried out excellent school projects related to water and sanitation. The award incentivises young people to grow an interest in water and sustainability issues, and provides interaction opportunities with professionals. The Prize is part of a prestigious national contest of Swiss Youth in Science attracting about 300 students each year, which has been running for more than 50 years.

Since its first edition in 2017, Skat supports the Prize as a CHF 5,000 "Silver Sponsor". Skat is a member of the special jury, provides coaching to awardees, and contributes to youth events organised with Swiss sector organisations. Thus, Skat continually builds up young people as bearers of creative potential and as future agents of change.

The 2019 Prize was awarded to Zamir Borojevic from Oberwil (AG) for his outstanding research on "tardigrades", known colloquially as water bears: water-dwelling eight-legged micro-animals. He managed to characterize tolerance mechanisms that enable tardigrades to survive changes in environmental conditions such as changing UV radiation or water acidity.

Zamir Borojevic was coached by Skat's experts to represent Switzerland at the Stockholm Junior Water Prize event during the last week of August 2019.

For more information, contact roger.schmid@skat.ch

Creating a new space for sharing performance and innovation in rural water supply management

The rural water supply sector is undergoing a period of change. In response to the challenges of achieving universal access to safe, affordable drinking water and sustaining those services, there has been increasing innovation in different types of rural water service models. The paradigm of the last 2-3 decades has been community management, which is a solution in many but not all cases. Mobile phone technology and network access bring new opportunities for remote monitoring of water points and more efficient and effective financial and asset management. This has been accompanied by a shift in thinking away from “building rural water projects” to “delivering rural water services”.

The 2019 RWSN Directory presents the growing range of management options. Some are novel interventions that are still being piloted, some others have been established for a decade or more. The publication was edited and designed by Sean Furey,

Skat Consulting (on behalf of Skat Foundation and the RWSN secretariat), with support from the RWSN Secretariat team.

Each entry gets a double-page spread containing concise descriptions of how the management model works, where and by whom, and an indicative breakdown of the tariffs and life cycle costs.

Also included in this first edition is an update of RWSN’s famous “Handpump Statistics”, which has been quoted in countless presentations and publications since 2007. This new update draws on data from the open-source Water Point Data Exchange (WPDx) which has been rigorously analysed by researchers at the University of Technology Sydney, Australia and published in a 2019 journal paper co-authored by Sean.

The Directory is intended to be an annually updated showcase for practitioners, funders and policymakers to flick through and get ideas and make new connections.

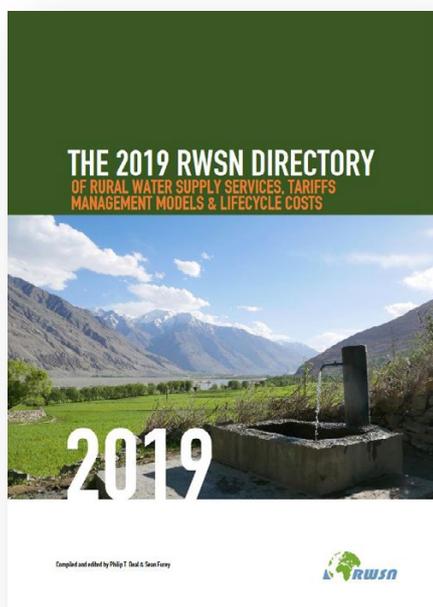
The first edition was the fastest downloaded document RWSN has ever produced, with more than 1,000 downloads of the English version and more than 250 downloads of the French version within the first few weeks of publication. A next edition is planned for mid-2020, expanded with new and updated case studies.

The 2019 RWSN Directory is available to download from the RWSN website in English and French:

<https://www.rural-water-supply.net/en/resources/details/861>

<http://www.rural-water-supply.net/en/resources/details/863>

Project implemented on behalf of Skat Foundation.



The 2019 edition of the “Directory”



“An important aim of this publication is to improve the quality of exchange in rural water sector on economic realities of establishing and sustaining services that maximise supply uptime to water users and are affordable. The moral, legal and health cases for rural water supply are clear, but without a strong economic case, government and donor investment will continue to be far below what is required to achieve and sustain universal access to safe water by 2030.”

