



## Annual Report 2010



## Foreword

We are pleased to present our 2010 Annual Report.

Since 2003, King Zollinger has contributed to laying a sound basis for successful development cooperation on the ground. In our 7<sup>th</sup> year in business, multilateral organizations and donor agencies continued to look to us for tailor-made and high-quality services in strategic planning and results-oriented management.

2010 featured both continuity and challenging new job assignments. The present report illustrates our work and achievements during the past year. In future, we look forward to applying this wealth of experience to new situations and opportunities to collaborate with current and new clients. Thank you for placing your trust in us.

Alison King, Partner

Urs Zollinger, Partner



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The present report is the seventh Annual Report of King Zollinger & Co. Advisory Services. It covers the period from January to December 2010. King Zollinger was founded as a General Partnership under Swiss law (Kollektivgesellschaft). The company is registered in the Commercial Register of the canton of Zurich and started business in August 2003.

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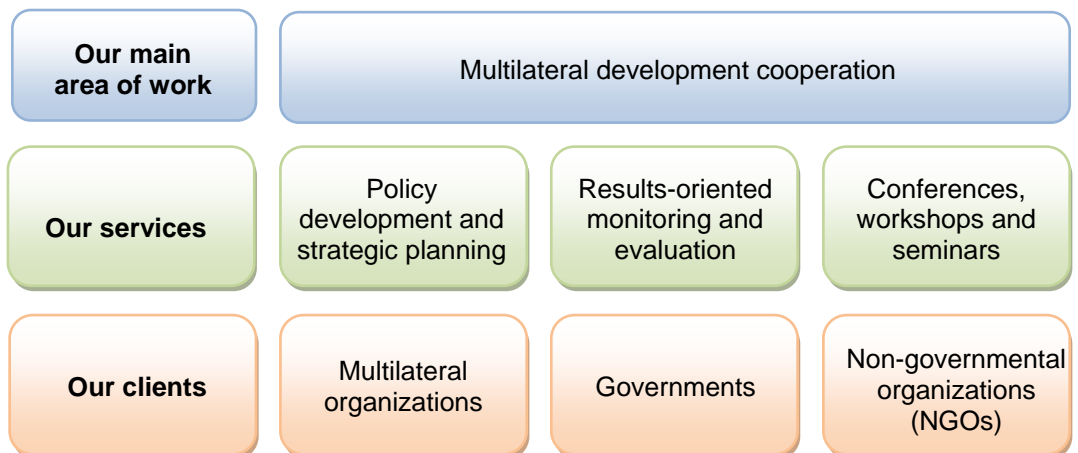
Text/Photos: King Zollinger & Co. Advisory Services



## Overview

**King Zollinger & Co. Advisory Services works in multilateral development cooperation.**

We support policy development and strategic planning, conduct results-oriented monitoring and evaluation, and design/facilitate workshops and seminars. Our services help multilateral organizations, governments and NGOs to lay a sound basis for successful development cooperation on the ground.





## Selected consultancies in 2010

### RESULTS-ORIENTED MONITORING AND EVALUATION.

We carry out monitoring and conduct development evaluations, at the project/programme and institutional levels. Examples:

#### **Results-oriented Monitoring of EC-funded Projects**

**Alison King monitored EC-funded programmes and projects in Africa and recommended actions for improvement.**

In 2010, Alison King continued her work as senior international expert to monitor EC-funded programmes and projects in Africa in areas such as rural development, agriculture, democracy, child protection, disabilities, education and training, aid effectiveness and institutional capacity development. The Results-Oriented Monitoring (ROM) system of the European Commission scores development programmes and projects against internationally agreed criteria: relevance and quality of design, efficiency, effectiveness, impact prospects and potential sustainability, for which knowledge of project cycle management and the logical framework approach is essential. In 2010, Alison conducted missions to Ghana, Swaziland and South Africa. Previously, she carried out results-oriented monitoring in Ethiopia, The Gambia (mission leader), Lesotho, Namibia and Swaziland (mission leader).



