



Skat Consulting Ltd.
Annual Report 2020

Skat Consulting - our mission

Skat Consulting is an owner-operated leading Swiss company specialising in international cooperation. We are dedicated to making available basic services and ensuring dignified living conditions and a healthy environment for all.

We support governments, private sector and civil society around the globe in improving people's live by facilitating lasting solutions in water, building, energy and governance.

what we do



Water

Water supply, sanitation and hygiene (WASH) and integrated water resources management (IWRM)



Building

Building, reconstruction and settlements



Energy

Renewables and energy efficiency



Governance

Local governance, public services delivery and decentralisation

how we work



Project Implementation



Consultancies



Knowledge Sharing

Working globally without setting a foot outside our homes has become business as usual at the end of 2020. At the beginning of the year, this was simply unimaginable. The arrival of the pandemic in Switzerland and in our project countries in March hit us as shock. We had to adapt fast to working without traveling and through our screens only, and our teams faced the additional challenge of supporting our project partners with immediate relief actions and adaptation to the new circumstances. They coped amazingly well and we would like to thank everyone at Skat for their resilience, flexibility and hard work under these unprecedented conditions. Gladly, all remained healthy or have recovered again.

We certainly suffered from the situation, both as individuals through the reduction of social contacts and as a company with reduced turnover. However, there were unexpected upsides as well: we actually grew closer to colleagues who are usually far away across Switzerland or continents, with more frequent virtual interactions. We experienced globalisation in a very new sense, with all humanity going through very similar challenges at the same time. Moreover, we learned that changes of habits are actually possible, can take place rapidly and on a massive scale. This inspires hope that achieving the urgently needed changes to cope with even bigger challenges, such as the climate crisis, will be feasible.

Change also marked Skat Consulting internally during this year. The renewal of our strategy led to a sharpening of our vision and mission and confirmed our focus as a service provider in development cooperation. However, we also recognised that we need to evolve our business model over time. The nature of international cooperation is very likely to change in the future, with the rapid shift of geopolitical and economic realities; as a company we need to adapt in order to remain a relevant contributor to improving people's lives around the globe. Our rich expertise in water, building, energy and governance is a good basis for expanding our cooperation with the public and private sectors in services related to climate change mitigation and adaptation.

In 2020, the generational changes at Skat Consulting moved forward a big step, with new members elected to the Board of Directors and with good progress on the handover of the ownership of the company to the new generation. Our aim is to remain a company owned by the people that are actively engaged in it. As owners of our organisation, we also own the work we do, and we believe that this is the best basis for making significant and lasting contributions.

Another change resulted from the strategic reorientation of Skat Consulting and Skat Foundation, who have cooperated successfully since 2002 in a very



Skat Consulting's vision as formulated in our renewed strategy

close relationship. From 2021 onwards, Skat Foundation will implement its projects autonomously and with its own staff. We wish Skat Foundation and our three colleagues, who moved over to Skat Foundation, all the best and every success in their work. We are looking forward to a continued good cooperation with Skat Foundation in the new set-up.

At Skat Consulting, we will continue investing significant parts of the company profits in pro bono work or for funding innovative projects. The project overview on page 14 shows our engagement in 2020 with 9 projects funded through Skat Consulting's project fund.

The effects of the pandemic, as well as investments into acquisition and in the internal organisation led to a financially difficult year and we expect an equally challenging year for 2021. We are however confident that with our healthy finances, our strong project portfolio and our excellent team, we will get through this phase and return to a sound profitability soon.

Our acquisition efforts yielded good results in 2020. We were particularly pleased with the success of

our offer for the backstopping mandate for SDC's Global Programme Water. This mandate also allows us to continue our long tradition of organising the AGUASAN workshop, a key event in the Swiss Water Sector, conceived by Skat in 1984. Other notable acquisitions include a contract of SDC Humanitarian Aid for facilitating its network for Disaster Risk Reduction, exciting new energy projects in Afghanistan, Morocco and Myanmar, a project on zero emission building in China and an Austrian-funded WASH project in Moldova.

We are happy to present a broad overview on our activities in 2020 with this report, including special highlights on our work on green and inclusive urbanisation and our 15 years of engagement in Kosovo.

We would like to thank our clients for their trust in our services in these challenging times. We especially thank our teams in Moldova, Ukraine, Kosovo, Rwanda, Burundi, DRC and Switzerland for their tireless work and dedication to Skat's mission to improve lives.

Florian Klingel, Frank Wiederkehr and Danijela Djordjevic
(Management Team)

Skat Consulting strategy workshop





15 years of Skat in Kosovo's water sector – and many more to come

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.

The early days of short-term consultancies

When a Skat employee set foot in Kosovo for the first time in 2007, the country was still recovering from the devastation of the 1998-99 war and the preceding decade of isolationism and systematic discrimination. This was one year prior to Kosovo declaring its independence on February 17, 2008, and becoming the youngest country in Europe. At that time, the country had the lowest gross domestic product and the slowest growing economy in South-East Europe. Likewise, it was estimated that little more than half of

its population was connected to a public water supply system; and this figure dropped considerably in rural areas, where a large proportion of the people relied on water from private wells or on local independent supply systems.