Sean Furey
RWSN Secretariat Director

Shining light on household investments for water, sanitation and hygiene (WASH)

Let us talk about “HI” and the “three T’s”

A personal piece by Dr Kerstin Danert (Skat)

Investments by households in their own Water, Sanitation and Hygiene (WASH) services started to fascinate me when I lived in Uganda in the late 1990’s. The buckets under the eaves of people’s roofs – collecting water from rainfall, or the grass-woven shelters – constructed for privacy while bathing. Subsequently, I learned about manual drilling in other countries – a response to demands for boreholes located in people’s own compounds.

In 2004, the Rural Water Supply Network (RWSN) initiated a flagship on Self-supply. At that time, this phrase was relatively new, even if the phenomenon of households investing their own resources for WASH services was not. Today, the phrase Self-supply is widely used (with differences in interpretation).

However, household investments go even further. Therefore, in our editorial (see link below), we took on the terminology used by the Organisation for Economic Co-operation and Development (OECD). We argue that the use of the three “T’s” financing source framework (taxes, tariffs and transfers) leads us to ignore household investment (HI). We propose an adaptation to the framework, which we call “**HI and the three T’s**”.

In 2010, the OECD published a report that conceptualises the funding sources for Water and Sanitation. It set out the three “T’s” as “the ultimate financial sources of investment for the water sector”. The publication states that while there are hundreds of financiers that all finance originates from three main sources:

- donors (= transfers),
- public funds from the government (= taxes)
- what customers pay out of their pocket for their services (= tariffs).

The three “T’s” language has become common vocabulary in the WASH sector. Notably, the word tariff is associated with user fees in the form of (monthly) water bills. This leaves out other important investments, including capital investments in onsite water and sanitation infrastructure (Self-supply).

There is growing recognition that household investments are significant. The 2019 Global Analysis

and Assessment of Sanitation and Drinking-Water (GLAAS) reports an estimated 66% of US\$ 43 billion of annual WASH expenditure (i.e. US\$ 28 billion) from household contributions. Cases in point are Bangladesh, where in 2015, Self-supply payments are estimated to have exceeded tariff revenues by three times; or Ghana in 2014, where the equivalent factor was 11. Meanwhile, the phenomenon and scale of Self-supply in urban and peri-urban areas is increasingly recognised in academic literature.

Surveys typically ask questions on household monthly water charges (i.e. tariffs) but other seasonal costs including Household Investments are generally not captured. Essentially, our understanding of WASH finance remains woefully inadequate.

Nevertheless, the UN-Water/WHO TrackFin initiative is now trying to improve information through WASH accounts, of which household expenditure is an explicit feature.

The narrow interpretation of “tariff” within the three “T’s” leaves other Household Investments in the dark. Given the extensive Household Investments being made (particularly for Self-supply), it is time for new vocabulary, and for conversations that focus attention on the choices of millions of people. In that sense, we propose an addition to the three “T’s” vocabulary:

- Adding the term “Household Investments” to the 3 “T’s” framework, would reflect the investments that people make in their own services.
- HI need to be brought into national surveys to obtain a more nuanced picture to inform policy decisions, and improve our understanding of affordability.
- HI should feature much more within the research so that we can understand the scale, advantages and disadvantages, and the manifold implications of HIs in WASH.

Let us start talking about “**HI and the three T’s**” as the foundation for strategic and financial planning for WASH.

A full editorial, written by Kerstin Danert (on behalf of Skat Foundation) and Guy Hutton (UNICEF) was published in the Journal of Water, Sanitation and Hygiene for Development: <https://doi.org/10.2166/washdev.2020.139>



Self supply is a reality for many households in sub-Saharan Africa



Drilling for household supply in Lagos

How to put Corporate Citizenship into practice: Skat's Project Fund



A first-generation hand washing station is being field tested at a refugee camp in Nigeria
photo: Terre des Hommes

Long before the concept of "Corporate Citizenship" became an important management concept and a buzzword, creating values for all key stakeholders has been part of Skat's aim and corporate DNA. One mechanism which shows what that means in practice is Skat's Project Fund. This mechanism allows Skat to invest in strategic initiatives, tools, concepts and platforms, mostly in the form of paid staff time, often on the personal initiative of staff members. Over the past 10 years, Skat has invested more than 1.5 million CHF from its profits in these initiatives. They cover a wide range of activities and fields – here we only present a small selection.

