



SKAT - our mission

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

We support governments, the private sector and civil society around the globe in improving people's lives 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

Cover: Our modular house and inclusive urban transformation mechanism are redefining urbanisation in Africa's megacities, while also addressing job creation and emission reduction. The cover picture shows our modular model building in the Mpazi neighbourhood in Kigali, Rwanda. More on the PROECCO project can be found on pages 8 and 9.



We are navigating change through expertise, adaptability and partnerships. At the heart of our success is our highly committed and experienced team of experts working across water, energy, building and governance. In today's unpredictable world, resilient and sustainable solutions require a multidisciplinary approach. By integrating knowledge across sectors, we support communities and institutions in responding to complex challenges.

Our consultancy, knowledge sharing, and project implementation services are carefully tailored to the specific needs of our partners and clients. With strong technical and methodological expertise, combined with a deep understanding of project management and local contexts, we provide our services to bilateral and multilateral agencies, government bodies, private companies, foundations, and NGOs to drive meaningful impact.

Over the past year, SKAT has strengthened its foundations for the future. We have formed a new management team that balances continuity with fresh perspectives and reinforced our governance capabilities in line with our strategic priorities. A move to a bright and airy new office has further fostered the internal collaboration that mirrors the partnerships we build externally.

Embracing digitalisation and enabling hybrid work allows us to attract the best talent pool from all regions of Switzerland and beyond, and enables seamless collaboration with our multi-country teams, partners and clients. We appreciate the agility of our teams, their willingness to take decisions and work independently while also collaborating for enhanced collective impact.

'Change is the only constant in life' and this meant that we had to close our longstanding PROECCO project (see page 8) which has numerous achievements to its credit over the years. Many of our colleagues who grew with the project are now bringing their expertise to other countries – Togo and Tanzania to begin with. There, we are working with new partners, among them national governments and private companies.

This year we will renew our strategy, refresh our branding, develop a new website while maintaining our focus on strong partnerships. In an unpredictable world where many struggle to secure their basic human rights, those of us with the skills and resources to contribute must work with singular focus, applying our expertise and contextual knowledge to find innovative solutions. We are committed to this mission and are proud to be your partners for impact.

Rupa Mukerji
Chief Executive Officer

Urs Karl Egger
Chairperson of the Board

Global		
 	Hands4Health	Skat Foundation
	Backstopping Mandate Disaster Risk Reduction (DRR) Network	Swiss Agency for Development and Cooperation (SDC/DEZA)
	Backstopping Mandate for RésEAU cum Aguasan	SDC
	Backstopping Mandate for the SDC Section Water	SDC
	Backstopping Support for the Peace, Governance & Equality Section	SDC
	Expert Advisory Services for Renewable Energy Integration and Smart Grid	Swiss State Secretariat for Economic Affairs (SECO)
	Sufosec Learning Group Agroecology	Skat Foundation
	Review of Global Environmental Facility (GEF) project applications	Swiss Federal Office for the Environment (FOEN/BAFU), INFRAS

page 23

page 22

page 16

p. 23

Europe		
Croatia		
 	SSH Hydropower Eastern Europe	Swiss Small Hydro (SSH)
Kosovo		
	Integrated Water Resources Management	SDC
Kosovo, Serbia		
	Backstopping for improvement of physical living conditions in Roma settlements	HEKS/EPER
Moldova		
 	National Water and Sanitation Plan Moldova*	World Bank
 	ApaSan28 - Integrated water supply and sanitation in Moldovan villages	Austrian Development Agency (ADA)
	ApaNeff (Mă Implic partial action) - Improved water supply and energy efficiency in rural Moldova	SDC
	EnEff (Mă Implic partial action) - Addressing Energy Vulnerability in rural Moldova	SDC
	Mă Implic - Civic engagement in local governance	SDC
North Macedonia		
	Groundwater Management Programme North Macedonia	SDC
Switzerland		
	Case study on using hydropower electricity for e-mobility	Swiss Federal Office of Energy (SFOE/BFE)
	Mini-Hydropower in Adliswil	CSD Ingenieure
	Newsletter Small Hydropower in Switzerland	SFOE
	Swiss Hydro-power research programme	SFOE
	Swiss Water Partnership Secretariat	Helvetas (SDC financed)
Ukraine		
 	Backstopping for Shelter Project	HEKS/EPER
 	Concrete Reuse in Reconstruction - Exploratory Grant	École Polytechnique Fédérale de Lausanne (EPFL)
 	Support in the preparation phase for cooperation between Zurich and Vinnytsia	City of Zurich
	Repair Facilitation Ukraine Programme	Helvetas (Swiss Solidarity & SDC financed)

