

what we do

Water & Environmental Services

Water is the foundation of all life, of resilient communities and ecosystems. We design frameworks that are safe, just, adaptive, and future-ready.

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Energy & Climate

Energy and climate are drivers of well-being and sustainability. We enable transitions that are efficient, inclusive, and aligned with a low-carbon future.

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Building

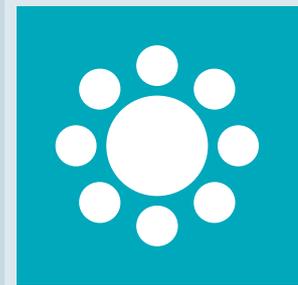
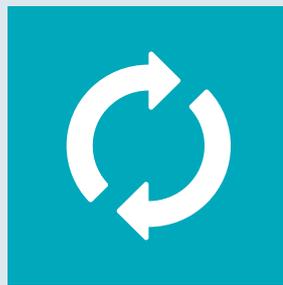
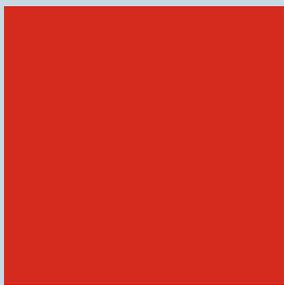
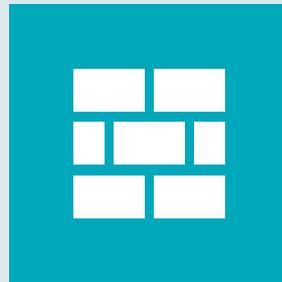
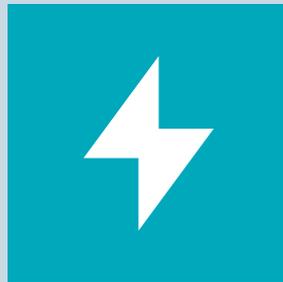
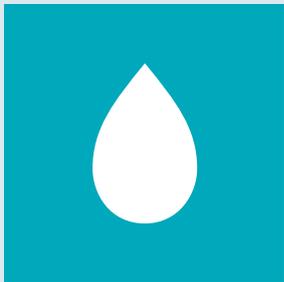
Buildings and infrastructure frame social and economic life. We integrate technical, economic, and institutional dimensions of building to support more sustainable and inclusive built environments.

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Governance

Governance guides decisions, trust, and accountability. We create pathways for participatory action.

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how we work

Project Implementation

With deep expertise and strong partnerships, SKAT turns complex development goals into lasting, practical solutions for clients and communities.

Consultancy

Trusted by international agencies, companies and NGOs, SKAT delivers strategic advice and hands-on support to enhance the quality, learning and sustainability of development initiatives.

Facilitation & Innovative Learning

SKAT believes that professional facilitation, innovative tools and methods can enhance knowledge sharing, its retention and application. Knowledge sharing should be empowering, respectful and fluid.



[Visit our website](#)



Preface

Times of disruption offer opportunities if they are approached with agility, a clear vision, relevant expertise, the right tools and – most importantly – reliable partnerships.

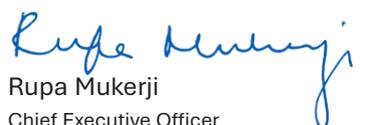
SKAT's strategy 2026-30, developed during 2025, provides clear orientation for navigating an increasingly complex international cooperation environment. Our strategic reflections and market assessments have confirmed that the topics we work on remain critical for a sustainable future, and that our expertise and services are relevant for a broad market: Water & Environmental Services, Energy & Climate, Building, and Governance. While we maintain our focus on our core competencies, we aim to increase our impact by working in more interconnected ways and by expanding our partnerships.

With our combined experience in complex international contexts and our strengths in project development and management, facilitation of workshops and learning processes, we strive to create added value for Swiss government bodies, associations, foundations, NGOs, and the private sector. This has already resulted in exciting new collaborations, such as with the Swiss Canton of Aargau and the Hilti Foundation. Our new branding and website support this strategic focus by making our values, areas of expertise, and services more visible and accessible.

Our greatest asset is our people. SKAT's experts offer a wealth of experience across themes, countries and services. This diversity of expertise enables us to remain agile, curious and open-minded, and thus able to manage complex challenges. We know our clients well and maintain partnerships based on trust and respect.

In fast changing times, a spirit of innovation and accelerated learning is vital. For this reason, we are investing even more in internal coaching and continuous learning, and have launched the SKAT Academy in 2025. Through this learning initiative, we institutionalise peer-to-peer learning among our teams in Switzerland, our project offices and our local branches. In 2025 we registered SKAT Consulting LLC in Ukraine, consolidating our experience in the country since 2014 and strengthening our international presence.

We look forward to remain – or to become – your partner for impact in 2026 and beyond!



Rupa Mukerji
Chief Executive Officer



Urs Karl Egger
Chairperson of the Board

Projects and clients 2025

Global		
	Hands4health	Skat Foundation
	Expert Advisory Services for Renewable Energy Integration and Smart Grid	Swiss State Secretariat for Economic Affairs (SECO)
	Backstopping Mandate for RésEAU Network cum AGUASAN	Swiss Agency for Development and Cooperation (SDC)
	Backstopping Mandate for the Global Programme Water	SDC
	Backstopping Support for the Peace, Governance & Equality Section	SDC
	Review of Global Environmental Facility	Swiss Federal Office for the Environment (FOEN), INFRAS
	Backstopping Mandate for Climate, Disaster Risk Reduction, and Environment Network	SDC
	Evaluation of Sanitation for Millions in Uganda, Jordan, Colombia, Pakistan	Gesellschaft für Internationale Zusammenarbeit (GIZ)

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Europe		
Croatia		
	SSH Hydropower Eastern Europe	Swiss Small Hydro (SSH)
	Backstopping Mandate for Cooperation with NGOs	SDC
Kosovo		
	Integrated Water Resources Management in Kosovo	SDC
	Backstopping for Improvement of Physical Living Conditions in Roma Settlements	HEKS/EPER
Moldova		
	Mă Implic – Civic Engagement in Local Governance	SDC
	ApaNeff (Mă Implic Partial Action) – Improved Water Supply and Energy Efficiency in Rural Moldova	SDC
	ApaSan28 – Integrated Water Supply and Sanitation in Moldovan Villages	Austrian Development Agency (ADA)
	National Water Supply and Sanitation Plan	World Bank
North Macedonia		
	Groundwater Management Programme North Macedonia	SDC
Switzerland		
	Swiss Hydropower Research Programme	Swiss Federal Office of Energy (SFOE)
	Swiss Water Partnership Secretariat	Helvetas (SDC financed)
	Newsletter Small Hydropower in Switzerland	SFOE
	Network Facilitation	Canton Aargau
Ukraine		
	Zurich-Vinnytsia City Partnership – Inception Phase	City of Zurich
	Circular Housing – Project Preparation Phase	SDC
	Concrete Reuse in Reconstruction	École Polytechnique Fédérale de Lausanne (EPFL)

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Visit our project database

New Aquisition/Project

Middle East, North Africa (MENA)		
Jordan		
 	Backstopping in the Water and Sanitation Sector	SDC
MENA Region		
 	Appraisal Mission for Supporting Palestinian Refugees	GIZ
		
Morocco		
 	Central Project Evaluation of Support for Moroccan Energy Policy	GIZ
Occupied Palestinian Territories		
 	Shelter Reconstruction in Gaza	HEKS/EPER
Tunisia		
 	Evaluation of Tunisian Energy Transition	GIZ
		

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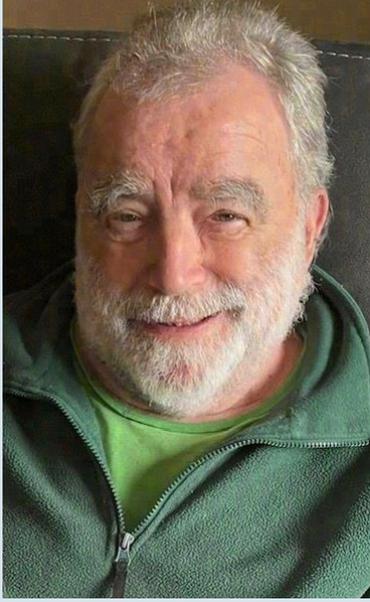
Sub-Saharan Africa		
Cameroon		
 	Backstopping of Projects under «Fonds de Contrevaaleur» (Renewable Energy & Private Sector Promotion)	SECO
Ghana		
 	Backstopping of the Ghana Electricity Sector Support Project GESSP	SECO
Mozambique		
 	Capitalisation from Experiences of Engagement in Water, Sanitation and Hygiene (WASH)	SDC
		
