



Australian Government
**Australian Centre for
International Agricultural Research**

ACIAR

ANNUAL REPORT 2020-21



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For enquiries about this annual report and general information, please contact:

Australian Centre for International Agricultural Research
GPO Box 1571 Canberra ACT 2601
Phone: +61 2 6217 0500
Email: aciar@aciar.gov.au
Website: www.aciar.gov.au

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Letter of transmittal



Australian Government
**Australian Centre for
International Agricultural Research**

GPO Box 1571
Canberra ACT 2601

ACIAR House, 38 Thynne Street
Fern Hill Park, Bruce ACT 2617

T +61 2 6217055
T +61 2 6217055
E aci-ar@aci-ar.gov.au
ABN 34 864 955 427

29 September 2021

Senator the Hon. Marise Payne
Minister for Foreign Affairs
Parliament House
Canberra ACT 2600

Dear Minister

It is my pleasure to present to you the annual report of the Australian Centre for International Agricultural Research for the financial year ending 30 June 2021.

The report has been prepared in accordance with all applicable obligations of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), including section 46 which requires that an annual report is provided to our Minister for tabling in Parliament.

This report includes the audited financial statements of ACIAR as required by section 43 of the PGPA Act.

As required by section 10 of the Public Governance, Performance and Accountability Rule 2014, I certify that I am satisfied that our agency took all reasonable measures to prevent, detect and deal with fraud relating to the entity, including:

- conducting fraud risk assessments
- having in place an appropriate fraud control plan
- having in place appropriate mechanisms for preventing, detecting, investigating and reporting fraud.

In presenting this annual report, I acknowledge the important contribution to international agricultural research made by ACIAR staff and partner research organisations, for the benefit of partner countries in the Indo-Pacific region and Australia.

Yours sincerely

Professor Andrew Campbell
Chief Executive Officer



ACIAR
EST. 1982



Abbreviations and acronyms

AC	Companion of the Order of Australia
ACIAR	Australian Centre for International Agricultural Research
ACIAR Act	<i>Australian Centre for International Agricultural Research Act 1982</i>
AICD	Australian Institute of Company Directors
AM	Member of the Order of Australia
ANAO	Australian National Audit Office
APAARI	Asia Pacific Association of Agricultural Research Institutions
APS	Australian Public Service
BA	Bachelor of Arts
Bappenas	Ministry of National Development Planning (Indonesia)
CABI	Centre for Agriculture and Bioscience International
CEO	Chief Executive Officer
CGIAR	formerly the Consultative Group on International Agricultural Research
Commission	Commission for International Agricultural Research
CoSAI	Commission on Sustainable Agricultural Intensification
Council	Policy Advisory Council
CSIRO	Commonwealth Scientific and Industrial Research Organisation (Australia)
CultiAF	Cultivate Africa's Future
DFAT	Department of Foreign Affairs and Trade (Australia)
EL	Executive Level
FAIAS	Fellow of the Australian Institute of Agricultural Science
FTSE	Fellow of the Australian Academy of Technological Sciences and Engineering
EPBC Act	<i>Environmental Protection and Biodiversity Conservation Act 1999</i>
FOI Act	<i>Freedom of Information Act 1982</i>
FTE	full-time equivalent (staff)
FTSE	Fellow of the Australian Academy of Technology and Engineering
GST	goods and services tax
GAICD	Graduate of the Australian Institute of Company Directors
FAICD	Fellow of the Australian Institute of Company Directors
KGF	Krishi Gobeshona Foundation (Bangladesh)
NAQIA	National Agriculture Quarantine and Inspection Authority (Papua New Guinea)
No.	number
ODA	Official Development Assistance
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
PNG	Papua New Guinea
RPM	Research Program Manager
SES	Senior Executive Service (of APS)
WorldVeg	World Vegetable Centre

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About ACIAR

Research that works for developing countries and Australia

The Australian Centre for International Agricultural Research (ACIAR) is the Australian Government specialist agricultural research-for-development agency, within the Australian aid program.

Vision

ACIAR looks to a world where poverty has been reduced, and the livelihoods of many improved through more productive and sustainable agriculture emerging from collaborative international research.

Mission

To achieve more productive and sustainable agricultural systems, for the benefit of developing countries and Australia, through international agricultural research partnerships.

Enabling legislation

ACIAR is established by the *Australian Centre for International Agricultural Research Act 1982*, as amended. Also established under the Act are the Commission for International Agricultural Research and the Policy Advisory Council.

Responsible minister

ACIAR is part of the Australian Government Foreign Affairs and Trade portfolio, and is accountable to the Minister for Foreign Affairs, Senator the Hon Marise Payne.

Governance

ACIAR has an executive management governance structure headed by the Chief Executive Officer, who reports directly to the Minister for Foreign Affairs.

CEO review



Professor Andrew Campbell FTSE, FAICD
Chief Executive Officer

The 2020-21 financial year began with the world gripped by the worsening COVID-19 pandemic (the sixth major zoonotic disease since 1980) which has exposed and exacerbated existing vulnerabilities in food systems around the Indo-Pacific region. The pandemic has also illuminated the crucial ‘shock absorber’ role played by agriculture, not just in sustaining food production, but in absorbing significant movements of people and providing useful work.


During the last 12 months, ACIAR implemented a range of organisational changes that were initially triggered by our COVID-19 response, but reflect longer-term changes to our operating environment.

Our research programs are managing significant disruption from the impacts of the pandemic, particularly travel restrictions, with consequent changes to project personnel and modes of delivery. As a result, in-country partners are stepping up to take more leadership and carriage of fieldwork.

Capacity building programs have moved to mostly online delivery, but at the same time we have engaged our alumni network more actively in country. Multilateral activity is more frequent and intense, especially around the One CGIAR reform process. Country Network staff have endured even more disruption, with COVID-19 resurgent in most partner countries, and many of our staff working from home with limited connectivity for extended periods.

In September 2020, we welcomed the new membership of the Commission for International Agricultural Research (the Commission). Despite virtual introductions with online inductions and meetings, the new commissioners quickly engaged and have made a significant contribution to our strategic direction. The new commissioners have also helped in advocating the value of ACIAR-funded research to Australian farmers, rural industries and regional communities.

As we continue to grapple with the multifaceted and far-reaching implications of the COVID-19 pandemic, it is clear that the reasons for which ACIAR was established are more compelling than ever: Australia’s deep and broad scientific expertise in sustainable and resilient food systems is a strategic national asset, as we work with partners across the region to tackle the intersecting challenges of health security, food security, water security and biosecurity – which all ultimately feed into our own national security.



Despite the disruptive influence of the pandemic in every facet of our operation, and the very heavy impact of the COVID-19 disease in some of our partner countries, 2020–21 was a successful year of innovation, consolidation and achievement for ACIAR.

I am very confident that in 2020–21, notwithstanding the biggest disruption in a generation, ACIAR delivered very effectively against its statutory mandate.

I was delighted to receive advice that my role as Chief Executive Officer of ACIAR would be extended for a further 2 years. I am proud to lead an organisation with such a vital mission, staffed by highly committed, talented people doing an outstanding job in challenging circumstances.

