



King Zollinger & Co. Advisory Services

Annual Report 2007

The present report is the fourth Annual Report of King Zollinger & Co. Advisory Services. It covers the period from January to December 2007. 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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Paper: Munken Lynx, total chlorine free, natural white, made environmentally friendly

Texts: King Zollinger & Co. Advisory Services

Photo cover page: "Thirsty for development", Market in Idiwili, Tanzania, 2007 © Jörg Feldmann

Looking back and ahead

We are proud that in 2007 we were able to contribute to several key areas of international development policy such as bi- and multilateral aid effectiveness, United Nations reforms, the right to food, sustainable mountain development, youth and development, sport for development and peace, and corporate social responsibility.

In 2007, King Zollinger further expanded its client base, in particular to a number of United Nations organizations and entities based in New York, Rome and Geneva. This expansion further strengthens our capacity to support the United Nations system, its development goals and policies. In combination with our in-depth understanding of donor government bi- and multilateral priorities and expectations, this expertise forms the basis of our work, also for the coming years.

More than ever, the world community needs a strong multilateral system to address the enormous global and regional challenges and to achieve the UN Millennium Development Goals. For the years ahead, King Zollinger intends to enhance its services available in this context.

Our fields of activity

King Zollinger specializes in development policy and multilateral cooperation, particularly within the UN system. We contribute to conceptual thinking, facilitate strategy development and support performance monitoring and assessment, thereby helping our clients to lay a sound and cost-effective basis for successful partnerships and sustainable development on the ground.

Our services

In 2007, our advisory services ranged from policy formulation, strategy development, multilateral monitoring, assessment and evaluation, process facilitation, stakeholder consultation, conceptualization and moderation/facilitation of retreats, workshops and trainings, research and report writing. As guest speakers, we also shared our thoughts and knowledge with interested audiences.

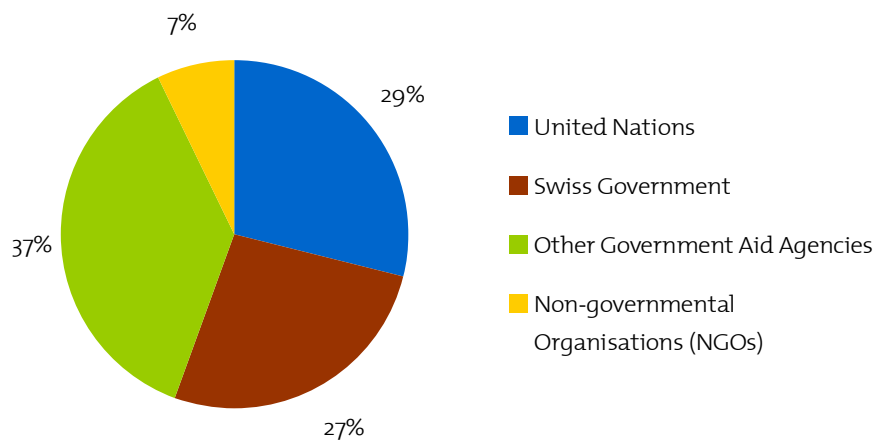
Five characteristics of King Zollinger

- The principles of independence and personal responsibility, upon which the legal status of our company is based, also distinguish the services we provide.
- Together, we have 27 years experience in working in multilateral development cooperation - as UN staff members, donor representatives and independent international consultants.
- As a comparatively small consultancy, our services are focused, tailor-made and personal.
- Our approach to clients' issues is facilitative, going beyond providing standard approaches and solutions.
- We appreciate good long-term working relationships, keeping in touch and lending a helping hand after completion of a particular project.

Our clients

Our clients are United Nations entities, government aid agencies and non-governmental organizations (NGOs). With many of them, we enjoy long-term working relationships. In 2007, we provided approximately 29% of advisory services to United Nations clients, 27% to the Swiss Government, and 37% to other government aid agencies. Services provided to NGOs made up 7%.

Volume (time) of Advisory Services by Client Group, 2007



Selected Projects in 2007

Assessing Multilateral Effectiveness at Country Level

For the fourth time since 2004, King Zollinger supported the Annual MOPAN¹ Survey of partnership behaviour of multilateral organizations towards national stakeholders on the one hand and other international development organizations on the other. The focus of the Survey on multilateral contributions to policy dialogue, advocacy, capacity development, alignment, information sharing, inter-agency coordination and harmonization at the country level reflects the emphasis of the international community on the quality and effectiveness of aid. The 2007 Annual MOPAN Survey covered the United Nations Development Programme (UNDP), the World Health Organization (WHO) and the African Development Bank (AfDB). As in earlier years, we managed the hotline for MOPAN country teams, wrote the Synthesis Report² and suggested improvements to the Survey methodology.

