



Austrian Development Agency Business Strategy 2014



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the operational unit of Austrian Development Cooperation

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List of abbreviations

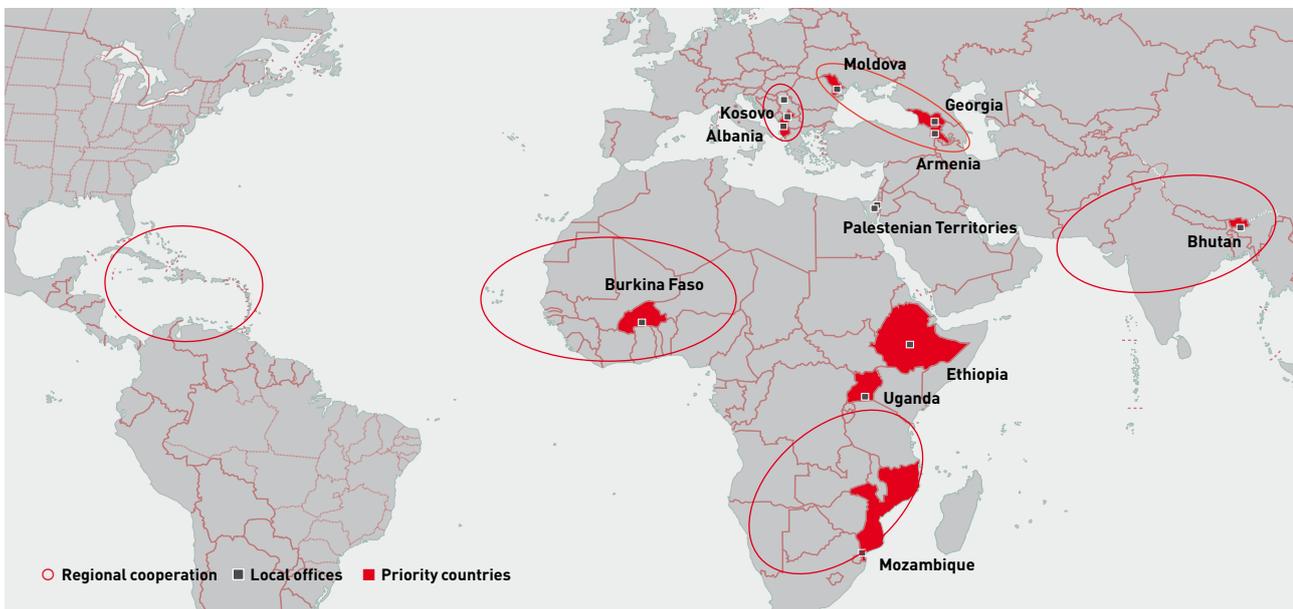
ADA	Austrian Development Agency
ADC	Austrian Development Cooperation
BRICS states	Brazil, Russia, India, China and South Africa
CSI	Civil Society International
CSO(s)	Civil-society organisation(s)
CSR	Corporate social responsibility
DC	Development Cooperation
DCA	Development Cooperation Act amended as of 2003
DEVCO	European Commission Directorate-General for Development and Cooperation
EC	European Commission
EDF	European Development Fund
ERP	European Recovery Programme
EU	European Union
EU MS	Member States of the European Union
FDF	Foreign Disaster Fund
FMAFEWM	Federal Ministry for Agriculture, Forestry, Environment and Water Management
FMEIA	Federal Ministry for Europe, Integration and Foreign Affairs
FMF	Federal Ministry of Finance
FMLSACP	Federal Ministry of Labour, Social Affairs and Consumer Protection
FMSRE	Federal Ministry of Science, Research and Economy
GNI	Gross national income
LDC	Least developed country
MbO	Management by objectives
MDG(s)	Millennium Development Goal(s)
ODA	Official Development Assistance
OECD	Organisation for Economic Cooperation and Development
OECD/DAC	OECD Development Assistance Committee
OeEB	Oesterreichische Entwicklungsbank (Development Bank of Austria)
OeKB	Oesterreichische Kontrollbank (Austrian Control Bank)
OFID	Organisation of Petroleum Exporting Countries (OPEC) Fund for International Development
OPEC	Organisation of Petroleum Exporting Countries
SDG(s)	Sustainable Development Goal(s)
UN	United Nations
WKÖ	Austrian Federal Economic Chamber

A man with dark hair and a beard, wearing a green t-shirt and a brown apron, is kneeling in a greenhouse. He is smiling and looking towards the camera while tending to a row of green lettuce plants. The background shows the structure of the greenhouse and other plants.

Our vision

We are the **leading** Austrian and internationally recognised **competency centre** for sustainable global **development** and **poverty reduction**.

Our key regions, priority countries & local offices



Africa – key regions: West Africa, Southern Africa

Priority countries: Ethiopia (Coordination Office for Development Cooperation of the Austrian Embassy, Addis Ababa), Burkina Faso (Coordination Office for Development Cooperation of the Austrian Embassy, Ouagadougou), Mozambique (Coordination Office for Development Cooperation of the Austrian Embassy, Maputo), Uganda (Coordination Office for Development Cooperation of the Austrian Embassy, Kampala)

Asia – key region: Himalayas-Hindu Kush

Priority country: Bhutan (Coordination Office for Development Cooperation of the Austrian Embassy, Thimphu)

Middle East – priority: Palestinian Territories (Austrian Representative Office, Ramallah/Austrian Representative Office, Ramallah Gaza)

Europe – key region: Black Sea Region/South Caucasus

Priority countries: Moldova (Coordination Office for Technical Cooperation of the Austrian Embassy, Chisinau), Georgia (Coordination Office for Technical Cooperation of the Austrian Embassy, Tbilisi), Armenia (Office for Technical Cooperation of the Austrian Embassy, Yerevan¹)

Key region: Danube Region/West Balkans

Priority countries: Kosovo (Coordination Office for Technical Cooperation of the Austrian Embassy, Pristina), Albania (Coordination Office for Technical Cooperation of the Austrian Embassy, Tirana)

Implementation Unit for EU financed projects of the Austrian Embassy, Belgrade

Key region: Caribbean

¹ In the medium term it is envisaged to notify the office in Yerevan as a full coordination office.



Introduction

It is now ten years ago that the Austrian Development Agency (ADA) was founded as the operational unit of Austrian Development Cooperation (ADC). On behalf of the Federal Ministry for Europe, Integration and Foreign Affairs (FMEIA), its task is the professional management and most effective allocation of operating funds for development cooperation (DC). In this decade, ADA has managed to establish itself as the competency centre of Austrian Development Cooperation and as a reliable, efficient and also effective partner held in high regard at home and abroad. In anticipation of increasing funds in the first six years, ADA was largely engaged in establishing and developing its operations, but in the last four it has had to cope with a tense budgetary situation.

Overall, general conditions have changed greatly since 2004. The world is in a state of flux: A growing number of new actors are appearing on the international development landscape – emerging economies, such as China, Brazil or India, and the private sector. Over the past 15 years, a number of countries have also emerged from their least developed status (LDCs) by World Bank standards. Many of those remaining are in a fragile situation, which calls for a new mix of interventions. We are responding to this international trend through closer consultation among DC, foreign and trade policy. Added to this, organisations are having to adapt to rapid technological progress and cope with ongoing global challenges, such as climate change or the aftermath of the financial crisis and the attendant issue of international financial regulation.

Development organisations, such as ADA, must also confront these fundamental changes. The time has therefore come to adapt ADA strategy to these, to reappraise the 2010 business strategy and to find the right responses to the many challenges we face. In a comprehensive procedure involving our staff, we have drawn

up the present business strategy for 2014. It aims to provide answers to the many open questions of the future. In the coming years, we are primarily looking to do the following:

- We shall continue to pursue poverty reduction and sustainable development in our priority countries as primary goals. At the same time, we shall actively take up other global challenges, such as climate change and widening social inequality.
- Despite budgetary constraints, we will step up efforts to urge the Federal Government to keep its pledge of allocating 0.7 per cent of gross national income (GNI) for DC.
- Even more than to date, we shall establish ADA as the competency centre of Austrian Development Cooperation and as a federal agency and ensure the best, sustainable allocation of funds from disparate sources.