I am also grateful for the advice and support that ACIAR receives from the eminent experts on the Commission chaired by Mrs Fiona Simson, and the Policy Advisory Council (the Council), chaired by Professor Wendy Umberger. ACIAR benefits from outstanding staff in Australia and our 10 country offices, expert advisors on the Commission and Council, and dedicated scientists within our research partners in Australia and our partner countries. Collectively, these people are our major asset in delivering the far-sighted mandate set by the founders of ACIAR in the early 1980s – a mandate that remains more relevant today than ever.

ACIAR objectives

The purpose of ACIAR is to contribute to reducing poverty and improving the livelihoods of many in the Indo-Pacific region through more productive and sustainable agriculture emerging from collaborative international research.

The work of ACIAR, targeted at the agriculture, fisheries and forestry sectors, is part of Australia's broader development assistance program, supporting research collaboration while emphasising individual and institutional capacity building and private sector-led development.

As set out in the *Australian Centre for International Agricultural Research Act 1982*, our core business is to:

- » commission research to identify and find solutions to the agricultural problems of developing countries
- » communicate the results of that research
- » establish and fund training schemes and development activities related to those research programs
- » fund international agricultural research centres.

ACIAR works towards 6 strategic objectives, as set out in the ACIAR 10-Year Strategy 2018–2027, guiding all our partnerships, programs and projects. Of these objectives, 3 build knowledge to underpin crucial development objectives and 3 ensure that our work is equitable, inclusive and empowering.

Our research partnerships build knowledge to underpin our 3 development objectives.

- » **Food security and poverty reduction:** improving food security and reducing poverty among smallholder farmers and rural communities.
- » **Natural resources and climate change:** managing natural resources and producing food more sustainably, adapting to climate variability and mitigating climate change.
- » **Human health and nutrition:** enhancing human nutrition and reducing risks to human health.

ACIAR works to ensure that its research-for-development programs are equitable, inclusive and empowering:

- » **Gender equality and women's empowerment:** improving gender equity and empowerment of women and girls.
- » **Inclusive value chains:** fostering more inclusive agrifood and forestry value chains, engaging the private sector where possible.
- » **Capacity building:** building scientific and policy capability within our partner countries.

Our objectives are consistent with the purpose stated in our enabling legislation and reflect the policy imperatives of the Australian Government.

They also align with and contribute to the broader goals of the Australian Government Official Development Assistance (ODA) program and the Sustainable Development Goals of the United Nations 2030 Agenda for Sustainable Development.

ACIAR builds and fosters science and policy partnerships to achieve its objectives. Through these partnerships, we grow the knowledge base for sustainable farming and food systems, which in turn improves livelihoods of smallholder farmers, fishers and forest growers in our partner countries.

We report our 2020–21 work against 3 key areas of performance, as set in the Portfolio Budget Statements:

1. global research collaborations
2. bilateral and regional research partnerships
3. capacity-building activities.



Global research collaborations

Through global research collaborations, ACIAR works with development partners to pursue shared goals. Boosting food and nutrition security and food system resilience, tackling climate change impacts and managing water and biosecurity risks are global challenges, affecting all countries. It makes no sense for every country to try to do all its own research on these issues unilaterally. We support multilateral partners because they have strategically valuable, place-based physical and intellectual assets. They perform an important strategic role in the production of global public goods through agricultural research-for-development, achieving economies of scale, and avoiding duplication and inefficiencies.

Chief among our multilateral collaborations is CGIAR – the world’s largest agricultural innovation network. As part of its mandated role, ACIAR has managed Australia’s contribution to CGIAR since 1982. Australia has high-level representation on CGIAR governance bodies, which in 2020–21 included the System Council and its Strategic Impact Monitoring and Evaluation Committee, and advisory bodies for new research initiatives. Australia’s expertise in, and commitment to, international agricultural research is reflected in ACIAR staff and Australian research leaders involved from on the ground activities through to positions of international leadership.

The CGIAR comprises 15 international agricultural research centres dedicated to reducing rural poverty, increasing food and nutrition security for human health and improving natural resource systems and ecosystem services. It hosts the most important gene banks for the world’s major food crops.

With a presence in more than 70 countries, and a deep knowledge of local customs, values and markets, CGIAR research centres employ approximately 9,000 people and work closely with more than 3,000 partner organisations. These include national and regional research institutes, civil society organisations, academia and the private sector.

The CGIAR, which celebrated its 50th anniversary in 2021, is closely connected to the global development agenda. It conducts world-class, interdisciplinary research that combines biophysical and social sciences to deliver development impact at scale, with an annual budget of about USD\$900 million.

During 2020–21, CGIAR was involved in a significant reform, moving from a network of independent international research centres, currently primarily focused on agricultural commodities, to a more cohesive ‘One CGIAR’ structure under a common board focused on food systems transformation in changing climates. ACIAR has been deeply engaged in the reform process, particularly with a view to implications for the Indo-Pacific region.

CGIAR has demonstrated impressive economic, social and environmental returns on research investment. Over the past 5 decades, the benefits of CGIAR investment have been independently assessed to be around tenfold for each dollar invested, which is primarily due to enhancing the yields of staple food crops in developing countries. There are, however, additional less-easily measured payoffs such as greater food abundance, cheaper food, reduced rates of hunger and poverty, and a smaller geographical footprint of agriculture. In addition, CGIAR research outputs have helped keep Australian farmers competitive in world markets, by increasing yields and reducing costs. CGIAR germplasm has been incorporated into, and has greatly improved, Australian plant and livestock breeding programs.

In addition to the CGIAR, during 2020–21, ACIAR continued its engagement with international agricultural research centres and networks, including:

- » The Pacific Community (SPC)
- » Asia-Pacific Association of Agricultural Research Institutions (APAARI), chaired by ACIAR in 2020–21
- » World Vegetable Centre (WorldVeg)
- » Centre for Agricultural Biosciences International (CABI)
- » Global Research Alliance for Agricultural Greenhouse Gases (GRA).

Co-investment alliances were also further developed to facilitate programs with:

- » Coconut Genetic Resources Network
- » Pacific Plant Biosecurity Partnership
- » The Canadian International Development Research Centre (IRDC)
- » Alliance for Agricultural Research and Development for Food Security (partnership with Syngenta Foundation for Sustainable Agriculture and the Crawford Fund)
- » Australian Government Department of Foreign Affairs and Trade (DFAT).

Australia is a member and current chair of the Global Research Alliance for Agricultural Greenhouse Gases (GRA), a global collaboration finding ways to grow more food without increasing greenhouse gas emissions. ACIAR represents Australia on the GRA, succeeding Indonesia as the chair. It was a privilege to host, on behalf of Australia, the very successful annual council meeting of the GRA in March 2021. The webcast meeting involved delegates from more than 50 countries and 20 partner organisations. The meeting marked the start of Australia's one-year term as chair of the 65-country alliance, providing an opportunity for greater visibility among Australian stakeholders.

In collaboration with many of our partners, 2020–21 has been a year of enhanced global engagement, with ACIAR contributing to and convening numerous activities in preparation for transformative events like the UN Food Systems Summit (UNFSS) and the UN Framework Convention on Climate Change Conference of the Parties (COP26) in late-2021.