#### **Evaluation of UNDP Contribution at the Regional Level to Development and Corporate Results**

**Urs Zollinger was mandated by the UNDP Evaluation Office to co-lead a six-person team to evaluate UNDP's regional programmes and presence.**

This strategic evaluation looked at the regional work of the United Nations Development Programme (UNDP) since 2000 and assessed the Organization's contributions to achieving development results and corporate objectives. Its scope included the five UNDP regional programmes for Asia, Africa, Latin

America, Arab States and Europe/CIS and the relevant institutional arrangements, in particular the work of the Regional Service Centres in Bangkok, Dakar, Johannesburg, Panama, Cairo and Bratislava. The evaluation results were presented to the UNDP Executive Board in January 2011.

### **External Review of UNIFEM Sub-regional Strategies**

**Alison King was asked to facilitate and participate in a review of 15 UNIFEM Sub-regional Strategies.**

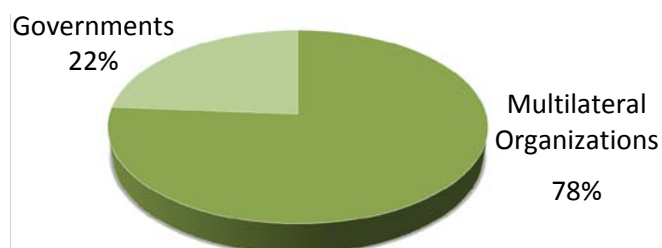
In 2008, the United Nations Development Fund for Women (UNIFEM) developed Sub-regional Strategies (SRS) how to implement the corporate Strategic Plan at sub-regional levels and to providing programme and accountability frameworks for UNIFEM's 15 Sub-regional Offices around the world. Based on a senior-management decision, Alison King was asked to work with a team of seven UNIFEM staff to review the usefulness of the SRS as a strategic framework on the one hand and as an implementation tool on the other. The team also took stock of progress made towards stated sub-regional development and management results. The Synthesis Report provides recommendations in view of producing guidelines for next generation SRSs under the newly created UN Women. Additional recommendations emerged for improving the corporate annual reporting system.

#### **Box 1**

##### **Our clients in 2010**

In 2010, the shift towards multilateral organizations continued. In 2010, King Zollinger provided 78% of its advisory services to multilateral organizations (2009: 64%) and 22% to governments (2009: 36%).

**Volume (time) of advisory services by client group, 2010**



## **Review of DPA Follow-up to Evaluation Recommendations**

**Contracted by OIOS, Urs Zollinger conducted a triennial review of the implementation of evaluation recommendations.**

In 2006, the UN Office of Internal Oversight Services (OIOS) conducted several evaluations of the work of the UN Department of Political Affairs (DPA), which plays a central role in peace building and preventive diplomacy, and supports among many other things the UN Security Council. In 2010, based on an inter-governmental decision, Urs Zollinger was asked to review and assess the extent to which DPA has implemented the evaluation recommendations. The review was well received by DPA management, and acknowledged for establishing a clear path to conclude unfinished business.

## **Peer Review of the Evaluation Function of the Council of Europe**

**Urs Zollinger was appointed as one of two experts to peer review the evaluation function of the Council of Europe.**

In May 2010, the Council of Europe decided to organize a peer review of the institutional set-up and functioning of its recently established Evaluation Division. The purpose of the review - headed by the Swiss Foreign Ministry - was to suggest ways to strengthen the Organization's evaluation function based on initial experience gathered. The expert team reviewed a number of policy documents and met with several key staff and government representatives in Strasbourg. Its recommendations were well received by the Evaluation Division and the top management of the Council of Europe.

## **POLICY DEVELOPMENT AND STRATEGIC PLANNING.**

We provide management support to institutions and organisational units by supporting policy development and results-oriented strategic planning processes.