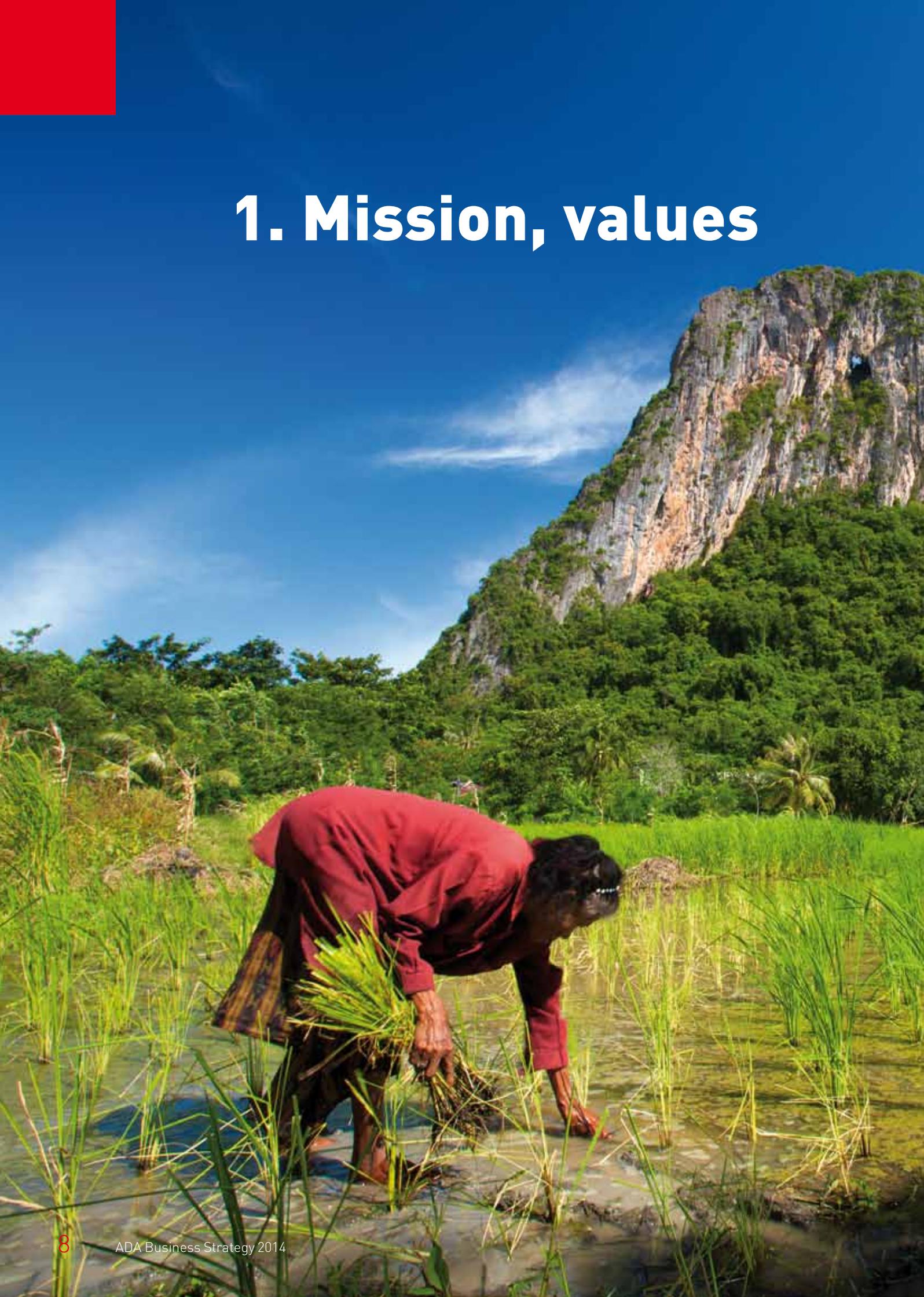
This business strategy, which will be in effect for four years up to 31 December 2018 and be subjected to a review in the second half of 2018, will lay the main foundation for our work. It will serve us as a practical guide for implementing international goals and principles, the Development Cooperation Act (DCA), the Three-Year Programme on Austrian development policy and the country and regional strategies that adopt a whole-of-government approach. It will help us keep our bearings in times of change, set out our vision, objectives, priorities and mission for the coming years, provide motivation, impart a sense of identity and define the place and role of ADA in a challenging national and international environment. The recommendations of many evaluations, especially by the Organisation for Economic Cooperation and Development (OECD) in the Peer Review of its Development Assistance Committee (OECD/DAC) have been taken into account in the preparation of the business strategy for 2014.



Dr Martin Ledolter, LL.M

Managing Director of the Austrian Development Agency (ADA)
the operational unit of Austrian Development Cooperation

1. Mission, values



A. Our mission

We are the federal agency for Austrian Development Cooperation and make a transparent contribution to processes of change in partnership with others.

As a modern service company, we provide our partners with resources and expertise.

By carrying out programmes and projects worldwide² to meet the needs and implement the rights of people in our partner countries, we foster inclusive growth involving broad population groups and reduce poverty.

We co-shape international policy dialogue, advise policymakers, business and industry on development-policy issues and raise awareness of global relations.

We advocate more concerted European engagement in development (EU MS, DEVCO, EDF), so as to mobilise additional resources and enhance effectiveness.

We provide local support to our partner countries for their own sustainable development efforts and ensure the effective allocation of resources.

In our partner countries, we work towards economic growth, a better business enabling environment and the sustainable development of entrepreneurial synergies.

² Altogether, ADA carries out programmes and projects worldwide in 74 countries (as at November 2014), for the most part in the eleven ADC priority countries (see Page 5). In addition, regional programmes/projects, measures with business partners and by Austrian civil-society organisations (CSOs) are also implemented in non-priority countries. By far the largest share of the ADA budget is, however, allocated to ADC priority countries.

B. Our values

SUSTAINABILITY AND EQUAL PARTNERSHIP are guiding principles for all our activities. We engage in dialogue with our partner countries as equals and plan our activities to achieve results. We make sure that our local support to satisfy the needs of people living today does not put future generations at risk. We are committed to a balance of social equity, environmental sustainability and economic development. We place a considered and careful focus on our thematic priorities.

EQUITY AND SOLIDARITY guide our actions – both within the organisation and in our programmes and projects. We promote and are committed to democracy, political participation, good governance, human rights and rule of law in adherence to regional and international conventions and rules. Acknowledging its essential role for establishing democratic institutions and sustainable development, we promote education through university partnerships, but especially through vocational training.

INTEGRITY, TRANSPARENCY AND RESPONSIBILITY are guiding principles both within the organisation and in cooperation with our partners. As it undermines any and all efforts for sustainable development, we are dedicated to preventing and combating corruption. We take responsibility for all our actions and ensure the transparent allocation of funds.

TRUST, RESPECT AND MUTUAL CONSIDERATION are guiding principles for us, both in cooperation with our partner countries and project partners and in-house. As basic values, we live by and foster equal opportunity, inclusion and diversity. In all our activities, we account for gender equality in all areas, children's rights, the promotion of accessibility and participation for persons with disabilities and the recognition of human diversity as an opportunity.

PERFORMANCE, DEDICATION AND INDIVIDUAL RESPONSIBILITY are essential for sustainable development. This is why we promote these qualities in-house and in cooperation with our partners. In our work, we attach prime importance to personnel leadership with clear objectives, lifelong learning for both our personnel and the organisation as a whole and to organising efficient administrative procedures.

2. Framework conditions



A. Global trends and international challenges

The world is changing. Above all, the advance of globalisation is posing many challenges for DC, some new. Development agencies, such as ADA, will have to face these in the coming years.

For one thing, in addition to the challenges set by the Millennium Development Goals (MDGs) that have in part still not been met, new ones have emerged - such as the question of international financial regulation and widening social inequality, both in developing and emerging nations and in industrialised countries. Globalisation has, however, also prompted global shifts in power relations and brought new actors into the development arena. Brazil, Russia, India, China and South Africa (BRICS states) above all, but Mexico, Korea and individual Latin American and African states have also gained more influence globally and in DC. The new development cooperation actors include in particular the private sector, global foundations, parliaments and trade unions.

Although their impacts differ by region, these developments have narrowed the North-South divide.

This has been attended by an increasing departure from the classical North-South DC paradigm aimed at assistance and poverty reduction. South-South or trilateral cooperation is becoming increasingly common. The idea is to have cooperation between equals: Beyond Aid.

New ideas and approaches are calling into question DC policy so far dominated by the OECD countries. The economic progress made by authoritarian systems casts doubt, for example, on the dogma of the reciprocal interaction between civil liberties and democratic institutions on the one side and economic growth on the other. At the same time, the ongoing advance of globalisation and the appearance of new actors on the development landscape, especially the private sector, but also foundations, have contributed a great deal to economic growth in many (former) developing countries.

Above all, the Sustainable Development Goals (SDGs) currently in preparation as part of the Post-2015 Development Agenda also substantively address these new challenges. Unlike the MDGs that have been aimed solely at developing countries, the goals being negotiated under the auspices of the United Nations (UN) are directed at all the nations of this earth and also increasingly include economic aspects. The intention is not just to improve the effectiveness of (development) aid, but with the help of the economy or the private sector to forge a new inclusive partnership for development. Along with the MDGs that are unlikely to be achieved by 2015, the SDGs also address current issues, such as climate change, poverty eradication, food security, global economic governance or access to sustainable energy.

The Global Partnership for Effective Development Co-operation envisaged since the end of 2011 also seeks to change the basic course of relations between developing countries and development aid providers: The concern is no longer just to improve aid effectiveness, but to enter into a new inclusive partnership for development among all stakeholders.

Primarily in close cooperation and consultation with our European partners, but also with other development actors, especially sectoral ministries and other national actors, it is the job of ADA as a national development agency to make a sustainable contribution to this.

B. International provisions and principles

Development cooperation takes place in a complex, international, institutional and regulatory system that aims at mastering global challenges through international cooperation. As a government development agency, ADA, for example, is bound by numerous international provisions and conventions, including on environment and human rights. Up until their planned replacement by the SDGs, the MDGs, proclaimed at the turn of the millennium by the United Nations to halve poverty in developing countries, have made up the main action framework. In addition, there are the Paris Declaration on Aid Effectiveness adopted in 2005 and the ensuing agreements reached in Accra (2008), Busan (2011) and Mexico (2014). The aim is to improve the effectiveness of development aid, partly by strengthening the role of partner countries and through closer donor harmonisation and cooperation.

As part of European Union (EU) development efforts (European Consensus for Development and EU Agenda for Change), on the one hand ADA supports the Federal Ministry for Europe, Integration and Foreign Affairs in policymaking and is on the other hand obliged to implement the goals set. Poverty eradication as a primary development-policy goal, the commitment to sustainable growth and the obligation of partners to respect human rights and good governance standards are principles that Austria and the EU share with the UN agencies and many other development-policy actors. In its actions, the EU is explicitly committed to building democratic institutions to pave the way for sustainable development and is increasingly calling for a more coherent and coordinated approach by all EU actors.