Tanzania, Zanzibar		
 	Green and Affordable Housing Supply	REPIC and HMCI Properties
Tanzania, Mozambique, Ethiopia		
 	Technical Support for School Building Improvements	Pestalozzi Children's Foundation
Tanzania, Ghana		
 	Swiss Cube Design with Low-Carbon Cement	EPFL and Low Carbon Construction Association (LCCA)
 		
Togo		
 	Togo Urban Transformation Lomé	Government of Togo
Uganda		
 	Appraisal Mission for Strengthening the Socio-Economic Participation of Refugees in Host Communities	GIZ
		

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Asia & Oceania		
Bangladesh		
 	Final Evaluation of the Sanitation Marketing System	SDC
		
Bhutan		
 	Gyalsung Academies – Solid Waste Master Plans	Gyalsung Infra
Central Asia		
 	Co-Creation of a Water-Related Programme	SDC
		
China		
 	Zero Emissions Building China	SDC
		
Pakistan		
 	Evaluation for Energy Efficiency of the Built Environment	GIZ
Papua New Guinea		
 	Financing Mini Hydropower	Hydro Engineering/ Peter Eichenberger
		
Philippines		
 	Affordable Housing and Technology Programme Review	Hilti Foundation
		
Tajikistan		
 	Backstopping Mandate for the Swiss Cooperation in Water	SDC
Tajikistan		
 	Mid Term Evaluation of Improving Community Resilience Project	SDC
		

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Remembering Erich Baumann, one of the founders of SKAT

« I had the privilege of getting to know Erich while working for SKAT from 2002 to 2008. I remember him as a highly competent and very friendly, helpful and modest person. He was a generous man who truly made the world a better place. »

Urs Karl Egger

Erich joined SKAT in 1984. At that time SKAT was an association affiliated with the University of St. Gallen called the «Swiss Resource Centre for Appropriate Technologies». The abbreviation of the German translation «Schweizerische Kontaktstelle für Angepasste Technik» gave us our name: SKAT. Subsequently, SKAT developed into an independent consulting company, a process in which Erich played a key role as a member of the management team. He contributed substantially to the establishment of Skat Consulting Ltd. in 1997 and later to Skat Foundation, shaping this transition with his foresight and knowledge of the sector.

Erich's legacy is most clearly reflected in his forward-thinking stewardship of two highly influential global development networks: The Handpump Technology Network (HTN) and the Rural Water Supply Network (RWSN). Erich was a dedicated and gifted networker who facilitated key global water sector players such as UNICEF, the World Bank and the World Health Organisation (WHO) to follow a common strategy regarding standardisation of designs and policies, as well as access to knowledge on handpumps. The implementation of this strategy resulted in improved supply chains, reduced costs, increased coverage and, most importantly, simplified and sustainable operation and maintenance.

The impact of Erich's work is remarkable. Through his efforts on rural water supply and handpump systems he contributed to saving countless lives and improving the livelihoods of thousands of people in the Global South.

Erich Baumann passed away on the 18th of November, 2025. His legacy will remain a permanent part of who we are, today and in the future.

May Erich rest in peace.

We are your partners for impact, turning commitment into action

SKAT is dedicated to ensuring dignified living conditions and a healthy and sustainable environment for all. The current turmoil in international cooperation and the escalating impacts of climate change reinforce our commitment to this mission. But how do we translate this commitment into action and meaningful impact?

Our new strategy guides us to:

- Reaffirm our commitment to partnerships with governments, the private sector and civil society, improving lives by facilitating locally led, lasting solutions.
- Strengthen cross-sectoral approaches between our areas of core competence in Water, Energy, Building and Governance. Only through such convergent actions can we address today's increasingly complex challenges.
- Strengthen further our local presence. SKAT has been active in Ukraine since 2014, and last year we registered SKAT Consulting Ukraine LLC as our local branch. We are also expanding our activities in other regions, including the Western Balkans.
- Broaden our service offering in Switzerland beyond traditional actors in international cooperation. In particular, our longstanding expertise in Facilitation & Innovative Learning is valued by government bodies, foundations, NGOs, impact investors, associations and private companies.

We have expertise in the four inter-related topics of Water, Energy, Building and Governance. Drawing on all of these allows us to address complex, real-world challenges, delivering solutions that build local capacity, promote social inclusion, strengthen climate resilience, and ensure the sustainable use of resources.



Our services span Project Implementation, Consultancy, Facilitation & Innovative Learning. They complement and reinforce each other, ensuring that our partners benefit from comprehensive support.



SKAT is an owner-operated Swiss company with our staff and Board of Directors as majority shareholders. Our commitment and accountability are clear and transparent. This ownership structure enables us to take long-term decisions with sustainability in mind, including investments in developing our company further.

SKAT was honoured to receive the Greenovation Award 2025 for Eastern Switzerland. SKAT was commended for its «often unseen yet highly effective commitment, its role as a hidden champion, and its strong multiplier effect». Our commitment to sustainability and ensuring dignified living conditions for all also means we contribute actively to global climate goals. Through our Decarbonising Strategy, we monitor and reduce emissions associated with our work.



Water is the foundation of all life, of resilient communities and ecosystems

Water is where climate change becomes tangible. Floods, droughts, pollution and failing services increasingly shape everyday realities for communities, economies and institutions. At SKAT, Water & Environmental Services are central to our mission to promote sustainable, dignified living conditions and a healthy environment. With almost 50 years of experience in international cooperation across more than 100 countries, we support governments, utilities, civil society and donors to translate policy ambitions into sustainable, functioning water systems, effective protection of water resources and quality service delivery.

« Climate change, rapid urbanisation, demographic pressure and shrinking public funding reinforce the need for solutions that are resilient, affordable and locally anchored. »

Our work is grounded in the conviction that water is a public good that must be managed responsibly, inclusively and pragmatically. We focus on integrated water security, water, sanitation, and hygiene (WASH), and water governance, recognising that infrastructure alone is insufficient without

strong institutions, capable service providers and informed stakeholders. SKAT works at the interface of technology, governance and behaviour, ensuring that water services are technically sound, institutionally viable, socially accepted and publicly available.

SKAT is proud of its long-standing partnerships and track record in supporting water sector reforms and service improvements. Our work has improved access to safe water and sanitation, strengthened utility performance and enhanced governance for sustainable water resources management, particularly in fragile contexts and countries preparing for EU accession. A defining feature of our engagement is the facilitation of learning and exchange, enabling institutions, professionals and decision-makers to share experience, build trust and scale good practice across regions and sectors.

Our impact is driven by an integrated service offer combining project implementation, consultancy, facilitation and innovative learning. Facilitation, peer learning and knowledge management ensure that lessons extend beyond individual projects and contribute to systemic improvement. This combination, reinforced by strategic partnerships and a growing local presence, underpins SKAT's resilience and relevance in a challenging and rapidly changing funding environment.