Against this backdrop, the first services Skat provided in Kosovo dealt with the appraisal, design, support and quality control of village-level water supply, sanitation and hygiene projects. Through several consecutive mandates over 2007-2011, Skat provided thematic support to the Caritas Switzerland office in Prizren and

Support to River Basin Management Planning and Implementation

Kosovo's River Basin District Authority is responsible for the development and implementation of River Basin Management Plans (RBMP), and the management of the Water Information System (WIS), water permitting, etc. The IWRM-K Program provides technical support to the development and implementation of the RBMPs following the principles of the EU Water Framework Directive, assisting the development of the WIS, implementing pilot measures (to e.g. reduce the pollution pressures), along with capacity building activities. Skat has started the process with a water balance study, as a precondition for the further planning activities. A holistic stakeholder involvement mechanism is currently being developed and rolled out to ensure close coordination with the representatives of all relevant sectors and water users at an early stage of the planning process.

Batllava artificial lake supplying the region of Pristina (capital city) and surrounding areas with drinking water. (photo: Skat Kosovo)





"I decided to build my career in the water sector after attending an international master course in water management: an inspiration for my colleagues and me to improve water management in our own countries. My contribution to the water sector was then strongly supported by the donor community, with Switzerland being the most generous one. By working as a local Skat backstopping team member of the RWSSP, for more than six years, I continuously expanded my knowledge in the water services area, which altogether with the Swiss-enshrined values were transferred to the local partners. This expert advice and partnership gave the water regulator and water utilities in Kosovo a unique opportunity to improve and enforce regulation, enhance their professional/operational capacities, and set water prices based on the cost-recovery and polluter pays principles. This success story of Skat and myself is now extended for 'replication' into the water resources sector under the IWRM-K Program."

Vera Muhaxhiri

Former local expert in the Skat Backstopping Mandate for the RWSSP, today Deputy Team Leader and Senior Advisor for Capacity Development, IWRM-K Program Facilitation Unit, Skat Consulting Kosovo

the Kosovo desk at the agency's head office through advisory services from the desk and regular review, coaching and training missions to the field. This led to further short-term consultancies in this period, including the evaluation of the (then) GTZ Water Project in Kosovo and the organisation of a Study Tour for Water Companies from Eastern Kosovo to Switzerland.

Long-term backstopper of Swiss Cooperation's water portfolio

From 2000 onwards, Kosovo launched a far-reaching water services sector reform, resulting in the

transformation of 30 municipal water companies into seven regional water companies (RWC). This consolidation was motivated by the creation of larger entities that can benefit from economies of scale and larger customer databases, ensuring a fairer tariff policy in the broader service areas. By 2009, the reform, supported by Switzerland among others, included the strengthening of the legal framework, establishing sector regulators, setting management oversight, integrating rural water systems, clarifying the role of municipalities, introducing corporate governance and establishing coordination platforms.



Thematic workshop at the WSRA office (photo: Skat Kosovo 2019)

Institutional Capacity Building in the Water Services Sector of Kosovo

Skat's Backstopping Services for SDC's Rural Water and Sanitation Support Project included direct assistances to the water sector's regulation and its bodies. Over six years, Skat has supported the Water Services Regulatory Authority (WSRA). The support enabled the WSRA evolving its functions to include setting and monitoring of tariffs and standards, issuing and monitoring of licenses, monitoring of general performance of water services providers and handling of consumer complaints. Skat's support to the water quality regulator, the National Institute of Public Health (NIPHK), helped improving its data management and introducing reporting on drinking water quality to the public and the European Commission.



"Coordination' is the most apt word to explain my role into the current Skat activity, i.e. the implementation of Phase 1 of the IWRM-K Program in Kosovo. To me, water and environment are the best ways to help understand both the natural and social world. These two are of crucial importance to, and are being affected by many sectors, such as energy, agriculture, infrastructure, urbanisation, etc. Therefore, an integrated and well-coordinated management approach is vital to meeting the needs of multiple water use sectors and the natural ecosystems. The challenge becomes more difficult in significantly water-stressed and almost water-scarce countries like Kosovo. This challenge influenced my preference to study and work in the field of nature and environment. On top of my professional experience dealing with environment and water, including the experience on IWRM in a transboundary river basin, the IWRM-K Program provides a perfect opportunity to help improving water resources management planning and implementation in Kosovo."

Rizah Hajdari

Senior Advisor for Water Resources Management, IWRM-K Program Facilitation Unit, Skat Consulting Kosovo

During this process, Skat succeeded in acquiring long-term mandates to support national entities, donors and implementers in Kosovo's water services sector. Since 2010, we are providing backstopping services for the design and performance of SDC's Rural Water and Sanitation Support Programme (RWSSP): an endeavour that has provided improved water services to 600,000 people and boosted the performance of the RWCs and sector regulatory bodies. Skat also provided SECO-funded backstopping support (2009-2020) to the Swiss Cooperation Office in Kosovo and the Inter-Ministerial Water Council (IMWC) advisors on sector coordination, reform and policy work at the highest political levels.

Towards becoming an implementing organisation with a local Skat office

Kosovo is one of the most water-stressed countries in Southeast Europe; growing demand for water and the impact of climate change amplify the challenge, while the transboundary character of its river basins further complicates water management. Under the sector reform initiated in 2000, Kosovo has achieved a well-developed legal framework and an adequate institutional set-up for water management. However, in practice, these institutions have weak technical and institutional capacities and the political commitment for the sector is still low. Consequently, the actual operationalisation and implementation of water management policy and legal frameworks and the development of infrastructure are lagging behind.