C. National context and challenges

Official development assistance (ODA) in Austria is provided by a variety of national actors. The largest financial share is borne by the Federal Ministry of Finance (FMF), including the Oesterreichische Kontrollbank (Austrian Control Bank - OeKB) and the Oesterreichische Entwicklungsbank (Development Bank of Austria - OeEB). ADA only accounts for a total ODA share of 9.6 per cent in operating and 1.01 per cent in administrative funds (as at 2013). FMEIA and ADA together make up ADC and administer a total of 15.64 per cent of all of Austria's ODA payments (2013). FMF funds make up approximately 64 per cent of Austrian ODA. The remaining percentage is provided by other ministries, such as the Federal Ministry of Science, Research and Economy (FMSRE), the Federal Ministry of Agriculture, Forestry, Environment and Water Management (FMAFEWM), the Federal Ministry of Education and Women's Affairs (FMEWA) and the federal states and municipalities. OeEB, the Austrian Federal Economic Chamber (WKÖ), the private sector and Austrian civil-society organisations are major implementers of Austrian development policy.

On behalf of the Federal Ministry for Europe, Integration and Foreign Affairs, which acts as the coordinating agency of ADC under DCA, its Development Cooperation Section (Section VII) is responsible for drafting and steering development-policy positions and the strategic framework and is also in charge of the overall coordination of government development-policy activities. At strategic level, Section VII directs all ADC agendas and is therefore the primary commissioning entity and contractual partner for ADA, which is tasked with deploying bilateral ADC funds. ADA, however, also conducts other tasks on behalf of FMEIA. These include, for example, compiling ODA statistics, public relations for the whole of ADC or representations in international organisations, such as OECD/DAC in particular (on this, see also Chapter 4). Besides the classical Austrian foreign-policy pillars of politics, economics and culture development policy makes up the fourth, with a successively growing role.

ADA therefore has the potential to undertake additional executive tasks and sharpen and extend its profile as the central agency of the national and federal state governments and as a competency centre for the whole of Austrian Development Cooperation.

ADA is seeking to raise the operating funds made available to it: First of all, at policy level it advocates meeting the target of allocating 0.7 per cent of Austrian GNI for sustainable progress in developing countries. Secondly, as a competency centre and federal agency it is looking to administer more DC funds of other Austrian ministries, federal states and additional national stakeholders and put these to the best use. ADA already conducts projects today in delegated cooperation for the European Commission (EC) and other international actors. Third, it plans to charge for providing more advisory services, expertise and seconded experts for technical assistance.

D. National legal and strategic framework

Besides the various national laws (such as the Labour Relations Act) and regulations (such as the ADA Articles of Association and the Agreement between FMEIA and ADA and the Public Corporate Governance Code), the Federal Development Cooperation Act (DCA) constitutes the primary legal framework in Austria for ADA's operations. Besides provisions on corporate management and finance, DCA tasks ADA with the following:

- Prepare and implement development cooperation measures
- Support sustainable economic, social and ecological development in developing countries
- Participate in multilateral development cooperation projects, particularly through the acquisition of international funds
- Advise FMEIA on all principal issues of development cooperation, in particular the preparation of the Three-Year Programme³ and support assignments of Austrian experts⁴
- ADA is also authorised under conditions of competition to render services for third parties provided these are in keeping with the objectives and tasks pursuant to Section 8 Subsection 1 of DCA.

The strategic framework is set out in the respective current Three-Year Programme on Austrian development policy. This defines geographical and thematic priorities and describes modes of implementation.

Its directives are defined in more detail by FMEIA in close cooperation with ADA: Country and regional strategies (in growing measure also EU Joint Programming) provide substantive guidance to ADA on cooperation with specific countries.⁵ Policy documents and interministerial strategic guidelines give directions to ADA on how to plan cooperation in thematic issues (e.g. water) or with strategic partners (e.g. civil society, business and industry). FMEIA drafts strategies and policy documents in close consultation with ADA. Interministerial strategic guidelines are prepared jointly with other ministries.

³ The Three-Year Programme on Austrian development policy is drawn up for a period of three years (see Section 23 of DCA). A matrix specifying regional priorities is reviewed every year and adjusted for changes. The Three-Year Programme including the matrix is available on the website at www.entwicklung.at.

⁴ Cf. Section 8 of DCA

⁵ Bilateral agreements are sought with priority countries (bilateral programme agreements).

E. Implementation of the international and national framework

Based on the Three-Year Programme, the other strategic directives and its corporate strategy, ADA draws up a Programme of Work that sets out working priorities and goals and earmarks requisite funds. This programme is appraised by the ADA Supervisory Board and approved by the Federal Ministry for Europe, Integration and Foreign Affairs. It lays the major foundation for ADA operations.

The figure below shows how corporate strategy relates to the overall legal and strategic framework:



3. Corporate objectives

A. Cooperating effectively

- When identifying measures for implementation, ADA aligns itself with the development plans and substantive and procedural directives of the ADC priority countries, key regions and global initiatives.
- ADA supports the establishment and development of systems and capacities in its partner countries for implementing programmes and projects and makes active use of these.
- Management for measurable results to international standards is mainstreamed in all working areas and project phases and consistently applied and verified.
- The potential of the private sector is harnessed better and cooperation and partnership with the private sector has been stepped up.
- Strategic partnerships with civil society are in place as part of the future development of the funding instruments of Civil Society International.

B. Strengthening competencies

- ADA has sharpened its profile as a recognised competency centre and implementing partner for other donors.
- By systematically upgrading its professional and methodological competency, ADA will gain increasing recognition as a federal agency.
- Needs-based cooperation is conducted with universities and research institutes to assure thematic expertise.
- The cost efficiency and quality of corporate capacities and procedures has been measurably improved.
- The role of the coordination offices has been strengthened as local hubs/coordinating agencies.

C. Promoting and imparting knowledge

- ADA takes active part in development-policy dialogue and knowledge exchange in national and international platforms.
- There is greater awareness of DC and global relations and more commitment for global sustainable development in education, science and culture.
- The services provided by ADC are widely known. Information is provided on their beneficial impact on people in partner countries and in Austria.



4. Core tasks



A. Preparation, support and administration of programmes, projects and measures in Austrian Development Cooperation

FMEIA and the European Recovery Programme (ERP) Fund provide ADA with finance to support development programmes/projects in ADC partner countries, which then deploys these funds in the form of financial aid or technical assistance (personnel assignments) in keeping with international provisions, objectives and principles. The main directives are set out in the Three-Year Programme on Austrian development policy, which is conform with the country and regional strategies, EU joint programmes, ADC policy documents, national and/or regional development plans and the contributions of other donors. Based on a decision by the Council of Ministers in individual cases, finance from the Foreign Disaster Fund (FDF), an administrative fund in FMEIA, can be provided to ADA for taking specific measures in the event of a disaster abroad (as a rule for humanitarian aid and/or repairing damage caused by disasters).

With its local capacities, ADA can draw on a diverse set of instruments for implementing its annual programmes of work. It applies the most suitable instrument or method for the specific project/programme, (see chapter 6.) and makes sure that all funds are put to transparent, efficient and effective use (see chapter 7.c.).

As it is represented by local offices, ADA can ensure strategic programming and the sustainable allocation of funds to meet the needs and conditions of country and target groups. Partnerships with civil-society organisations and the private sector will also be extended for this purpose. Humanitarian aid is carried out by ADA under the FDF. ADA also supports disaster prevention measures to avert humanitarian crises.

B. Strategic cooperation with other donors and role of ADA as implementing partner for development cooperation projects and programmes

Besides finance provided by FMEIA and the ERP Fund (see 4.a.), ADA also deploys (1) funds from other Austrian public institutions (e.g. FMAFEWM, OeEB, the federal states), (2) non-Austrian donors (e.g. the Principality of Liechtenstein, the Swiss Agency for Development and Cooperation, the Fund for International Development – OFID – of the Organisation of Petroleum Exporting Countries (OPEC) and (3) the EC in form of delegated cooperation. Projects are distinguished as follows:

- Projects where ADA bears direct implementation responsibility (no call to tender for a contractor)
- Projects where ADA tenders out the implementation and largely ensures professional project cycle management
- Mixed projects where ADA assigns a team leader and perhaps a project/support team and project components (contracts for work and services and supply contracts) are put out to tender.

Within the permissible legal scope, ADA will enhance and expand its strategic cooperation with other donors and its role as implementing partner on behalf of national and international public or private donors, where it can sharpen its profile and engage more in competition.

Ongoing efforts to advance its role as a federal development agency, improve and rationalise procedures and operations and continually assure and strengthen its competencies and quality of work will make an important contribution to this. By expanding this segment, ADA will help bundle and deploy Austrian (financial, human and institutional) resources more effectively, improve the national and international division of labour among donors, mobilise leverage effects and synergies among DC projects/programmes, raise efficiency and reduce costs (especially also for partner countries). These will make major contributions to aid effectiveness and to discharging the DCA mandate of participating in multilateral development cooperation projects.

C. Provision of specialist expertise for general and thematic development policy and cooperation issues

ADA and its capacities in the field provide FMEIA with developmental expertise and advisory services, particularly in general and thematic issues of development-policy debate, for drafting country and regional strategies and in priority topics specified in the Three-Year Programme on Austrian development policy:

- Water, energy and climate protection, agriculture and forestry,
 - Private sector and development,
 - Human security, human rights and rule of law,
- and the cross-cutting themes:
- Gender equality,
 - Education and capacity development,
 - Environment and climate change.

ADA supports initiatives and measures for development-policy coherence and its services contribute to Austrian positioning in the international context (in the EU, OECD and United Nations, for example).

In addition, ADA provides other partners and third parties with developmental expertise and advisory services,⁶ promotes assignments of development-policy experts to development and international organisations and institutions of other development-policy stakeholders and provides technical assistance as part of DC.