page 10

page 13

page 12

page 13

page 12

page 11

p. 18

page 19

page 19

 New acquisitions/projects

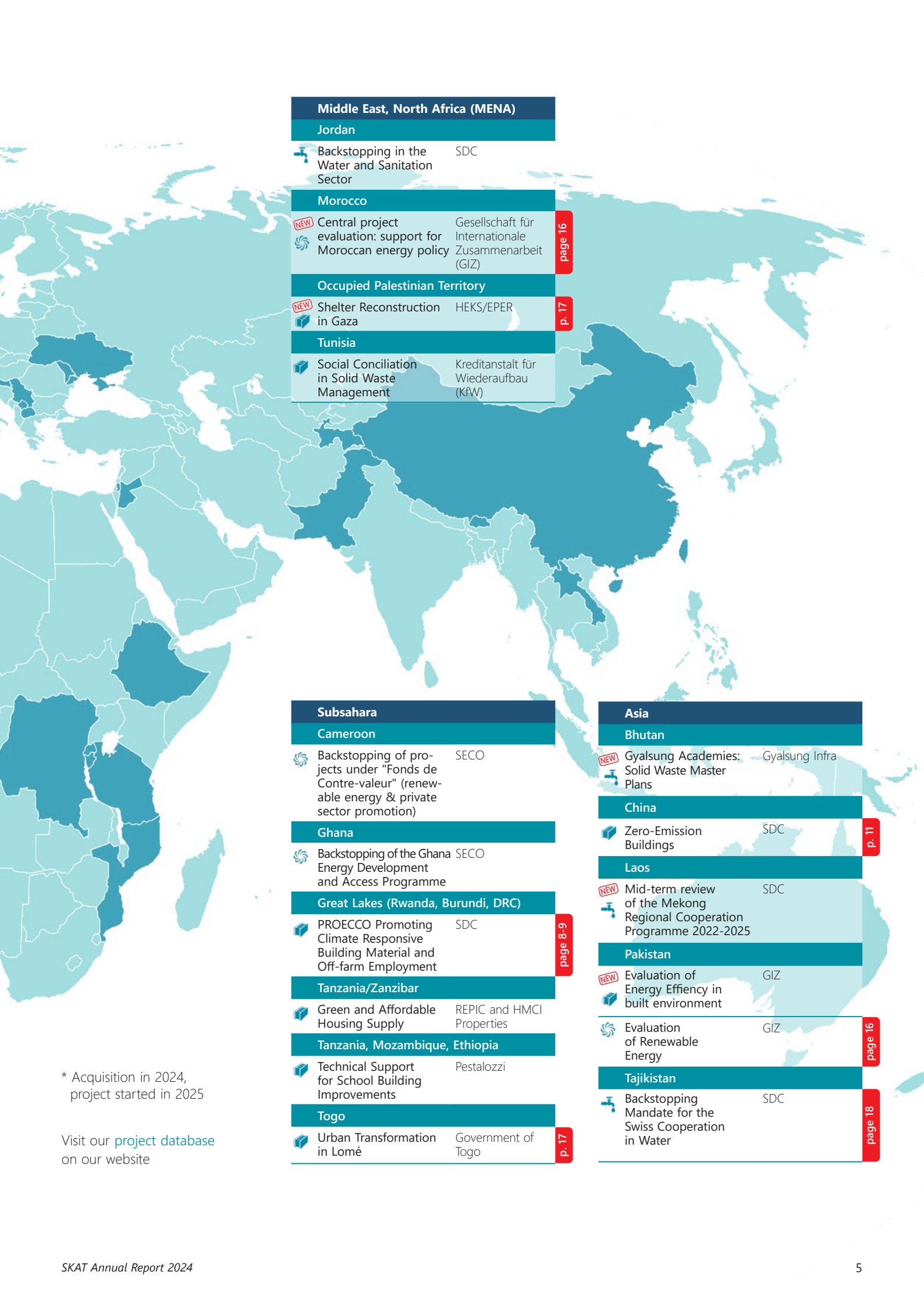
 Water

 Building

 Energy

 Governance

 Knowledge Sharing



Middle East, North Africa (MENA)

Jordan

 Backstopping in the Water and Sanitation Sector SDC

Morocco

  Central project evaluation: support for Moroccan energy policy Gesellschaft für Internationale Zusammenarbeit (GIZ)

Occupied Palestinian Territory

  Shelter Reconstruction in Gaza HEKS/EPER

Tunisia

 Social Conciliation in Solid Waste Management Kreditanstalt für Wiederaufbau (KfW)

page 16

p. 17

Subsahara

Cameroon

 Backstopping of projects under "Fonds de Contre-valeur" (renewable energy & private sector promotion) SECO

Ghana

 Backstopping of the Ghana Energy Development and Access Programme SECO

Great Lakes (Rwanda, Burundi, DRC)

 PROECCO Promoting Climate Responsive Building Material and Off-farm Employment SDC

Tanzania/Zanzibar

 Green and Affordable Housing Supply REPIC and HMCi Properties

Tanzania, Mozambique, Ethiopia

 Technical Support for School Building Improvements Pestalozzi

Togo

 Urban Transformation in Lomé Government of Togo

page 8-9

p. 17

Asia

Bhutan

  Gyalsung Academies: Solid Waste Master Plans Gyalsung Infra

China

 Zero-Emission Buildings SDC

Laos

  Mid-term review of the Mekong Regional Cooperation Programme 2022-2025 SDC

Pakistan

  Evaluation of Energy Efficiency in built environment GIZ

 Evaluation of Renewable Energy GIZ

Tajikistan

 Backstopping Mandate for the Swiss Cooperation in Water SDC

page 16

page 18

* Acquisition in 2024,
project started in 2025

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

We engage different stakeholders in our implementation projects - like here in Moldova, where we support local governance. One outcome is access to better public services, including water and sanitation.



Project implementation:

Creating lasting impact

One of SKAT's core services is implementing long-term projects in developing and transitional countries on behalf of our clients. This encompasses everything from detailed project design to assembling a team and network of partners to deliver innovative and systemic solutions to a wide range of developmental challenges. We bring to such tasks our expertise in project cycle management comprising human resource and partnership management, financial steering and controlling, technical know-how, monitoring, reporting and learning.

Establishing a strong local presence is at the heart of SKAT's implementation strategy. We form in-country teams and offices for each project, enabling close collaboration with key stakeholders while ensuring cultural sensitivity and creating local capacities.

SKAT's clients benefit from valuable synergies between our consulting services and knowledge facilitation competencies. These allow us to bring global and international best practice to address local challenges and needs, in both development and emergency contexts. This blend of technical expertise, local engagement, and long-term commitment enables us to consistently deliver meaningful and sustainable results. In the following pages we present a selection of projects implemented by SKAT in 2024:

- The PROECCO programme, for climate-responsive urbanisation through participatory approaches in Rwanda, Burundi and Democratic Republic of Congo (DRC).
- The Mă Implic project in Moldova that supports local governance, with linked components for energy efficiency (EnEff) and water and sanitation (ApaNeff).
- Expanding access to clean water and sanitation in rural Moldova (ApaSan28)
- Integrated Water Resources Management in Kosovo
- Ground water and water resource management in North Macedonia
- Zero Emission Buildings in China - a hybrid between project implementation and consultancies

Significant recent implementation projects include DESPRO in Ukraine (2014–2021), supporting decentralisation, and the Eau Potable pour les Populations des Grands Lacs (PEPP) programme, improving water infrastructure in the Great Lakes Region. Both have created valuable synergies for later initiatives, such as our current consulting projects in Ukraine (see page 19) and the PROECCO programme (see overleaf).

All of these projects reflect our ability to manage complex tasks, establish a strong local presence, and foster valuable partnerships with donors, national governments and civil society.

Celebrating the successful completion of the PROECCO Project in Rwanda

Our inclusive urban transformation mechanism and modular house design are progressively reshaping urbanisation in one of Africa's fastest growing cities, while creating jobs and reducing emissions.

An illustrious group of a hundred people gathered on October 31st in the Mpazi neighbourhood in Kigali, Rwanda. Authorities, architects, diplomats, industrialist, entrepreneurs and SKAT's project team came to visit the new buildings and to attend the closing ceremony of SDC's PROECCO project.

During the past years, more than 2000 workers have replaced the 207 little mud houses with durable urban multistorey buildings, offering a large variety in the 782 row-houses, apartments, shops, rental studios, workshops, offices and several bistros to the local community, relocating families from Kigali's risk-prone steep hillsides.

The Mpazi neighbourhood is the most visible face of the PROECCO project's inclusive urban transformation approach, which has been developed by SKAT and its partners in Rwanda, Burundi and the Democratic Republic of Congo during the last 12 years. Our ap-

proach comprises guidelines and tools for participatory urban (re-)design, and an affordable construction system for storied buildings, locally called the "Swiss Cube". These pre-engineered modules (cubes) can be freely customised and allow small local contractors to build safe urban city blocks in a nearly unlimited number of variations.