« Hands-on implementation keeps our advice grounded in operational reality, while analytical and advisory services support strategic decision-making and policy development. »

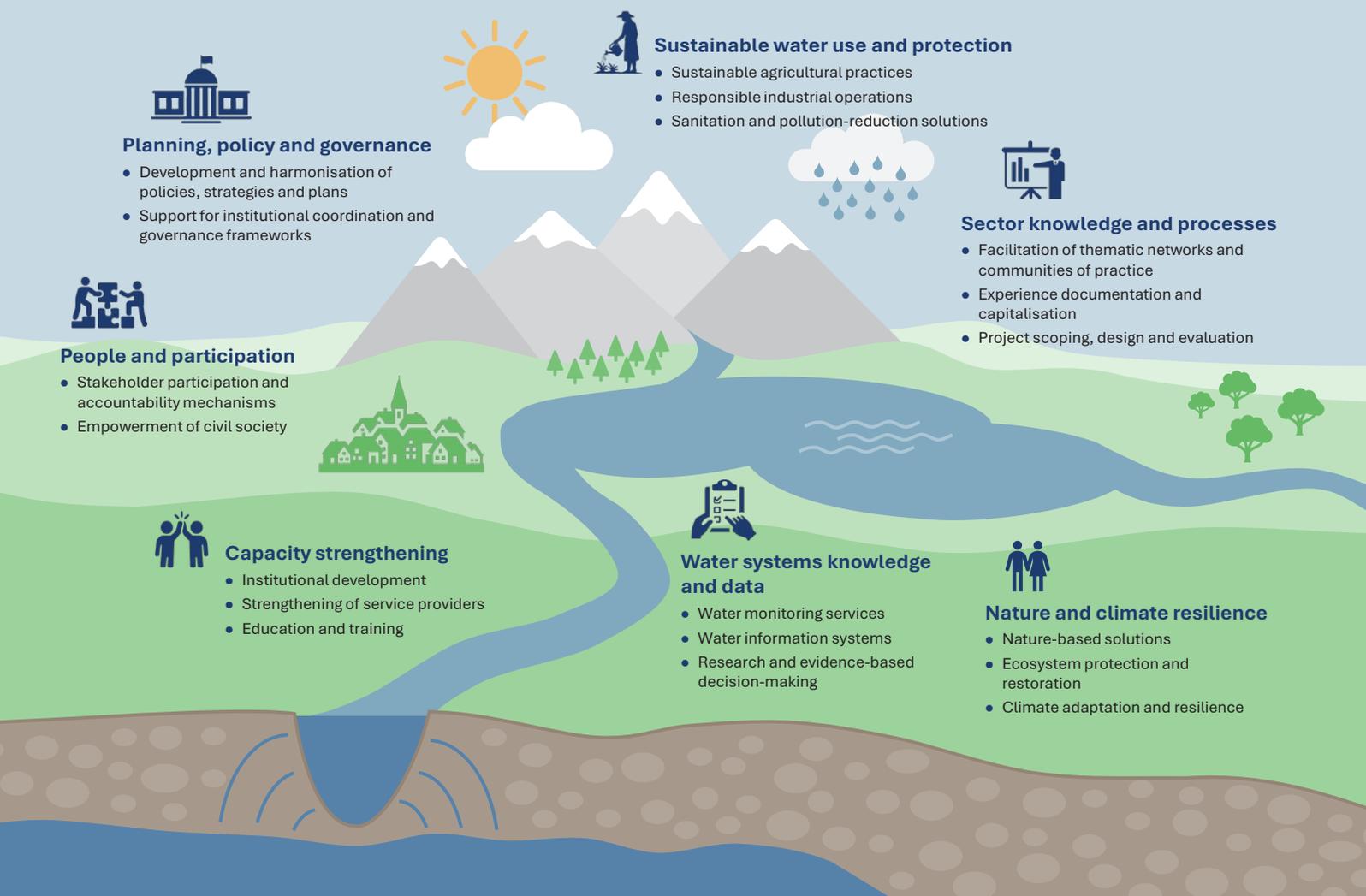
Flagship mandates illustrate this approach in practice over the past year. Through the RésEAU cum AGUASAN backstopping mandate, SKAT shapes SDC's global and regional water agenda by facilitating thematic learning, policy dialogue and vibrant communities of practice. In doing so, it influences strategic reflection on groundwater and nexus approaches, and anchors learning as a core driver of sustainable water interventions. In Tajikistan, SKAT provides strategic and technical backstopping to SDC's entire water portfolio, ensuring coherence, quality and sustainability across WASH, integrated water resources management (IWRM) and groundwater initiatives, in a complex and water-stressed context. As implementer of the IWRM Kosovo Programme and the Groundwater Use and Protection Programme in North Macedonia, SKAT supports EU-aligned water governance, operational river basin management and institutional capacity

development, with a clear transition towards national ownership and long-term sustainability. Through this, SKAT demonstrates its capacity to deliver systemic change at scale. Other key projects improve water services in Moldova, notably through the ongoing ApaSan28 and ApaNeff programmes.

In summary, SKAT offers its partners customised, reliable, and solution-oriented support across the entire water cycle. Our value proposition lies in delivering practical, context-specific solutions for integrated water security, multi-level water governance, WASH, wastewater and water management, supported by trusted partnerships and with a strong focus on sustainable impact.



Water & environmental services provided by SKAT





Transforming access to clean water and sanitation

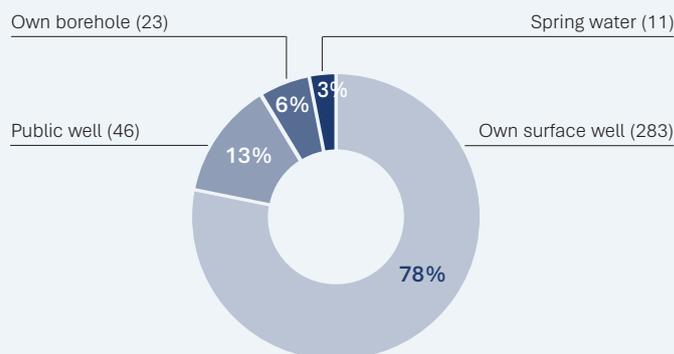
An ambitious project to improve livelihoods for over 10,000 people in rural Moldova by 2028.

The ApaSan28 project will deliver concrete improvements to clean water access by establishing or renovating water supply systems and sludge treatment plants. SKAT will also install household sanitation solutions that are tailored to local needs, provide capacity-building support for local water operators, and increase awareness and policy support for decentralised sanitation.

The project builds on experiences drawn from our previous ApaSan projects in Moldova and beyond that sustainable change happens when local communities are at the centre of decision-making. Extensive stakeholder consultations during the inception phase ensure that planned interventions respond to local needs.

Client
Austrian Development Agency (ADA)

The most common water sources used by households in villages targeted by the project



Source: Baseline Assessment Report, ApaSan28, 2025



Integrated water resources management in the Balkans

Growing, diverse needs of different water users, in conjunction with the changing climate, is a major challenge in Kosovo and North Macedonia.

SKAT supports government bodies, partner organisations and citizens in both countries to address cross-sectoral challenges. Our objective is to strengthen existing systems and empower our partners in a way that, over time, our support will no longer be needed. To this end, SKAT offers long-standing expertise in defining and building human and financial resources in a collaborative way.

SKAT supports both countries in developing integrated water resources management plans, related investments, monitoring systems, permitting requirements and data management, in line with EU directives. We strengthen education and training to build the human and technical capacity needed to manage the water sector to modern standards. Our work spans legislative, institutional and organisational spheres, improving multi-level water governance. Small competitive grants enable the private sector, farmers, civil society organisations and NGOs to launch innovative initiatives that improve water management from the end-user side.

Client
Swiss Agency for Development and Cooperation (SDC)

Web
www.iwrm-k.com
www.programazavodi.mk/en



Insight IWRM-K



Insight GWP





Supporting Ukraine through a city-to-city cooperation

SKAT facilitates a partnership between the cities of Zurich and Vinnytsia, improving urban water services through knowledge exchange and project preparation.

As facilitator, SKAT supports the implementation of the Zurich–Vinnytsia city cooperation on water supply, combining peer-to-peer exchanges, project development support and the management of grant funding from the City of Zurich. In 2025, SKAT organised a Ukrainian delegation visit to Zurich and facilitated technical exchanges, resulting in two core initiatives: the development of a city-wide water strategy, and advisory support for rehabilitating the main water treatment plant of Vinnytsia. Targeted quick actions were also implemented, including support for a water quality analysis device and a pipeline welding unit.

Client
City of Zurich



Insight



Consulting and advisory services – a core competence of SKAT

We provide on-demand support to a broad range of clients through short-term consultancy, advisory services and backstopping. This ranges from strategic planning to technical expertise, from monitoring and evaluation to scoping and feasibility studies, and from network management to workshop facilitation.