Bilateral and regional research partnerships

Our research program brokers and manages bilateral and regional research partnerships with countries in the Indo-Pacific region. These partnerships tackle challenges facing the productivity, profitability and sustainability of smallholder farming and fishing livelihoods in developing countries.

During 2020–21, ACIAR:

- » worked with more than 400 organisations from Australia and partner countries
- » managed a portfolio of 237 ongoing and new projects.

Amid the disruption of the COVID-19 pandemic, ACIAR-supported projects continued to yield benefits at individual, community and institutional levels in our partner countries. Diverse project results reflect the program areas in which ACIAR invests – the key sectors of crops, fisheries, forestry, horticulture and livestock; sciences that support the resource base (soil and land management, water and climate), and the science to generate economic and social benefit (agribusiness and social sciences). However, due to the pandemic, the majority of projects experienced delays, with some requiring substantial redesign, including adjustment to objectives, methodologies and partners.

Throughout 2020–21, all ACIAR overseas partner institutions faced moderate to very severe challenges as a result of the pandemic. In some countries, such as India and Indonesia, the impact of the pandemic was devastating and halted all on-ground activities. In others there have been periods when travel restrictions were relaxed and ACIAR staff and project partners were able to continue fieldwork. Through 2020–21, the ACIAR network of staff across the Indo-Pacific has focused on monitoring and supporting these partner institutions and the projects in which they are involved.

In response to the pandemic, ACIAR commissioned a multi-stage assessment of current and emerging impacts of the COVID-19 pandemic on food system risks and resilience across the Indo-Pacific region. An initial rapid assessment in May 2020 was followed by an in-depth report, *COVID-19 and food systems in the Indo-Pacific: an assessment of vulnerabilities, impacts and opportunities for action* (ACIAR Technical Report 96), published in November 2020. This research, led by CSIRO and the Australian National University, was a series of detailed studies based on Papua New Guinea, Pacific island countries, Timor-Leste, Indonesia and the Philippines to identify specific vulnerabilities, impacts and opportunities for action. The research highlighted increased challenges in growing and selling food, reduced incomes, biosecurity threats and greater exposure to the impacts of climate change as ongoing challenges across the region that are being amplified by the pandemic. Women and girls are among the most severely affected groups, and the most at risk from worsening food security. The report identified promising areas for focused analysis, some of which ACIAR has already started to address.

The third assessment centres on 4 focus areas that are recognised as vulnerabilities in food systems, but have not featured in research to date. The 4 projects commissioned in June 2021 are assessing the impact case for investment, potential entry points and modalities of engagement, and potential synergies with other areas of ACIAR and development partner endeavours. The findings will be delivered by the end of 2021 and will inform ACIAR investments in 2021-22 and beyond.

The COVID-19 pandemic raised biosecurity and One Health (the interface between human, animal and environmental health) as priorities for our partners, particularly in the Mekong region. In response, we continued to work as part of the Research for One Health Systems Strengthening initiative and started designing a new One Health project in South-East Asia in partnership with Canada's International Development and Research Corporation (IDRC). The program is delivered through a partnership between ACIAR and the Indo-Pacific Centre for Health Security within the DFAT.

In September 2020, ACIAR introduced its new Climate Change Program that focuses on agriculture's contribution to climate change, and opportunities to reduce greenhouse gas emissions from the agriculture, fisheries and forestry sectors in our region.

Since 2013, ACIAR has enjoyed a close relationship with Canada's IDRC. The IDRC is our closest counterpart internationally, in that it is also a specialist research-for-development investor and broker within a foreign affairs portfolio, funded through a official development assistance (ODA). Building on our partnership established through the Cultivate Africa's Future (CultiAF) program, we jointly launched a new \$3 million Food Loss Research Program in June 2021.

In developing countries, most food losses occur during growing, harvest, processing, storage and transportation – before it even reaches the point of sale, let alone consumers. Projects under development are intended to reduce losses along the value chains of mango and tomatoes in Sri Lanka and Pakistan; horticultural produce in the Pacific region; and catfish in Vietnam and Laos. Food loss affecting vulnerable urban communities in Zambia and Malawi will also be investigated.

The pandemic has in some cases made collaboration with international partners more difficult. In other cases, it has created opportunities to refresh and reset our partnerships, as evidenced by recent examples with Indonesia and Bangladesh. In Indonesia, we have a significant new opportunity for ACIAR to recalibrate our partnership by working with *Bappenas* (the Indonesian Ministry of National Development Planning) to assess opportunities to improve the Indonesian agricultural innovation system.

In Bangladesh, notwithstanding the challenges of the pandemic, the ACIAR-Bangladesh 10-Year Collaboration Strategy 2021-2030 was launched in March 2021. This new strategy complements a memorandum of understanding with Krishi Gobeshona Foundation (KGF), which was renewed in January 2021. The foundation is an unusual government-owned, non-profit organisation which provides research grants and technical support to researchers working in public sector agricultural research institutes, universities, government, non-government and private organisations. The KGF is a significant co-investor in ACIAR projects in Bangladesh.

Research highlights

With 237 active projects throughout the Indo-Pacific region during 2020–21, it is beyond the scope of this introduction to summarise the impacts and results of all ACIAR-supported projects. However, by way of example, some notable project achievements are highlighted as follows.

» **ACIAR helps to modernise plant breeding in Africa:** ACIAR is contributing to the modernisation of plant breeding in Africa to increase the impact of improved crop varieties released by breeding programs. This ACIAR-funded project led by the University of Queensland focuses on practices and methods applied by plant breeders in the National Research Systems, complementing the parallel efforts on infrastructure and management, funded in the CGIAR by the Gates Foundation, USAID and others. Plant breeders now have access to tools and templates to help them breed plants according to product profiles demanded by markets. Defining a market-responsive product profile as the target of the breeding effort is critical to impact: breeders need to release varieties that farmers will want to grow (and be better off from growing) and that consumers will want to buy. In August 2020, the 'Demand-Led Breeding Product Profiles - a Practitioners' Guide and Overview' was launched at a public online event spanning 3 continents. As a result of the project, about 400 African plant breeders are now part of a community of practice trying to make all breeding 'demand-led'.

» **Evaluation from teak plantings brings high returns to Solomon Island communities:** the final evaluation of the ACIAR project 'Improving returns from community teak plantings in Solomon Islands', highlighted valuable lessons. This second-phase project led by Griffith University, sought to test 2 types of portable sawmills to improve value recovery from smallholder teak planted under Australian investment. The teak was tremendously popular, with farmers planting it in many locations, including a long way from water, which is the only means of transporting the logs to markets. The project team reasoned that sawn boards could be carried to boats, whereas whole trees could not. They identified optimal sawing and drying practices, and exported sawn teak for profit to smallholders. But they also learned that without management, much of the teak was small and of poor form, and therefore converting to boards was profitable for only a fraction of the planted and less remote volume. These lessons are informing government programming in the Solomon Islands forestry sector.