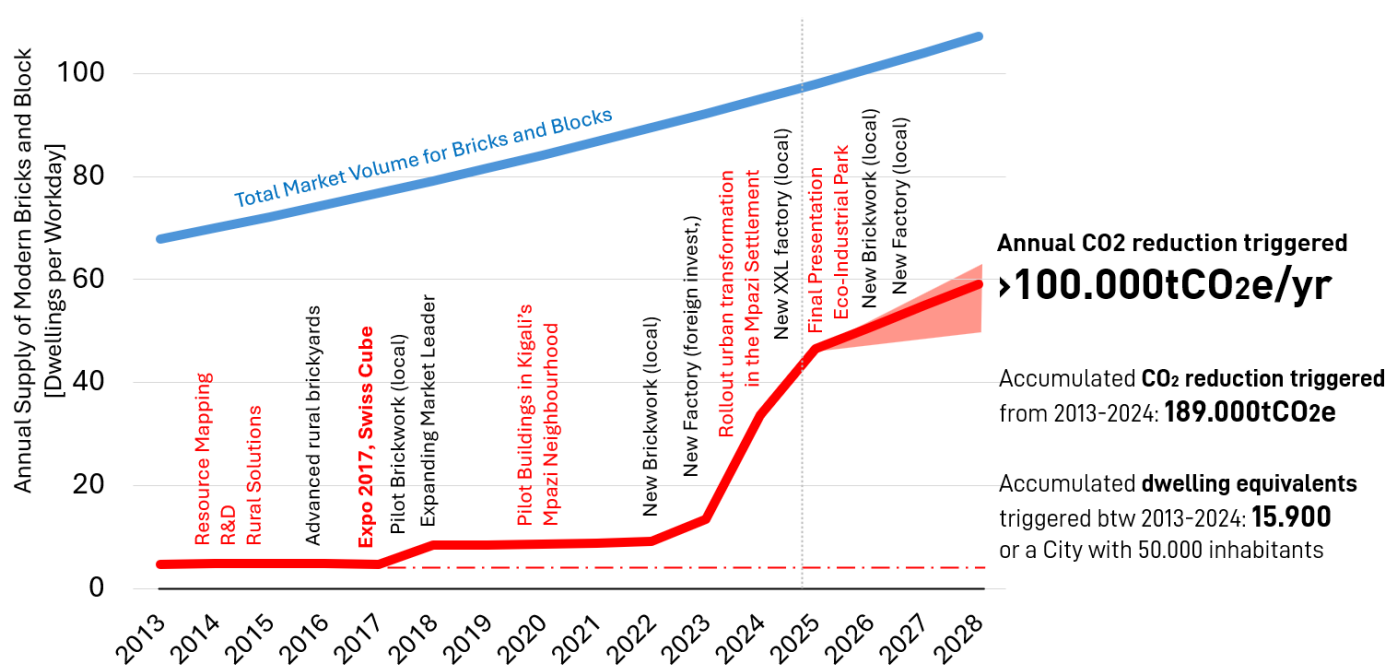
To meet the fast-growing demand for modern bricks (required to build Swiss Cube Buildings), SKAT has invested significant efforts into the growth and the decarbonisation of the local building material industry. The private sector has invested in SKAT's technologies at much larger scale than expected. Since the Swiss Cube's first presentation in 2017, the production of modern bricks has grown by 1100% from 5 to 58 dwellings per day, reaching a market share of about 50%. Today, these producers reduce more than 100.000tCO₂ every year - a figure that will likely double, once all plots in the Rwamagana Eco-industrial Park, developed by the PROECCO project, will be occupied with certified green factories. SKAT maintains its presence in Rwanda, to support this process, and to spread this experience and knowledge across the African continent.

Daniel Wyss

Client
Swiss Agency for Development and Cooperation (SDC)

Budget
CHF 28 million

Duration
2013-2024



PROECCO: A decade of growth, challenges, and lasting impact

Ismael Nzeyimana and Samuel Mugenzi, two of the team members of PROECCO, continue to work as the Managing Director and Senior Industry Advisor, respectively of SKAT Rwanda. Our goal is to build on SKAT's twelve years of success in the Great Lakes region and to contribute to a sustainable urbanisation of Africa, strengthening our own presence in both regional and continental African markets.

You've both been with PROECCO since it began in 2013. Looking back, how has it impacted you?

Ismael: I joined PROECCO right after college. It welcomed non-engineers, even though initially it focused on brickmaking. As the project evolved, so did we. For example, I realised I needed to understand public policy and international cooperation, so I pursued post-graduate studies in it.

Samuel: As the Senior Engineer, I supported the PROECCO project in Rwanda, Burundi, and Bukavu (DRC). During its first two phases, we understood that industrial transformation alone, even with job creation, was insufficient. Market creation was essential, leading to the integration of urbanisation in the project's scope. To adapt to these evolving objectives, I pursued a Master's degree in Civil Engineering, Energy Technology and Supply Chain Management, to align my expertise with the project's broader ambitions.

Ismael: We also developed soft skills to successfully collaborate with everybody from factory workers to government representatives.

How has this project made a difference?

Samuel: It fills me with immense pride to have been part of a team that has contributed to such extraordinary accomplishments, including the transformation of the entire clay value chain into a low-carbon construction industry. At the same time, we have fostered inclusive urban development that empowers beneficiaries, supporting government reforms to embrace these changes, and establishing sustainability through educational institutions.

Ismael: One of the game changers was involving all stakeholders. Our inclusive approach became a model for the government and private sector. We helped people to stay in their transformed neighbourhoods, while earlier it led to displacement due to gentrification.

Can you share a moment in the project that challenged you?

Ismael: There were many challenges, from adapting to three different countries to shifting mindsets about how international projects work. For us as a team, PROECCO was a learning ground. We learned to communicate better, carry the flag and make sure everybody had the same understanding.

Samuel: We have all acquired numerous skills and made a meaningful impact on people's lives. Our work has served as an inspiration for other African countries, such as Kenya, Togo, and many others, demonstrating the remarkable success of our project. However, challenges remain, including the varying levels of understanding within financial institutions, adapting the PROECCO approach to the regional framework, recognising contextual differences and addressing various real-world complexities of implementation.

Ismael Nzeyimana (left) and Samuel Mugenzi continue to represent SKAT in both regional and continental African markets.



The impact of our water program in Kosovo

Involving all partners is crucial for water resources management in one of Southeast Europe's most water-stressed regions.

Roger Schmid, as programme manager, can you explain the significance of the Integrated Water Resources Management in Kosovo (IWRM-K) program?

Growing and diverse needs, along with climate change, have made Kosovo one of the most water-stressed countries in Southeast Europe. The previously highly fragmented and closed water resources management system was not capable of addressing these challenges effectively. We firmly believe that involving all stakeholders is essential in developing long-term, viable solutions for the management of common goods. Since 2020, we have been working alongside the government of Kosovo, stakeholders, and citizens to establish more sustainable and collaborative approaches.

Which result is particularly significant to you?

Our objective is to strengthen the system and to empower our partners so that, over time, our support is no longer required. In this case, we have successfully demonstrated to the government of Kosovo why, what, and how capacities for water resources management need to be strengthened, as well as the human and financial resources required for this institutional development process. This has led to a shift in perspective, paving the way for long-term improvements. A crucial aspect of this effort has been the training of Junior Professionals, who are now actively contributing within various water-related institutions.

What inspired the development of the first national Water Balance Study?

We initiated the first-ever national Water Balance Study which has played a pivotal role in understanding current and future water availability for different country needs. This has been instrumental in formulating informed and holistic River Basin Management Plans which are now driving reforms in water financing and administration.

Additionally, SKAT has introduced advanced data acquisition and processing as a vital tool for enhancing decision-making and advancing sustainable water resources management practices. Kosovo's pre-assessment for EU accession has set requirements that facilitate this transformation.

The Program spans several years. Can you share an example of already visible changes?

One of our stakeholders are farmers, who require water for irrigation and may affect the water quality. More than 90 farmers have benefited from grants provided through the Program, along with training to help them implement sustainable farming practices. One of the outcomes has been a 60% reduction in irrigation water use on pilot farms. Over 30 livestock farms have stopped polluting water bodies after receiving tools and knowledge on better manure management and reuse, enhancing soil quality. Likewise, seven industrial operators from various food sectors have adopted cleaner technologies. These and other similar showcases are now ready for scaling up.