In this context, the SDC decided to support the establishment of a contemporary water resources management framework backed by properly capacitated institutions in the country over the next decade. Skat won the related competitive tender process in consortium with the Environment Agency Austria, and was awarded in early 2019 the mandate to design and implement the Integrated Water Resources Management in Kosovo (IWRM-K) Program in its inception and subsequent first phase. As a result, Skat has evolved successfully towards an implementing organisation in Kosovo and currently deploys a team

of ten professionals out of its locally registered office. Hence, our journey in the country continues for at least another decade.

By Roger Schmid, Vera Muhamxiri and Rizah Hajdari

Springs of White Drin River, Radac, Kosovo (photo: Skat Kosovo)

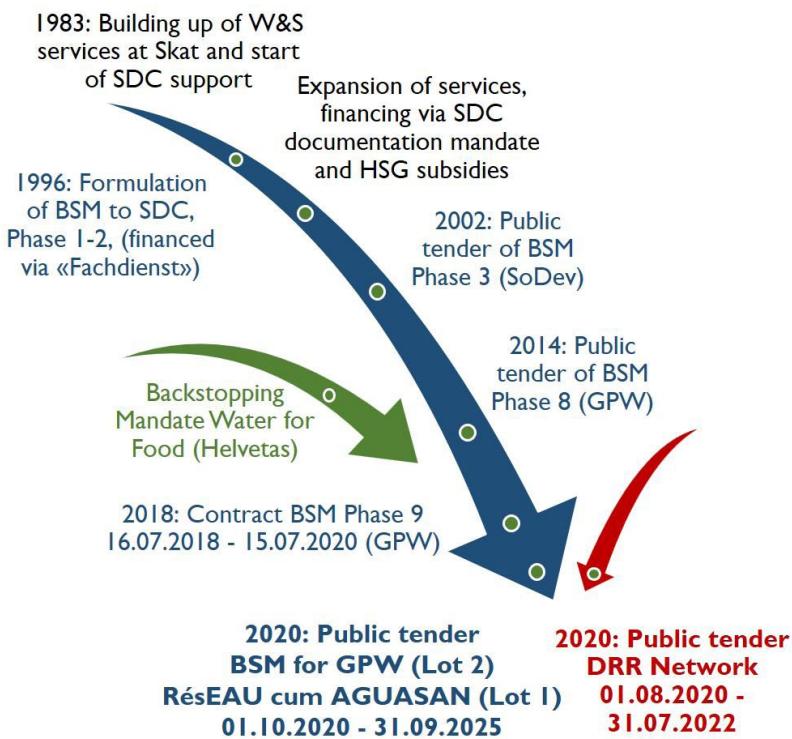


From water to disaster risk reduction: Skat's new backstopping mandates

In 2020, Skat Consulting won a public tender for two new large backstopping contracts of SDC in the water sector: the RésEAU cum AGUASAN and the Backstopping for the Global Programme Water mandates. In addition, Skat successfully bid for a new mandate of the Humanitarian Aid Department of SDC for the backstopping of the Disaster Risk Reduction (DRR) Network.

Skat has a long history in providing backstopping services, dating back to 1983 when Skat launched its resource centre for Swiss organisations in development cooperation. Skat's backstopping approach today entails:

- Close cooperation with the client: fostering trust and good personal working relationships to understand the client's needs;
- Comprehensive expertise: adapting our human resources to make sure the thematic and methodological know-how is available and
- flexibility to remain needs-oriented and demand-driven.



Evolution of backstopping mandates for SDC

Backstopping of SDC's Global Programme Water

Skat's cooperation with SDC's Global Programme Water (GPW) dates back to 1996 and has evolved – after many institutional changes and repeated public tenders – to the current comprehensive backstopping mandate, supporting SDC's GPW in delivering its portfolio of global innovative initiatives. Skat provides highly specific thematic and methodological expertise and capacities as needs arise, while ensuring the quality of the interventions.

Backstopping of SDC's water network

The new mandate for SDC's water network RésEAU focuses on strengthening its regional networks – the sub-RésEAUs. Activities in 2020 included supporting the creation of a sub-RésEAU for the MENA region, supporting the planning and steering of the network at regional and global levels, and exploring new ways of communicating and exchanging knowledge through social media and other online tools.

DRR backstopping mandate

Skat's backstopping support in the new mandate for Disaster Risk Reduction aims at expanding the capacities of the network and included so far:

- Facilitating the development of the SDC DRR Theory of Change, to strengthen the systemic approach towards DRR within the institution's interventions;
- Supporting the implementation of a CEDRIG online training in the Western Balkan Region;
- Conducting a first network survey to better understand the needs and expectations of its members and prepare the ground for the further development of the network in years to come.

Country level backstopping

In addition, Skat provides country level backstopping services for SDC in Kosovo (see our special feature on p.5 for more details) and in Tajikistan. In both cases, Skat's support spans the entire water portfolio at country level, from implementation in the field to policy dialogue.