- » **Aquifers recharge India's groundwater:** an ACIAR and DFAT-supported project has successfully developed a system to store more groundwater in South Bihar – an agricultural region of India – to help alleviate water scarcity. The aquifer storage and recovery system recharges wet season water into an aquifer located at a pilot site, where there is often not enough water for essential needs during the dry season. The system – which comprises a deep recharge pit connected to a borewell – is low cost, built with locally available materials and allows the aquifer to be recharged in the monsoon. South Bihar is one of the most water-challenged regions in India, with rural communities facing more frequent and intense floods and droughts due to climate change. With local agricultural production depending heavily on rainfed irrigation, this innovative system improves food security and food system resilience.
- » **Soil science improves Pacific diets:** ACIAR-funded research, partnering with The Pacific Community, the University of Tasmania, and the University of Adelaide found a return to growing and eating more traditional foods could help improve nutrition and reduce non-communicable diseases in the Pacific region. The growing influence of western culture has seen many Pacific countries replace traditional diets with energy-dense and nutritionally poor food, resulting in the region having the highest rate of non-communicable diseases in the world. Since 2014, the project has funded research in Kiribati and Tuvalu examining ways to improve people's nutritional intake by enhancing soil health and increasing agricultural productivity by growing staples and vegetables that are resilient in harsh atoll conditions.
- » **Improving animal health diagnostic capacity in Papua New Guinea:** the response to African swine fever in Papua New Guinea (PNG) was given a timely boost with ACIAR support for training and new equipment. The support is assisting the National Agriculture Quarantine and Inspection Authority (NAQIA) to conduct rapid and accurate detection of African swine fever outbreaks using diagnostic tests previously unavailable in the country. Since 2018, African swine fever has been spreading throughout Asia and the Pacific, reaching the highlands of PNG in March 2020. With a mortality rate close to 100% and no available vaccine, the disease is devastating pig populations and severely impacting the livelihoods of smallholder pig farmers. On Australia's northern doorstep, the livestock research partnership in PNG with NAQIA is contributing to improve in-country capacity to detect and respond to African swine fever and other animal diseases.
- » **Indonesian farmers cash in on higher quality milk:** smallholder Indonesian dairy farmers in West Java are being paid more when they deliver 'better' milk as part of an ACIAR-supported trial to boost the quality of milk production. Low milk quality is a problem for Indonesia's dairy sector, with high bacterial counts impacting product shelf-life and restricting the number of products in which it can be used. The trial was conducted in the village of Cisarua in West Java, with the local milk processor, and the village level cooperative and its farmer members. Farmers typically make about 2,150 Indonesian Rupiah (19 Australian cents) profit per litre of milk, but under the trial, their returns increased by up to 50%. The trial follows training through the University of Adelaide for local dairy farmers which introduced farmers to practices that reduce bacterial counts.

Capacity building

Our Capacity Building team identifies and establishes opportunities for individuals and organisations in partner countries to boost leadership, technical and management skills in agricultural research and policy for development. This both complements and emerges from our portfolio of bilateral and regional research projects, where bespoke capacity-building approaches deliver contextually tailored support to individuals and organisations.

In 2021, we undertook a review of the ACIAR portfolio of research projects through an organisational capacity-building lens, to inform an enhanced monitoring and evaluation system for capacity building. The analysis has also assisted in developing more effective organisational capacity-building approaches in research activities, through recognising the importance of organisational performance in achieving long-term results. Such results have been, and will continue to be, based on long-standing partnerships that ACIAR has developed throughout the region. These relationships enabled us to adapt quickly in response to the COVID-19 pandemic and deliver successful capacity-building activities despite the significant impact of restricted international travel.

Travel restrictions to Australia prevented face-to-face participation in our fellowship programs. While some activities were postponed, others were delivered online or in our partner countries. From adversity we grew our own capacity to focus on what we could deliver, not on what we could not. Innovations during 2020–21, such as the introduction of the Alumni Research Support Facility, enhanced alumni support and engagement and strengthened our capacity-building activities. New modalities of design and delivery of capacity-building activities had a greater focus on online learning. In response to the pandemic, we grew our ACIAR alumni network to connect and support scholars in-country, and grew our online engagement platform known as ACIAR 360 to more than 600 active alumni.

Through the ACIAR alumni network, we worked with past fellows in their home countries to build strong alumni programs to support continuous capacity-building to meet self-identified needs and create a network of professionals across the region maintaining connection with Australia. We also developed ACIAR Learn, a bespoke online learning program that works on mobile devices with limited connectivity, and provides training modules for ACIAR alumni and project staff. With full implementation in 2021–22, we expect this new program to come in to its own, as travel restrictions continue.

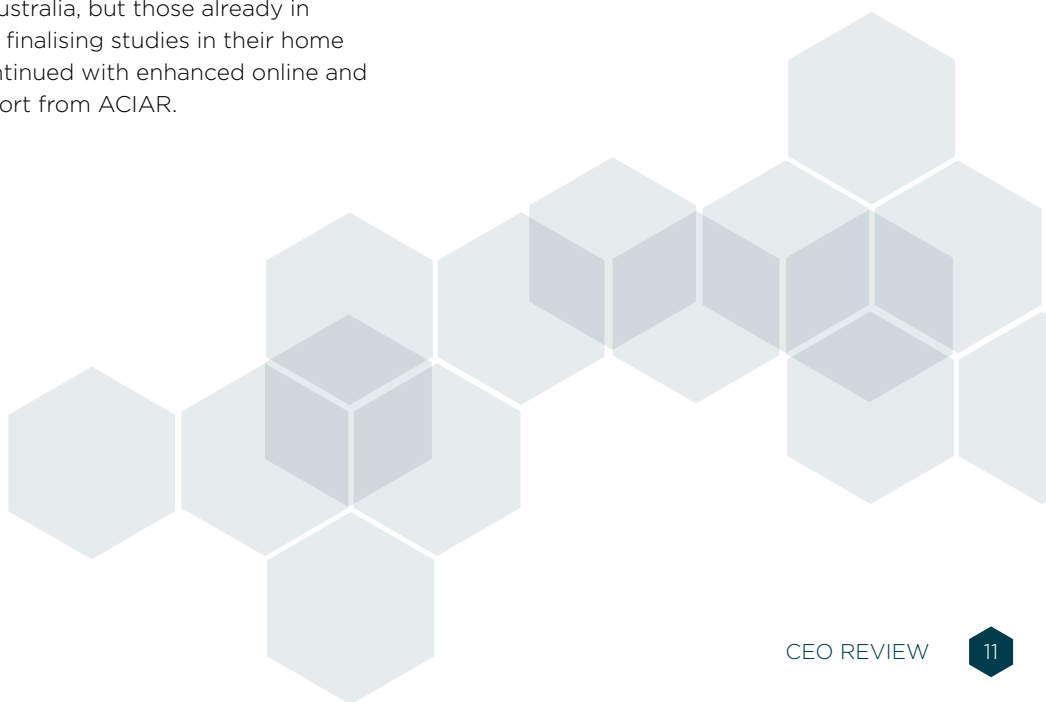


Our highly regarded ongoing fellowships, such as the John Allwright Fellowship for postgraduate training and the John Dillon Fellowship, continued to provide intensive career development training through online learning and enhanced pastoral support through this challenging period. In 2020, ACIAR conducted a tracer study of alumni from the John Allwright Fellowship Program. The evidence shows that alumni continue to use their expertise in relevant work on return to their home countries. A key finding was that a significant majority of John Allwright Fellowship alumni are still actively undertaking agricultural research, continuing to sustain their careers as agricultural researchers, demonstrating the value of this investment. Qualitative assessments of the Meryl Williams Fellowship indicated a high degree of satisfaction among fellows and their mentors.