D. Promotion and implementation of measures in development communication and education

ADA promotes development communication and education in Austria. It assists and provides information to decision-makers and multipliers in policymaking and administration, education, science, culture, media, social affairs, environmental protection and business and industry and exchanges information and experience with these on development-policy issues. It also actively communicates the goals and services of the whole of ADC in Austria. Via media, events, publications and internet, it informs the general public, specific target groups and decision-makers about ADC programmes/projects and financial instruments, its activities as part of the EU and international organisations and about global relations. This also includes the compilation, analysis and publication of statistical data on the whole of ADC. Moreover, it contributes to bundling and expanding communication among public agencies, organisations, lobbyists, CSOs, businesses and individuals engaged in areas related to ADC.

⁶ ADA renders these services in pursuance of the provisions in Section 9 Subsection 3 of DCA.

These measures aim to contribute to lively communication about development policy, awaken interest in development-policy topics and questions and explain global relations and their impacts on all areas of society and individuals.

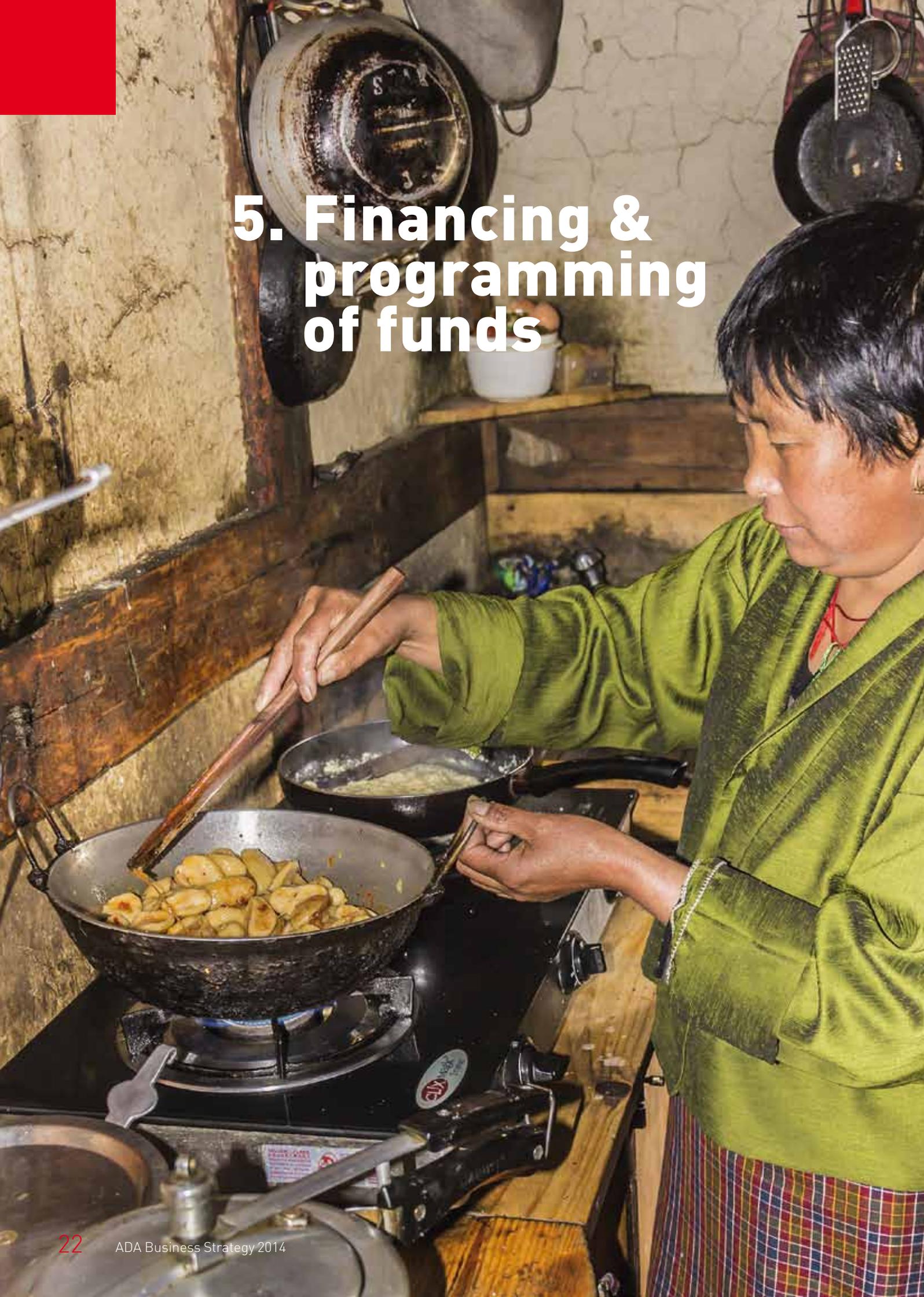
ADA seeks to involve the Austrian population even more closely in development-policy dialogue and encourage them to identify more strongly with the concerns of DC.

E. Participation in policy dialogue and representation of Austrian Development Cooperation in partner countries and in international and regional organisations

In consultation with FMEIA, ADA and its local agencies engage in policy dialogue with partner governments, other donors and local civil society. Based on the outcomes of this dialogue, it identifies possible support measures, selects the most suitable partners and upgrades the contents of sectoral programmes. Dialogue also helps to draw attention to values that cannot be imparted through programmes and projects alone, such as human rights or good governance. In addition, it enables ADA to assess the effect of its aid contributions to national development programmes.

ADA also takes active part in policy dialogue and discussions in regional and international organisations, such as the EU and OECD/DAC. In close consultation with FMEIA, the aim is to put forward the positions of ADC on a broad range of issues, such as capacity development, gender, conflict prevention and peace-building, good governance, rural development and sectoral inputs.

In addition, ADA can contribute its expertise and experience to international dialogue. This way, it helps to co-shape and advance international development efforts.

A woman with short dark hair, wearing a green jacket and a colorful patterned skirt, is cooking in a kitchen. She is using long wooden chopsticks to stir a large metal wok filled with golden-brown dumplings. The wok sits on a gas stove. In the background, another pan is cooking on the stove, and various kitchen items like a grater and a bowl are hanging on the wall. The kitchen has a rustic feel with a wooden countertop and a wall made of mud or plaster.

5. Financing & programming of funds

ADA primarily finances the total costs of conducting its operational measures in the course of the ADA Programme of Work and meeting the administrative costs entailed from federal grants. The grants for covering administrative costs in particular are made in the form of an annual basic payment, where the Federal Government can also grant additional funds under certain conditions. The Federal Government provides operating and administrative funds in pursuance of Article 10 Nos. 1 and 2 of DCA and in keeping with the funds earmarked for this purpose in the annual Federal Finance Act.

Greater use has also been made in recent years of the option of entering into strategic cooperation with other national and international development cooperation actors and soliciting funds from both international and other Austrian public institutions. ADA is, moreover, legally entitled to finance its work with other public or private grants and revenue.

A. Operational budget

Under DCA, ADA primarily receives budget funds for operational tasks from FMEIA. In recent years, it has also been allocated funds for this from other ministries. Moreover, since 2005 ADA has been commissioned in individual cases by decision of the Council of Ministers to administer funds from FDF located in FMEIA for humanitarian aid measures. All these funds combined make up the operational budget provided by the Federal Government and/or federal states. This 'federal operational budget' finances core developmental tasks (see 4.a. and 4.c. to 4.e.). Its allocations are detailed in ADA's respective annual Programme of Work.

Although at the foundation of ADA, the plan was to successively increase federal funds for its own administration to EUR 200 million and more, due to budgetary constraints the operational budget from the Federal Government and the federal states for ADA has continuously diminished since 2009. The 2015 operational budget earmarked by FMEIA provides for continued funding from 2014 amounting to EUR 68.23 million. The budgets for subsequent years will depend on future government budgetary negotiations.

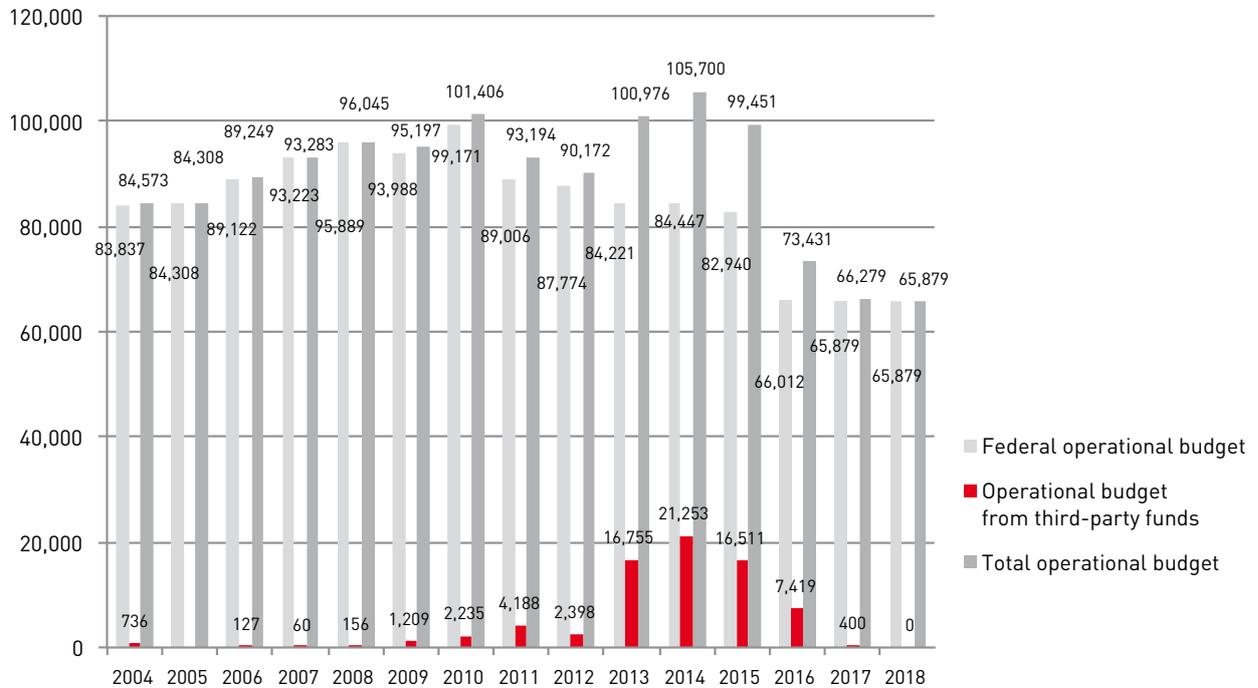
Thanks to its favourable rating by the European Commission (Six Pillar Assessment) in 2008, as of 2009 ADA is also able to acquire funds from the EC.