- **RWSN secretariat and Themes** – The Rural Water Supply Network (RWSN) is a global network of professionals in the water sector, focusing on knowledge creation and knowledge sharing. It evolved over the past 25 years, starting with a handful of handpump experts in the 1990's. Today it is a vibrant multilingual network with more than 11,000 members. In 2019, apart from a new landmark publication (see article above) and some publications in peer-reviewed journals, Skat's Project Fund has provided leadership and inputs for the secretariat and for two of the five Themes of RWSN (Sustainable Groundwater Development and Self-supply), thereby helping to promote important topics which have been overlooked by mainstream actors in the sector.

For more information, please contact sean.furey@skat.ch

- **HPNET support** – On behalf of Skat Foundation, Skat Consulting supports the Hydro Empowerment Network. It is a very agile network of small-scale hydropower practitioners in South and South-East Asia and increasingly in Africa. It has been supported by the Project Fund since 2016. The most recent product developed in 2019 is an instructive and entertaining 4 min video showing the work of local mini hydro-power practitioners and the role of the network.

For more information, please contact hedi.feibel@skat.ch

- **An autonomous handwashing station: Gravit'Eau**

- In 2018, Skat was hired by Terre des Hommes (TdH) to evaluate a series of promising WASH innovations identified by TdH staff and partners. One of them was Gravit'Eau: a handwashing station which recycles and cleans water used for handwashing to be used for the same purpose again – literally "closing the loop" (of water, in that case). Based on Skat's evaluation, this concept – developed by a group of researchers from the University of Applied Sciences and Arts Northwestern Switzerland (FHNW) and Eawag – was selected for support by TdH. In 2019, Skat decided to keep supporting this initiative through pro-bono staff time and expertise. The first generations of the product were field-tested in Nigeria and Palestine, and show encouraging results so far; scaled-up field trials are now being prepared for 2020 and beyond. Among others, Skat provided inputs on the business model, on the strategic guidance of the initiative, on knowledge management and on open innovation strategies.

In the context of the Covid19 crisis, the importance of handwashing has been highlighted at global level. Handwashing is the first line of defence against the spread of diseases – but how to practice it when you do not have (enough) water. Gravit'Eau takes a distinct angle to tackle this problem and complements other initiatives – Skat is happy to be part of this initiative and looks forward to see this emerging approach reach its full potential.

These are just three examples of how Skat is supporting initiatives, for the benefit of a wide range of stakeholders, beyond the financial bottom line. Other examples include pro-bono expertise and cash support to the Swiss Junior Water Prize, an evaluation of the long-term cooperation between the cities of Lausanne (Switzerland) and Nouakchott (Mauritania), and guidance to the workshop series in the global water sector: the Aguasan workshop.

For more information, contact matthias.saladin@skat.ch



"The Project Fund is a great tool for my work. It allows me - and many other employees of Skat - to do unconventional, strategic work which is hard to fund otherwise. Personally, I find this a great motivation and consider it as a crucial part of Skat's long-term success."

Matthias Saladin
Water & Sanitation Specialist at Skat Consulting Ltd.



New mandates in Ghana and Cameroon of the Swiss State Secretariat for Economic Affairs (SECO)

Support to three private sector initiatives and renewable energy projects in Cameroon

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.



Drilling activities of Sahelwater, a local company tackling the idea of solar pumping photo: Sahelwater



Site visit with Solarhydrowatt, a local company planning and implementing a hydropower-solar-hybrid system photo: Hedi Feibel, Skat



Potatoes, a product with enormous market potential photo: Nathalie Oberson

Based on an agreement between the Swiss and Cameroonian governments - the latter represented by the Ministry of Economy, Planning and Regional Development (MINEPAT) – a € 5.25 million fund ("Fonds de Contre-valeurs suisses FCV") is available to subsidise three projects in the fields of renewable energies and private sector promotion with about € 1.52 million each. Skat is mandated to monitor and professionally support the planning and implementation of these three projects, namely

1. "Electrification through a mini hydropower - PV hybrid system"
2. "Water through solar energy" (a project on solar pumping)

3. "Fresh Irish Potato production, storage, conditioning and marketing"

During site visits with the project developers in November 2019, the project approach, the main objectives, the monitoring framework and logframe, and the respective project budget were discussed and adapted for each of the three projects. This process has been a fruitful mutual learning experience for Skat's experts to better understand and consider the implementation challenges of private sector actors in Cameroon, and for the project developers to establish a well-structured and realistic planning for the 2-year implementation phase.