“...I wanted to thank you for the work you are doing for the MOPAN. I appreciate the way you have been doing it and the support you are providing to make this happen...” Quote: Canadian International Development Agency (CIDA)

“...I take this opportunity to thank you and your colleagues for the professional and remarkably efficient work on finalising the first draft of the Synthesis Report in such a short time...” Quote: MOPAN Secretariat

Monitoring Swiss Cooperation in Multilateral Development

The goals for Swiss multilateral development cooperation are defined in Switzerland's Multilateral Development Cooperation Strategy. In 2007, King Zollinger provided methodological support for developing and piloting an instrument for monitoring Switzerland's interaction with its multilateral partners. This is intended to help improve the strategic management of Switzerland's multilateral cooperation as well as to enhance Switzerland's accountability for its multilateral financing.

*„...Ich möchte mich an dieser Stelle nochmals für die tolle Zusammenarbeit ... im 2007 bei den spannenden, mitunter nicht ganz einfachen Themen zu „multilateral effectiveness“ bedanken...“
Quote: SDC*

¹ The Multilateral Organisations Performance Assessment Network is a network of 11 like-minded donors, i.e. Austria, Canada, Denmark, Finland, France, Ireland, The Netherlands, Norway, Sweden, Switzerland, and the United Kingdom.

² <http://www.dfid.gov.uk/news/files/mopan-survey.asp>.

Developing Strategic Recommendations for the UN Special Adviser on Sport for Development and Peace

In early 2007, the UN Special Adviser on Sport for Development and Peace, Under-Secretary-General Adolf Ogi, initiated a process to develop recommendations for the future strategic focus of multilateral efforts for sport for development and peace. Urs Zollinger facilitated this process and - in close consultation with key actors and stakeholders in New York and Geneva - drafted recommendations for the attention of the new UN Secretary-General Ban Ki-moon. Based on these recommendations, he also provided advice on the future institutional set-up of the UN Special Adviser's office and support to the preparation of an annual Strategic Plan 2008.

„... Mr. Zollinger's professionalism, efficiency and intellectual capacities have proved exemplary. His flexibility and friendly support to all involved in the process and his dealings with high-level partners have resulted in a high quality end product...“ *Quote: Office of the Special Adviser to the United Nations Secretary-General on Sport for Development and Peace*

Evaluating UN Reforms at Country Level

In November 2006, the UN Secretary-General's High-level Panel on UN System-wide Coherence in the Areas of Development, Humanitarian Assistance and the Environment published its report entitled "Delivering as One".³ In order for the UN system to become more coherent, effective and efficient, the report recommends that it introduce the concepts of one leader, one programme, one budgetary framework and one office at the country level. By February 2007, 8 countries were designated as pilot countries, i.e. Albania, Cape Verde, Mozambique, Pakistan, Rwanda, Tanzania, Uruguay and Viet Nam. Given the intention of the UN to evaluate the reform process in the pilots in 2009, Alison King contributed to a United Nations Evaluation Group mission to Viet Nam in October 2007, the scope of which was to assess the evaluability of the ongoing UN reform process in the country. Subsequently, Alison King was asked to contribute to further evaluability assessment missions to other pilot countries in early 2008.

³ <http://www.un.org/events/panel/>.

Developing a Funding Proposal for the UN Global Compact Office

Established in 2000, the UN Global Compact has grown into an international network involving the UN and more than 4,500 business participants and stakeholders from approximately 120 countries, leading to increasing demands and expectations. The rising profile of the UNGC has also invited greater scrutiny and expectations with respect to improved accountability and transparency. In 2007, King Zollinger was asked to support the UN Global Compact Office to devise a funding proposal to donor governments for the next 3-year phase that responds to these challenges. In close collaboration with the team in New York, Urs Zollinger suggested an outline for a new funding proposal, provided methodological guidance with regard to the definition of objectives, success indicators, activities and outputs. Particular attention was given to the setting of clear priorities, the allocation of financial resources and staff time to the achievement of the different objectives. So far, the initial donor reactions to the proposal are encouraging.

“...Thank you very much again for the excellent work and the great collaboration on the development of this proposal...”
Quote: UN Global Compact Office

Establishing a Foundation to Support the Millennium Development Goals

With King Zollinger providing advisory support, the Centre for the Millennium Development Goals (CMDG) was established in Basle at the end of 2006.⁴ Its two overarching goals are to raise awareness of the MDGs and the United Nations work on the MDGs on the one hand and to provide a platform for engaging civil society in a constructive dialogue around the MDGs and the UN on the other. In 2007, we continued to provide conceptual and strategic development policy advice to the start-up phase. The CMDG is supported by the former UN Secretary-General, Kofi Annan: “The work of the CMDG, I am confident, can have a significant multiplier effect and make a difference in reducing global poverty.”