A small selection of our consulting and advisory work in relation to water: within SKAT's longstanding mandate of backstopping SDC's water network RésEAU, we facilitated a learning journey on groundwater management in 2025 which will be continued in 2026. SKAT organised a one-week workshop for the AGUASAN community of practice for its 40th anniversary, which took place in Uganda. For GIZ we conducted an evaluation of a WASH programme across four countries and three different continents. In Bhutan, we are developing an Integrated Solid Waste Management Master Plan for the Gyalsung Academies. We are privileged to offer backstopping support to the water portfolio of the Swiss Cooperation Office in Tajikistan, giving strategic and operational advice, peer reviewing documents, providing second opinions on the findings of external evaluations, and facilitating exchanges between partner organisations.

«We very much value SKAT's strategic and operational guidance which they provide to the SDC water portfolio in Tajikistan on a demand base. With their targeted support we are able to strengthen the quality of our initiatives and thus the impact of our work.»

Alisher Shabdolov, Senior National Programme Officer for Rural Water Supply and Sanitation; Swiss Cooperation Office in Tajikistan



Energy and climate are drivers of well-being and sustainability

Reliable, clean energy transforms lives. It powers households, schools, health centres and businesses, while creating jobs, reducing energy poverty and protecting the environment. Beyond physical infrastructure, access to dependable energy underpins education, healthcare and economic opportunity, making it a foundation of resilient communities. Energy security has become a defining factor in whether countries can stabilise their economies while advancing decarbonisation. Long-term stability depends on reducing energy demand, expanding domestic renewable supply and embedding clear institutional responsibilities that align policy, regulation and investment. This transformation must be just, guided by inclusive and socially balanced energy policies.

At SKAT, we build on decades of expertise at the intersection of climate protection, renewable energy and community development. Our work promotes equitable access to sustainable energy technolo-

gies, strengthens energy efficiency and integrates climate action into local development strategies.

« We support the energy transition through advisory services on the integration of renewable energy into power grids, developing enabling regulatory frameworks and improving equitable access to energy. »

While SKAT has a long-standing track record as a pioneer in small hydropower, our focus today is broader. We have gained substantial experience in improving energy efficiency in existing and new buildings with tailored solutions delivered at scale through public and private actors. These approaches demonstrate our capacity to support the adoption of energy efficiency standards and to strengthen regulatory compliance.





« As evaluations show:
A fragile political context
requires a particular focus on
capacity strengthening and
job creation to contribute to
stabilisation. »

Our expertise across our three focus areas – renewable energy, energy efficiency and a just energy transition – are demonstrated through a diverse project portfolio. In China, SKAT implemented the Zero Emissions Building initiative, supporting decarbonisation in the world's largest building market. In Moldova, a rural energy efficiency programme is delivering up to 30 percent reductions

in energy use and heating costs in households and public buildings. Evaluations for SECO in Serbia and Albania showed that municipal energy-management programmes strengthened planning, data systems and initial efficiency measures. In Croatia, work with national authorities identified small hydropower potential within existing hydraulic infrastructure. A project evaluation for GIZ in Tunisia, showed that a fragile political context requires a particular focus on capacity strengthening and job creation to contribute to stabilisation. Across all contexts, the conclusion is consistent. Energy security is built through disciplined energy efficiency, targeted expansion of renewables, and institutional systems capable of governing the transition, reducing vulnerabilities and supporting a fair and credible shift to low-carbon energy systems.

 Energy & Climate Team





Enhancing rural energy efficiency through building upgrades and capacity building

In Moldova, SKAT advances sustainable energy practices, fosters knowledge transfer, and strengthens resilient public services in rural communities.

The project improves energy efficiency in rural areas through the refurbishment of private houses and public buildings, achieving energy and heating cost reductions of up to 30 percent. It develops and disseminates knowledge products and national awareness campaigns to encourage energy-efficient behaviour and the uptake of appropriate technologies. Local capacity is strengthened through structured collaboration with local institutions. Refurbished public buildings reduce vulnerability to energy price shocks and release financial resources for essential public services. The project is implemented within the framework of our Mă Implic programme (see page 22).

Client
Swiss Agency for Development and Cooperation (SDC)



Energy management and sustainability: SKAT's project evaluations in Albania and Serbia

SKAT evaluated projects aimed at improving energy efficiency for climate change mitigation, in line with the Paris Agreement and the EU Green Agenda for the Western Balkans.

The Smart Energy Municipality Project in Albania (2021-2025), funded by the Swiss State Secretariat for Economic Affairs (SECO), introduced an energy management framework and fostered cross-sector collaboration at municipal and national levels. Tangible outcomes included strengthened capacities at municipal level, LED street lighting projects and increased local awareness of energy efficiency. SKAT assessed the project's local and national relevance, effectiveness and sustainability, offering recommendations for improvement.

SKAT was also commissioned by SECO to evaluate a similar project in Serbia (Municipal Energy Efficiency and Management Project), implemented from 2018 to 2023.

Client
Swiss State Secretariat for Economic Affairs (SECO)



Insight



Tunisia – Evaluation of a project on the accelerated energy transition

Longstanding experience in evaluating complex energy transition projects can improve impact.

Tunisia has significant wind and solar potential that could reduce greenhouse gas emissions, cut energy import dependency and create jobs. A four-year project implemented by the German Gesellschaft für Internationale Zusammenarbeit (GIZ) strengthened institutional capacities and advanced the energy transition. SKAT evaluated the coherence, relevance, efficiency, effectiveness, impact and sustainability of the project, based on interviews with all relevant stakeholders. The evaluation highlighted the need for stronger integration of relevant energy topics into training institutions, organisational support to limit brain drain, stronger involvement of professional associations, and a clear focus on job creation to ensure social justice of the transition.

Client
Gesellschaft für Internationale Zusammenarbeit (GIZ)

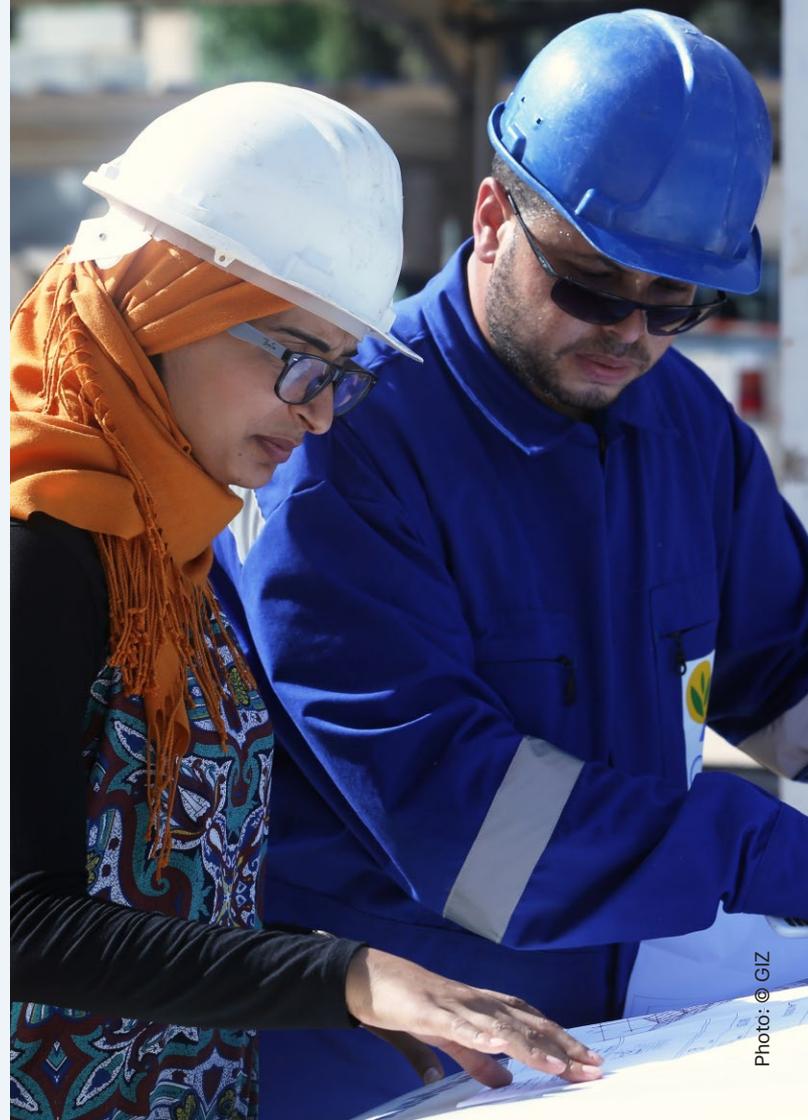


Photo: © GIZ



Zero Emissions Building China: enabling substantial CO₂e reductions

Buildings in China generate around five times the building sector CO₂ emissions from all EU-27 countries combined. To have a significant climate impact, new solutions for reducing building-related emissions must be adapted to Chinese conditions.