For more information, please contact hedi.feibel@skat.ch



"It is impressive to see how the project developers implement their innovative ideas despite the difficult situation in the country. It makes us satisfied to be able to support them with professional advice."

Hedi Feibel
Team leader at Skat



Support to the feasibility assessment of the "Solar PV based net-metering with battery storage" in Ghana

Under the so-called SREP (Scaling-up Renewable Energy Program for low-income countries), SECO has identified the "Solar PV based net-metering with battery storage" project as an innovative component worth to be supported under the long-standing bilateral cooperation with Ghana. The Renewable Energy Department of the Ministry of Energy of Ghana, as Project Coordinator, already prepared a Feasibility Study. In this context, SECO stressed the importance of including the power distribution utilities as key actors of the transformation towards distributed

generation in the project concept. Skat professionally assisted SECO with specific recommendations on integration of PV production in the distribution grids with parallel support of storage elements, as well as the facilitation of a stakeholder dialogue and undertaking a gap analysis. Thus, Skat puts a clear focus on developing an integrated approach for better acceptance by the distribution utilities.

For more details see also: <https://www.climateinvestmentfunds.org/country/ghana/ghana-srep-programming>



"Ghana's electricity utilities ECG and NEDCo must be involved in the restructuring process of the energy system to take the right decisions that are important for today's setting of the course: away from mainly centralised system and towards greater decentralisation of generation."

Martin Bölli
Energy specialist, Skat Consulting Ltd.

Skat's independent Swiss expertise in small hydropower

In the field of small-scale hydropower, Skat Consulting has a long-standing cooperation with the Swiss Federal Office of Energy (SFOE) and with Swiss Small Hydro, the Swiss association of small hydropower. Due to its international activities, Skat has in-depth small hydropower expertise which is independent from the Swiss hydro industry. This makes Skat an ideal partner for the Federal administration. This partnership has been well established for many years. Skat publishes three newsletters per year for the Swiss Energy programme of SFOE, in German, French and Italian. Skat has initiated and accompanied pre-feasibility studies elaborated by local Swiss experts over many years, and provided project developers with an overview of the approval procedures. With Skat's feedback and comments, project developers also obtain an independent second opinion.

Skat manages the national association «Swiss Small Hydro», and is responsible for public relations and representation in several working groups. Working for the

association provides the opportunity to cooperate directly with various stakeholders and interest groups in the sector. On the one hand, operators and owners of power plants are confronted with a wide range of problems related to maintenance and operation, legal obligations, licensing issues and ecological requirements. Cantonal authorities, on the other hand, must address challenges related to efficient and effective law enforcement - while planners, suppliers and other service providers need a stable market for sound decision-making on long-term investments. Discussions with stakeholders on their different perceptions of ecological aspects as well as environmental and landscape conservation are key elements of the work in the Swiss hydro sector.

For more information please contact martin.boelli@skat.ch



Visit of the construction site Doppelpower

photo: Franziska Hochuli

"Hydropower is the most powerful of renewable energy technologies, but it is also a controversial technology with impacts on natural habitats. Small-scale hydropower is more discreet and decentralised and can therefore be designed in a much more sustainable way. Its contribution to climate-friendly electricity production is often underestimated. In Switzerland for example it is about twice as much as the production of electricity from photovoltaics. The challenge of combining water protection and ecology on the one hand with serious climate mitigation in the energy sector on the other hand is my main motivation for my contribution to a fruitful discussion."

Martin Bölli
Energy specialist, Skat Consulting Ltd.



WASH in Schools Project (WISP)

Luang Prabang Province, Lao PDR

Skat's efforts in sustainable building practice, architecture, construction and settlement development focus on proven products and solutions for cost-efficient housing and social infrastructure (schools, social centres and health facilities).

In 2017, the Swiss Red Cross (SRC) launched a project in Luang Prabang Province in Lao PDR to improve the hygienic conditions at 16 secondary schools in remote areas. Access to water, sanitation, hand washing, and drinking water facilities at schools was very low at that time. Only 30% of the schools had functioning water supply systems, 20% had functioning handwashing stations and 50% had one regularly functioning toilet, with an average of 141 students per toilet.

It can therefore be considered a great success that in 2019, water systems, toilets and handwashing stations were completed at all schools of the province. In addition, gender-separated bathing facilities and kitchens were constructed to support boarding students who live away from home.

Daniel Schwitter, Skat's Senior Education Infrastructure Specialist, is supporting and advising SRC by providing technical backstopping on school assessments, construction design and quality control.