„...Gerne ergreifen wir die Gelegenheit Ihnen nochmals herzlich für Ihre geschätzte Mitarbeit am Konzeptpapier zu danken! Nun haben wir eine solide Basis für unsere weiteren Aktivitäten...“
Quote: CMDG

⁴ <http://www.cmdg.ch/>.

Formulating a Youth & Development Policy

Today's generation of youth is the largest in human history. Young men and women aged 15 to 24 account for more than one billion people, 85% of whom live in developing countries. Through stronger involvement of youth in policy dialogue and decision-making and by investing more in the human capital of youth (e.g. health and education), developing countries now have the unique opportunity to massively reduce poverty. In 2007, Alison King helped to formulate a new SDC Youth Policy⁵ and drafted the manuscript. The implementation of the Policy - one of the first of its kind - aims at achieving three main goals: supporting young people in developing their potential, improving their living conditions, and giving them a greater voice in political decision-making processes. It is being implemented through SDC programmes and projects in developing and transition countries.

„...An dieser Stelle ein grosses Dankeschön für deine kurzfristige Disponibilität, deinen engagierten, professionellen Einsatz und die angenehme Zusammenarbeit!...“ Quote: SDC

“ Je voulais te féliciter pour l'excellent travail que tu as accompli en reprenant la politique jeunesse, dont le processus d'élaboration était dans une impasse, pour en faire un document très cohérent...“ Quote : SDC

Defining Future Arrangements for the Mountain Partnership Secretariat at FAO

Launched at the World Summit for Sustainable Development in 2002, the Mountain Partnership is a global alliance of governmental and non-governmental partners to support positive change in mountain areas. In March 2007, Urs Zollinger facilitated a two-day workshop in Rome, during which participants defined future arrangements for the Mountain Partnership Secretariat, based in FAO. The workshop followed an external evaluation of the Secretariat and brought together a number of different stakeholders, i.e. representatives from the Governments of Italy and Switzerland, UN agencies, research institutions and NGOs. It concluded successfully with a key decision for a more decentralised Secretariat and a clear road map for the next phase. Moving towards implementation, Urs Zollinger subsequently facilitated a second workshop in July for operationalizing the road map.

„...Dass wir schliesslich ein sehr zufriedenstellendes Resultat erzielen, ist sicherlich auch auf deine sehr gute Moderation zurückzuführen. ... Wie schon gesagt, von unserer Seite sind wir mit dem erzielten Resultat sehr zufrieden, und du hast einen wesentlichen Beitrag dazu geleistet. Vielen Dank!“ Quote: SDC

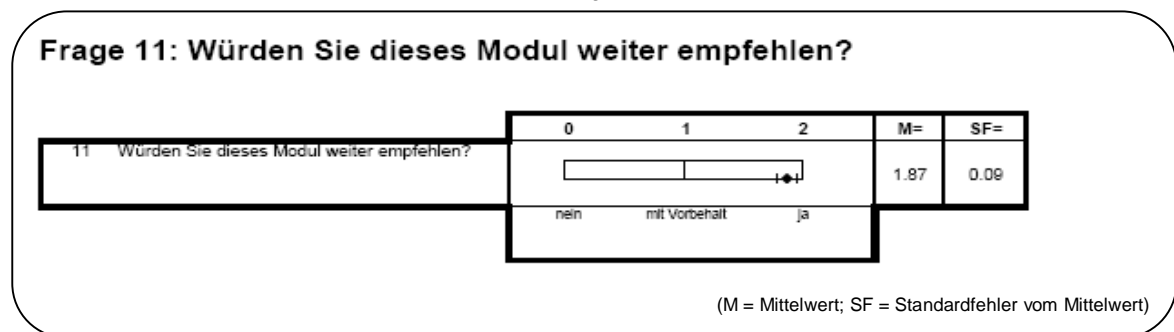
“I was really impressed with your facilitation skills – you were able to guide us ... with a lot of professionalism...” Quote: Mountain Partnership Secretariat

⁵ http://www.deza.ch/ressources/resource_en_159093.pdf.

Conducting Training on Sustainable Development and Globalization at the University of Berne

In June 2007, Urs Zollinger was co-responsible for the realization of a two-day seminar on sustainability and globalization as part of Certificate of Advanced Studies on Sustainable Development at the University of Berne. Urs Zollinger dedicated his main lecture to the topic "The Effects of Globalization on Sustainable Development and the Challenges to Global Governance".⁶ Moreover, working groups looked into different questions about globalization, among other things the question of global income distribution. Urs Zollinger was also responsible for evaluating the final papers submitted by the participants. The certificate course is being repeated in 2008/2009.⁷

Extract from the seminar evaluation ("Would you recommend this module?"):



Involving Civil Society in UNEP

In October 2007, Urs Zollinger facilitated a high-level UNEP workshop in Geneva. The purpose of the workshop was to gather inputs on how to strengthen the involvement of major civil society actors in the United Nations Environment Programme (UNEP) at governance and implementation levels.