The Zero Emissions Building (ZEB) China project – implemented by SKAT with Intep and the China Academy of Building Research – contributed to reducing China’s building sector emissions by bringing together Chinese and Swiss expertise. The project supported the development of new national ZEB standards, adapting innovative technical solutions and demonstrating them in pilot building projects across China. A further key outcome was training for Chinese authorities.

At the project’s closing event in November 2025, architects, engineers, investors, researchers and government officials from China and Switzerland exchanged insights and discussed future pathways. A joint study tour to cities in different climate zones showcased successful demonstration projects and highlighted scalability.

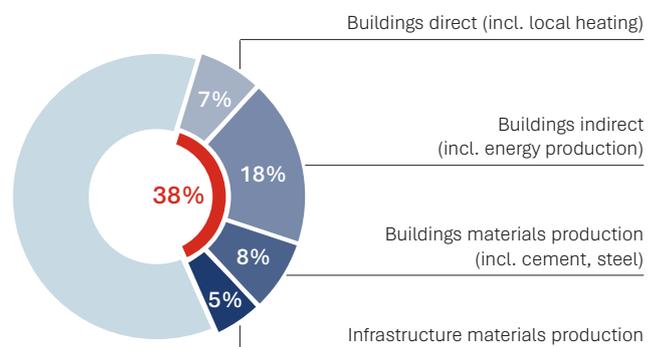
SKAT provided thematic and organisational management, contributing to a multiplier effect by making ZEB expertise, concepts and technologies available to a country with a population around 150 times larger than Switzerland’s.

Client
Swiss Agency for Development and Cooperation (SDC)

Web
www.zeb-china.org



Discover our publication from the ZEB China project:



Global building sector emissions as proportion of total CO₂e emissions. Based on data from United Nations Environment Programme (2025).

Source: Global Status Report for Buildings and Construction 2024/2025 p.14



Insight



Buildings and infrastructure frame social and economic life

Improving the quality of the built environment whilst reducing the environmental impacts of buildings and social disruption presents major challenges for sustainable development. While rapid urbanisation and innovative technologies have the potential to create livelihood opportunities and economic growth, these are not always inclusive and can result in inadequate housing and lack of access to services for marginalised groups. Rural settlements face yet other challenges, while ongoing conflicts around the world demand immediate and creative solutions for temporary shelters and sustainable reconstruction.

The construction of buildings, including the production of materials such as cement and steel, currently accounts for around 8 percent of global emissions. The use of buildings accounts for around 30 percent of global energy consumption. At the end of the building life cycle, construction and demolition are major sources of waste that cause further emissions and land degradation. This requires new approaches to the design, construction, and use of buildings, including new materials, techniques, skills, and industries.

SKAT addresses sustainable construction in various ways. The challenge of waste and emissions is acute in the context of Ukrainian reconstruction.

« Around 80 percent of the housing stock in Ukrainian cities was built in the Soviet era and does not meet current requirements for amenity and energy performance. »

The Concrete Reuse for Reconstruction project introduces techniques for reclaiming and reusing concrete panels from damaged housing. This builds on our previous study of circular construction in Ukraine. In Moldova, our Energy Efficiency project supports housing renovations for improved energy efficiency. In China, the Zero Emissions Building (ZEB) project contributes to reducing building sector emissions through support for new ZEB standards, demonstration buildings, and training.





While we have strong expertise in construction and reconstruction, our stakeholders remain at the heart of our projects. We strive to include local institutions, and residents in particular, in design and delivery of safer, energy-efficient, and improved infrastructure overall, while maintaining affordability. Participatory processes, which ensure that the solutions we offer are tailored to people's needs. This approach is evident in our collaboration with local investors and public entities to plan and improve entire urban neighbourhoods in Tanzania and Zanzibar.

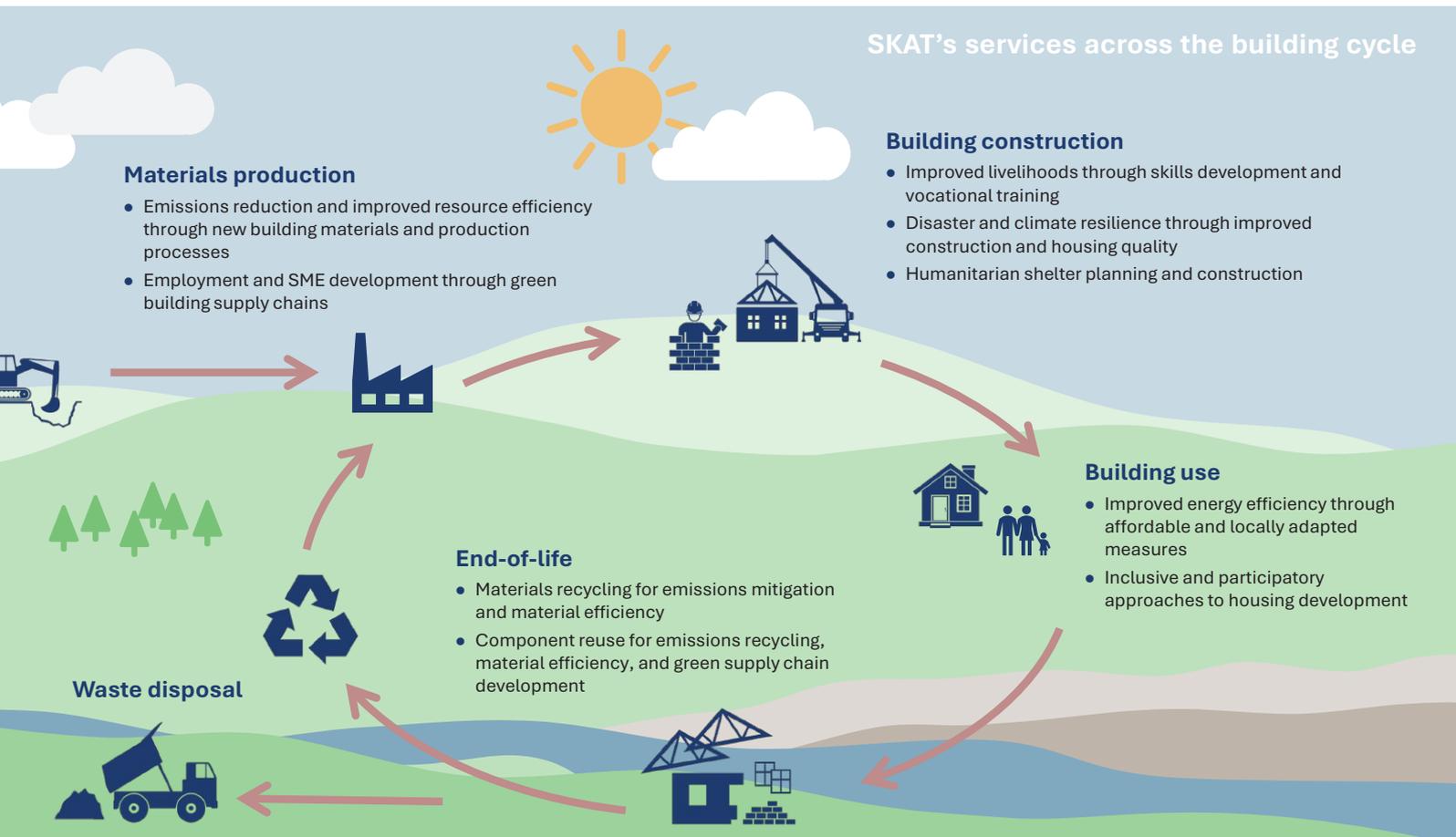
We have a long-standing collaboration with HEKS/EPER, with a current focus on improving housing for the Roma community in Kosovo. We also collaborate in conflict-affected areas, including Ukraine and Gaza. SKAT has worked with the Pestalozzi Children's Foundation for many years, supporting both their development and emergency response initiatives. Last year we provided technical support in designing and constructing school buildings in Myanmar, Ethiopia, Tanzania, and Mozambique.