The Provincial and District Education authorities are very pleased with the project as are the teachers and students. Students and teachers confirm that access to water & sanitation combined with tailor-made training sessions have significantly improved the hygiene situation at schools. The project improved students' health, and has made living at the schools much easier for dormitory students. Surveys by SRC also confirmed that toilet use has increased from 68% to 94%, open defecation has reduced from 19% to 1%, and regular handwashing after toilet use has increased from 68% to 85%.

For more information please contact daniel.schwitter@skat.ch



Gender separated bath facilities for boarding students

photo: Daniel Schwitter



Female students doing their laundry in their bath room

photo: Daniel Schwitter

Beneficiaries' statements



"Before, I used the toilet we had most of the time, but I also went outside. I never go outside anymore, not a single time last year. Since I changed my behaviour, I am at better health. My stomach used to hurt a lot and I always got diarrhoea. Now I never have diarrhoea, I haven't even had it once this year."

Ms. Bua On, 17 years old, at Pakkeng Secondary School



"I am a new student this year. I have attended training by SRC on hygiene in the new facilities. Now I know much more about hygiene and realize that I did not have very good personal hygiene before. I learned many new things from the training and know how to clean my body better, and to keep good hygiene when menstruating. We also keep the school grounds cleaner than before by managing rubbish properly. We also know about the impact of rubbish, like plastic."

M. Davone, 12 years old, at Sopchia Secondary School

Design and preparation of a programme document

“Protection of the Simien Mountains National Park and development of the park and surrounding areas”

The Austrian Development Agency (ADA) has planned a 3-year programme (2020-2023) as part of its long-standing cooperation with Ethiopia. The new programme will link:

- the rehabilitation and sustainable management of the Simien Mountain National Park and the maintenance of its ecosystem services;
- improving the food security and socio-economic situation of the neighbouring communities on the other hand.

Developing alternative livelihood options for these communities is crucial for their well-being and for the reduction of the use pressure on the Park. Skat's experts developed a participatory programme approach in an intense process including all relevant stakeholders, including villagers, rangers, guides, Park administration, lodge owners, development organisations etc. This process puts women and vulnerable groups' needs at the centre and gives them the possibility to develop their own ideas. The programme is designed to facilitate inclusive economic development through sustainable land management, alternative livelihood opportunities and value chain development, partly linked to eco-tourism activities.

For more information, please contact hedi.feibel@skat.ch



Geladas and the breathtaking landscape of the National Park

photo: Hedi Feibel



“The contrast between Park visitors' expectations and villagers' needs was hard to bear at times. The strictly participatory approach was for us a good solution to set the clear focus on local communities.”

Hedi Feibel
Team leader at Skat



During a meeting with people in one of the villages located near the Park

photo: Steffen Schüle

ST.GALLEN-BASED

Management of Skat Consulting Ltd.



Jürg Christen, Managing Director (CEO)
Specialist: WASH, Waste Management, Governance



Florian Klingel, Deputy CEO
Specialist: Water & Sanitation



Danijela Djordjevic
Head of Finance and Human Resources (CFO)

Management of Skat Foundation



Bertha Camacho
Managing Director of Skat Foundation

Professional Staff



Anne Sophie Aublet
Specialist: Water & Environmental Sanitation



Daniel Schwitter
Specialist: Sustainable Building & Settlement Development



Daniel Wyss
Team Leader: PROECCO project
Specialist: Sustainable Building & Settlement Dev.



Dr Hedi Feibel
Specialist: Renewable Energy & Hydrology



Frank Wiederkehr
Water specialist, Deputy CEO from 2020



Jonathan Hecke
Specialist: Water, Sanitation & Solid Waste Management



Julie Smolnitchi
Specialist: Water Governance



Dr Kerstin Danert
Specialist: Rural Water Supply



Lotti Gerber
Executive Manager Solaqua Foundation



Martin Bölli
Specialist: Renewable Energy & Energy Efficiency



Matthias Saladin
Specialist: Water & Sanitation



Meleesa Naughton
Specialist: Water Resources Management



Roger Schmid
Specialist: Water & Environmental Sanitation,
Mobility/Transport



Sandra Fürst
Specialist: Water and Sanitation, Communication
and Network Coordinator