In 2020–21, the John Dillon Fellowship was recontracted, the Pacific Agricultural Scholarship Program revised and expanded, and the second cohort of the Meryl Williams Fellowship began. Due to travel restrictions, no new John Allwright fellows started their studies in Australia, but those already in Australia, or finalising studies in their home country, continued with enhanced online and phone support from ACIAR.

The importance of additional academic support facilities to both John Allwright fellows and Pacific scholars came to the fore as the reality of isolation, studying from home and an inability to undertake fieldwork due to the pandemic became evident. However, we celebrated the graduation of 8 John Allwright fellows.

During this period, the Alumni Research Support Facility supported more than 60 researchers from ACIAR partner countries to develop and deliver small research projects related to the COVID-19 pandemic and its impact on food systems. The rapid deployment of this responsive program has demonstrated the resilience and enthusiasm of scientists in the ACIAR network to drive new partnerships for recovery from the pandemic.



The year ahead

Some of the major influences on our operating environment in the Indo-Pacific region have been in play for some time – such as rapid social, economic and political change within partner countries and an increasingly variable and changing climate. Many of our partner countries also contend with the complex triple burden of nutrition (acute hunger, malnutrition and nutrition-related disease). ACIAR has well-established, ongoing plans and programs to ensure continuity in building the partnerships, knowledge and capacity required to achieve more productive and sustainable agricultural systems, while also enhancing food security and livelihoods. However, all plans and operations must take into account the continuing impact of the COVID-19 pandemic, which is currently the most significant shaper and disruptor of our operating environment.

The work of ACIAR and our partners will be vital in the next few years. Smallholder farmers in the Indo-Pacific region need the knowledge, skills, technology and frameworks to restore disrupted production systems and value chains across the agriculture, fisheries and forestry sectors. During 2021–22, we will refine the adaptations we made to our traditional operating models during 2020. Historically, the operations of ACIAR have depended heavily on international travel by Australian scientists to partner countries, extensive regional travel within partner countries, and travel to Australia for training by scientists from partner countries. While a global crisis accelerated adaptation, it has also presented new opportunities to experiment with new technologies and new modalities to achieve our purpose more efficiently.

We will continue to strengthen our business models, both online and through our network of 10 country offices. The investment we have made in recent years in improving the skills and capabilities of our country office network is paying off handsomely now, enabling us to work more closely with our partners on ongoing social, economic and environmental challenges, despite international travel restrictions.

As chair of the GRA for one year, from March 2021, our priorities include enhancing GRA engagement with Pacific island countries, and developing synergies between climate change mitigation and adaptation research in our region. Within the CGIAR, we will continue to work hard through the One CGIAR reform process to promote a more cohesive research and innovation portfolio that provides the knowledge to underpin transformation of agrifood systems in changing climates, and to maximise relevance and benefits for the Indo-Pacific region.

Australia is a world leader in agricultural innovation. The breadth, depth and 40-year history of the ACIAR research portfolio, reflecting the efforts of hundreds of scientists from across the Australian agricultural innovation system, is a strategic soft power asset. This spans the sciences that support productivity, biosecurity and sustainability, and the disciplines that support the development of effective and more inclusive policies, value chains and adoption processes.

PART 1

Overview

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About ACIAR

The Australian Centre for International Agricultural Research (ACIAR) is the Australian Government's specialist agricultural research-for-development agency.

ACIAR is established by the *Australian Centre for International Agricultural Research Act 1982* (the ACIAR Act), as amended. It is a non-corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act) and a statutory agency under the *Public Service Act 1999*.

ACIAR is an agency of the Foreign Affairs and Trade Portfolio, and significantly contributes to Australia's development assistance program. ACIAR operates solely on budget appropriation from Australia's Official Development Assistance (ODA).

The ACIAR 10-Year Strategy 2018–2027 guides the agency, consistent with its enabling legislation, Australia's development assistance policy and the United Nations 2030 Agenda for Sustainable Development.

Roles and functions

ACIAR works with public and private research institutions to improve the productivity and sustainability of agricultural systems and the resilience of food systems in partner countries. It identifies opportunities and brokers partnerships to undertake international agricultural research and capacity building, and supports the implementation of these partnerships.

ACIAR-supported projects are designed to produce specific research outputs that translate to development outcomes such as improved food security, better nutrition, improved health and increased prosperity. Economic returns to ACIAR bilateral project investments since 1982 have been conservatively valued at 5:1 but estimates of returns on some projects are as high as 60:1. Individual projects also deliver social, environmental and capacity benefits that are not included in these economic measures.

The collaborative international programs and partnerships underpinning ACIAR-supported research also improve the productivity and sustainability of agricultural systems in Australia. Improved technologies and practices identified and developed through ACIAR research programs often address the shared challenges of all farmers in the Indo-Pacific region, Australia included.

The success of ACIAR programs in partner countries supports Australia's national interests. Enhanced prosperity and reduced poverty in partner countries contributes directly to regional peace and security. Economic prosperity leads to stronger economies in the region, offering new trade, investment and business opportunities for Australia. These science partnerships have also brought regional and international respect for ACIAR and for Australia, and represent an integral part of the Australian Government's economic diplomacy strategy in the Indo-Pacific region.

Australia's contribution to the international agricultural research network, including the CGIAR, is managed by ACIAR. Dedicated to addressing poverty, hunger and nutrition, and environmental degradation, the CGIAR is a global research leader and a key partner for ACIAR and Australia. Outputs of the CGIAR research programs also flow to Australia.

Purpose, outcome and program

The purpose of ACIAR is:

To contribute to reducing poverty and improving the livelihoods of many in the Indo-Pacific region through more productive and sustainable agriculture emerging from collaborative international research.

Our purpose reflects the commitment of the Australian Government to promote Australia's national interests by contributing to sustainable economic growth and poverty reduction in our region, with a focus on economic diplomacy and women's economic empowerment. The work of ACIAR is part of Australia's broader development assistance program, supporting research collaboration while emphasising individual and institutional capacity building and private sector-led development, targeted at the agriculture, fisheries and forestry sectors.

Our mission and vision are derived from our purpose. We work with public and private research institutions to improve the productivity and sustainability of agricultural systems and the resilience of food systems in partner countries. International agricultural partnerships are at the heart of our work. Our partnership model and areas of work have evolved strategically since the establishment of ACIAR in 1982.

Under the enhanced Commonwealth performance framework, ACIAR works to one government outcome (Outcome 1) and one program (Program 1). Government outcomes are the intended results, impacts or consequences of actions by the government on the Australian community. Programs are the primary vehicle by which government entities achieve the intended results of their outcomes.