What are you looking forward to?

In the next phase of the Program, we aim at establishing the long-term capacity development in water resources management that we initiated as the new norm and reform routine. Further, we continue promoting democratic stakeholder participation as a standard in pursuing integrated water resources management in Kosovo. We are excited to continue learning and expanding our impact as we move forward on this transformative journey.

Client
Swiss Agency for Development and Cooperation (SDC) and the Government of Kosovo

Budget
CHF 8.7 million by SDC
EUR 1.7 million by the Government of Kosovo, 2020-2024 (Phase 1)
CHF 9.0 million by SDC
EUR 2.0 million by the Government of Kosovo, 2024-2029 (Phase 2)

Duration
2020-2029 (multi-phase)

Website
iwrn-k.com

Exploring ecosystem protection at Batllava Lake.



A promising approach for water resource management in North Macedonia

We are leveraging synergies to strengthen water resource protection, governance, and capacity building in North Macedonia.

In 2023, the Groundwater Programme in North Macedonia was launched and in 2024 expanded to include surface water in response to local partner requests. This shift towards a more holistic approach adds complexity but offers significant benefits. A key advantage is that we are also implementing a programme on Integrated Water Resources Management in Kosovo. By connecting our two teams, all benefit from exchanging knowledge with their counterparts.

Our goal is to sustainably protect water resources while enhancing coordination among water users and thus increasing the standard of living for many people in North Macedonia. A key focus of the project is developing legislative and regulatory frameworks that align with EU accession requirements, with the River Basin Management Plan at its core, set for 2024. With key partners from Civil Society Organisations and insights from our project in Kosovo, we developed an effective strategy to engage key stakeholder in the whole country. Recognising the shortage of water professionals in the region, we have recruited four Young Professionals to help build local capacity and expertise in North Macedonia.

Sandra Fürst, Lotti Gerber

Client
Embassy of Switzerland in
North Macedonia

Partner
PointPro Consulting

Budget
CHF 12 million

Duration
2023-2033

How to reduce building sector emissions in China?

Through combined expertise, we strive to make an impact on the world's largest building sector.

Since 2021, SKAT together with Intep - Integrated Planning has supported reductions in green house gas emissions from China's building sector through the Zero Emissions Building (ZEB) project. ZEB China has contributed to the new national zero emission building standards and has mobilised Swiss expertise, from industry and academia, to support development of eight ZEB certified demonstration projects in differ-

ent climatic regions across China. Working with Swiss and Chinese experts, the project has disseminated ZEB standards and solutions through studies, publications, training and events engaging Chinese authorities, professionals, educators and students. During 2025, efforts will focus on consolidation and communication of the wide range of demonstration and capacity building outputs in order to embed knowledge about zero emissions building solutions within the Chinese building sector towards the achievement of China's national emissions reduction targets.

André Ullal

Client
Swiss Agency for Development
and Cooperation (SDC)

Partner
Intep

Budget
CHF 3.74 million

Duration
2021-2025

The innovative approaches are adapted to the different climate zones in China.





Inauguration of a water supply system of the ApaSan+ project

Empowering rural municipalities in Moldova

Mă Implic helps 56 Moldovan communities to improve services for 106,000 people through engagement and capacity building.

Anatol Bucatca, you are the Public Service Manager at Mă Implic, which entered its second phase in 2024. What is your main priority?

Our priority is to build strong foundations with our 56 newly selected partner municipalities. Many are working in politically polarised environments and carry the legacy of decades of centralised planning. But what unites them is a clear desire to improve daily life for their residents through better public services like waste collection, street lighting or water and sanitation.

How are you supporting them?

We're helping our partner communities to strengthen their capacity to plan, manage, and deliver public services more effectively. Just as important is involving people in these processes. When citizens contribute to shaping solutions, services become more relevant, trusted, and sustainable. Through hands-on support, workshops, and peer learning, we help move communities away from inherited top-down models toward a more participatory and accountable local governance.

What motivates you?

Seeing communities come together around shared goals. Change takes time, but when people feel heard and have the tools to act, progress becomes possible.

Client
Swiss Cooperation Office in Moldova

Budget
CHF 6.9 million
CHF 2.65 million (ApaNeff)

Duration
2023-2027

Website
<https://ma-implic.md/en/>

Piloting alternatives for water infrastructure

In response to the demand from local communities, we have expanded our ongoing Mă Implic project to enhance water supply.

Within the framework of the Mă Implic project, we are improving water supply systems in four partner municipalities. Their residents have identified this as a priority and are actively contributing, including financially. Up to 10'000 people are expected to benefit from the improved services.

Building on more than fifteen years of experience in water infrastructure development across Moldovan villages, we are leveraging our expertise and network to support this initiative. SKAT is leading the design, construction, and upgrading of water systems while working closely with local water operators and strengthening their capacities through targeted support.

Mirco Keller, Lotti Gerber

Client
Swiss Cooperation Office in Moldova

Budget
CHF 1.77 million

Duration
2024-2026



“Warm in winter, cool in summer”

Addressing poverty and reducing dependency on fossil fuels while empowering local communities in Moldova through tailored energy-saving measures.

In Moldova, most people live in rural areas and rely on wood or charcoal to heat poorly insulated homes. Recognising the potential for positive change, we developed a project to improve living conditions, enhance energy efficiency and reduce emission, while actively involving local communities.

This project combined our technical expertise with capacity-building efforts, fostering knowledge-sharing and empowering local communities to implement sustainable solutions. Our tailored interventions and willingness to explore new approaches, enabled us to initiate lasting change for Moldova’s rural populations.

The project began with the renovation of 400 private homes, each assessed individually to identify the most effective energy-saving measures, achieving over 30% energy savings. We also renovated eight public buildings and installed photovoltaic systems on ten public buildings. Findings and lessons learnt were documented and shared with key stakeholders such as homeowners, authorities, and craftspersons. These efforts culminated in the nationwide awareness campaign “Warm in winter, cool in summer,” which provided practical insights on energy efficiency through knowledge products, leaflets, videos and social media posts. The campaign received strong support from local and national authorities, especially in light of the ongoing energy crisis. The valuable partnership with the National Centre for Sustainable Energy (CNED), from the Moldovan government, helped extend the reach and impact of the campaign.

Mirco Keller, Lotti Gerber

Client
Swiss Cooperation Office in Moldova

Budget
CHF 2 million (EnEff)
CHF 880'000 (ApaNeff)

Duration
2023-2024 (EnEff)
2025-2026 (ApaNeff)

Website
ma-implic.md/eneff/

Expanding access to clean water and sanitation

Building on 15 years experience to improve decentralised water and sanitation in Moldova’s rural communities.

Many rural communities in Moldova lack reliable water supply and proper sanitation. Our “ApaSan28” project addresses both challenges by expanding access to safe drinking water and piloting decentralised wastewater treatment solutions.

More than 50% of households lack access to a sewerage system and have little prospect of connecting to one. Through ApaSan28, SKAT is piloting decentralised sanitation solutions such as septic tanks – proven

effective in other countries – to provide wastewater treatment at household level (combined with communal sludge treatment plants). This approach is scalable, cost-effective and sustainable.

