



Annual Report 2008

The present report is the fifth Annual Report of King Zollinger & Co. Advisory Services. It covers the period from January to December 2008. 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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Photo cover page: UN Photo/Stuart Price – Young Girls Return from School (Young girls pass a vehicle belonging to the United Nations-African Union Mission in Darfur, upon return from school in a camp of Internally Displaced Persons), 2008.



Foreword

The past business year has been heavily influenced by an emphasis on strategic planning and results-oriented monitoring and evaluation activities.

During 2008, King Zollinger contributed to the monitoring of projects funded by the European Commission in Africa, a peer review of the evaluation office of the United Nations Secretariat, a survey on multilateral partnership behaviour at country level, and evaluability assessments of One UN pilot countries. These consulting assignments took us away from our desks in Zurich to locations as different as Albania, Ethiopia, New York and Rwanda.

As always, our value added has been our combined knowledge of the strengths, weaknesses and political processes of the multilateral development system, particularly the United Nations.

The present annual report provides latest information on our company and its activities. We thank all our clients and partners for their trust and look forward to further cooperation.

A handwritten signature in grey ink, appearing to read 'A. King'.

Alison King, Partner

A handwritten signature in grey ink, appearing to read 'Urs Zollinger'.

Urs Zollinger, Partner



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The two founding partners, Alison King and Urs Zollinger, constitute the management of King Zollinger. For selected consultancies, we draw upon the knowledge and competences of other development experts and our Advisory Council members. King Zollinger endeavours to manage business activities in a responsible way.

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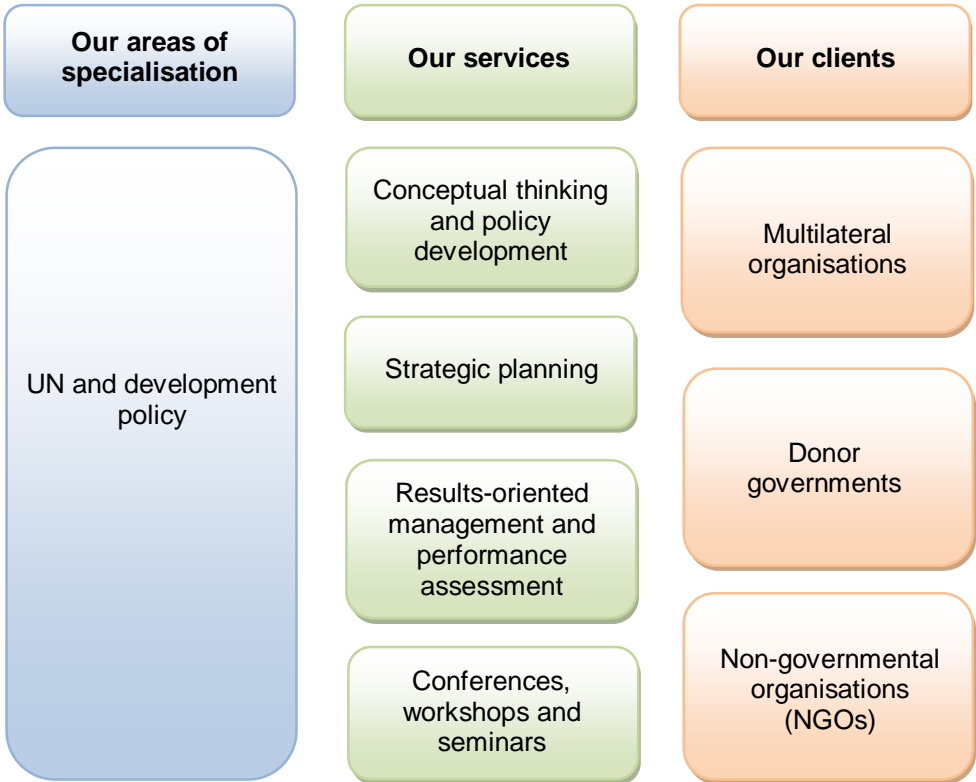
Recently, King Zollinger completed assignments in countries as different as Albania, Ethiopia, Italy, Rwanda, Switzerland, Viet Nam and the United States.