ACIAR plans and implements its operations according to its 10-year strategy, which defines 6 high-level objectives that guide primary planning documents. Performance for the period covered in this annual report is guided by the ACIAR Corporate Plan 2020-21, which covers the 4-year period 2020-21 to 2023-24.

The corporate plan identifies targets for performance, which are aligned with performance criteria and targets set out for ACIAR in the Portfolio Budget Statements.

Figure 1 illustrates the relationship between the outcome, program and purpose of ACIAR in the reporting year, as set out in Portfolio Budget Statements 2020-21, and how ACIAR plans and reports its performance according to these.





Figure 1: ACIAR performance structure

Portfolio Budget Statements	Outcome 1	
	To achieve more productive and sustainable agricultural systems for the benefit of developing countries and Australia through international agricultural research and training partnerships.	
	Program 1	
	International agricultural research-for-development for more productive and sustainable agriculture.	
Corporate Plan	Purpose	
	To contribute to reducing poverty and improving the livelihoods of many in the Indo-Pacific region through more productive and sustainable agriculture emerging from collaborative international research.	
	Performance criteria	Target
	Delivery of programs in line with the ACIAR 10-Year Strategy 2018-2027: <ul style="list-style-type: none"> » global research collaborations » bilateral and regional research projects through 10 research programs » scientific and policy capacity-building activities 	Through annual project progress reports, mid- and end-project reviews, long-term adoption studies and impact pathway analyses, case studies (quantitative and qualitative), and financial activity indicators, as appropriate to each performance criteria, ACIAR will measure the extent to which these criteria are: <ul style="list-style-type: none"> » exceeding expectations » meeting expectations » not meeting expectations
Annual performance statement (Annual Report)	Report achievement of targets set for performance criteria	

NOTE: Figure 1 in this format of the ACIAR Annual Report has updated wording compared with that published in the tabled annual report. Figure 1 in the tabled report was not updated from the 2019-20 annual report. However, all other wording for performance criteria and targets in the Annual Performance Statement (Part 2) is up to date in all formats of the annual report.

ACIAR executive

ACIAR has an executive management governance structure. The Chief Executive Officer (CEO) manages the administrative and financial affairs of ACIAR and its staff, subject to, and in accordance with, any directions given by the Minister for Foreign Affairs.

The CEO leads an executive team, which provides strategic leadership of the agency to ensure program delivery is consistent with government policy objectives to an appropriate level of performance.

The executive undertakes key strategic discussions, considers emerging risks, and considers and actions recommendations of agency staff.

The ACIAR organisational structure at 30 June 2021 is shown at Appendix 1.



Chief Executive Officer
Professor Andrew Campbell
FTSE FAICD

Professor Andrew Campbell is the ACIAR CEO and was appointed on 31 July 2016. He was reappointed for a further 2 years by the Minister for Foreign Affairs, Senator the Hon Marise Payne, in June 2021.

Andrew has played influential roles in sustainable agriculture and natural resource management in Australia for more than 30 years. He has a Master of Science (Management of Agricultural Knowledge Systems) from Wageningen University in The Netherlands, a Bachelor of Forest Science (Honours) from the University of Melbourne, and a Diploma of Forestry from the Victorian School of Forestry, Creswick. Andrew is an elected Fellow of the Australian Academy of Technology and Engineering, Fellow of the Australian Institute of Company Directors and an honorary Professorial Fellow at the Australian National University.



General Manager, Outreach and Capacity Building
Ms Eleanor Dean

The General Manager, Outreach and Capacity Building leads the development and implementation of the ACIAR outreach strategy, and leads and directs a team responsible for ACIAR communications, stakeholder engagement, capacity building and outreach activities.

Ms Eleanor Dean has worked in public affairs and communication for the Australian Government for more than 25 years on a diverse range of issues including natural resource management, biodiversity, education and training. Prior to joining ACIAR in 2017, Eleanor led the safety promotion and communication branch at the Civil Aviation Safety Authority. She has a Bachelor of Communication (Honours) from the University of Canberra.



Chief Finance Officer
Ms Audrey Gormley

The Chief Finance Officer is responsible for providing strategic financial advice, managing human resources, business services (information technology), procurement, legal, property and other corporate services.

Ms Audrey Gormley joined ACIAR in July 2017 and has over 30 years' experience in all facets of finance and accounting both at strategic and operational levels, working in investment banking and insurance before joining the Australian Government. Prior to joining ACIAR, Audrey was Chief Finance Officer at Food Standards Australia New Zealand for 10 years. She holds a Bachelor of Commerce from University College Dublin and is a Fellow of the Association of Chartered Certified Accountants.



**General Manager,
Country Partnerships**
Dr Peter Horne

The General Manager, Country Partnerships oversees the strategic directions of ACIAR in-country programs, managing the ACIAR Country Network, and managing relationships with key research partners and stakeholders in partner countries.

Previously, Dr Peter Horne was Research Program Manager for Livestock Production Systems for ACIAR. Peter has spent most of his career based in Asia, involved in agricultural research-for-development with a particular focus on forages and livestock systems. Peter has a Bachelor of Science (Honours) in environmental sciences from Griffith University and a PhD in tropical forage agronomy from University of New England, Australia.



Chief Scientist
Dr Daniel Walker

The Chief Scientist oversees the strategic science focus of the ACIAR research portfolio and its planning, impact assessment, monitoring and evaluation work. The Chief Scientist also provides leadership for 10 research program managers, and oversight of our relationships with the Australian innovation system.

Dr Daniel Walker joined ACIAR in November 2017 to take up the newly created role of Chief Scientist. Prior to ACIAR, Daniel spent 23 years at CSIRO, where he was Research Director for Agriculture and Global Change with CSIRO Agriculture and Food and previously, Chief of CSIRO Ecosystem Sciences. Daniel has a Bachelor of Science (Honours) in agriculture, forestry and rural economy from the University of Edinburgh and a PhD from the University of Wales.

PART 2

Performance

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Part 2 reports on the results achieved in 2020–21 against the purpose and performance criteria published in the ACIAR Corporate Plan 2020–21 and ACIAR Portfolio Budget Statements 2020–21.

Annual performance statement

Introductory statement

I, Andrew Campbell, as the accountable authority of the Australian Centre for International Agricultural Research (ACIAR), present the 2020–21 annual performance statement of ACIAR, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). In my opinion, this annual performance statement is based on properly maintained records, accurately reflects the performance of the entity, and complies with subsection 39(2) of the PGPA Act.



Professor Andrew Campbell

Chief Executive Officer
13 September 2021

Results

Under the enhanced Commonwealth performance framework, ACIAR achieves its purpose through a single government outcome (Outcome 1) and program (Program 1).

During 2020–21, ACIAR instigated, brokered and managed research partnerships and programs with approximately 400 research organisations and institutions, across 35 countries in the Indo-Pacific region. There were approximately 237 active research projects and programs (ongoing or starting).

ACIAR performance for the reporting period was monitored and reported against 3 key areas of work:

- » global research collaborations
- » bilateral and regional research partnerships
- » scientific and policy capacity-building activities.

The investment and design of our projects, programs and partnerships are guided by our high-level strategic objectives (ACIAR 10-Year Strategy 2018–2027) and evaluated against our performance criteria and targets (ACIAR Corporate Plan 2020–21 and ACIAR Portfolio Budget Statements 2020–21).