By Elodie Feijoo, Julie Smolnitchi and Roger Schmid



From green mosques in Morocco to mini-hydropower in Madagascar

Environmentally sound hydropower for small businesses and rural households in Mandialaza, Madagascar

The mini hydropower project in Mandialaza is conducted jointly by the Albert Schweitzer Ecological Center Foundation (CEAS Centre Ecologique Albert Schweitzer), and local associations Fanamby and AIDER. The hydropower potential is in the range of 200 kW and will supply (at the planning horizon of 25 years) around 1,150 households, about 60 SMEs (groceries, production of essential oil, rice mills, metal and wood workshops etc.) and about 90 public services (schools, health posts, administrations, churches and street lighting).

Skat was responsible for providing the necessary technical support to ensure the quality of the study, with a focus on the hydrological study, the geological analysis and the civil engineering works (intake, channel, forebay, penstock etc.) and some advice on the electromechanical equipment. The continued support allowed AIDER to improve the design and to learn for future hydropower development in Madagascar.

Evaluation of two energy efficiency projects of GIZ in Morocco

Skat evaluated two energy efficiency projects financed by GIZ in Morocco. The evaluations were conducted without international travel in cooperation with a

Moroccan energy expert and by conducting online workshops and numerous online interviews with project stakeholders.

The project "Energy Efficiency in Morocco" DKT IV (5 million Euro, 2016 – 2020), which aimed at a more effective implementation of Morocco's National Energy Strategy and energy efficiency improvements in transport, industry and buildings, was evaluated to have achieved a "good result" despite its complexity. It succeeded in fostering applied research, fully addressed the capacity-building needs of the target groups, and introduced innovative training modules on energy efficiency. However, it showed some weaknesses with regard to financing options and profitability analyses of energy efficiency measures.

The Green Mosques and Buildings project (8.5 million Euro, 2015-2021) aimed at creating employment and business opportunities through energy efficiency and renewable energies in mosques and other buildings. Skat found that the project had achieved a "very good" result, because it created enormous awareness on energy efficiency, renewables and related benefits, which have also been transferred to other (public) buildings. A comprehensive training of trainers was provided in the building, transport and industry sector. The project has an excellent potential for scaling-up, provided financial and profitability aspects are integrated in the process.

By Hedi Feibel



Green mosque Moulay Yazid in Marrakech (photo: Adnane Azizi)

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.



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).

Pioneering Green and Inclusive Urbanisation in Africa, China and Eastern Europe

Skat Consulting is well known for its work in the water sector, but it has also been developing, testing, and piloting pragmatic solutions for green and socially inclusive urbanisation since its foundation. As a result, Skat has accumulated a large set of design tools, business solutions and cost-effective and climate responsive technologies for urban development, which focus on the needs of the more vulnerable urban residents. These solutions are becoming increasingly popular, in the context of fast expanding metropolitan areas that are confronted with serious social and environmental challenges. Skat is currently active in three green and inclusive urbanisation projects:

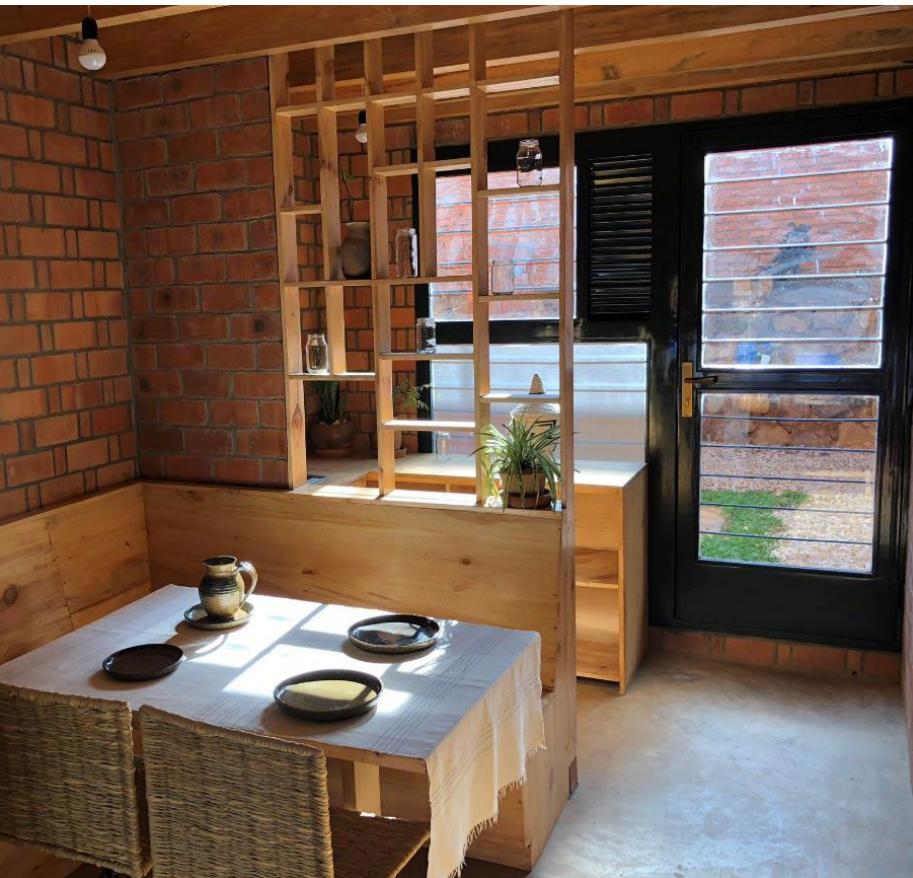
Africa's Great Lakes Region (The PROECCO Project 2012-2024)

Skat's current biggest urban development project is currently implemented in one of the world's fastest-

growing urbanisation hotspots: the Great Lakes Region. By the 2040s, this area's urban agglomerations will need to accommodate up to 1 million new urban dwellers each year, which is beyond the capacities of the local construction industry and local authorities.