It has already taken related measures in some priority countries and above all has made use of the option of delegated cooperation and/or indirect management, where EC transfers budget funds and executive responsibility for programmes to partners.

FINANCING & PROGRAMMING OF FUNDS

Altogether, including the revised forecast up to 2018, appropriations are as follows:

Operational budget (in EUR thousands):⁷



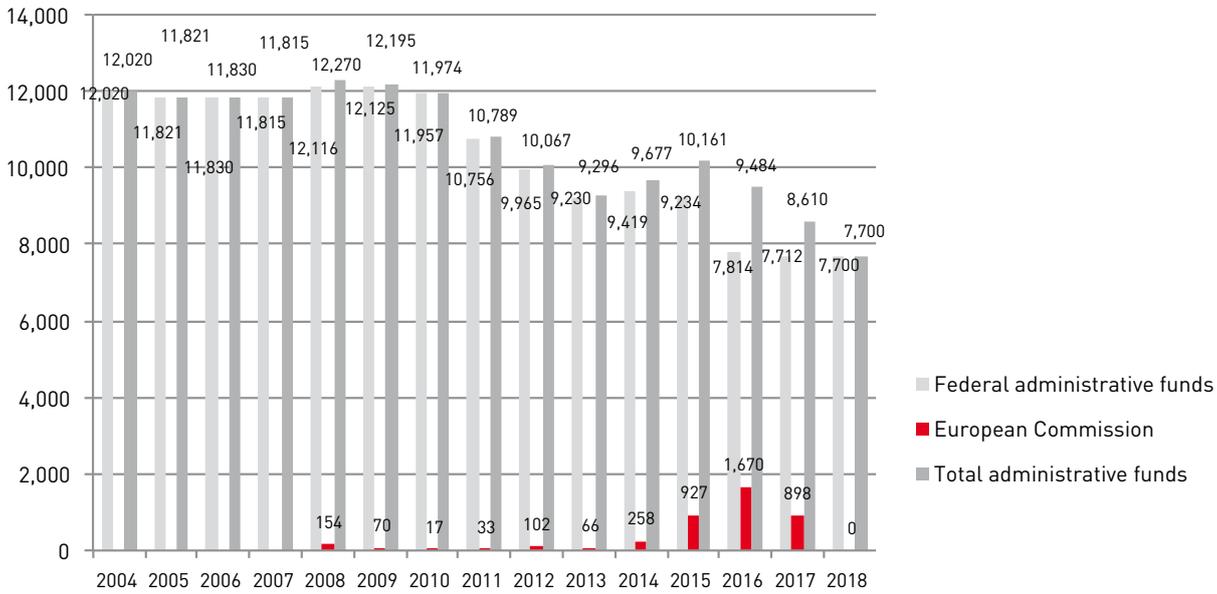
B. Administrative budget

The ADA administrative budget largely consists of the so-called basic payment. Based on the funds earmarked for DC in the Federal Finance Act of 2003 – 2004, the administrative budget for the founding year was set at EUR 11.7 million and carried forward unchanged until 2010. Since 2011, it has declined continuously to approximately EUR 8.795 million in 2014. The administrative budget for 2015 provided by FMEIA provides for carrying forward the funds from 2015. Besides the basic payment, however, in recent years ADA has also received additional administrative funds for conducting projects by the European Commission and other federal funds.

⁷ The 'federal operational budget' includes all funds that ADA receives from disparate federal ministries and the federal states to implement its measures.

Altogether, including the revised forecast up to 2018, appropriations are as follows:

Administrative budget (in EUR thousands):



Due to diminishing funds earmarked in the annual Federal Finance Act, an austerity programme was also drawn up in the first six months of 2009. Since 2010, for example, the network of representatives was curtailed along with the number of priority countries. The aim has been to focus on fewer countries and sectors, as also repeatedly recommended by the OECD/DAC Peer Review. Additional savings will be made, without, however, detracting from the quality of service delivery by ADA. Any further decrease in the annual administrative funds provided under the Federal Finance Act, would, however, make it generally difficult for ADA to maintain and upgrade the quality of its services on the same scale.

C. Programming of funds

Every year, ADA prepares an annual Programme of Work that takes into account the respective Three-Year Programme for its sector and especially its working priorities and goals. This programme and the annual budget, including the investment programme and financial and staffing plan for the subsequent year along with the revised forecast is appraised by the Supervisory Board and then approved by the FMEIA.

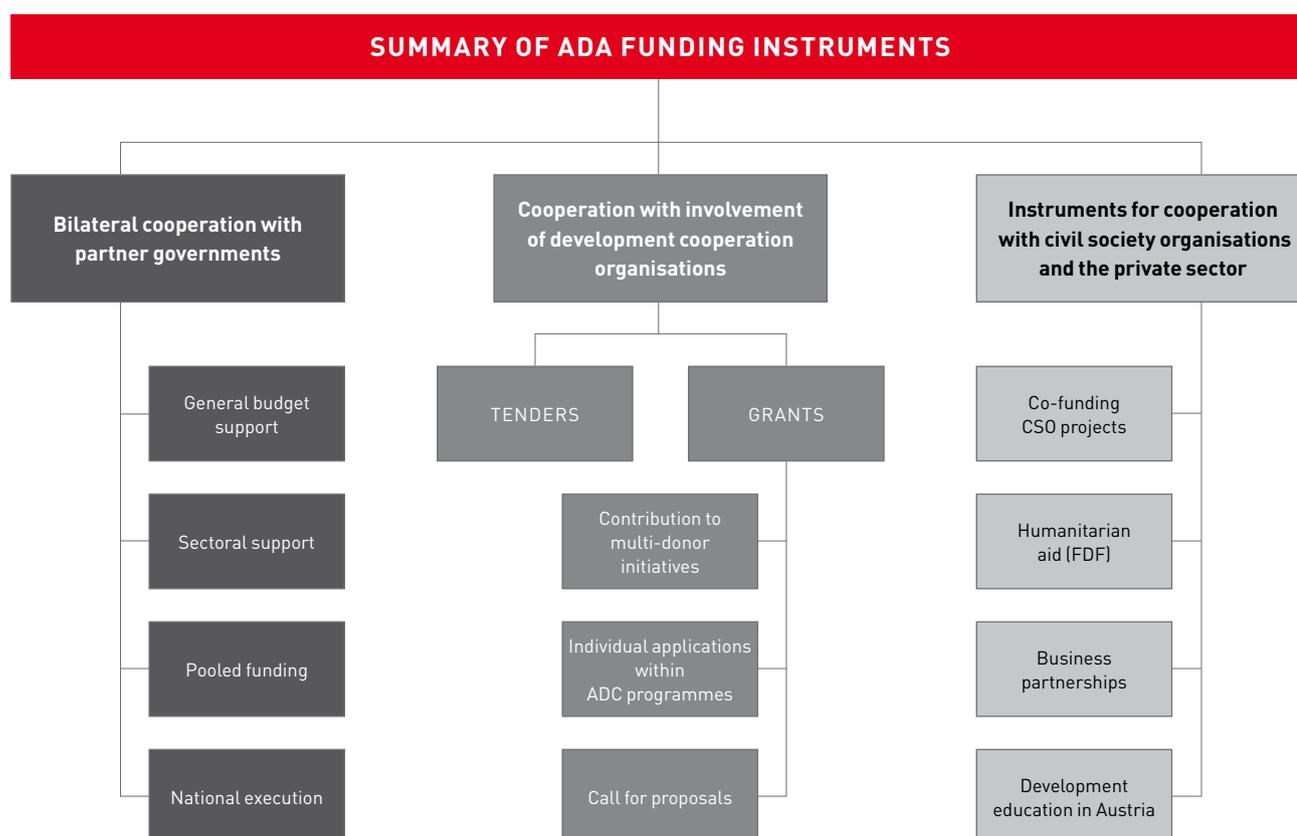
A photograph of three men in business attire looking towards the right. The man on the left is wearing a white shirt and a light-colored tie. The man in the middle has dreadlocks and is wearing a blue shirt. The man on the right is wearing a blue shirt. A red square is in the top left corner. The background is a blurred outdoor setting with a yellow wall and a white pipe.

6. Instruments

By applying instruments that are best suited to meet the respective local needs, the development cooperation work performed by ADA conforms with international provisions and the goals and operating principles of ADC. At the same time, the ADC coordination offices aim at ensuring the best, complementary mix of Austrian and European aid instruments.

A. Overview of ADA instruments

To conduct its projects and programmes, ADA makes use of the following instruments:



When selecting the respective instruments in keeping with the principles of the Global Partnership for Effective Development Co-operation and the EU Code of Conduct on Complementarity and Division of Labour, the following factors are taken into account:

- Specific general political, economic and social conditions in the partner country,
- Relevant government planning documents and/or related agreements between the government and donors and/or donors among each other,
- Experience gained by ADC and other donors with projects/programmes in the respective country and sector,
- Specifics of the sector where a programme or project is to be financed and the capacities of government and/or civil society institutions eligible as partners.