ACIAR manages and monitors its investments in research and partnerships to maximise impact and returns. We have a well-established approach to assessing adoption of research results and their subsequent impact at a project level. More recently, we developed a portfolio-scale approach to help refine our priorities, learn lessons from current and past projects, and report accurately to our Minister, the Parliament and the Australian public.

We assess our performance through an integrated approach to monitoring and evaluation at a project level and at a portfolio level.

The impact of ACIAR projects, programs and partnerships is complex to measure, as it involves technological and sociological changes in developing countries in the Indo-Pacific region, which may be realised over many years, even decades, after the original research investment. The ACIAR monitoring and evaluation framework continues the development and refinement of indicators and their measurability.

The following tables record the performance of ACIAR during 2020–21 against performance criteria and targets set out in the ACIAR Portfolio Budget Statements 2020–21.

Purpose

To contribute to reducing poverty and improving the livelihoods of many in the Indo-Pacific region through more productive and sustainable agriculture emerging from collaborative international research.

Outcome 1

To achieve more productive and sustainable agricultural systems for the benefit of developing countries and Australia through supporting international agricultural research and training partnerships.

Program 1

International agricultural research-for-development for more productive and sustainable agriculture.

Global research collaborations

ACIAR performance against targets, 2020–21

Performance criteria	Delivery in line with the ACIAR 10-Year Strategy 2018–27 of global research collaborations		
Area monitored	Consistency as a donor		
Performance indicator	% of multilateral financial contributions delivered within an acceptable range of variation from previous financial year		
Target	Exceeding expectations	Meeting expectations	Not meeting expectations
Result	Exceeding expectations	Meeting expectations	Not meeting expectations

Analysis

The target of exceeding expectation is based on having no more than a 20% decrease in support from the previous financial year. The result was considered to exceed expectations as the totals for all individual ACIAR multilateral payments remained the same for 2020–21 as 2019–20. This demonstrates that ACIAR continues to be a consistent donor in a time of funding uncertainty due to a global pandemic. These funds sustain the production of important regional and global public goods by international organisations, institutes and associations.

Area monitored	Influence as a donor		
Performance indicator	% of supported multilateral research collaborations in which ACIAR is represented on the governance committee		
Target	Exceeding expectations	Meeting expectations	Not meeting expectations
Result	Exceeding expectations	Meeting expectations	Not meeting expectations

Analysis

The target was representation on governance committees for more than 50% of the supported multilateral collaborations and the result for 2020–21 was 60%. This result met expectations. ACIAR works to build and maintain multilateral partnerships with a range of international organisations, institutions and associations engaged in agricultural research and the delivery of regional or global public goods. By being an engaged donor through governance positions, Australia is valued as a strong, innovative partner in international agricultural research. Partnerships established through global research collaborations contribute to achieving Australia's global citizenship goals. Representation through these types of governance positions provides deep engagement in global forums and ensures that Australia is influential and held in high esteem by the international agricultural research sector, national governments and donor communities.

Area monitored	Mutual respect and commitment		
Performance indicator	% of multilateral financial contributions delivered by the end of the financial year		
Target	Exceeding expectations	Meeting expectations	Not meeting expectations
Result	Exceeding expectations	Meeting expectations	Not meeting expectations

Analysis

The target was to have more than 80% of financial contributions delivered by the end of the financial year. This result was considered to exceed expectations as all financial contributions were made prior to the end of the 2020–21 financial year. Timely and reliable financial support of multilateral partners demonstrates that Australia is a stable and reliable donor.

Area monitored	Mutual respect and commitment		
Performance indicator	% of agreed reporting products submitted within agreed timeframes		
Target	Exceeding expectations	Meeting expectations	Not meeting expectations
Result	Exceeding expectations	Meeting expectations	Not meeting expectations

Analysis

The target was to have more than 90% of reporting products submitted within agreed timeframes. All reporting has been received within expected timeframes, so this result is regarded as exceeding expectations. Timely reporting is an expression of an engaged 2-way relationship between ACIAR and multilateral partners. This reporting also performs an important role in informing the direction and scale of future investment in the production of regional and global public goods.

Bilateral and regional research partnerships

ACIAR performance against targets, 2020–21

Performance criteria	Delivery in line with the ACIAR 10-Year Strategy 2018–2027 of bilateral and regional research partnerships through 10 research programs		
Area monitored	Project management		
Performance indicator	% of annual deliverables submitted on schedule		
Target	Exceeding expectations	Meeting expectations	Not meeting expectations
Result	Exceeding expectations	Meeting expectations	Not meeting expectations

Analysis

For 2020–21, ACIAR aimed to have more than 50% of annual deliverables submitted within expected timeframes. This financial year, 67% of deliverables were received within anticipated timeframes, an improvement of more than 30% on last financial year. This improvement reflects the adaptation of ACIAR business systems, and the hard work of the ACIAR commissioned organisations and national partner collaborators to adjust to an operating environment disrupted by the COVID-19 pandemic.

Area monitored	Project management		
Performance indicator	% of annual and final reports submitted on schedule		
Target	Exceeding expectations	Meeting expectations	Not meeting expectations
Result	Exceeding expectations	Meeting expectations	Not meeting expectations

Analysis

ACIAR aimed to have more than 50% of annual and final reports submitted within expected timeframes during 2020–21. The target was met, with 50% of reports received in a timely fashion. This result is a nearly 30% improvement on the performance in the previous year, when ACIAR bore the brunt of pandemic impacts. The target was modest and ACIAR anticipates there will be a continued upward trajectory in this indicator as we work with our internal processes and commissioned organisations to improve performance in this area.

Area monitored	Delivery of intended project objectives		
Performance indicator	% of projects concluded during the financial year that rated as good quality or above on the effectiveness criteria in final project reviews		
Target	Exceeding expectations	Meeting expectations	Not meeting expectations
Result	Exceeding expectations	Meeting expectations	Not meeting expectations

Analysis

ACIAR aimed to have more than 70% of concluded projects demonstrating effective delivery of project objectives during 2020–21. The goal was comfortably exceeded with 89% of concluding projects demonstrating achievement of objectives. This is a significant achievement given the complex contexts in which research activities were conducted. As projects that have largely been implemented during the COVID-19 pandemic conclude, scores in this area may decline in the coming financial years.

Area monitored	Delivery of intended project objectives		
Performance indicator	% of projects concluded during the financial year that rated as good quality or above on the gender equity criteria in final project reviews		
Target	Exceeding expectations	Meeting expectations	Not meeting expectations
Result	Exceeding expectations	Meeting expectations	Not meeting expectations

Analysis

To reflect the emphasis that ACIAR, and the Australian ODA program more broadly, gives to improving the status of women and girls through our activities, ACIAR tracks and reports on how consistently our projects contribute to improved gender equity. In 2020–21, ACIAR aimed to have more than 70% of concluded project reviews showing a positive contribution. The result exceeded expectations, with a total of 78% rated as good or above in relation to contribution to gender equity.