To prevent the expansion of unplanned substandard settlements and to reduce the deforestation caused by informal brickmaking, SDC entrusted Skat to support the local construction sector in establishing climate-responsive and locally-sourced supply chains that can meet the demand for affordable housing, and to pilot the participatory transformation of informal settlements.

Based on Skat's earlier work in India and Nepal, the PROECCO Project presented an affordable urban housing system, named "Smart Tafali-Etage"¹ but



Affordable Urban Housing Demo Unit made of local building material in Kigali-Kimisagara (photo: Fatou Dieye)



Affordable Model Housing Unit in Bukavu (DRC) (photo: Daniel Wyss)

¹ Tafali Etage means a storied brickhouse, while both "Etage" and "Tafali" (red brick) are traditional symbols of wealth



"I really see a big difference between this project and other informal settlement upgrading projects that were solely implemented by the Municipality. Of course, it is not perfect and there is still room for improvement, but overall I see that house owners are satisfied as individual consultation and negotiation is included in the process."

Jean Marcel Uwaremwe
Construction Component Manager of PROECCO

widely nicknamed Swiss Cube or Cube Suisse. It became immediately very popular in Kigali, first on social media, then among real estate developers and small construction firms, and ministers and mayors who integrated them in their urban development policies and masterplans. Affordable, easy-to-build and suitable for a large variety of uses, the Swiss Cube fills a gap in the local housing market and enables home-owners with modest incomes to build urban houses that meet the construction code and masterplan requirements.

Within 2-3 years, it has been replicated more than 2000 times, with local industry barely able to meet growing demand. During the new project phase (2021-2024), the Skat team and the project's local implementation partners will support local authorities to design and establish certified industry clusters for low-carbon building material while continuing to

demonstrate the advantages of participatory urban design and the transformation of unplanned settlements and slums into decent and affordable urban housing.

A long list of international partners have contributed to the project with Skat, including the World Bank, UN-Habitat, the University of St Gallen, MIT, Yale University, and MyClimate.

Zero Emission Building Project (ZEB-China 2020-2029)

In 2020, Skat and its consortium partner Intep won an international tender to design and implement an SDC-funded eight-year project for China to meet its ambitious environmental targets, so that its building- and settlement-related CO₂ emission peaks by 2030 and reach carbon neutrality by 2060. Jointly with Chinese partners and experts from Intep, EMPA, ETHZ and others, Skat manages the development of climate-responsive and cost-effective design solutions for four different climate zones, along with the development of guidelines and new Zero-Emission Building standards, and demonstrating new solutions with a series of Lighthouse Projects buildings and neighbourhood projects.

Slum Upgrading in South-East Europe (HEKS/SDC/Terre des Hommes 2008-2024)

Some of Europe's last remaining slums are located in the Balkans and inhabited mainly by the Roma minority group. Skat has been providing technical support to HEKS, an organisation that pioneered slum upgrading for Roma settlements in Serbia, Kosovo and Romania from the mid-2000s until today. In Serbia, Skat works with HEKS's counterpart EHO to support local municipalities in the legalisation and upgrading of Roma settlements. These efforts gained international attention as the project was a finalist of the [World Habitat Award 2014](#). This enabled local municipalities and EHO to access new (and significant) EU funding to address the social housing challenges related of the Roma minorities at an even larger scale. In Kosovo, Skat supports the local partner Voice of Roma (VoRAE) in the design and implementation of a new project, co-financed by HEKS, SDC and Terre des Hommes.

By Daniel Wyss



Construction of the Affordable Urban Housing Block for the transformation of the informal neighbourhood of Kigali Kimisagara. (photo: Isaac Rudakubana)



Female construction professional in charge of pointing and finishing of the "smart & green brick walls" of the Swiss Cube building at EXPO 2017. (photo: Daniel Wyss)



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.



Supporting local self-governance in Moldova and Ukraine

Ma Implic: Strengthening local self-government in the Republic of Moldova

Local government in Moldova is highly fragmented and this leads to generally low quality of local public services.

The Swiss-funded [Ma Implic \(I engage\)](#) on civic engagement in local governance in Moldova addresses these issues and aims to strengthen local self-government by supporting local communities to improve communal services (waste management, water supply/sanitation, street lighting) and by improving the legal and regulatory framework for decentralised governance.

Skat launched a national call launched mid-2020 for the selection of the partner municipalities. Many of the 200 applications have shown good ideas to improve local service delivery with public engagement, a key project focus to ensure that citizens become responsible users of public services and are fully aware of their rights. 30 partner projects were selected covering all parts of the country, including disadvantaged municipalities. This well-balanced selection of partners aims to develop approaches which can also benefit other municipalities of Moldova.