SKAT understands the complex technical, economic, cultural, and institutional factors that affect building design and construction. We work with our clients and partners to assess challenges and develop solutions that reduce the environmental impacts of buildings and improve the quality of housing and settlements.

« We formulate and implement projects that engage communities, regulatory systems, value chains, and markets, to achieve durable impacts. »

We innovate to develop practical solutions to support communities, businesses, and governments in building more sustainable and inclusive built environments.

Building Team





Participatory settlement development and affordable housing for minorities

Improving living conditions of ethnic minorities in the Balkans.

Since the end of the Yugoslav wars, the Swiss NGO HEKS, the Swiss Agency for Development and Co-operation (SDC) and local NGOs have been working to improve housing conditions for ethnic minorities in the Balkans, especially the Roma. Efforts are also being made to facilitate access to public services, infrastructure, land titles, and employment opportunities. SKAT has supported these projects since 2008 with its expertise in participatory settlement development and affordable housing. While in the past, the initiatives covered several countries, currently they are focused on Kosovo.

Client
HEKS/EPER



Improving affordable housing through innovative approaches

SKAT provided strategy development support to the Swiss Hilti Foundation.

The Hilti Foundation supports affordable housing through a range of projects in Southeast Asia and Latin America, aimed at improving the quality and sustainability of housing construction through new technologies and skills development. SKAT supported Hilti Foundation in a review of its Affordable Housing and Technology programme in order to identify opportunities for targeted support in sustainable construction globally.

Client
Hilti Foundation





Green and cost-effective urban housing supply in Tanzania and Zanzibar

Piloting a decarbonised, affordable housing supply chain in one of the fastest growing regions of the world.

Inspired by the SKAT-implemented PROECCO programme in Rwanda (2012-2024), an African entrepreneur approached SKAT to develop a low carbon model building and a neighbourhood plan for inclusive urban renewal. This will be developed into a city-wide concept for a decarbonised, affordable housing supply chain. This is a new, interesting, and challenging collaboration for SKAT. We also hope to support our partners in developing a model brick factory and showcase its better environmental and economic performance.

Client
REPIC
National Housing Corporation
HMCI Properties Ltd



Concrete reuse for reconstruction in Ukraine

SKAT facilitates eco-friendly reconstruction through technology transfer.

Concrete Reuse for Reconstruction supports the reclamation of precast concrete panels from damaged houses in Ukraine in order to reuse the panels in new housing and infrastructure reconstruction. Techniques for reclamation and reuse of concrete panels are well-developed in Switzerland and other European countries. The project adapts these technologies to Ukrainian conditions, developing locally relevant deconstruction and reuse processes, including building the necessary skills and procedures.

Client
Tech4Dev
École Polytechnique Fédérale de Lausanne (EPFL)



Insight
PROECCO



Governance guides decisions, trust, and accountability

Governance systems worldwide are under growing pressure from conflict, climate impacts, migration, rapid urbanisation, and widening inequalities. For our clients, this translates into more complex policy environments, higher delivery risks, and increased expectations for results. Effective and inclusive governance involving government, civil society and community stakeholders is therefore a decisive factor for public policy implementation, local service delivery, and sustainable poverty reduction.

« Our approach is partner-oriented and mandate-driven, based on the understanding that governance solutions must fit local realities, institutional incentives, and decision-making processes. »

SKAT works as a trusted consulting and implementation partner in this environment. Our approach is partner-oriented and mandate-driven, based on the understanding that governance solutions must

fit local realities, institutional incentives, and decision-making processes. We support our partners through advisory services and implement projects on their behalf, aligned with their objectives and operating contexts.

Governance is a core strength and the centrepiece of SKAT’s work, encompassing local governance, public policy, and institutional performance. We address governance both as a dedicated area of engagement – for example, through organisational development, institutional reform, public policy support, and strengthening civil society within governance systems – and as a cross-cutting lens embedded across our sector programmes.

SKAT supports national and local authorities, service providers, and civil society actors in strengthening governance frameworks, policies, and organisational arrangements that shape how decisions are made and services are delivered. This includes work on local governance systems, public policy design and implementation, inter-institutional coordination, roles and mandates, and accountability and participation mechanisms that enable constructive engagement between institutions and civil society.

Applied across our thematic areas of water, energy, and buildings, this approach translates governance principles into operational improvements, enhancing coordination, decision-making, accountability, and service quality at local and sector level. The success of a project and sustained impact of our work depends on understanding the context. We help clients navigate political, institutional, and stakeholder dynamics throughout the project cycle and adapt approaches as conditions change.

« SKAT supports both Swiss and local clients in strengthening organisations, improving service delivery, and achieving sustainable, impact-oriented results. »

In a rapidly changing development context, SKAT is a trusted consulting and implementation partner, delivering needs-based, agile, and high-quality advisory and implementation support on governance. We also design and implement digital solutions that support transparency, participation and efficiency, while ensuring inclusion, data protection, and ethical standards. By combining strong governance expertise with sectoral breadth, SKAT supports both Swiss and local clients in strengthening organisations, improving service delivery, and achieving sustainable, impact-oriented results, while adapting to evolving priorities and operating environments.



Governance Team



Governance services provided by SKAT

Local governance and service delivery

- Strengthened local authorities
- Defined mandates and roles
- Coordination with civil society
- More efficient, inclusive and effective local services



Public policy

- Policy formulation
- Regulatory frameworks
- Implementation systems
- Monitoring and evaluation