2008 Annual Programme Planning of the FAO Right to Food Unit

In December 2007, King Zollinger was asked to facilitate the annual planning process of the Right to Food Unit at FAO in Rome. FAO was looking for "a facilitator from outside the organization with extensive experience in planning processes, experience with strategy development, and well acquainted with the donor as well as the UN perspectives of development work". Urs Zollinger prepared and managed a 2-day retreat, provided methodological support and prepared a retreat paper pulling together the elements developed during the retreat.

„...Herzlichen Dank. Deine Unterstützung war äusserst wertvoll und die Unterlagen sehr nützlich für unsere weitere Arbeit am Jahresprogramm...“ Quote: FAO

⁶ http://www.kingzollinger.ch/pdf/uz_referat_e.pdf.

⁷ <http://www.ikaoe.unibe.ch/weiterbildung/>.

Organizing a United Nations Career Information and Networking Event

In December 2007, King Zollinger conceptualized a *cinfo* information and networking event for Swiss nationals interested in working with the United Nations. Urs Zollinger also moderated the event with around 60 participants and compiled key findings and tips for job applicants.

“...Vielen Dank noch einmal für die gute Arbeit ... Es war in dieser Zeit, wo so viel los ist, einfach sehr beruhigend zu wissen, dass dieser Anlass ... in guten Händen ist...” Quote: cinfo

Management

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. She has extensive knowledge of international development policy and of the international development system. She is very familiar with the functioning of the UN system and bilateral donors' expectations of it. Before founding King Zollinger, Alison

King 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 King has excellent coordination, English/German writing as well as strong analytical and synthesis skills.



Urs Zollinger, a Swiss citizen, obtained his Master's degree in Economic Sciences from the University of St. Gallen, Switzerland, in 1992. He has an in-depth understanding of the international development cooperation system and of today's concepts of sustainable development and globalization. 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 worldwide introduction of UNDP's results-oriented management. Before joining the international development community, Urs Zollinger worked as brand manager for Unilever. He has a large amount of experience in monitoring and evaluation and is a skilful trainer, moderator and facilitator.

Associated Partners

In 2007, King Zollinger subcontracted other development experts for selected activities, leading to an expansion of our capacity, knowledge base and competences. We have also formed a partnership with the University of St. Gallen Master Programme in International Affairs. This allows our clients to benefit from the latest thinking and methods in international relationships.

“...Ich wollte mich nochmals ganz herzlich bei Ihnen ... für Ihre Präsentation im Rahmen von MIAs Meet the Market an der HSG letzten Donnerstag bedanken. Es war eine rundum gelungene Veranstaltung, und ich habe den Eindruck, dass die Studierenden sehr von Ihren Erfahrungen profitieren konnten. Ich hoffe, dass wir auch in Zukunft die Kooperation aufrechterhalten können...”
Quote: University of St. Gallen

Advisory council

In strategic questions, the management of King Zollinger is able to draw upon the experience and advice of its Council. **Hans-C. Graf Sponeck** is former UN Resident Coordinator in Pakistan (1988-1994) and India (1994-1997) and former UN Humanitarian Coordinator in Iraq (1998-2000). Today, he is a renowned expert and author of books and articles on Iraq, and lecturer at the University of Marburg, Germany. **Wolfgang Wörnhard** is an independent management consultant and mediator. He holds several honorary positions including that of President of the Swiss Committee for UNICEF. **François Rohner** is the former Head of the SDC United Nations Development Division. He is a longstanding expert on multilateral development cooperation and UN reforms.

Our corporate responsibility

We are conscious of our own social and environmental responsibility and endeavour to manage our own business activities in a responsible way. Accordingly, when undertaking business trips, we purchase myclimate tickets (www.myclimate.org) to compensate the impact of our flights on the environment. We have also invested a part of our financial reserves in the responsAbility Global Microfinance Fund (www.responsability.ch), which invests in microfinance in developing countries.

Publications in 2007

Non-confidential project outputs such as reports, papers and presentations are available on our company website at www.kingzollinger.ch. Main public reports and papers in 2007 include:

- Annual MOPAN Survey 2007 Synthesis Report, December 2007
- SDC Youth Policy, SDC, Berne, 2007
- Human Rights and Development - Learning from Experiences, Results of the Capitalization Conference, Thun, Switzerland, 11-13 September 2006, SDC, Berne, July 2007
- SDC Guidelines on Disaster Risk Reduction, SDC, Berne, 2007
- Kinderhandel und die Schweiz, UNICEF Schweiz, Zurich, 2007
- The Effects of Globalization on Sustainable Development and the Challenges to Global Governance, June 2007 (Paper on behalf of SDC on the occasion of the Certificate Course „Sustainable Development“ at the University of Berne)