"As a former mayor in my home village, I know the processes within the local administration, how to ensure communication with residents, and how to set-up and manage communal services. As part of the Ma Implic team, I am glad to be able to facilitate an open and equal dialogue with other municipalities. By empowering rural communities to set-up and manage one target public service, we prepare them for other new interventions which will improve their life and contribute to local government decentralisation."

Anatol Bucatca
Ma Implic Task Manager

From DESPRO to ДЕСПРО: capitalising on 14 years of experience in decentralisation reform in Ukraine

After more than 14 years working in the reform of local self-governance and decentralisation in Ukraine, the Skat's SDC-funded DESPRO project will officially end in June 2021. While, the project's results are being documented via the [DESPRO website](#), the expertise and experience acquired by the project team will live on in the newly formed «ДЕСПРО» NGO. Skat is coaching the project team in establishing the NGO, which will be an independent Ukrainian-rooted resource centre and service provider for everything related to decentralisation reform in Ukraine. For more information, please see the [«ДЕСПРО» NGO Facebook page](#).

By Julie Smolnitchi and Meleesa Naughton



"I have been working with Swiss-Ukrainian Decentralisation Support Project DESPRO since 2011. My area of expertise is engagement in promoting policy dialogue with national, regional and local counterparts to facilitate and advocate for the decentralisation and local self-governance reform in Ukraine. As such, I play an important and active role in developing capacities of local self-government and civil society representatives in the context of reforms."

"I love being at the heart of positive transformations in my country and part of the driving force for the decentralisation reforms in Ukraine. My children, my family, and working to make the country better inspire me, as well as the DESPRO team who make my work a creative and fascinating journey."

Maryna Bryl
DESPRO National Policy Development Expert, PhD



A handpump well in Alichur, Tajikistan
(3800 m a.s.l.). (photo: Florian Klingel)

Project and clients 2020

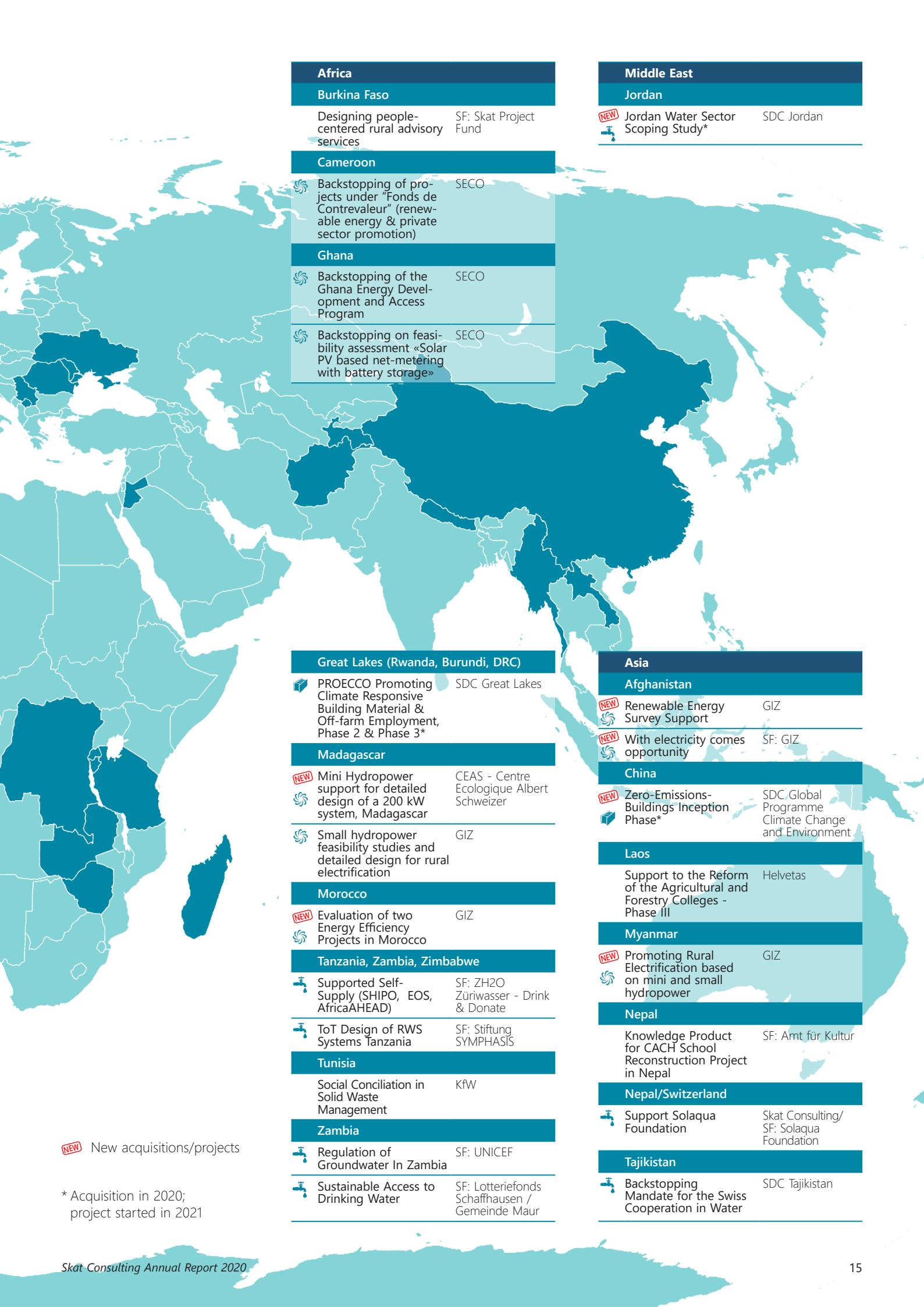
Global	
Backstopping Mandate DRR Network	SDC – Humanitarian Aid
Backstopping Mandate for RésEAU cum AGUASAN	SDC - Global Programme Water (GPW)
Backstopping Mandate for the Global Programme Water	SDC - Global Programme Water (GPW)
	Skat Foundation (SF); UNOPS
R4D Capitalisation of Experiences Documentation	SF: Swiss National Science Foundation (SNSF)
REACH Water Security for the Poor	SF: Smith School; FDCO
	SF: SDC, Skat Project Fund, WaterAid, Various Donations
	SF: UNEP
	SF: DFID, NERC, ESRC