A. Overview

King Zollinger & Co. Advisory Services specialises in development policy and multilateral cooperation.

We contribute to conceptual thinking and policy development, facilitate strategic planning, support results-oriented management and performance assessment, and facilitate workshops and seminars. Our advisory services help multilateral organisations, donor governments and NGOs to lay a sound and cost-effective basis for successful development cooperation on the ground.





B. Selected consultancies in 2008

RESULTS-ORIENTED MANAGEMENT AND PERFORMANCE ASSESSMENT.

We provide methodological support in designing RBM systems and conduct assessments, reviews and evaluations, in particular in the multilateral context as well as in connection with aid effectiveness principles, UN reforms and development partnerships. Examples:

Results-oriented Monitoring of EC-funded Projects

Danish Management has contracted Alison King as an independent expert to monitor EC-funded projects and programmes in Africa.

Danish Management, which has been contracted by the European Commission (EC), has sub-contracted Alison King as an independent expert to monitor EC-funded projects and programmes in Africa. The Results-Oriented Monitoring (ROM) system of the European Commission scores development projects and programmes against internationally agreed criteria: relevance, efficiency, effectiveness, impact prospects and potential sustainability, for which knowledge of the Logical Framework Approach is essential. In November 2008, Alison participated in a monitoring mission to Ethiopia. She was responsible for monitoring a child protection project and a national food security programme.

Advising the Peer Panel Review of the United Nations Evaluation Function

Urs Zollinger is one of two international advisors to the Peer Panel reviewing the Inspection and Evaluation Division (IED) at the UN Secretariat in New York.

In 2008/2009, Urs Zollinger is one of two international advisors to the Peer Panel reviewing the Inspection and Evaluation Division (IED) of the Office of Internal Oversight Services (OIOS) of the United Nations. OIOS/IED is located within the UN Secretariat in New York and covers all United Nations activities under the UN Secretary-General's

authority. The professional peer reviews of selected multilateral organisations are a joint undertaking of the OECD/DAC Network on Evaluation and the UN Evaluation Group (UNEG). Their scope is to assess the independence, credibility and utility of the evaluation functions of multilaterals. Members of the Peer Panel to review the IED are the Governments of Norway and Switzerland, the UN Development Fund for Women (UNIFEM) and the Food and Agriculture Organization of the United Nations (FAO). The review will be published in 2009.

Evaluating UN Reforms at Country Level

In 2007/2008, Alison King was part of an international consultant team charged with assessing the evaluability of 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". 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. In 2007 and 2008, Alison King participated in United Nations Evaluation Group (UNEG) missions to 3 of the 8 pilot countries, i.e. Viet Nam, Albania and Rwanda. The scope of the visits was to assess whether the ongoing UN reform processes can be evaluated at a later point in time and what might be the barriers to its effective and useful evaluation.

Assessing Multilateral Effectiveness at Country Level

For the fifth time, King Zollinger has supported the Annual MOPAN Survey of multilateral partnership behaviour. The Multilateral Organisations Performance Network (MOPAN) is a network of like-minded donors.

For the fifth time since 2004, King Zollinger has supported the Annual MOPAN 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 harmonisation at the country level reflects the emphasis of the international community on the quality and effectiveness of aid. The 2008 Annual MOPAN Survey covers the World Bank, the United Nations Population Fund (UNFPA) and the European Commission (EC). As in earlier years, we managed the hotline for MOPAN country teams,

wrote the Synthesis Report and suggested improvements to the Survey methodology. Visit our website at www.kingzollinger.ch to read the 2008 and earlier Synthesis Reports.

Managing Financial Contributions to Multilateral Organisations

King Zollinger has developed a methodology for SDC to manage – in a results-oriented manner – non-earmarked financial contributions to the regular budgets of multilateral organisations.