Success goes beyond technical expertise and depends on homeowner commitment. Rather than waiting for government-led solutions, residents are encouraged to co-decide and co-finance their systems. SKAT facilitates this process while advocating for state support and improved legal frameworks for decentralised sanitation. By demonstrating viable alternatives, ApaSan28 empowers communities to actively shape their water and sanitation future.

Mirco Keller, Lotti Gerber

Client
Austrian Development Agency (ADA)

Budget
EUR 6.6 million

Duration
2024-2028

Website
www.apasan.md

Consultancy services:

Expert solutions for complex challenges

Both in development and emergency contexts, thematic and process competences are crucial for project effectiveness and sustainable outcomes. SKAT delivers targeted expertise through evaluations, scoping studies, strategic reviews as well as advisory services, known as “backstopping”. These include technical assistance, project management support, capacity building, knowledge management and learning. SKAT’s clients include bilateral and multilateral agencies, government bodies, private companies, foundations and NGOs. These assignments range from focused short-term interventions to comprehensive engagements lasting several years.

SKAT’s strength lies in providing technical and methodical management as well as strategic support in diverse contexts. The assignments range from reconstruction assessments in Gaza, to establishing academic partnerships on the reuse of concrete in Ukraine with the Swiss Federal Institute of Technology in Lausanne (EPFL) and evaluating small hydropower initiatives in Switzerland. SKAT experts have been

commissioned to facilitate the mid-term review of SDC’s Cooperation Programme in the Mekong region, provide technical expertise on the integration of renewable energies into electricity networks in Ghana or water management and decentralised sanitation in Tajikistan. Our experts bring extensive experience and contextual understanding to each assignment. Our service offer is further strengthened by our network of associated experts and strong relationships with local and international partners.

SKAT’s clients appreciate our technical and methodological expertise and deep understanding of project management, as well as local contexts. This comprehensive offer of services leverages our decades of implementation experience as well as insights from facilitating global knowledge sharing processes.

Together with our clients and partners we create high-quality, pragmatic and tailor-made solutions that bridge theoretical knowledge with real-world challenges to create lasting impact and benefits for all.



We are recognised for being reliable partners, offering pragmatic, tailor-made, and participatory approaches. Here, a workshop is facilitated by our expert Julie Smolnitchi.

What did we learn about energy transitions from evaluations?

We apply our technical thematic expertise and methodological competences to systematically evaluate projects and share the lessons.

Evaluations are important for continuous learning and improvements. SKAT evaluates numerous projects in the energy, water and agriculture sectors for clients such as GIZ in Germany. We assess projects for their relevance, coherence, effectiveness, impact, efficiency, and sustainability.

A recent example is the “Renewable Energy and Energy Efficiency in Pakistan” project (EUR 8.1 million, 2020-2023) that seeks to support the energy transi-

tion by enabling electricity utilities to better manage their grids, training solar PV installers, developing models for interconnecting rural mini-grids, and promoting German-Pakistani business partnerships. We also evaluated the GIZ supported project on “Energy Policy in Morocco” (EUR 4 million, 2022-2024) which demanded both technical thematic expertise and methodological competences. These evaluations reveal interesting lessons on the importance of political will, the need for a road map for the energy transition, and the transformative potential of building capacities of the national regulator; lessons that are transferable to other countries, too.

Hedi Feibel

Client
Gesellschaft für Internationale
Zusammenarbeit (GIZ)

Budget
overall EUR 60'000

Duration
2023-2024

All GIZ evaluations
<https://publikationen.giz.de/research>

Peace, governance, and equality: Inclusive and engaging learning events

SKAT introduces innovative methods ensuring every voice is heard and valued.

The SDC's Peace, Governance, and Equality thematic section addresses global challenges related to peace, good governance, anti-corruption efforts, gender equality, social inclusion, and cultural development.

Our role within this mandate is to bring methodological expertise to learning events organised by SDC – whether online, face-to-face, or hybrid – by designing dynamic and inclusive processes that foster collective learning and meaningful engagement.

In 2024, we facilitated two regional face-to-face learning events for SDC staff: one in Nairobi on strategic policy dialogue and another in Tirana on gender equality and social inclusion. We ensure that every learning space has a clear and shared purpose, a compelling invitation, and an engaging, inclusive, and safe environment where everyone feels encouraged to speak up.

Participants particularly appreciated the highly interactive workshop design, the lively discussions, and the way everyone was actively included in the learning process.

Julie Smolnitchi

Client
Swiss Agency for Development
and Cooperation (SDC)

Partners
a-zimut Ltd., Learning Moments
and Begegnungsreich

Budget
CHF 1.4 million

Duration
2022-2027

Website
<https://www.sdc-pge.ch/en>



Facilitating a strategic policy dialogue event for SDC staff in Nairobi

Green housing solutions for Togo's emerging megacities

Building on our PROECCO experience in Rwanda, the Togolese government partners with SKAT.

Togo's capital, Lomé, sits at the heart of the Abidjan-Lagos metropolitan corridor, which is expected to become the world's most populous urban agglomeration with hundreds of millions of inhabitants by the end of the century. The Togolese government has approached SKAT to demonstrate market-based urban transformation and affordable housing supply

chains that can be scaled up to meet rapidly growing demand. Drawing from our Swiss Cube model at UN Habitat Headquarters, the PROECCO project in Rwanda, and recent work in Tanzania, SKAT is designing six model city blocks (500 housing units) to showcase participatory neighbourhood densification, as well as a model brick factory that demonstrates low-carbon production of walling material. The local building sector will be enabled to meet the new demand for storied urban buildings through a newly equipped Building and Housing Centre in Lomé.

Daniel Wyss

Client
Government of Togo

Budget
CHF 332'000

Duration
2024-2025

The challenge of shelter in the midst of the war in Gaza

SKAT leverages its experience in urban and post-emergency contexts and circular reconstruction to support HEKS/EPER's humanitarian shelter response.

The war in Gaza has caused immense casualties, civilian suffering, and widespread destruction of infrastructure. One of the many challenges faced by the HEKS/EPER implemented shelter project is the severe shortage of construction material. SKAT partnered with HEKS/EPER and provided technical assistance on emergency reuse and repurposing of locally available materials to improve makeshift shelters for the internally displaced people (IDPs).

Drawing on SKAT's extensive experience of working in urban, fragile and post-emergency contexts and expertise in circular construction to enhance shelter resilience and sustainability, we developed a manual. It complements current observed practices of reuse of materials in makeshift shelter construction with useful tips and practices. These seek to improve the functionality and safety of the shelters. While far from being ideal, the recommendations are practical and enhance the safety and effectiveness of current makeshift shelters within the prevailing constraints.

Fabienne Hugi

Client
HEKS/EPER

Budget
CHF 11'000

Duration
May 2024 - Dec 2024

The makeshift shelter in Deir al-Balah, in the southern Gaza Strip.



Driving innovation for the Swiss Water Partnership

SKAT co-steers Swiss stakeholder engagement in the international water landscape.

Delphine Magara (Junior Water Advisor), what role does the Swiss Water Partnership play in addressing global water challenges?

It unites around 70 Swiss organisations to develop, share, and implement sustainable solutions in developing and transition countries. It fosters collaboration among experts and promotes innovative approaches to tackling water-related issues worldwide.

How does SKAT contribute to this?

We support the network by facilitating expert dialogue, coordinating Switzerland's presence at major

international events, and empowering young people to drive innovation and participate in decision-making.