Sean Furey
Specialist: Rural Water Supply, Water Resources,
Knowledge Brokering



Stephanie Theis
Specialist: Knowledge Management and
Communication

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Webinar Hosting



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Moldova



Alfredas Zabieta
Team Leader: Ma Implic Project

Kosovo



Dimitrija Sekovski, PhD
Team Leader: IWRM-K Programme

Rwanda / Burundi / DRC



Fatou Dieye
Specialist: Architect and Urban Planning



Heidrun Simm
Specialist: Geographer/GIS; PROECCO project



Cyr Franck Ahononga
Specialist: Water and Sanitation; PEPP project



Bernhard Lacroix
Building Industry and Environmental Engineer



Clint Blaser
Architect

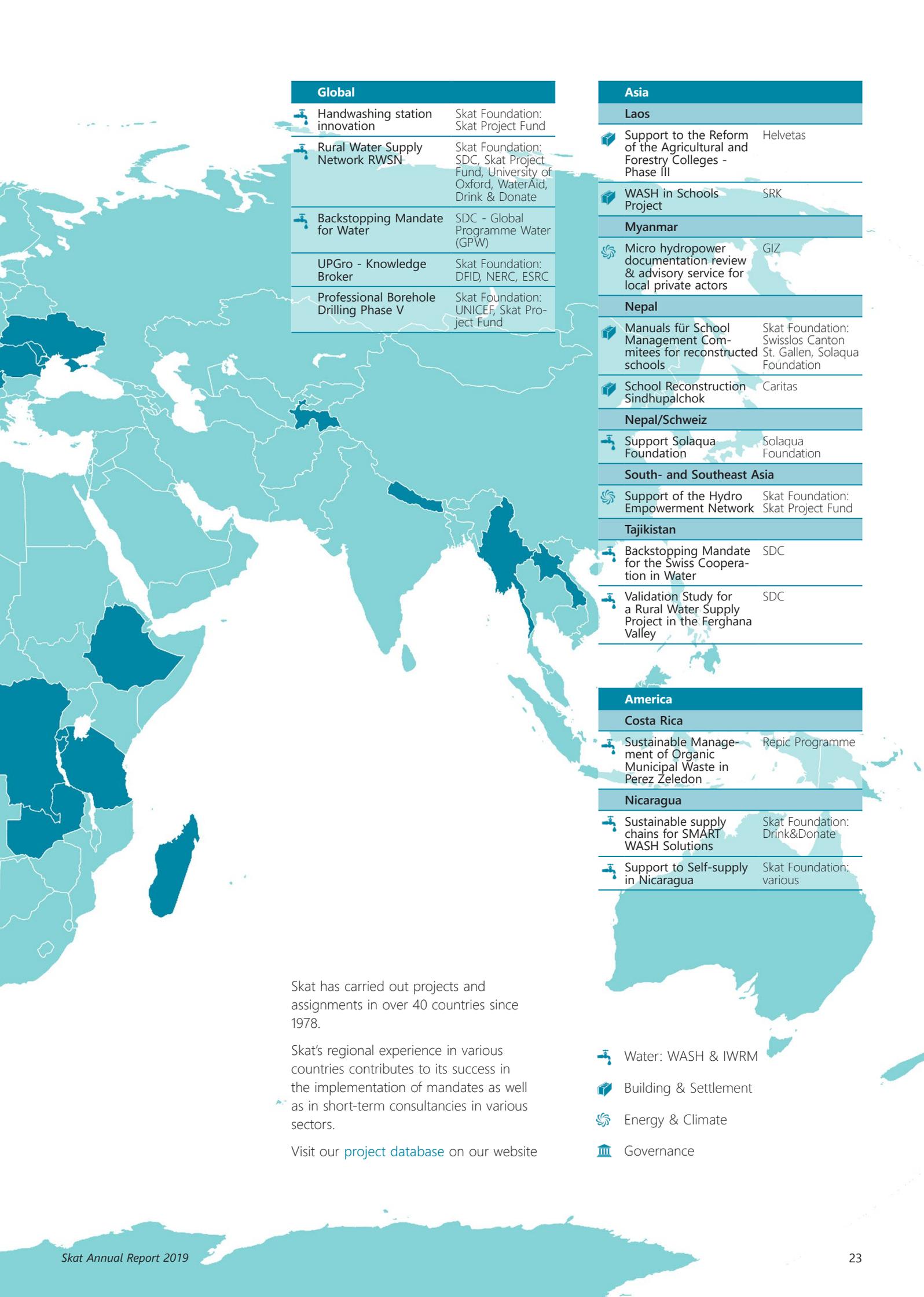


Christian Schubarth
PROECCO Construction Sector Advisor and Team Leader

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

Europe		
Kosovo		
	Backstopping to Inter-Ministerial Water Council of Kosovo	SECO
	Backstopping to Rural Water and Sanitation Support Programme Phase VI Kosovo	SDC
	Integrated Water Resource Management in Kosovo Inception Phase	SDC
Kosovo, Serbia, Romania		
	Backstopping for improvement of physical living conditions in Roma settlements	HEKS
Moldova		
	ApaSan Swiss Water and Sanitation Project in Moldova, Phase 3	SDC
	Ma Implic - Civic engagement in local governance - Inception Phase & Phase 1	SDC
Switzerland		
	AGUASAN Workshop Steering Committee	Skat Project Fund
	Evaluation of pre-feasibility studies for mini/small hydropower	BFE
Geneva		
	Geneva Water Hub Planning Retreat & Document	University of Geneva
	Management and Assistance to Solaqua Foundation	Solaqua Stiftung
	Management of "Swiss Small Hydro" & Newsletter	Swiss Small Hydro
	Preparation of the overall documentation small-scale hydropower	BFE
	Swiss hydropower research programme	BFE
	Swiss Junior Water Prize 2019	Skat Project Fund
	Swiss Water Partnership Secretariat	Helvetas / Swiss Water Partnership
	Workshop Implementation	Medicus Mundi Schweiz
Ukraine		
	DESPRO Decentralisation Support Project Phase IV	SDC

Africa		
Ethiopia		
	Enhancing Access and Improving Quality (of) Education in Benatsemay Woreda and Argoba Special District (Afar)	Pestalozzi
