



## Annual Report 2009



## Foreword

As we approach the Millennium Development Goals Summit in September 2010, documenting and communicating development results remains paramount in order to sustain continued support for development cooperation around the world. At the same time, assessing institutional processes and organisational performance contributes to change, thereby making teams and institutions more efficient and effective.

In 2009, multilateral organisations, in particular those of the United Nations system, accounted for our largest client group, thus demonstrating our focus on multilateral development cooperation. The past year was also characterised by increased work in the important area of results-oriented monitoring and evaluation, at both the project/programme and institutional levels.

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

Handwritten signature of Alison King in black ink.

Alison King, Partner

Handwritten signature of Urs Zollinger in black ink.

Urs Zollinger, Partner



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The present report is the sixth Annual Report of King Zollinger & Co. Advisory Services. It covers the period from January to December 2009. 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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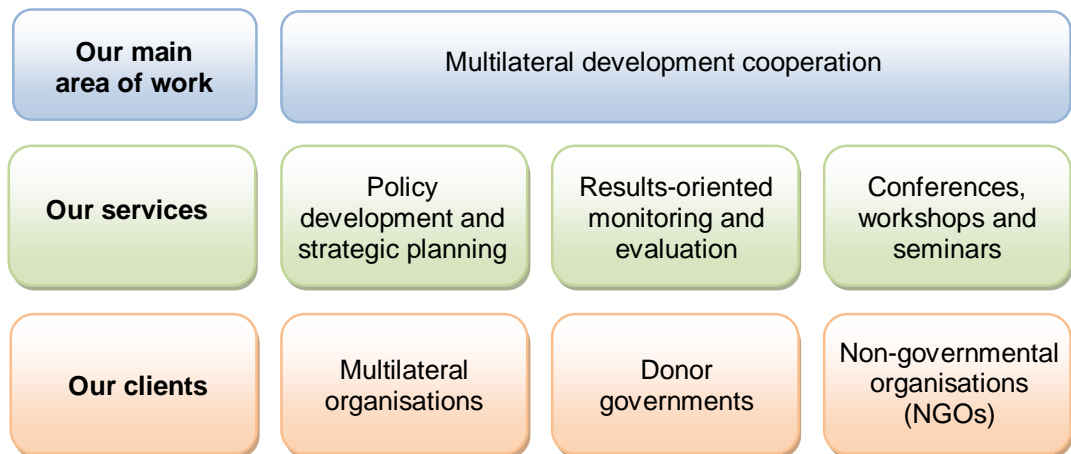
Photo cover page: Alison King, Extension Worker in Action, March 2009, The Gambia



## 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 facilitate workshops and seminars. Our services help multilateral organisations, donor governments and NGOs to lay a sound and cost-effective basis for successful development cooperation on the ground.





## Selected consultancies in 2009

### RESULTS-ORIENTED MONITORING AND EVALUATION.

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

#### Evaluation of Strategic Partnership between UNIDO and UNDP

Urs Zollinger was one of two international consultants contracted to evaluate the implementation of the Cooperation Agreement between UNIDO and UNDP.

The joint terminal evaluation covers UNIDO-UNDP joint private sector development initiatives as well as the effectiveness of the expanded UNIDO country presence, inter alia in the context of ongoing UN reforms. The UNDP Executive Board and the UNIDO General Conference acknowledged the evaluation findings and recommendations in September and December 2009 respectively.

#### Results-oriented Monitoring of EC-funded Programmes/Projects

Alison King is a senior international expert and mission leader to monitor EC-funded projects/programmes in Africa.

Danish Management, 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 EC scores development projects and programmes against internationally agreed criteria: relevance and quality of design, efficiency, effectiveness, impact prospects and potential sustainability, for which knowledge of the Logical Framework Approach is essential. In 2008/2009, Alison monitored projects/programmes in Ethiopia, The Gambia, Namibia, Swaziland, and Lesotho in a variety of areas such as rural development, agriculture, democracy, child protection, disabilities, education and training, and institutional capacity development.

## Assessment of Strategic Planning Documents

Contracted by the SDC Controlling Division, King Zollinger assessed SDC strategic planning documents from a “Managing for Development Results” point of view.

In 2009, King Zollinger analyzed randomly selected strategic planning documents to assess the extent to which the Swiss Agency for Development and Cooperation (SDC) is applying its corporate “Management for Development Results” criteria. A traffic light system visualises the findings for the attention of SDC management.

## Evaluation of UNIDO’s Field Mobility Policy

UNIDO contracted Urs Zollinger to evaluate its Field Mobility Policy.

The process evaluation assesses the extent to which the UNIDO Field Mobility Policy has resulted in increased staff mobility and strengthened the organisation’s field presence. It also looks into design and implementation issues.