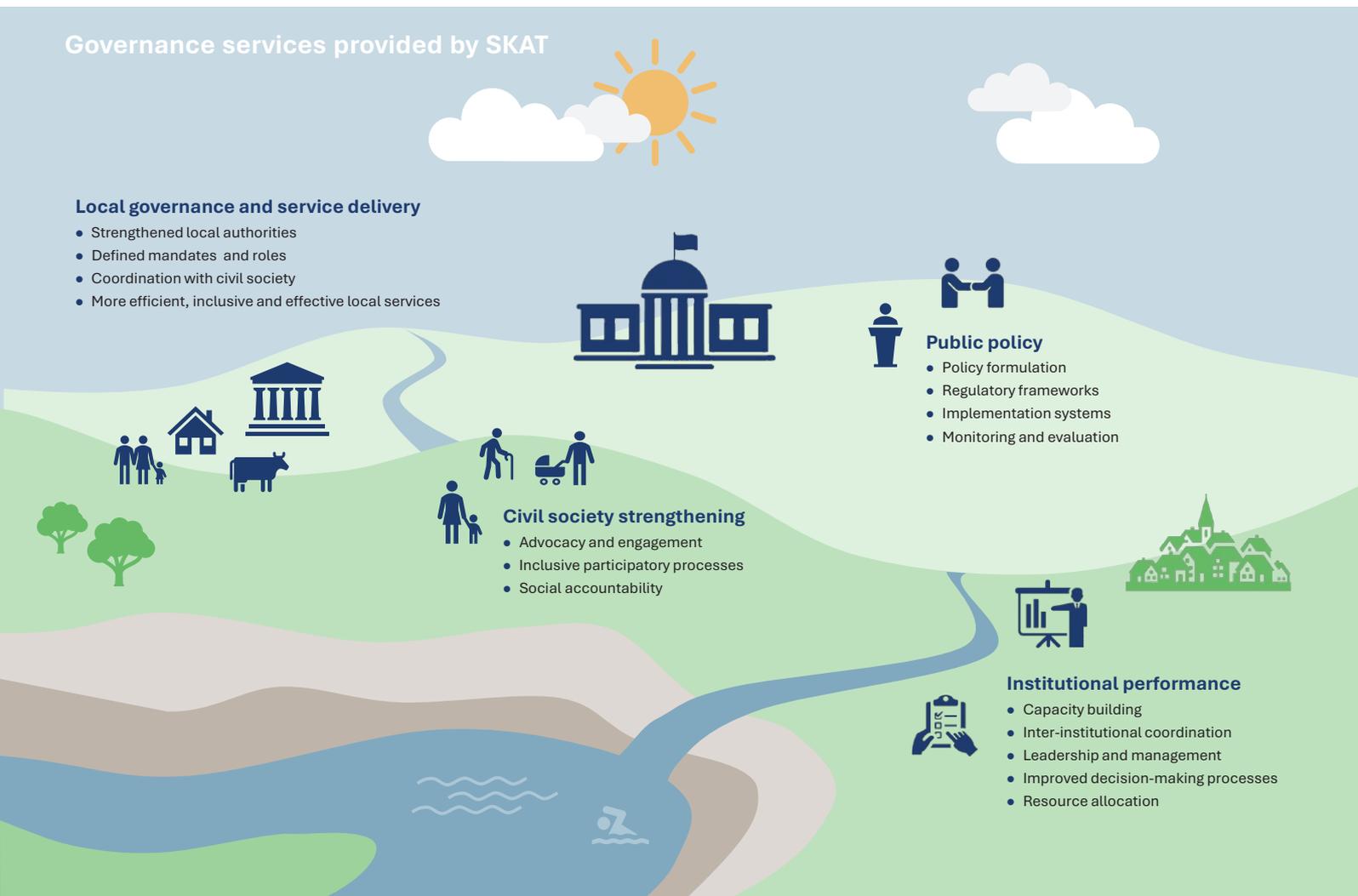
Civil society strengthening

- Advocacy and engagement
- Inclusive participatory processes
- Social accountability



Institutional performance

- Capacity building
- Inter-institutional coordination
- Leadership and management
- Improved decision-making processes
- Resource allocation





Supporting Moldova’s journey towards stronger local governance and public services

Local ownership paired with tailored support can lead to meaningful change.

SKAT implements the Mă Implic project, supporting reforms in Moldova’s local public administration that promote inter-municipal cooperation, better public service provision, and citizen engagement. In 2025, key achievements included the signing of grant agreements with several municipalities, the development and advancement of service improvement plans and capacity-building measures, as well as strong civic engagement with over 200 public events and the active participation of more than 17,500 citizens. Notable progress was also made in water management and energy efficiency.

Client

Swiss Agency for Development and Cooperation (SDC)



Advancing civic engagement in Croatia

SKAT provides advice on creating an enabling environment for civil society.

The Civic Engagement Programme in Croatia (2024-2029) forms part of the second Swiss contribution to selected EU member states, strengthening social cohesion and reducing social and economic disparities. Implemented by the Croatian NGO Office, the programme promotes democratic participation through education, volunteering, micro projects and service-learning. SKAT supported the introduction of a new learning component to strengthen long-term impact and build an enabling environment for civil society organisations.

Client

Swiss Agency for Development and Cooperation (SDC)





Strengthening political economy practice and locally led cooperation

Innovative approaches to support SDC's Peace, Governance and Equality network.

SKAT co-led the Swiss Community of Practice on Political Economy Analysis (PEA), holding three online events, with more planned for 2026. These events focus on strengthening the practical relevance of PEA and exploring the links with conflict sensitivity and peacebuilding. They also addressed the question of how to move from analysis to action, while anchoring analysis in local knowledge and local perspectives. SKAT also moderated the SDC Regional Workshop on Locally Led Cooperation, co-creating the face-to-face design, final programme and report.

SKAT brings experience of various projects and innovative approaches to this mandate, fostered by its partners a-zimut, Learning Moments and Begegnungsreich.

Client

Swiss Agency for Development and Cooperation (SDC)

Web

www.sdc-pge.ch/en



Good Governance

Participation
Accountability
Transparency



Efficiency and effectiveness
Non-discrimination

Political economy and actors analysis

Political economy analysis - Actor mapping - Power dynamics

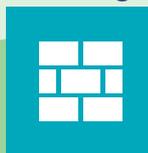
Water



Energy



Building



Policy frameworks

Institution building

Service quality

Coordination

Decision-making

Governance as a cross-cutting theme throughout many of our projects

While some of our projects focus specifically on governance, the topic is also relevant to many of our activities in the water, energy, and building sectors. Our aim is to strengthen institutions and embed core governance principles, such as participation, transparency, inclusion, accountability and responsiveness, in everything we do. In an increasing number of fragile and conflict-affected settings, improving governance paves the way for long-term solutions, promoting development, peace and social cohesion.

Executive Management



Rupa Mukerji
Chief Executive Officer

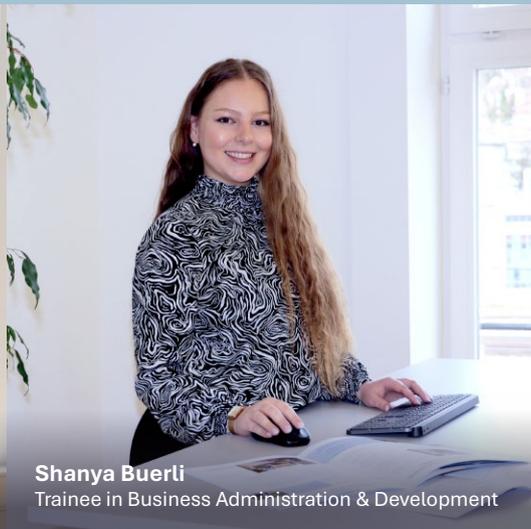


Frank Wiederkehr
Deputy CEO

Professional Staff



Lucien Blaser
Advisor Water, Sanitation & Hygiene



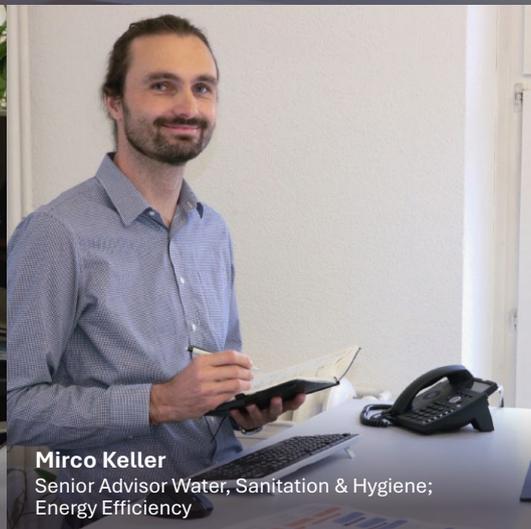
Shanya Buerli
Trainee in Business Administration & Development



Dr Hedi Feibel
Senior Advisor Energy & Climate



Fabienne Hugli
Advisor Sustainable Construction



Mirco Keller
Senior Advisor Water, Sanitation & Hygiene;
Energy Efficiency



Martin Laeng
Manager Publishing & IT



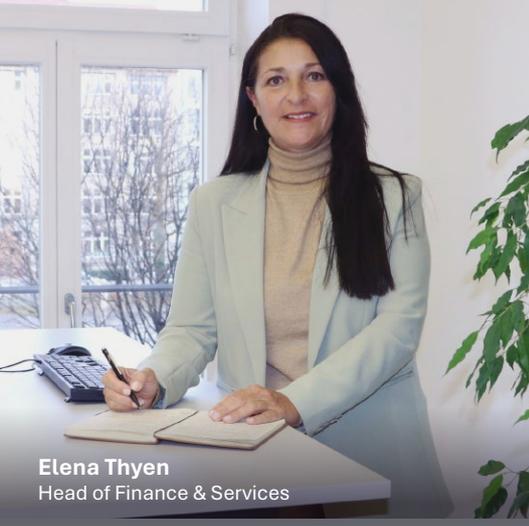
Roger Schmid
Principal Advisor Water & Environmental Services



Daniel Schwitter
Senior Architecture & Settlement Specialist



Julie Smolnitchi
Senior Advisor Governance;
Facilitation & Innovative Learning



Elena Thyen
Head of Finance & Services



Saskia Bauner
Senior Advisor Governance



Sandra Fuerst
Senior Advisor Water & Environmental Services



Lotti Gerber
Manager Communication & Internal Learning



Manuel Henseler
Senior Advisor Water, Sanitation & Hygiene;
Inclusive Settlements