	Programme Planning for Sustainable Livelihoods in Simien Mountain National Park	Austrian Development Agency
Ghana		
	Backstopping of the Ghana Energy Development and Access Program	SECO
	Backstopping on feasibility assessment «Solar PV based net-metering with battery storage»	SECO
Great Lakes (Rwanda, Burundi, Kongo)		
	PROECCO Promoting Climate Responsive Building Material & Off-farm Employment, Phase 2	SDC
Kamerun		
	Backstopping of projects under "Fonds de Contrevaleur" (renewable energy & private sector)	SECO
Madagascar		
	Backstopping on small hydropower	GIZ
	Elaboration of 3 feasibility studies and 1 detailed design for mini/small hydropower sites	GIZ
Mauritania		
	Evaluation "Projet Communautaire d'Accès à l'Eau et à l'Assainissement"	Skat Project Fund / Service de l'eau Lausanne
Tanzania		
	Needs Assessment of Caretakers and Training Centres in Tanzania	Arthur Waser Stiftung
Tunisia		
	Final Evaluation, Programme Eau Kasserine	SDC
	Social Conciliation in Solid Waste Management	KfW
Zambia		
	Sustainable Access to Drinking Water	Skat Foundation: Lotteriefonds Schaffhausen / Gemeinde Maur



Global	
 Handwashing station innovation	Skat Foundation: Skat Project Fund
 Rural Water Supply Network RWSN	Skat Foundation: SDC, Skat Project Fund, University of Oxford, WaterAid, Drink & Donate
 Backstopping Mandate for Water	SDC - Global Programme Water (GPW)
UPGro - Knowledge Broker	Skat Foundation: DFID, NERC, ESRC
Professional Borehole Drilling Phase V	Skat Foundation: UNICEF, Skat Project Fund

Asia	
Laos	
 Support to the Reform of the Agricultural and Forestry Colleges - Phase III	Helvetas
 WASH in Schools Project	SRK
Myanmar	
 Micro hydropower documentation review & advisory service for local private actors	GIZ
Nepal	
 Manuals für School Management Committees for reconstructed schools	Skat Foundation: Swisslos Canton St. Gallen, Solaqua Foundation
 School Reconstruction Sindhupalchok	Caritas
Nepal/Schweiz	
 Support Solaqua Foundation	Solaqua Foundation
South- and Southeast Asia	
 Support of the Hydro Empowerment Network	Skat Foundation: Skat Project Fund
Tajikistan	
 Backstopping Mandate for the Swiss Cooperation in Water	SDC
 Validation Study for a Rural Water Supply Project in the Ferghana Valley	SDC