In terms of youth empowerment, SWP Youth's work in 2024 enabled four youth-led grassroots projects in Ghana, Rwanda, India, and DRC to implement their water-for-development solutions through SWP mentorship and seed funding. SWP Youth furthermore launched an initiative we call "Maturamentoring" to connect high school students writing their final year project on water with SWP members. Finally, we had the opportunity to organise a youth dialogue on peacebuilding through transboundary water cooperation during the Stockholm World Water Week. Fostering intergenerational collaboration ensures that Swiss actors in water for development continue to evolve sustainably.

Client
Swiss Water Partnership /
Swiss Agency for Development
and Cooperation (SDC)

Partner
Helvetas, Swiss Toilet Organisation

Budget
CHF 1 million

Duration
2019-2025

Website
www.swisswaterpartnership.ch

"We help ensure the quality of projects implemented in Tajikistan"

SKAT supports SDC partners in quality assurance of water projects while strengthening synergies and peer learning.

Lucien Blaser, as Water and Sanitation Specialist you are officially "backstopper" for SDC's mandate in Tajikistan. What does that mean?

We support the Swiss Cooperation Office in Tajikistan in the implementation of their large water portfolio. The focus – whether in policy dialogue, project implementation, or knowledge management – is to ensure the quality of the projects implemented by SDC partners such as Aga Khan Foundation, Equidev, Helvetas or International Secretariat for Water (ISW). At the same time, we strengthen synergies and peer

learning between partners implementing Swiss financed water projects.

Can you give an example of what this work looked like during the year?

In June, we accompanied a monitoring visit of SDC staff to their projects in the Tajik part of the Ferghana Valley. We gathered learnings for the long-term orientations of the water portfolio and provided recommendations on the implementation of the projects. We also facilitated a workshop on sanitation in schools and healthcare facilities to stimulate exchange among SDC projects working on the topic, structure common learnings and address challenges.

Client
Swiss Cooperation Office in Tajikistan

Budget
CHF 460'000

Duration
2024-2028

Exploring reuse of concrete for reconstruction in Ukraine

SKAT partnered with the Ukraine Waste Recycling Association and the Structural Exploration Laboratory of the Swiss Federal Institute of Technology in Lausanne (EPFL) to investigate reuse of concrete in Ukrainian reconstruction, with funding from the EPFL Tech4Dev programme. Building on SKAT's combined experience in Ukraine addressing humanitarian repairs to buildings and infrastructure and our research on Circular Reconstruction in Ukraine we worked with local municipalities and demolition

contractors to introduce techniques for reuse of concrete into official Ukrainian demolition and debris management procedures.

In Ukraine, SKAT is also collaborating with SDC and HEKS in the development of a project supporting sustainable housing reconstruction that includes improved energy performance and principles of circular construction.

André Ullal

Client
Swiss Federal Institute of Technology in Lausanne (EPFL), Tech4Dev

Budget
CHF 30'000

Duration
Sept - Dec 2024

Read more
[Perspectives of Urban Mining and Circular \(Re-\)Construction in Ukraine](#)

Improved water services in Ukraine: How can the city of Zurich help?

SKAT brings extensive experience in capacity building and the water sector, along with our prior presence in Ukraine.

The cities of Zurich and Vinnytsia are preparing a cooperation focused on water supply and other water related issues.

Vinnytsia's municipal water services face significant challenges, including long-term under-financing and outdated infrastructure. The ongoing war adds challenges, like a 15% population increase due to internally displaced people, staff shortages, and frequent power outages caused by Russia's attacks on the national energy infrastructure.

Zurich and Vinnytsia aim to exchange experience between staff of the water utilities and implement joint projects to improve the water supply services to the citizens of Vinnytsia. They approached SKAT to facilitate the development of the cooperation. With our long-standing experience in supporting Ukrainian municipalities and public services, we are helping to design effective exchange activities and projects that maximise value for both partners.

In 2024, SKAT accompanied a Zurich delegation visiting Vinnytsia and developed the concept for the cooperation. A year-long inception phase in 2025 will initiate concrete projects and exchanges.

Florian Klingel

Client
City of Zurich

Budget
CHF 58'000

Duration
2024-2025 (Preparation Phase)



SKAT facilitates a cooperation between the cities of Zurich, Switzerland, and Vinnytsia, Ukraine.

Most of our projects have a knowledge-sharing component, but for some, it is the heart of our mandate, like here for the AGUASAN workshop.



Knowledge sharing services:

Facilitating innovation and greater collective impact

Knowledge sharing is at the heart of effective development cooperation, transforming individual experiences into collective wisdom and developing local capacities. At SKAT, we leverage our expertise as a long-standing resource center to promote meaningful knowledge exchange and cultivate sustainable learning environments throughout the development sector.

We pride ourselves on being knowledge brokers, connecting practitioners, experts, and decision-makers. Our approach to knowledge sharing and co-creating knowledge blends proven methodologies with innovative practices. Through our in-house expertise and established platforms, we create dynamic spaces for learning and exchange. This includes facilitating workshops, coordinating learning journeys, moderating multi-stakeholder dialogues, and producing targeted publications that capture and share essential development insights.

Our partnership with RésEAU, SDC's water network, demonstrates our dedication to nurturing professional networks that promote learning. AGUASAN is the longest running Community of Practice in Swiss

development cooperation. It creates space for practitioners to share experiences, challenge assumptions, and develop innovative solutions together. For SDC's Climate, Disaster Risk Reduction (DRR), and Environment network, we support knowledge exchange that promotes more integrated ways of working to address these challenges. For the Sufosec Alliance, we leverage our expertise to co-create learning.

SKAT's strength is its comprehensive approach to knowledge management, encompassing:

- Assessment, monitoring, and evaluation to capture and validate learning
- Targeted capacity building and training programmes that meet specific needs
- Research and innovation initiatives that advance sector knowledge
- Multi-actor partnership development that ensures sustainable knowledge exchange

SKAT is dedicated to collaborative learning, and believes it truly enhances the impact of development initiatives worldwide.

RésEAU – Strengthening Switzerland's water sector

Helping SDC to remain a leader and trendsetter in international cooperation in the domain of water.

RésEAU is SDC's water network. With over 600 members, it is a key platform that helps SDC to strengthen its contributions and position in the water sector. Drawing on our long-standing experience in both water related issues and knowledge management, SKAT facilitates learning and peer exchange among the network members for innovation, learning and enhanced collective impact.

Network members identify topics of interest and recently groundwater management was a shared concern of many members. SKAT developed and launched a learning journey which has grown into a 'Community of Practice' that continues to learn from each other through peer-exchanges.

SKAT also designed an eight-month learning journey focusing on the Green Agenda for the Western Balkans, in collaboration with other thematic networks of SDC and SECO. The process provided insights into how the region addresses topics such as decarbonisation, depollution, and the circular economy, and how Switzerland can be of support. SKAT's broad thematic expertise and extended experience in delivering multi-stakeholder and multi-faceted knowledge management events made it ideally suited to design and facilitate such a learning journey.

SKAT also contributed to the organisation and documentation of two webinars on the removal of heavy metals from drinking water, a growing challenge in many parts of the world.