Examples:

### **Formulation of UN Global Compact Strategy**

**Urs Zollinger facilitated an internal review of the 2008-2010 UN Global Compact Strategy and the formulation of a follow-up Strategy.**

Urs Zollinger was asked by the Global Compact Office in New York to support the review of its three-year strategy (2008-2010), which he had helped develop back in 2007. In close collaboration with the Global Compact team in New York, Urs facilitated the review process and the formulation of the next three-year strategy (2011-2013). He provided methodological guidance on results-oriented approaches and ensured external quality control. The new Strategy was well received by donor governments.



## **Development of FAO Strategy on Collaboration within the UN System**

**FAO has contracted Alison King to elaborate a corporate strategy on collaboration within the UN system.**

In 2010, the Food and Agriculture Organization of the United Nations (FAO) asked Alison King to draft a strategy to achieve a more proactive and coherent corporate approach to UN system partnerships and UN reforms. In close collaboration with the Office of Corporate Communications and External Relations in Rome, Alison is developing a strategy determined by a vision of strong partnerships that enhance FAO's capacity to assist its member states achieve their national goals and to help accelerate progress towards the MDGs. An Agenda for Action will facilitate the implementation of the Strategy.

## **Technical Assistance for Delivering as One United Nations (DaO)**

**Alison King continued to provide technical assistance to SDC's involvement in DaO**

In 2010, Alison King continued to provide support to the Swiss Cooperation Office in Albania in monitoring and engaging in the Delivering as One process. In particular, the Swiss Agency for Development and Cooperation requested Alison to review and document experiences with Swiss involvement in DaO to learn for future institutional engagement with the UN system at country level. This experience documentation fed into Swiss statements at the Hanoi High-level Tripartite Conference on DaO in June. Later on, it served as key input into an SDC internal workshop in Maputo on how to improve cooperation with multilateral organizations.

## **Millennium Development Goals Progress Report of Switzerland**

**Mandated by the Swiss Foreign Ministry, King Zollinger contributed to concept and drafting of the Swiss Federal Council 2010 MDG Progress Report.**

This second progress report was prepared in preparation for the UN General Assembly Summit on the Millennium Development Goals that took place in New York in September 2010. Intended for the Swiss public at large, Swiss parliamentarians and members of the press, it uses specific examples to show how Switzerland, working with national and international partners, has contributed to achieving the MDGs and what difference the country's efforts are making.





## **Managing Financial Contributions to Multilateral Organizations**

**Urs Zollinger assisted the Swiss Government in rolling out a results-oriented planning and monitoring instrument.**

In 2008/2009, Urs Zollinger developed an instrument for the Swiss Agency for Development and Cooperation (SDC) to manage its financial contributions to core (regular) budgets of multilateral organizations in a results-oriented manner. This year, Urs supported the development of training materials, such as case studies and Q&A, and participated as resource person in workshops to introduce the new management instrument. SDC staff members are now using the tool to manage financial contributions to all major multilateral partner organizations.

### **Strategic management of UN Women National Committee**

Since early 2008, Alison King has served as President of the National Committee for UN Women Switzerland, an NGO that engages in public outreach, political lobbying and fundraising to increase awareness of and support the work of UN Women worldwide, in particular to end violence against women. In this capacity, Alison is responsible for strategic planning, annual work planning and performance monitoring, recruiting and developing Committee members & volunteers, convening and chairing Committee meetings, project monitoring, and representing the Organization vis-à-vis partner organizations and potential donors. Under her leadership, the number of members has risen from 190 in 2008 to 470 by end 2010; donations have increased from CHF 6,000 to over CHF 100,000.