America	
Costa Rica	
Sustainable Management of Organic Municipal Waste in Perez Zeledon	Repic Programme, Skat Project Fund
Support to Self-supply in Nicaragua	SF: various
Support Network UNIDAS	SF: GIZ

Europe	
Kosovo	
Backstopping to Inter-Ministerial Water Council of Kosovo	SECO
Backstopping to Rural Water and Sanitation Support Programme Phase VI Kosovo	SDC Kosovo
Integrated Water Resource Management in Kosovo – Inception Phase & Phase 1	SDC Kosovo
Kosovo, Serbia, Romania	
Backstopping for improvement of physical living conditions in Roma settlements	HEKS
Moldova	
Integrated Water and Sanitation in Moldovan villages*	Austrian Development Agency/SF
Ma Implic - Civic engagement in local governance - Phase 1	SDC Moldova
Scoping Study Water Moldova	World Bank
Switzerland	
AGUASAN Workshop Steering Committee	Skat Project Fund
Cooperation with the Competence Center for Social Innovation (CSI-HSG)	CSI-HSG; Skat Project Fund
Digitalisation of Skat publications	Skat Project Fund
Management and Assistance to Solaqua Foundation	Solaqua Stiftung
Management of the "Swiss Small Hydro" Association	Swiss Small Hydro
Pre-feasibility studies, newsletters and documentation about small hydropower in Switzerland	Swiss Federal Office of Energy (BFE)
Swiss hydropower research programme	BFE
Support of the Hydro Empowerment Network HPNET	SF: Skat Project Fund
Swiss Junior Water Prize 2020	SF: Skat Project Fund
Swiss Water Partnership Secretariat	Helvetas / Swiss Water Partnership
ZHAW Hydrology Seminar	ZHAW
Ukraine	
DESPRO Decentralisation Support Project Phase IV	SDC Ukraine

- Water
- Building
- Energy
- Governance
- Knowledge Sharing

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



Skat Staff in 2020

ST.GALLEN-BASED

Management of Skat Consulting Ltd.

 **Florian Klingel**, CEO
Specialist: Water & Sanitation

 **Frank Wiederkehr**, Deputy CEO
Water specialist

 **Danijela Djordjevic**, CFO
Head of Finance and Human Resources

 **Jürg Christen**, Managing Director (until January 2020)
Specialist: WASH, Waste Management, Governance

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**
Specialist: Sustainable Building & Settlement Development

 **Elodie Feijoo**
Specialist: Networks facilitator

 **Dr Hedi Feibel**
Specialist: Renewable Energy & Hydrology

 **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, Food and Livelihood Systems

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

 **Wesley Wojtas**
Specialist: Renewable Energy & Energy Efficiency

ST.GALLEN-BASED

Finance, IT and Admin Staff

 **Evelyne Lengg**
Office Manager Assistant

 **Laura Neuweiler**
Office Manager

 **Martin Läng**
Specialist: Communication, Desktop Publishing, ICT

 **Norolalao Robson**
Office Manager

 **Violeta Zivanovic**
Office Manager

INTERNATIONAL-BASED

 **Dr Sanjay Gupta**
Specialist: Water, Sanitation and Solid Waste (India)

 **Matthias Morgner**
Team Leader: Ma Implic Project (Moldova)

 **Dimitrija Sekovski**, PhD
Team Leader: IWRM-Kosovo Programme

 **Fatou Dieye**
Team leader PROECCO (Rwanda, Burundi, DRC)

 **Cyr Franck Ahononga**
Engineering and Quality Management Advisor,
PROECCO (Rwanda, Burundi, DRC)

 **Cristelle Ghomsí**
Regional Operations, Finance and HR Manager
(Rwanda, Burundi, DRC)

 **Oksana Garnets**
Team leader: DESPRO (Ukraine)

Staff in numbers	In Switzerland	In total, incl. project offices
No of staff	23	88
Ratio of women	48%	41%
Average age	44	43
Average time at Skat	8.8	6.7

Country	Women	Men	Total
Moldova	3	6	9
Ukraine	7	7	14
Rwanda	7	21	28
DRC	0	2	2
Burundi	2	3	5
Kosovo	3	4	7
Switzerland	8	15	23
Total	36	52	88

Management bodies

Board of Directors

- Karl Wehrle (President)
 - Esther Oettli (Vice President)
 - Walter Krahenbuehl
 - Urs Karl Egger (President from 01.01.2021)
 - Claudia Zimmermann (Vice-President from 01.01.2021)
 - Elisabeth Beéry
 - Florian Klingel

External Auditor (Accounts)

- Rietmann & Partner, St.Gallen

Executive Management

- Florian Klingel, CEO
 - Frank Wiederkehr, Deputy CEO
 - Danijela Djordjevic, Chief Financial Officer

Report of the external auditor



Report of the statutory auditors
to the general meeting of
Skat Consulting Ltd.
9000 St. Gallen

St. Gallen, April 12 2021 ME/fs 1

As statutory auditors, we have examined the financial statements of Skat Consulting Ltd. which comprise the balance sheet, income statement and notes, for the year ended 2020.