Manuel Henseler, Lotti Gerber

Client
Swiss Agency for Development and Cooperation (SDC)

Budget
CHF 3,45 million
(RésEAU cum AGUASAN)

Duration
2020-2025

Website
www.sdc-water.ch/en

A thriving community of practice: AGUASAN

We serve as focal point for the longest-standing Community of Practice in Swiss international cooperation that is part of the RésEAU network.

"The WASH humanitarian-development nexus and system strengthening in humanitarian context" was the topic tackled at the 38th AGUASAN Workshop. It featured a run-up webinar and a week-long in-person workshop in Switzerland that gathered 33 WASH (Water Supply, Sanitation and Hygiene) practitioners from 17 countries. The participants collectively identified key characteristics for a successful integration of the WASH Humanitarian Development Peace Nexus and Systems Strengthening in WASH, underlining

that this integration is key to ensuring sustainable and resilient WASH service provision beyond project interventions.

AGUASAN, one of the longest-standing Communities of Practice in Swiss international cooperation, focuses on developing innovative strategies, approaches, and practical conceptual tools. We have served as the focal point, continuously leading its annual workshops - virtually uninterrupted - since its inception in 1984. Our deep understanding of the water sector's challenges and experiences, combined with our facilitation and knowledge management expertise make the perfect blend for taking up this role.

Rachel Bühler-Hershey, Lucien Blaser

Client
Swiss Agency for Development and Cooperation (SDC)

Partner
SDC Section Water,
SDC Humanitarian Aid, Eawag,
Human Right 2 Water

Budget
CHF 120'000/year

Duration
annual mandates since 1984

More information
www.aguasan.ch



The 38th one-week AGUASAN Workshop allowed for dynamic and solution oriented peer exchanges between WASH practitioners.

Co-creating knowledge for agroecological transformation

SKAT leveraged its expertise to co-develop a Learning Journey on Agroecology on behalf of Skat Foundation and the Sufosec Alliance.

Sandra Fürst, Co-coordinator of the Learning Group Agroecology of the Sufosec Alliance - six Swiss NGOs combating hunger and malnutrition through agroecology. How does this align with SKAT's expertise?

At SKAT, our expertise in knowledge management and core themes like water, energy, climate, and disaster risk reduction (DRR) align closely with agroecological practices. Between 2021 and 2024, we jointly developed a "Learning Journey" with Skat Foundation and 24 partner organisations in the Global South,

aimed at exchanging and co-creating knowledge and experience on the agroecological transformation. My role focused on providing my expertise in agroecology, water and knowledge management while co-coordinating the learning group.

SKAT values participatory approaches. How was this reflected here?

We aimed to co-create knowledge with our partners through interactive, participatory workshops, leveraging collective intelligence. This resulted in four publications, praised for their collaborative approach. They include an inventory of learning models in agroecology as well as key insights on agroecology in fragile contexts, as an innovative topic in this field.

Client

Skat Foundation on behalf of the Alliance for Sustainable Food Systems and Empowered Communities (Sufosec), co-financed by SDC

Partners

Swissaid, Fastenaktion, VSF-Suisse, Skat Foundation, Vivamos Mejor and Aqua Alimentaria

Budget

CHF 57 million (SDC contribution)

Duration

2021-2024

Publication

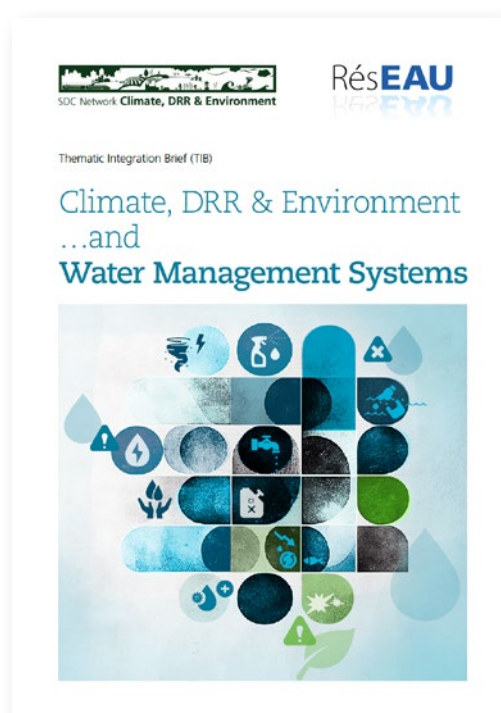
[Agroecological Learning Journey of the Sufosec Alliance](#)

Collaborating for Climate, Disaster risk reduction and Environment

The Climate, Disaster Risk Reduction (DRR) and Environment network of SDC brings together a community of practitioners and experts from the SDC and partner organisations to share knowledge and information, foster exchange of experiences, best practices, and tools.

We provide specialised backstopping services to promote learning, methodological and professional knowledge, provide thematic operational advice, and capitalise on experiences. An example for this, in 2024, was the development of the "Thematic Integration Brief" focusing on the interlinkages between Climate, DRR & Environment with water.

Julie Smolnitchi



Client

Swiss Agency for Development and Cooperation (SDC)

Partners

University of Bern, Center for Development and Environment (CDE), Learning Moments, Begegnungsreich

Budget

CHF 1.4 million

Duration

2020-2025

Website

<https://www.sdc-cde.ch/en>

Publication

<https://www.sdc-water.ch/en/publication?id=pRrTk45UshDZ>

Cover illustration

Zoï Environment Network

Management Team



Rupa Mukerji
Chief Executive Officer



Frank Wiederkehr
Deputy CEO, WASH and IWRM*



Elena Thyen
Chief Financial Officer

Professional Staff



André Ullal
Building Expert



Andrin Wey
Trainee in Business Administration



Daniel Schwitter
Sustainable Building and Settlement
Development



Daniel Wyss
Sustainable Building and Settlement
Development



Delphine Magara
Junior Water Advisor



Evana Breitenmoser
Trainee



Evelyn Leng
Office Manager



Fabienne Hugi
Low-Carbon Building and Energy



Florian Klingel
WASH and IWRM



Dr Hedi Feibel
Renewable Energy and Hydrology



Jonathan Hecke
WASH, IWRM and Solid Waste Management



Julie Smolnitchi
Water and Governance



Lotti Gerber
Communication and Internal Projects



Lucien Blaser
Water and Sanitation



Lukas Maute
Office Manager



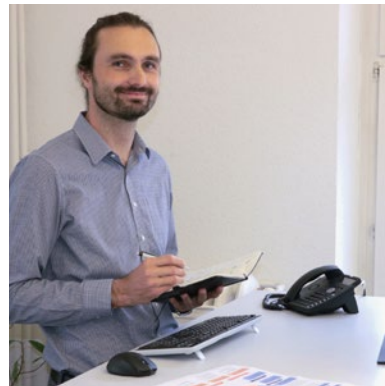
Manuel Henseler
Water, Sanitation and Shelter



Martin Laeng
Publishing and ICT



Michele Pifferi
Trainee



Mirco Keller
Water and Environment



Roger Schmid
WASH and IWRM



Sandra Fuerst
Water, Food and Livelihood Systems



Saskia Bauner
Governance



Violeta Zivanovic
Office Manager

Our staff abroad

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

SKAT Moldova



Back row: Anatol Bucatca, Veronica Tomescu, Tatiana Cebotari, Petru Dolintă, Arina Iuț
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 Livițchi