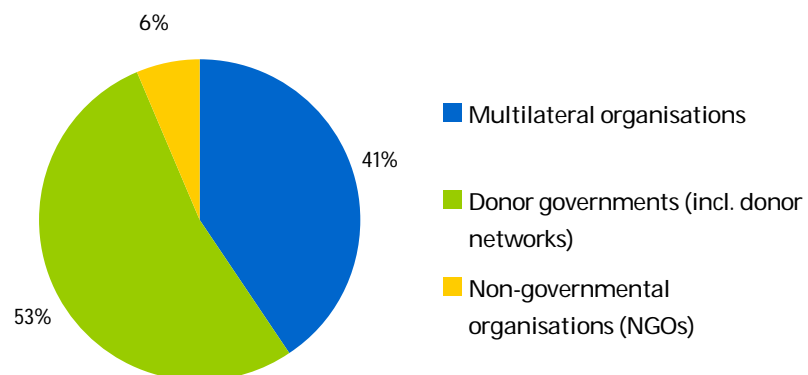
Managing for development results also applies to non-earmarked financial contributions made by donor governments to multilateral organisations. From a results-oriented point of view, this type of contribution poses a specific challenge, as it is difficult to attribute development results to the individual contributions. In 2008, King Zollinger developed a tool for the Swiss Agency for Development and Cooperation (SDC) to manage non-earmarked financial contributions to core (regular) budgets of multilateral organisations in a results-oriented way. This will help improve the strategic management of Switzerland's multilateral cooperation as well as enhance Switzerland's accountability for its multilateral financing.

Box 1

Our clients in 2008

In 2008, King Zollinger provided approximately 53% of advisory services to donor governments, 41% to multilateral organisations and 6% to non-governmental organisations (NGOs).

Volume (time) of advisory services by client group, 2008



CONCEPTUAL THINKING AND POLICY DEVELOPMENT.

In connection with emerging international development issues, we support organisations in developing thematic or institutional positions and policies. We provide writing, facilitation and research services. Examples:

Demonstrating Local-level Solidarity with Developing Countries

At the request of the Swiss Government, King Zollinger has elaborated a series of good examples of local-level international solidarity.

In 2006/2007, King Zollinger explored the potential for closer involvement of Swiss cantons and towns in the efforts of the Government to help achieve the Millennium Development Goals (MDGs) by 2015. In 2008, the Swiss Agency for Development and Cooperation (SDC) and the Federal Office for Spatial Development (ARE) asked us to elaborate a series of practical “good examples” illustrating how Swiss municipalities are successfully demonstrating solidarity with developing countries. Examples of international solidarity include social integration of migrants, responsible investment practices of public pension funds, sustainable energy, North-South cooperation on biodiversity, climate neutral mobility, investing 0.7% of communal budgets in support of the MDGs, and sustainable procurement of wood and paper-based products. For more information about the examples, visit the ARE website at www.are.admin.ch.

Ending Female Genital Mutilation (FGM) in Host Countries

King Zollinger supported the efforts of UNICEF Switzerland to reinforce the inter-governmental debate on the problem of FGM in host countries.

In 2008, the Swiss Committee for UNICEF asked King Zollinger to undertake rapid research into multilateral initiatives to tackle FGM in developed nations hosting migrants and refugees from countries that practice FGM. In particular, we identified those multilateral bodies that have deliberated the question of FGM in host countries. We also proposed potential tracks for reinforcing the inter-governmental debate within the United Nations as part of a larger coordinated strategy to protect girls from FGM.

Making the case for Multilateral Development Cooperation

In collaboration with UNICEF Switzerland, King Zollinger developed arguments in support of a strong Swiss engagement in international development policy and cooperation.