## **CONFERENCES, WORKSHOPS AND SEMINARS.**

We conceptualise and moderate conferences, workshops and seminars on topics relating to international development multilateral cooperation. Examples:

### **Seminar on Collaboration between Bilateral and Multilateral Aid Agencies**

**Urs Zollinger moderated a seminar - which he also helped design - on cooperation between SDC and multilateral organizations.**

Urs Zollinger supported the Swiss Agency for Development and Cooperation (SDC) in developing a seminar on cooperation between SDC and multilateral

organizations, which he then moderated. Through exchanging experience of past collaboration, the objective of the seminar was to improve the understanding of multilateral organizations' planning, funding and implementation modalities in order to strengthen cooperation. SDC staff based in Africa and the Organization's headquarters participated in the seminar in Maputo. They were joined by resource persons from the World Bank, the African Development Bank and UNDP. Participants rated the event very positively and suggested that it be repeated in other regions.

### **Retreat for Board Representatives**

**Urs Zollinger moderated the annual retreat for government officials representing Switzerland on the boards of multilateral development banks.**

In December 2010, Urs Zollinger moderated - for the third time - the annual retreat of Swiss representatives on the boards of the World Bank and the African, Asian and Inter-American Development Banks as well as their headquarter-based counterparts. The two-day retreat was jointly organized by the State Secretariat for Economic Affairs and the Swiss Agency for Development and Cooperation. It provided an opportunity to discuss global issues such as the post-financial crisis and the green economy and identify key priorities for 2011.

#### **Box 2**

##### **Job locations 2007-2010**

Since 2007, King Zollinger has worked in the following programme countries: Albania, Armenia, Ethiopia, Ghana, India, Kazakhstan, Laos, Lesotho, Morocco, Namibia, Rwanda, South Africa, Mozambique, Swaziland, The Gambia, and Viet Nam.



## About us

The two founding partners, Alison King and Urs Zollinger, constitute the management of King Zollinger. Clients rely on both partners to provide strategic thinking and help find solutions. They appreciate their support in terms of substance as well as style, and value their ability to deliver on time.



Alison King, a dual citizen of the United Kingdom and Switzerland, obtained her Master's degree in Political Science (international relations) from the University of St. Gallen, Switzerland, in 1992. Alison has extensive working experience in international affairs and international development cooperation, including in developing countries. She is very familiar with the

UN development system and the functioning of its inter-governmental bodies. She has professional expertise in the areas of MDGs, aid effectiveness and UN reforms, as well as gender equality and women's empowerment. Before founding King Zollinger in 2003, Alison worked for the Swiss Refugee Council (1992-1995), the UN system in India (1995-1997), the UN Development Group Office (DGO) in New York (1997-1999), and the UN Development Division of SDC (1999-2003) where she represented the Government of Switzerland in the UN General Assembly, the ECOSOC and the Executive Boards of UNICEF and UNFPA. She was also responsible for Swiss official relationships with UNIFEM. Alison has substantive knowledge of and demonstrated experience in strategic planning, results-oriented management and performance assessment. She has excellent coordination and English writing skills.



Urs Zollinger, a Swiss citizen, obtained his Master's degree in Economic Sciences from the University of St. Gallen, Switzerland, in 1992. Since then, Urs has gained a wealth of experience in international affairs and development cooperation. In particular, he is very familiar with the functioning of the multilateral development system, including institutional knowledge of

global governance processes and multilateral agencies. He has expertise in strategic planning and evaluation, and is a skilful trainer, moderator and facilitator. Moreover, Urs is an Board Member of the SOLAQUA Foundation in support of the SODIS-method of solar water disinfection and co-president of a green party where he lives. Before founding King Zollinger, Urs Zollinger worked with the UN Development Division of SDC where he represented Switzerland on the UNDP Executive Board (1999-2003). Earlier, he gained operational work experience at the country-level with UNIDO in India (1995-1997) and served in the UNDP Evaluation Office in New York (1997-1999) where he provided support to the conceptual development and introduction of results-oriented management. Before joining the international development community, Urs Zollinger worked as brand manager for Unilever (1992-1995).