B. Bilateral cooperation with partner governments

The instruments of bilateral cooperation with partner governments aim at strengthening their ownership and the capacities of government institutions, reducing transaction costs and facilitating concerted donor assistance.

Under the Global Partnership for Effective Development Co-operation, donors have undertaken to substantially increase the ratio of their funds for administration via country systems and/or programme-based approaches.

So far, ADA has deployed instruments for direct partner country support and will continue to do this. Under the ADA Strategy for Budget Support drafted in 2010 both general budget support (to a lesser extent) and sectoral finance is granted. Experience to date clearly indicates that this has beneficial impacts on strengthening institutional capacities and partner country ownership and improving coordination and consultation among donors.

ADA instruments for bilateral cooperation with partner governments:

a) Budget support, sectoral finance (programme-based approaches):

Funds are transferred directly to the partner government; they are administered via the systems in the recipient country. There are two kinds of support:

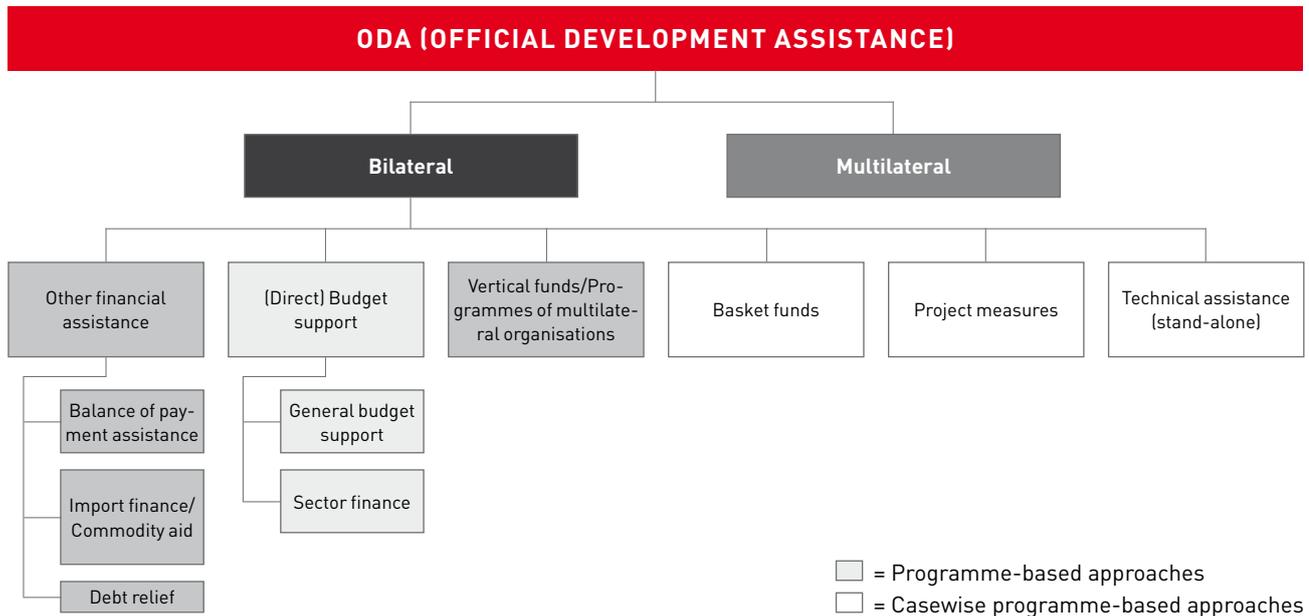
- General budget support, where assistance is given to the overall national budget and funds are not earmarked for a specific sector usually for a national development strategy.
- Sectoral finance, where the transferred funds are allocated for promoting selected sectors, mostly by means of direct budget support for a sectoral ministry.

b) Pooled funds/Joint financing arrangements:

- Several donors jointly finance national, regional and local projects and programmes.
- Funds are merged into a pool, with the same administrative regulations applying for all donors.
- The pool is managed by the recipient (country) or a (usually multilateral) donor.

c) National execution:

- Projects are carried out by national institutions and/or the administrative apparatus of the partner governments (based on bilateral agreements).
- Here, use is made of partner country institutions and their procedures are adopted.



Together with other donors, Austria also co-finances programmes agreed with the partner government in the form of pooled funds/joint financing arrangements. ADA largely adheres here to the standards set by the international community (e.g. the Nordic countries' Joint Financing Agreement).

Project finance under bilateral agreements, where national or subnational institutions and/or administrative divisions in partner governments act as implementing agencies, are largely conducted under the auspices of national execution. This means the adoption of partner country procedures, in procurement or financial administration and reporting, for example. This will remain a major instrument for ADA projects and programmes in the future.

ADA has made far more use of these instruments in recent years.

In keeping with the commitments entered into in Accra and Busan to apply more bilateral cooperation instruments with partner governments, ADA also intends to expand these in the next few years.

C. Bilateral cooperation involving DC organisations

Programmes and projects can also be carried out by international, national and local executing agencies. These are identified by means of calls to tender or – in the case of funding projects – application procedures or calls for proposals. In the funding sector, support is increasingly given to joint initiatives with other donors and projects and programmes by local development organisations.

ADA bilateral cooperation instruments involving DC organisations:

a) Contracts:

- Project executing agencies are solicited by means of public calls to tender under the Austrian Federal Public Procurement Act.
- ADA provides total finance.
- The initiative is taken and the service to be performed is specified by ADA.
- The contractor is obliged to provide services.

b) Funding:

ADA sets the main objectives and the exact content is defined and described by the funding recipient. There is no obligation to provide services. A distinction is made among the following:

- Contributions to multi-donor initiatives: joint funding of projects and programmes with other donors, e.g. contributions to funds with other donors, usually with a lead donor, for the purpose of greater aid effectiveness. An ADA in-house quality checklist has been drawn up for quality assurance.
- Individual applications in ADC programmes: The funding recipient takes the initiative. Only organisations can apply that conform with ADC objectives and principles as set out in DCA and they must make their own contribution.
- Call for proposals: ADA prescribes the specific objectives and anticipated results and calls for proposals for funding. This enables it to direct the substantive implementation of the Three-Year Programme. At the same time, the procedure sets an incentive for deploying the resources of non-governmental actors in ADC partner countries.

Overall, bilateral cooperation with the involvement of DC organisations is the most frequently used ADA instrument. It will continue to play a major role in the future as well.

D. Instruments for cooperation with civil society and the private sector

These instruments regulate co-finance for programmes/projects by Austrian civil-society organisations and humanitarian aid. ADA has funding guidelines for each instrument, tailored to partner capacities and activities, including business partnerships. Austrian businesses make a major contribution to economic, social and environmental development in ADC partner countries. Their local activities contribute technical expertise, management capabilities and private capital. In a win-win situation, private-sector engagement in developing countries affords Austrian business and industry and partner countries alike access to new markets and opportunities.

ADA instruments for cooperation with civil society and the private sector:

- a) Co-funding international civil-society projects/programmes:** Assistance is given to projects and programmes by civil-society organisations based in Austria that cooperate with local partner organisations. The projects/programmes must be based on the initiative of CSOs and geared to meet the specific needs of target groups in developing countries. The partner organisation is required to make its own contribution. Eligible for funding are framework programmes, EU additional financing measures, individual projects in developing countries in the South and East, projects/programmes for enhancing the effectiveness of civil-society initiatives and the secondment of experts to developing countries.
- b) Humanitarian measures:** Humanitarian measures are carried out by qualified actors, such as multilateral implementing partners (e.g. UN agencies and organisations of the Red Cross) or Austrian CSOs accredited with ADA. In the event of a humanitarian disaster, assistance is provided based on appeals for aid by multilateral implementing partners or via calls for proposals. Via contracting and with finance from FDF, ADC provides humanitarian aid with a particular focus on humanitarian measures and reconstruction.
- c) Business partnerships:** In cooperation with OeEB, ADA supports innovative business ideas with added developmental value. Eligible for funding are projects by companies that are committed to the welfare of the partner country, while also seeking commercial gain. These businesses must be headquartered in the European Economic Area (i.e. in the EU, Norway, Liechtenstein and Iceland) or in Switzerland. Term: 3 years, normal maximum funding of EUR 200,000 and under certain state aid provisions up to EUR 500,000.
- d) Development communication and education in Austria:** Projects by Austrian CSOs are eligible for ADC assistance if they contribute to developmental, educational, scientific, cultural, advocacy and campaign work in Austria. The partner organisation must make its own contribution. Assistance is provided for individual projects, programmes and EU additional financing measures.

ADA will seek to expand these funding facilities as budgetary resources allow.

7. Organisation



A. Organisation chart



Update: March 2015

B. Individual organisational units

As separate units, Organisational Development & Cross-Sectoral Issues, Evaluation & Statistics, Law and Public Relations & Development Communication and Education in Austria are directly answerable to the Managing Director. They are in charge of the following:

- Organisational development and support for management in corporate coordination
- Directing strategic evaluations of programmes and conducting project and programme evaluations, keeping statistics on Austrian official development assistance (ODA statistics reported by FMEIA to OECD/DAC), including compiling and analysing statistical data for policy decisions
- Legal advice
- Public relations to communicate all of ADC's services, preparing publications and administering the website, conducting and promoting national and international development-policy dialogue and setting up and promoting networks with civil-society actors, donors and the EC.