America	
Costa Rica	
 Sustainable Management of Organic Municipal Waste in Perez Zeledon	Repic Programme
Nicaragua	
 Sustainable supply chains for SMART WASH Solutions	Skat Foundation: Drink&Donate
 Support to Self-supply in Nicaragua	Skat Foundation: various

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](#) on our website

-  Water: WASH & IWRM
-  Building & Settlement
-  Energy & Climate
-  Governance

Our clients and partners

We would like to thank our clients and partners who have supported us during 2019, 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

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Executive Management

- Juerg Christen, Managing Director (CEO)
- Florian Klingel, Deputy CEO
- Danijela Djordjevic, Chief Financial Officer

Report of the external auditor



Financial Report

Profit and Loss Account / Balance Sheet 2019

As reflected in the tables below, the 2019 accounts closed with a positive result. In 2019, two implemen-

tation mandates with important administrated project funds were finalized. This resulted in a reduction of the turnover and the balance sheet total, compared to previous years.

Profit & Loss Account from 1.1.2019 – 31.12.2019

Description	(CHF) 2019	(CHF) 2018
Consulting revenue	12,621,516	13,982,344
Revenue from Loan Staff	-	-
Other revenue	27	436
Reductions of revenue	-	-21,239
Inventory change of work in progress	-3,267,765	-193,983
Operating revenue	9,353,778	13,767,558
Materials	-	-
Other chargeable costs	-91,150	-21,921
Consultants	-1,176,459	-517,185
Direct project costs	-4,211,735	-9,626,953
Travel- and working costs	-177,485	-170,880
Total Materials/Costs third parties	-5,656,829	-10,336,939
Profit contribution 1	3,696,949	3,430,618
Salaries	-2,939,167	-2,970,914
Total personnel costs	-2,939,167	-2,970,914
Profit contribution 2	757,782	459,704
Office rent	-71,161	-71,484
Maintenance and repairs	-7,054	-13,890
Energy and disposal costs	-3,612	-3,944
Donation to Skat Foundation	-35,000	-50,000
General Donation	-	-
Office and administration costs	-202,204	-210,322
Advertising and PR	-9,358	-25,023
Other operating expenses	-226,977	-53,653
Total administration expenses	-555,366	-428,316
Profit contribution 3	202,416	31,387
Depreciation	-1,554	-2,967
Total Depreciation	-1,554	-2,967
Profit contribution 4	200,862	28,420
Interest expenses and bank charges	-2,512	-2,687
Interest income	21,987	1,300
Exchange gain/loss	-938	-11,175
Extraordinary income	-1,192	195,655
Financial income/expenses	17,345	183,093
Profit contribution 5	218,207	211,513
Taxes	-36,556	-34,469
Operating profit	181,651	177,044

Balance Sheet as of 31.12.2019

Description	(CHF) 2019	(CHF) 2018
Assets		
Cash and bank accounts	2,761,301	4,263,689
Trade accounts receivable	620,237	263,855
Other current receivable	1,317,845	1,303,892
Work in progress	1,487,653	4,755,417
Accrued income/deferred charges	27,100	24,742
Total current assets	6,214,136	10,611,595
Securities	1	1
Tangible assets	6,335	2,815
Intangible assets	1	1
Total fixed assets	6,337	2,817
Total assets	6,220,473	10,614,412
Liabilities & shareholders, funds		
Trade accounts payable	172,253	50,603
Other current liabilities	3,491,228	8,274,910
Deferred income/accrued charges	360,231	302,413
Current accruals	254,380	157,403
Total current liabilities	4,278,092	8,785,328
Long-term accruals	817,706	658,059
Total long-term liabilities	817,706	658,059
Total liabilities	5,095,798	9,443,387
Share capital	200,000	200,000
Compulsory reserve	100,000	100,000
Complimentary reserve	500,000	500,000
Profit brought forward	158,024	208,981
Years profit	181,651	177,044
Own shares	-15,000	-15,000
Total shareholders, funds	1,124,675	1,171,024
Total liabilities & shareholders, funds	6,220,473	10,614,412

Budget 2020

With the current staffing situation with approx. 22 full-time positions in 2020 and new implementation mandates being started, the turnover will remain at a similar level as in 2019. We expect a reduced

result due to the costs of the on-going generational transition and lower revenues. In addition, the Covid-19 situation may affect the turnover and result.

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