In 2008, a number of Swiss parliamentarians questioned the level of Swiss Official Development Assistance (ODA) and in particular the percentage of multilateral contributions. In support of a strong Swiss engagement in international development policy and cooperation, King Zollinger, in collaboration with the Swiss Committee for UNICEF, put forward a number of political, legal and moral arguments for increasing Swiss ODA and securing the multilateral share. The document was presented to members of Parliament during the run-up to a parliamentary debate during the second half of 2008. Subsequently, while Parliament decided to increase ODA to 0.5% of BDP by 2015, the multilateral share was reduced. To read our arguments, visit our website at www.kingzollinger.ch.

Box 2

Job locations 2007/2008

Recently, King Zollinger completed assignments in countries as different as Albania, Ethiopia, Italy, Rwanda, Switzerland, Viet Nam and the United States.



STRATEGIC PLANNING.

We provide management support to institutions or units by facilitating strategic planning processes, including drafting support. Examples:

Facilitating a Work Planning Process

Urs Zollinger facilitated the 2008 annual review and 2009 work planning of the SDC Global Institutions Division.

In 2008, the Division responsible for global institutions within the Swiss Agency for Development and Cooperation (SDC), within the Ministry of Foreign Affairs, asked King Zollinger to facilitate the assessment of activities and results achieved in 2008 and to support planning the implementation for 2009. Urs Zollinger provided methodological guidance to the process and facilitated a mid-term review and a planning workshop.

Designing a Logical Framework Matrix (Logframe)

Urs Zollinger facilitated the development of a logframe matrix for the Government of Switzerland Strategy for the Protection of Civilians in Armed Conflict.

In 2008, the Swiss Ministry of Foreign Affairs asked King Zollinger to facilitate the development of a logframe matrix for implementing the Government's four-year Strategy for the Protection of Civilians in Armed Conflict. Urs Zollinger was responsible for introducing the methodology and for facilitating a workshop with participants from different parts of the Federal administration.

CONFERENCES, WORKSHOPS AND SEMINARS.

We conceptualise and moderate conferences, workshops and seminars on topics relating to international development and the UN system. Examples:

Moderating a Retreat for Board Representatives

At the end of 2008, Urs Zollinger moderated the annual retreat for Swiss representatives on the boards of multilateral development banks.

In December 2008, Urs Zollinger moderated a two-day annual retreat for Swiss representatives on the boards of the World Bank and the African, Asian and Inter-American Development Banks as well as other Swiss government officials dealing with the multilateral development banks. The retreat was jointly organised by the State Secretariat for Economic Affairs (SECO) and the Swiss Agency for Development and Cooperation (SDC). It provided an opportunity to review 2008, discuss global challenges such as the financial crisis, and identify key priorities for 2009.

Staff Training on the Functioning of the UN

Urs Zollinger co-organised a one-day staff training on the functioning of the United Nations.

For the fourth time since 2005, King Zollinger co-organised with SDC a one-day staff training to familiarise participants with the role and functioning of the United Nations system. Participants also focused on the different types of interactions between the UN and its Member States. Organised primarily for SDC staff, the training was open to other parts of the Federal administration and partner organisations. Urs Zollinger contributed to the conceptual design of the training and was responsible for its moderation.

C. About us

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. She is President of the Swiss Committee for UNIFEM (www.unifem.ch).

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 system and of today's concepts of sustainable development. 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 (1992-1995). He has a large amount of



experience in monitoring and evaluation and is a skilful trainer, moderator and facilitator. He is a guest lecturer at the University of Berne.

Associated partners

In 2008, 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.

Advisory Council

The management of King Zollinger is able to draw upon the experience and advice of its Advisory Council members. 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.

Why King Zollinger

- n LONG-STANDING EXPERIENCE IN MULTILATERAL DEVELOPMENT COOPERATION
- n PRINCIPLES OF INDEPENDENCE AND INDIVIDUAL RESPONSIBILITY
- n FOCUSED, TAILOR-MADE AND PERSONAL SERVICES
- n FACILITATIVE APPROACH TO CONSULTING
- n LONG-TERM WORKING RELATIONSHIPS