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

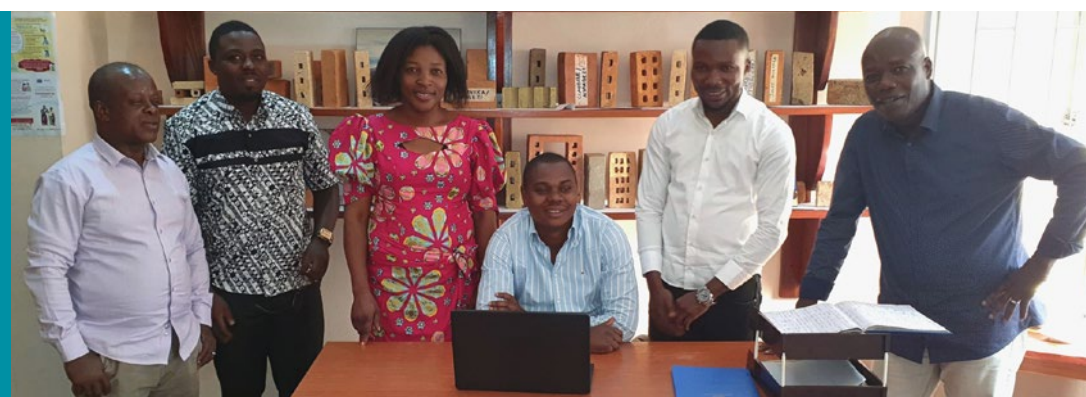
** Staff of our partners Point Pro Consulting and regional universities, ° Young professionals, seconded to partner organisations*

SKAT Rwanda



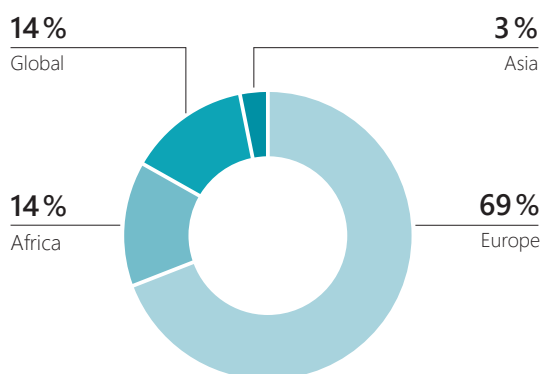
Behind: Dan Mugimbiraho, Enrico Morriello (Team Leader), Vital Nzabanita, Gilbert Niyomufasha, Alice Muhizi, Hassan Munyakazi, Jean Marie, Angelique Bola, Jean Claude Tugirimana, Emmanuel Munyamahoro, Silas Markert, Daniel Wyss, Samuel Mugenzi
Front: Margueritte Nyinawabiga, Doddo Mugabe, Marie Nyiranzabamwita, Rosaanna Mancini, Jean Marcel Uwaremwe, Angelique Kwitonda, Ismael Nzeyimana, Franck Cyr Ahononga, Jean De Dieu Niyigena, Ambroise Nsabimana, Naomi Takaya
(Missing: Cristelle Ghomsi, Joseph Mukasa, Claude Munyandamutsa, Pacifique Hagumimana, Jean Pierre Bayisenge, Rodrigue Ciruza, Jean Paul Nshimiyimana, Jean Paul Habumuremyi)

SKAT DRC

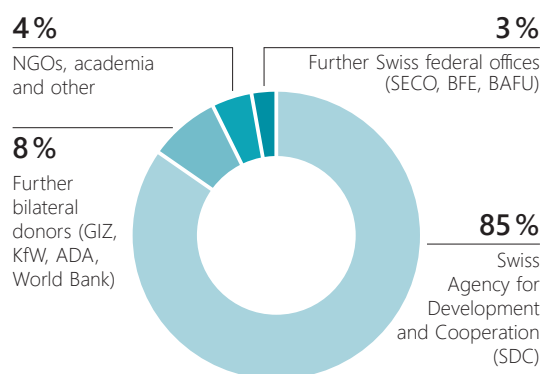


Donatien Musafiri N'Salo, Bernard Wetewabo, Isabelle Maramuke, Archange Mihigo, Amato Ngalo, Franck Cyr Ahononga (Team Leader)

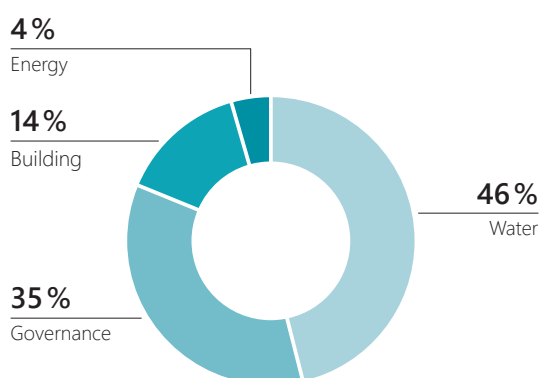
Turnover 2024 by region



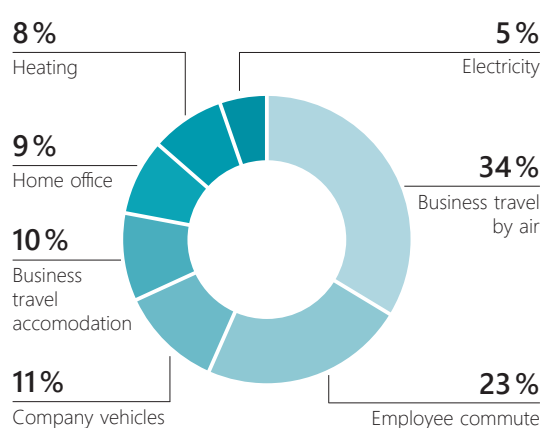
Turnover 2024 by customer



Turnover 2024 by business area



Carbon accounting



Since 2021, SKAT voluntarily takes responsibility for its carbon emissions by accounting, emission reduction and offsetting unavoidable flight emissions.

Management bodies

Board of Directors and CEO (from left to right)

Rupa Mukerji, CEO
 Elisabeth Beéry
 Urs Karl Egger, Chairperson of the Board
 Marcel Steiger
 Claudia Zimmermann, Vice Chairperson of the Board

External Auditor (Accounts)

Rietmann & Partner, St.Gallen

Executive Management

Rupa Mukerji, CEO
 Frank Wiederkehr, Deputy CEO
 Elena Thyen, Head Finances and Services





« The PROECCO project has transformed urban development in Africa, but it has also been a journey of growth for us as a team and in our professional careers. I am immensely proud of what we have achieved together. »

Ismael Nzeyimana, Managing Director, SKAT Rwanda



« We highly appreciate SKAT's pragmatic, tailor-made, and impactful initiative for enhancing energy efficiency in rural Moldova. »

Ion Muntean, Director, National Center for Sustainable Energy (CNED), Moldova



« I am glad we approached SKAT to develop our city-to-city cooperation for improved water services with Vinnytsia in Ukraine, benefiting from SKAT's longstanding experience in capacity building and the water sector as well as their previous presence in Ukraine. »

Andreas Peter, Water Supply Services, City of Zürich, Switzerland



« I have known SKAT since the start of my professional career in India. I am very proud today to lead this team of dedicated professionals, finding creative solutions for today's key challenges – climate change, rapid urbanisation, energy efficiency and transition, water resource management, and governance. »

Rupa Mukerji, CEO, SKAT

SKAT - Partners for Impact

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Imprint and disclaimer

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