As decentral organisational units, the coordination offices are directly answerable to management, but professionally they report to the programme managers in the department Programmes and Projects International. Under an agreement between FMEIA and ADA, they officially act as development cooperation and/or technical assistance divisions in the respective responsible Austrian embassy and are registered accordingly with partner country authorities. Besides participating in development-policy dialogue in partner countries, they play a key role in supporting FMEIA in drafting country and regional strategies. They carry these out in cooperation with the partners, report on progress and continually assess their impact. In addition, the coordination offices ensure the efficient and sustainable implementation of projects and programmes financed by ADC and third parties in compliance with ADA programme principles and proper monitoring and provide feedback from relevant new development-policy experience and trends in the partner countries to Head Office as a basis for future decision-making. The coordination offices also perform many other tasks. These include coordinating activities of relevance to Austrian development policy (so-called 'hub' function, for example for the Federal Economic Chamber, and as part of the whole-of-government approach for different ministries and national governments) and advisory services for other Austrian ministries that go beyond the above-described core tasks to advance coherence and quality assurance in development policy. In addition, the coordination offices perform public relations work and consular activities – especially those offices that are stationed in developing countries where no Austrian embassy is located.

The department Programmes and Projects International is made up of four units. The unit Countries & Regions comprises sub-units in charge of implementing country and regional strategies in the key regions and priority countries together with the coordination offices. As of June 2009, the department is also responsible for funds from ADF administered by ADA on behalf of FMEIA. The unit Themes & Quality oversees substantive quality assurance in planning and implementing ADC programmes and provides the requisite professional competencies for the priority ADC themes stipulated in the Three-Year Programme. The unit Private Sector & Development makes an effective contribution to improving the framework for facilitating private-sector engagement and strengthening the business enabling environment in ADC partner countries. The business partnership programme is also located in this unit. The unit Civil Society International implements multi-year projects and programmes by CSOs together with local partner organisations in developing countries. The aim is to improve the conditions of life for people and strengthen civil society in partner countries. Media officers are appointed in each unit, of the department Programmes and Projects International to ensure accurate reporting on all ADA Activities.

The department Finance, Accounting and Control comprises budgeting, financial accounting and control as well as auditing. The unit Budget, Finance and Accounting is in charge of auditing invoices for all programmes and projects financed by ADA and from third-party funding (including co-financing projects) and for auditing the expenditure of the coordination offices and the central administrative units. It also verifies the accuracy and financial adequacy of financing agreements before finalisation. The unit Reporting and Financial Accounting is in charge of all financial accounting in ADA.

The unit General Administration is in charge of human resources (including human resource development and further training – see 8.), procurement, logistics, facility management and IT. The IT Management unit deals with all information technology agendas. The sectors Human Resource Management and Facility Management and Logistics are directly subordinate to the departmental head.

C. Quality assurance – monitoring, supervision, evaluation and internal control system

To assure the quality of ADA-financed programmes/projects, the agency can draw on comprehensive project cycle management and supervisory systems: As early as the planning stage, project documents and projects/programmes are appraised for their compliance with ADA quality criteria and legal provisions. The proper and contractually agreed implementation of projects/programmes is verified by ADA at periodic intervals and the experience and findings gained included in planning new measures. The organisations that receive ADA finance for projects/programmes bear responsibility for monitoring their execution. ADA – especially the coordination offices and the department, Programmes and Projects International – ensure that monitoring is properly conducted (measure appraisal) and that contractually agreed services are actually delivered.

In its financial control, the department, Finance, Accounting and Control assesses whether statements tally with the agreed budget, all invoiced items have been actually documented and the related services rendered. Distinct from financial control is the function of independent evaluation, which is solely concerned with the quality of programmes and projects financed by ADA after completion.

Monitoring, supervision and evaluation ensure that the impact and actual benefit of projects/programmes for the relevant target group can be ascertained and assessed as precisely as possible and countermeasures can be taken where required. These findings can then be used for future programmes and projects. This procedure facilitates systematic learning from experience both for quality assurance and programming and for implementation.

To ensure compliance with legal provisions, correct and reliable accounting and the protection of assets and information, ADA also operates a comprehensive, continually updated internal control system. This includes, for example, the ADA time recording system, regulations on secondary employment, measures for IT security, the consistent application of the dual control principle, documentation of key procedures for all departments, the definition and establishment of project cycle management, the preparation and continuous updating of an organisation manual and holding risk management meetings. These are convened twice a year to take measures to mitigate identified risks.

Via outsourced internal auditing, independent audits of operational and administrative procedures and ADA in-house supervisory procedures are performed for the continuous quality improvement of ADA operations. Proper financial conduct by ADA is in turn audited every year as part of the annual financial statements by an auditing company recommended by the Supervisory Board and commissioned by the General Meeting. The annual financial statements are published each year in the ADA Management Report.

D. Organisational development goals for the coming years

For the coming years, ADA as an organisation has set itself the following development goals:

ADA is committed to performance, dedication and individual responsibility.

This is why an organisation-wide management by objectives system (MbO) will be introduced, including performance assessments of personnel in a socially acceptable form. This means that the objectives must be realistic and agreed on so that they can be achieved by staff with due effort and lead to the anticipated result. This kind of MbO system will strengthen leadership and commitment to performance and adapt the current error and conflict culture to the needs of a modern development organisation. It will include the establishment of new feedback mechanisms. Staff interviews, for example, will be used as the basis for aiming at results and achieving objectives. The MbO approach and the performance appraisals will be established at all levels – including continuing education – to be able to respond adequately to rapid developments and the changing complex environment.

ADA will continue its development into a competency centre of Austrian Development Cooperation, while also sharpening its profile as a central federal development agency.

It will enhance its corporate identity, upgrade its competencies – also in the administration of third-party funds – and press ahead with efforts to become an efficient and effective service-based organisation with a clearly-defined and modern operational design. It will also analyse its organisational and operational structure in keeping with current resources and future demands and reform these if necessary. All ADA structures – from in-house division of responsibilities to lists of tasks – will be reviewed for their ability to meet client needs. Consideration will also be given to how far arrangements can be made for in-house staff rotation and rotation between FMEIA and ADA. To ensure the most effective and efficient resource use possible, operations and procedures, formats and instruments will be further standardised, simplified and streamlined.

After in-house operations and organisational units were centralised during the first four years following the foundation of ADA, responsibilities were then decentralised from 2008 to 2010 and delegated to the coordination offices. As local organisational units in the ADC priority countries, these are entrusted with many competencies. This decentralisation process was interrupted by the closure of some coordination offices due to budgetary constraints. The intention, however, remains to precisely define the role and competencies of the coordination offices and accord them budgetary sovereignty within specific general limits. This will facilitate effective and sustainable local programme work, simplify administration and raise efficiency. To be able to perform their various tasks as representatives of ADC, the coordination offices must be equipped with the requisite human, financial and technical resources.

In tandem with the MbO system, a comprehensive in-house error handling system, a learning culture and feedback mechanisms in all directions will also be introduced.

By upgrading its corporate culture in this way and expanding its quality and knowledge management system, ADA aims to become a learning organisation.

Also planned is the establishment of exchange platforms, such as communities of practice and adequate technological instruments, especially IT tools, such as Intranet (including social media functions) for the efficient and effective planning of procedures and operations.

ADA Head Office will remain responsible for strategic management and quality assurance to harmonise the overall system.

8. Human resources



A. Staffing

In 2014 (as at 18 Dec. 2014), 143 personnel were employed at ADA, almost 60 per cent of whom are women. These 143 employees equal 137.78 full-time positions. Of these, altogether 11 members of staff (11 full-time positions) were financed from third-party funds and three from the operational budget. One member of staff was financed from FMF administrative funds, the others from the basic payment budget. As at 18 December 2014, altogether five junior professional officers were also employed at ADA (4.5 full time positions).

ADA ensures that personnel costs stand in reasonable relation to the development funds administered by it and the tasks assigned to it and reports every quarter on human resource developments to its Supervisory Board.

B. Selection of personnel

ADA needs enough qualified specialists and administrative staff to perform its tasks. In transparent application procedures, the company advertises publicly and/or issues external or in-house calls for expressions of interest. Job descriptions tailored to the respective tasks provide the basis for qualification profiles for each individual position.

C. ADA as an attractive employer

Even under general budgetary restrictions, ADA will still seek to be an attractive employer for its personnel.

Flexible working time schemes, extensive training facilities (including individual further training options) and diverse benefits as well as the promotion of junior staff in junior professional officer programmes are exemplifying these ambitions. Great emphasis will be placed on occupational health, including measures such as a vaccination campaign and medical advice.

D. Human resource development

Besides the further training measures already mentioned, secondments from ADA Head Office in Vienna to the local coordination offices afford staff an additional opportunity to advance their careers and gain experience, know-how and skills. Arrangements will be made to extend possibilities here in future. Generally, we shall pay even greater attention to identifying career opportunities and scope for development as well as to job rotation in future. Among other things, ADA will assess the potential for in-house rotation and possible rotations with FMEIA (see also 7.d.), although this cannot always be carried out properly without preparatory or accompanying measures (training, familiarisation with tasks etc.). In this connection, departmental, executive unit and unit head positions will only be occupied for four years each in future, with possible re-appointments.

Assignments as part of technical assistance afford additional career opportunities. Besides agreed objectives for the next calendar year, superiors and members of staff will also decide jointly on possible room for development and further training needs in staff interviews.



9. Sustainability & corporate social responsibility

ADA is committed to sustainability and corporate social responsibility (CSR) at all levels.

As the federal agency responsible for sustainable development in partner countries, ADA is aware that this status entails special responsibility and is therefore looking to play a spearheading role in sustainability and in CSR.

Among other activities, ADA takes active part in the United Nations Global Compact. In this strategic initiative, enterprises undertake to adhere in their business activities and strategies to ten universally recognised principles in human rights, labour standards, environmental protection and anti-corruption. ADA does not view this simply as a guideline for its development-policy measures, but also as a holistic approach to be adopted as part of socially and environmentally responsible corporate management. In coming years, it will draw up an appropriate list of goals and devise a reporting system for this.