These financial statements are the responsibility of the Board of Directors. Our responsibility is to perform a limited statutory examination on these financial statements. We confirm that we meet the licensing and independence requirements as stipulated by Swiss law.

We conducted our examination in accordance with the Swiss Standard on Limited Statutory Examination. This standard requires that we plan and perform a limited statutory examination to identify material misstatements in the financial statements. A limited statutory examination consists primarily of inquiries of company personnel and analytical procedures as well as detailed tests of company documents as considered appropriate in the circumstances. However, the testing of the operational processes and the internal control system, as well as inquiries and further testing procedures to detect fraud or other legal violations, are not within the scope of this examination.

Based on our limited statutory examination, nothing has come to our attention that causes us to believe that the financial statements and the appropriation of available earnings do not comply with Swiss law and the company's articles of incorporation.

Dr. Rietmann & Partner AG

Marcel Metzler
Licensed audit expert
Auditor in charge

Walter Schwander
Licensed audit expert

Enclosure:
Financial statements (balance sheet, income statement and notes)
Proposed appropriation of the available earnings

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Financial Report

Profit and Loss Account / Balance Sheet 2020

As reflected in the tables below, the 2020 accounts closed with a negative result. This is due to temporarily reduced

turnover related to the transition to new implementation projects, effects of the Covid-19 pandemic, and investments for acquisition and for improving the internal organisation.

Balance Sheet as of 31.12.2020

Description	(CHF) 2020	(CHF) 2019
Assets		
Cash and bank accounts	5,065,619	2,761,301
Trade accounts receivable	190,639	620,237
Other current receivable	1,008,810	1,317,845
Work in progress	1,796,000	1,487,653
Accrued income/deferred charges	22,180	27,100
Total current assets	8,083,248	6,214,136
Securities	1	1
Tangible assets	7,348	6,335
Intangible assets	1	1
Total fixed assets	7,350	6,337
Total assets	8,090,597	6,220,473
Liabilities & shareholders, funds		
Trade accounts payable	253,116	172,253
Other current liabilities	5,509,534	3,491,228
Deferred income/accrued charges	248,905	360,231
Current accruals	327,534	254,380
Total current liabilities	6,339,089	4,278,092
Long-term accruals	593,000	817,706
Total long-term liabilities	593,000	817,706
Total liabilities	6,932,089	5,095,798
Share capital	200,000	200,000
Compulsory reserve	100,000	100,000
Complimentary reserve	500,000	500,000
Profit brought forward	111,675	158,024
Projectfond	289,762	-
Years profit	-27,929	181,651
Own shares	-15,000	-15,000
Total shareholders, funds	1,158,508	1,124,675
Total liabilities & shareholders, funds	8,090,597	6,220,473

Profit & Loss Account from 1.1.2020 – 31.12.2020

Description	(CHF) 2020	(CHF) 2019
Consulting revenue	6,824,678	12,621,516
Revenue from Loan Staff	-	-
Other revenue	-	27
Reductions of revenue	-104,973	-
Inventory change of work in progress	308,348	-3,267,765
Operating revenue	7,028,052	9,353,778
Materials	-	-
Other chargeable costs	-32,359	-91,150
Consultants	-817,258	-1,176,459
Direct project costs	-2,997,306	-4,211,735
Travel- and working costs	-40,284	-177,485
Total Materials/Costs third parties	-3,887,207	-5,656,829
Profit contribution 1	3,140,845	3,696,949
Salaries	-2,763,337	-2,939,167
Total personnel costs	-2,763,337	-2,939,167
Profit contribution 2	377,508	757,782
Office rent	-70,695	-71,161
Maintenance and repairs	-6,283	-7,054
Energy and disposal costs	-2,701	-3,612
Donation to Skat Foundation	-100,000	-35,000
General Donation	-	-
Office and administration costs	-219,615	-202,204
Advertising and PR	-4,745	-9,358
Other operating expenses	9,846	-226,977
Total administration expenses	-394,193	-555,366
Profit contribution 3	-16,685	202,416
Depreciation	-3,732	-1,554
Total Depreciation	-3,732	-1,554
Profit contribution 4	-20,417	200,862
Interest expenses and bank charges	-11,995	-2,512
Interest income	2,830	21,987
Exchan ge gain/loss	-6,170	-938
Extraordinary income	666	-1,192
Financial income/expenses	-14,669	17,345
Profit contribution 5	-35,086	218,207
Taxes	7,156	-36,556
Operating profit	-27,929	181,651

Contact

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Imprint and disclaimer

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

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