## Quality Assessment of Evaluation Reports

Urs Zollinger was engaged by the UN Office of Internal Oversight Services (OIOS) to assess the quality of its evaluation and inspection reports.

The purpose of this external assessment was to assess the extent to which the Inspection and Evaluation Division of OIOS meets its organizational performance reporting requirements as well as to recommend measures to improve the quality of its reports. Evaluation and inspection reports were assessed along 42 standards derived from the UN Evaluation Group (UNEG) evaluation and other quality standards.

## External Assessment of Quality Assurance Process and Project Design

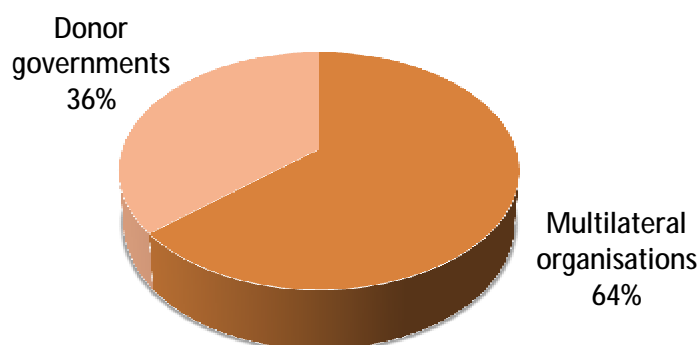
Alison King was asked to assess UNIFEM’s quality assurance process and appraise the quality of its programmes/projects and strategies approved under the corporate Strategic Plan 2008-2013.

The intention of the external assessment of the quality of UNIFEM programmes/projects and strategies on the one hand, and of the rigour and effectiveness of its quality assurance process on the other, is to monitor institutional performance and to recommend measures for improvement.

### Our clients in 2009

For the first time, multilateral organisations, in particular the organisations of the United Nations system, account for the largest client group. In 2009, King Zollinger provided 64% of its advisory services to multilateral organisations and 36% to donor governments. Services to non-governmental organisations were negligible.

Volume (time) of advisory services by client group, 2009



## 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:

### Delivering as One United Nations

The UN Development Operations Coordination Office (DOCO) contracted Alison King to develop a standardized Delivering as One process Monitoring & Evaluation framework.

The primary intent of the standardized Delivering as One (DaO) process M&E framework is to guide the eight DaO pilot countries in developing their own country-specific M&E frameworks. The standardised log frame serves as a menu from which to prioritise based on a prior analysis of UN agencies' common needs and capacities. Summarising the key elements of DaO, it serves to i) communicate the reform process and how the UN will deliver its contribution in future; and ii) allow the UN

country team to track progress and adjust the focus of its reform activities. A follow-up assignment includes further elaboration of outcome indicators for measuring increased efficiency and effectiveness through common services and harmonised business practices.

### Annual Work Planning

Urs Zollinger facilitated the 2009 mid-term review and 2010 work planning of the SDC Global Institutions Division.

In 2009, 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 2009 and to support planning for 2010. As in earlier years, Urs Zollinger provided methodological guidance to the process and facilitated a mid-term review and a planning workshop.

## CONFERENCES, WORKSHOPS AND SEMINARS.

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

### Seminar on Sustainability and Globalization

Urs Zollinger was responsible for a two-day seminar on sustainability and globalization as part of the University of Berne Certificate of Advanced Studies (CAS) on sustainable development.

In January 2009, Urs Zollinger was for the second time co-responsible for the realization of a two-day seminar on sustainability and globalization at the University of Berne. For the second time since 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. Using the 2008 food crisis as a case study, the seminar demonstrated the complex relationships between globalization and sustainable development, and the way the international community responds to global challenges. Urs Zollinger was also responsible for evaluating the theses submitted by the participants. The certificate course will be repeated in 2011.



## Moderating a Retreat for Board Representatives

At the end of 2009, Urs Zollinger moderated the annual retreat for government officials representing Switzerland on the boards of multilateral development banks.

In December 2009, Urs Zollinger moderated a one-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 2009, discuss global challenges such as the financial crisis, and identify key priorities for 2010.

### Box 2

#### Job locations 2007-2009

Since 2007, King Zollinger has worked in the following developing countries: Albania, Armenia, Ethiopia, Laos, Lesotho, Namibia, Rwanda, Swaziland, The Gambia, and Viet Nam.



## C. 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. 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 management, English/German writing as well as strong analytical and synthesis skills. She is President of the Swiss Committee for UNIFEM ([www.unifem.ch](http://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 results-based management and is a skilful trainer, moderator and facilitator. He is a guest lecturer at the University of Berne and a Board Member of the SOLAQUA Foundation in support of the SODIS-method of solar water disinfection.