As well as the Global Compact, ADA aligns its operations with the EC Green Paper, which defines CSR as a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis. Other major international guidelines for ADA include the OECD Guidelines for Multinational Enterprises and the ISO Standard 26000 – Guidance on Social Responsibility. Based on this commitment and the cited basic international documents, ADA has laid the following foundation and put measures into place at the policy, social and environmental management level:

Policy level

Besides its participation in the UN Global Compact, at policy level, ADA has a binding code of conduct and a guideline on accepting gifts and responding to invitations.

Both documents are obligatory directives for members of staff on how to deal with conflicts of interest or invitations. To prevent misuse of funds, ADA is currently setting up a whistleblower system where in suspicious cases personnel, project partners and third parties can confidentially approach an ombudsperson. In consultation with FMEIA, via policy dialogue ADA also exerts influence on compliance with international human rights standards in partner countries. It takes part in policy processes, such as the preparation of a national action plan to draw up a nationwide CSR scheme.

Social level

In the health sector, vaccination campaigns and preventive examinations are conducted periodically within ADA. Workplaces are regularly checked for compliance with health standards.

Equal opportunities and the promotion of persons with disabilities are key concerns of ADA.

Gender equality and disabilities officers provide individual advice and ensure that publications (e.g. lead articles in the World News magazine) are written in easily understandable language and that ADA events are accessible to disabled persons. Time devoted to child care is credited in ADA as a period of prior employment. ADA also offers flexible working time schemes (part-time, flexitime), a human resource development and continuing education scheme (see also 8.d.). Staff satisfaction is also regularly assessed and responses made to complaints. Each project/programme is assessed as to whether it complies with gender equality criteria and takes persons with disabilities into account.

Environmental management level

In-house, ADA employs an environmental and waste management officer, operates a waste management scheme and provides emission compensation for business trips, which all contribute to meeting its environmental responsibilities. It has given initial consideration to green meetings and its ecological footprint and will be taking additional measures in this area. Products consumed by ADA staff (such as coffee) are procured in keeping with the fair trade principle. Care is also taken to employ re-usable containers.

Each programme/project is appraised for its conformity with all environmental criteria.

Countermeasures are taken if it fails to meet these criteria. With the involvement of the environmental and waste management officer, a scheme will be drawn up for the ADA Head Office by mid-2016 to merge the present individual approaches (waste management scheme, CO₂ emission compensation for business trips) and ideas into a coherent approach for facility management (room climate, energy and water efficiency, cleaning), procurement, waste management and mobility. This will also comprise a list of objectives and a monitoring system. As far as possible, targets and measures for coordination offices will also be included.

All these measures in the three CSR sectors will be upgraded and upscaled in the coming years and merged in a practicable scheme. Many measures will be taken in particular in diversity management, gender equality, the improvement of work-life and work-family balance and inclusion.

Annex 1

Factsheet: Austrian Development Agency

ADA is the operational unit of ADC. It is a public-benefit, non-profit, limited liability company (GmbH).

Owner: Republic of Austria

Owner's representative: FMEIA

Supervisory Board: 12 members, period of office 4 years (6 members from FMEIA⁸, 1 from FMF, 1 from FMSRE, 1 from the Federal States Liaison Office, 1 from FMLSACP, 1 from FMAFEWM, 1 employee representative)

Operational budget 2014: approx. EUR 108 million (funds from the Republic of Austria and third parties).

Administrative budget 2014: approx. EUR 9.5 million (basic payment from the Republic of Austria, project administration costs from third-party funds)

Our vision: We are the leading Austrian and internationally recognised competency centre for sustainable global development and poverty reduction.

Our mission:

- We are the federal agency for ADC and make a transparent contribution to processes of change as partners.
- As a modern service company, we provide our partners with resources and expertise.
- By implementing programmes and projects worldwide oriented towards the needs and rights of people in our partner countries, we foster inclusive growth involving broad population groups and reduce poverty.
- We co-shape international policy dialogue, advise policymakers, business and industry on development-policy issues and raise awareness of global interrelations.
- We advocate greater coordination in European engagement (EU MS, DEVCO, EDF), which could mobilise additional resources and raise effectiveness.
- We provide support to our partner countries in their own, sustainable development and ensure the effective allocation of resources.
- In our partner countries, we work towards economic growth, improving the framework for private-sector engagement and the sustainable development of entrepreneurial synergies.

Our values: sustainability; equity & solidarity; democracy, commitment to political participation, good governance, human rights & rule of law; integrity, transparency & responsibility; trust, respect & mutual consideration; performance, dedication & individual responsibility.

Our priority countries: We currently conduct approx. 550 projects and programmes primarily in our eleven priority countries: Ethiopia, Burkina Faso, Mozambique, Uganda, Bhutan, Armenia, Georgia, Moldova, Albania, Kosovo and the Palestinian Territories.

Our priority themes:

1. Water, energy and climate protection, agriculture and forestry
2. Private sector and development
3. Human security, human rights and rule of law

Our cross-cutting themes:

1. Gender equality
2. Education and capacity development
3. Environment and climate change

⁸ A representative of FMF and a former member of the Financial Procurator's Officer currently occupy two FMEIA seats on the ADA Supervisory Board.

Our organisation: Approx. 150 employees work in the following organisational units:

1. Managing Directorate, Executive Units (Organisational Development & Cross Sectoral Issues, Statistics & Evaluation, Law, Public Relations & Development Communication and Education in Austria)
2. Department – Programmes and Projects International (Units – Countries & Regions; Private Sector & Development; Themes & Quality; Civil Society International)
3. Department – Finance, Accounting and Control (Units – Reporting and Financial Accounting; Budget, Finance, Accounting, including Auditing)
4. Department – General Administration (Human Resource, Facility Management & Logistics and Unit IT-Management).
5. A total of nine coordination offices in our priority countries, two representation offices in the Palestinian Territories, an office in Yerevan and the office for EU financed projects in Belgrade.

Annex 2

Corporate objectives and indicators

Theme	Objectives	Indicators
A. Cooperating effectively	1. When identifying measures for implementation, ADA aligns itself with the development plans and substantive and procedural directives of the ADC priority countries, key regions and global initiatives.	<ul style="list-style-type: none"> - Programme/project documents take greater account of relevant partner strategies and development plans.
	2. ADA supports the establishment and development of systems and capacities in partner countries for implementing programmes and projects and makes active use of these.	<ul style="list-style-type: none"> - Number of programmes and projects in implementation using partner-country systems. - Total ADA funds using partner-country systems. - Share of projects that include capacity building.
	3. Management for measurable results to international standards is mainstreamed in all working areas and project phases and consistently applied and verified.	<ul style="list-style-type: none"> - Management for results has been mainstreamed in all standard documents and other relevant (project) documents. - The number of project and programme evaluations that provide clear information on results has risen. - An impact assessment study is conducted every year whose findings are accounted for in project and programme management.
	4. The potential of the private sector is harnessed better and cooperation and partnership with the private sector has been stepped up.	<ul style="list-style-type: none"> - Number of projects with the participation of the Austrian private sector. - Total number of private-sector projects. - Number of priority countries where the private sector is a thematic priority.
	5. Strategic partnerships with civil society are in place as part of the future development of the funding instruments of Civil Society International.	<ul style="list-style-type: none"> - Funding guidelines are in effect for strategic partnerships. - The results achievement of strategic partnerships is regularly reviewed.

Theme	Objectives	Indicators
B. Strengthening competencies	6. ADA has sharpened its profile as a recognised competency centre and implementing partner for other donors.	<ul style="list-style-type: none"> - Amount of finance allocated on behalf of other donors. - Number of donors engaged in cooperation.
	7. By systematically upgrading its professional and methodological competency, ADA will gain increasing recognition as a federal agency.	<ul style="list-style-type: none"> - Number of ministries and federal states that deploy funds via ADA and amount of funds. - Specialist and methodological areas have been expanded, e.g. project finance management, indirect management, project management. - The number of further training courses in the related specialist and methodological areas has been raised.
	8. Needs-based cooperation is conducted with universities and research institutes to assure thematic expertise.	<ul style="list-style-type: none"> - Number of ADA personnel with an academic teaching post or functions in university and research bodies. - Contributions made by institutions to support the further professional development and improve the quality of ADA projects and programmes.
	9. The cost efficiency and quality of corporate capacities and procedures has been measurably improved.	<ul style="list-style-type: none"> - A management by objectives system has been established. - Objectives have been agreed with each member of staff. - A quality management system has been established. - An efficient and modern knowledge management system has been introduced.
	10. The role of the coordination offices has been strengthened as local hubs/coordinating agencies.	<ul style="list-style-type: none"> - Scope of activities for public actors. - Scale of financial contributions by public actors.
C. Promoting and imparting knowledge	11. ADA takes active part in development-policy dialogue and knowledge exchange in national and international platforms.	<ul style="list-style-type: none"> - Number of active participations in development-policy discussions and events.
	12. There is greater awareness of DC and global interrelations and more commitment for global sustainable development in education, science and culture.	<ul style="list-style-type: none"> - Number and quality of projects that promote substantive and methodological diversity in development communication and education. - Reflection in current opinion polls. - Number of civil-society organisations that make contributions with their own initiatives/project and programme tasks to development communication and education in Austria.
	13. The services provided by ADC are widely known. Information is provided on their beneficial impact on people in partner countries and in Austria.	<ul style="list-style-type: none"> - The public image of ADA has been enhanced (opinion polls). - Thematic coverage in national media has been increased (clippings, publications). - Increased number of media contributions. - Increased number of views in social media.