Evelyne Lengg
Office Manager, Human Resources Administrator



Delphine Magara
Advisor Water Governance



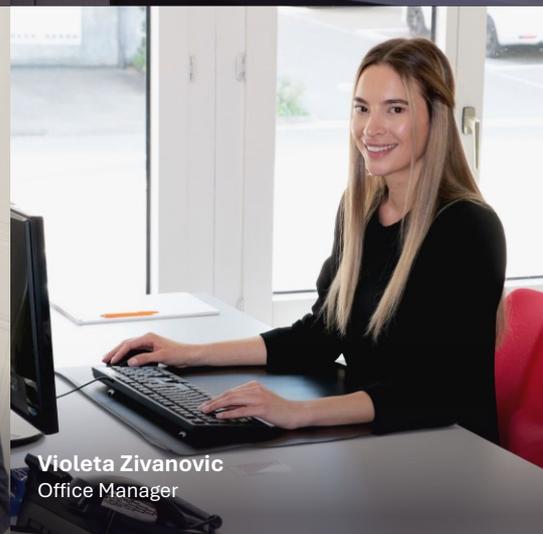
Lukas Maute
Office Manager



André Ullat
Senior Advisor Building & Settlements



Daniel Wyss
Senior Advisor Building & Settlements



Violeta Zivanovic
Office Manager

Our staff abroad

SKAT has teams and branches in Moldova, Kosovo, North Macedonia, Rwanda and Ukraine, staffed by highly competent professionals who ensure the quality of the projects we implement for our clients. Some also provide services to other initiatives in the country and the region.

SKAT Moldova



Back row: Anatol Bucatca, Veronica Tomescu, Tatiana Cebotari, Petru Dolință, Arina Iutiș

Middle row: Oleg Lipcean, Rita Rusu, Veaceslav Druță, Jesus Bravo, Iulian Isac, Tudor Bostan, Mariana Iacovlev, Gheorghe Țicu, Vadim Magaleas

Front row: Veronica Botnaru, Victoria Popa, Lilian Danilov, Ana Baltă, Ion Beschieru, Matthias Morgner (Team Leader), Daria Rotaru, Mihaela Livîțchi

Missing: Valeria Mazur, Cristian Murariu, Tatiana Avram, Dumitru Mamaliga, Angela Matcov

SKAT Kosovo



Dimitrija Sekovski (Team Leader), Blerta Ukmata, Florentina Hajdari Hajra, Pranvera Firza, Vera Muhaxhiri, Fatlinda Muqiqi, Rizah Hajdari

SKAT North Macedonia



Danco Uzunov*, Dancho Vodenicharski, Nikola Zdraveski*, Damir Bekic*, Dino Trajkov°, Blazho Kovachevski°, Sandra Fürst (project manager), Jan Kwiatkowski (Team leader), Valerija Stanoevska, Milorad Jovanovski, Biljana Puleska*, Angel Panov*, Borjana Balova°, Igor Peshevski*, Agron Rustemi*, Tijana Sekuloska Simonovikj*, Zerina Ramikevik

* Staff of our partners Point Pro Consulting and regional universities, ° Young professionals, seconded to partner organisations

SKAT Ukraine



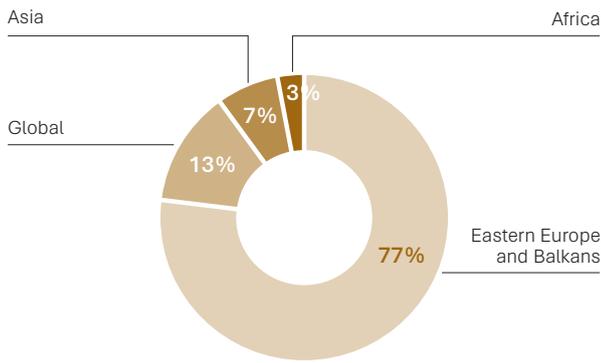
Oksana Garnet
(Director SKAT Consulting Ukraine LLC)

SKAT Rwanda

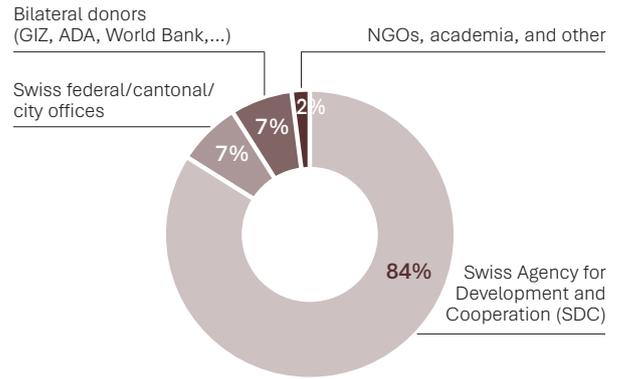


Ismael Nzeyimana
(Managing Director SKAT Consulting Rwanda),
Samuel Mugenzi,
Jean Pierre Bayisenge

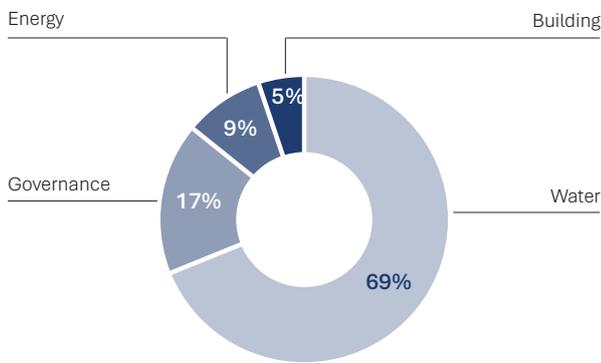
Turnover 2025 by region



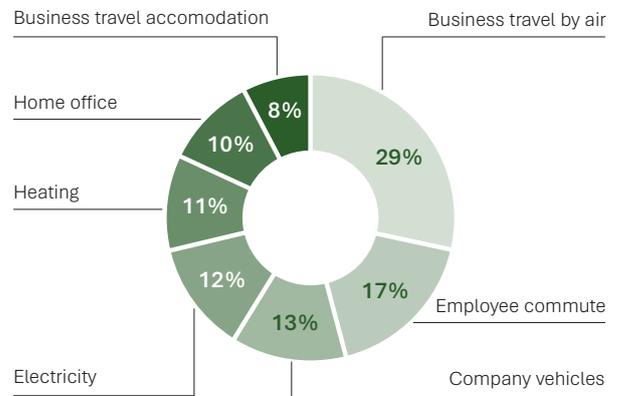
Turnover 2025 by customer



Turnover 2025 by business area



Carbon accounting 2025



CO₂ emissions generated by SKAT offices in Kosovo, Moldova, North Macedonia, and Switzerland, categorised by emission source.

Management bodies

Board of Directors and CEO (from left to right)

- Urs Karl Egger, Chairperson of the Board
- Elisabeth Beéry
- Claudia Zimmermann, Vice Chairperson of the Board
- Gian von Planta
- Rupa Mukerji, CEO

External Auditor (Accounts)

Rietmann & Partner, St.Gallen

Executive Management

- Rupa Mukerji, CEO
- Frank Wiederkehr, Deputy CEO
- Elena Thyen, Head of Finance and Services





« Being an owner-operated company allows us to act as an independent and trusted partner in a highly flexible and adaptive way for our clients, implementing partners, government bodies and civil society actors – abroad and in Switzerland. »

Gian von Planta, MSc, Member of the Board of Directors at SKAT; CEO, Josef Muff AG



« We value having SKAT as our partner. Knowledge and network management are clearly among their strengths. SKAT's innovative and participatory approach supports us to improve our services and strengthen our collaboration with cantonal partners in the health sector. »

Nina Baldinger, Co-Lead Section Health Promotion and Prevention, Department of Health and Social Affairs, Canton of Aargau, Switzerland



« We support partners in increasing their impact by leveraging our local presence and SKAT's extensive experience in the Western Balkans, gained through past and present projects in water, building, energy, and governance. »

Dimitrija Sekovski, PhD, Team leader of Integrated Water Resources Management in Kosovo Program, and Water Expert



SKAT honoured with the Swiss Greenovation Award 2025

SKAT received the Greenovation Award 2025 for Eastern Switzerland, in recognition of its longstanding contribution to sustainability – particularly for «its often unseen yet highly effective commitment, its role as a 'hidden champion', and its multiplier effect».

SKAT – Partners for Impact

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