Area monitored	Contribution to development outcomes		
Performance indicator	% of long-term adoption studies completed during the financial year showing evidence of significant use of identified project outputs by next and/or final users		
Target	Exceeding expectations	Meeting expectations	Not meeting expectations
Result	Exceeding expectations	Meeting expectations	Not meeting expectations

Analysis

ACIAR revisits a sample of projects 3–5 years after project conclusion, to establish how intended users are making use of the knowledge, practice and/or varieties produced through our research. In 2020–21, we aimed to see more than 70% of ex-post adoption studies showing evidence of significant use of identified project outputs by next and/or final users. The result exceeded expectations, with 88% of studies showing uptake and use by intended users. As researchers can manage for, but not guarantee, the eventual use of knowledge by intended users, this is a strong result.

Area monitored	Contribution to development outcomes		
Performance indicator	% of long-term economic impact assessments completed during the financial year showing benefit:cost ratio of 3:1 or above		
Target	Exceeding expectations	Meeting expectations	Not meeting expectations
Result	Exceeding expectations	Meeting expectations	Not meeting expectations

Analysis

ACIAR revisits a sample of projects, 5–10 years after project conclusion, to assess the value returned from our research investments (expressed as a benefit:cost ratio). In 2020–21, we aimed to see more than 70% of benefit:cost studies show a return on investment of 3:1 or higher. In 2020–21, there was a significant reduction in the number of studies successfully completed as studies commissioned in the previous financial year suffered delays or needed to be cancelled due to pandemic impacts. Only one study was successfully completed in 2020–21 financial year and it showed a benefit cost ratio of 2.5:1.

Scientific and policy capacity-building activities

ACIAR performance against targets, 2020-21

Performance criteria	Delivery in line with the ACIAR 10-Year Strategy 2018-27 of capacity-building activities targeted to agricultural researchers in partner countries		
Area monitored	Project management		
Performance indicator	% of annual deliverables submitted on schedule		
Target	Exceeding expectations	Meeting expectations	Not meeting expectations
Result	Exceeding expectations	Meeting expectations	Not meeting expectations

Analysis

The John Dillon Fellowship, and the revised and expanded Pacific Agricultural Scholarship Program were tendered and recontracted during the reporting period. Cohort 2 of the Meryl Williams Fellowship began. Due to travel restrictions no new John Allwright fellows began studies in Australia, but those already in Australia or finalising studies in their home country continued. ACIAR trialed online learning programs with alumni. All programs have been adapted to the travel restrictions. Cohort training deliverables have been on schedule.

Area monitored	Project management		
Performance indicator	% of total participants identifying as female or non-binary		
Target	Exceeding expectations	Meeting expectations	Not meeting expectations
Result	Exceeding expectations	Meeting expectations	Not meeting expectations

Analysis

The ACIAR Gender Equity Policy and Strategy requires 50% of participants in capacity-building activities to identify as female. In 2020-21, this target was exceeded, with 64% of participants identifying as women. ACIAR is committed to increasing women's voices, and increasing awareness of and access to new technology in developing countries in our region. Identifying institutional and organisational barriers and enablers is a feature of the Meryl Williams Fellowship, John Dillon Fellowship and ACIAR alumni programs. The Meryl Williams Fellowship supports female international agricultural researchers and scientists across the Indo-Pacific region to improve their leadership and management skills. ACIAR has mainstreamed gender equity and social inclusion across all our capacity-building activities.

Area monitored	Delivery of intended program objectives		
Performance indicator	% of total program participants successfully completing		
Target	Exceeding expectations	Meeting expectations	Not meeting expectations
Result	Exceeding expectations	Meeting expectations	Not meeting expectations

Analysis

The importance of additional academic support facilities to both John Allwright fellows and Pacific scholars came to the fore during the period as the reality of isolation, studying from home and inability to undertake fieldwork due to the pandemic became evident. However, during the period 8 John Allwright fellows graduated, resulting in a 100% completion rate. Meryl Williams and John Dillon fellows are ongoing. No Pacific scholars were scheduled to graduate in this period.

Area monitored	Delivery of intended program objectives		
Performance indicator	% of participants who self-assess their experience of the program as satisfactory or above at completion		
Target	Exceeding expectations	Meeting expectations	Not meeting expectations
Result	Exceeding expectations	Meeting expectations	Not meeting expectations

Analysis

ACIAR views this indicator highly as it expresses user-centred iterative program designs which highlight how real-world problems can be addressed. During the period, ACIAR trialled online learning approaches with ACIAR alumni as a response to the pandemic. Learnings from this will feed into a large online learning program beginning in the next reporting period. Participants of the Meryl Williams Fellowship undertook qualitative assessments, which indicated a high degree of satisfaction.

Area monitored	Contribution to development outcomes		
Performance indicator	% of total program alumni profiled in qualitative case studies annually who are engaged in relevant sectors		
Target	Exceeding expectations	Meeting expectations	Not meeting expectations
Result	Exceeding expectations	Meeting expectations	Not meeting expectations

Analysis

In 2020, ACIAR conducted a major tracer study of alumni from the John Allwright Fellowship. The study examined outcomes and experiences for individuals who completed their fellowship between 2010 and 2019, and it provided the evidence base for performance reporting against these 2 indicators. The evidence showed that 85% of ACIAR alumni complete relevant studies in Australia and continue to use their expertise in relevant work on return to their home countries, exceeding the target of 80%. This data shows that the vast majority are working in research across the range of the ACIAR sectors of interest, exceeding expectations. This experience is very similar for alumni of all genders.

Area monitored	Contribution to development outcomes		
Performance indicator	% of total program alumni profiled in qualitative case studies annually who self-assess the program as a significant contribution to career development		
Target	Exceeding expectations	Meeting expectations	Not meeting expectations
Result	Exceeding expectations	Meeting expectations	Not meeting expectations

Analysis

Data for this indicator is drawn from the 2020 John Allwright Fellowship Tracer Study. That study examined the way a John Allwright scholar had contributed to a range of outcomes for individual fellows and their organisations, and for ACIAR. A key finding was that 85.1% of John Allwright Fellowship alumni are still actively undertaking agricultural research, continuing to sustain their careers as agricultural researchers following their fellowship, exceeding the target of 80%. Further, there was no significant difference between men (85.8%) and women (83.3%) alumni in this regard. Innovations during 2020–21, such as the introduction of the Alumni Research Support Facility and enhanced alumni support and engagement, are expected to strengthen outcomes. As ACIAR continues to enhance its monitoring and evaluation system for capacity building, the introduction of an annual alumni survey will further strengthen the regular assessment of the entire range of ACIAR capacity-building activities against ACIAR alumni career outcomes.

Financial performance

The 2020–21 financial statements for ACIAR are presented in Part 4 of this report. A summary of financial performance for departmental activities and the activities administered on behalf of the government is provided below.

Departmental activities involve the use of assets, liabilities, income and expenses controlled or incurred by ACIAR in its own right (costs of running the business). Administered activities involve the management or overseeing by ACIAR, on behalf of the Australian Government, of items controlled or incurred by the government (program delivery).

Departmental activity

The net operating result for 2020–21 was a surplus of \$0.894 million (2019–20: deficit \$0.407 million). Revenue included a direct appropriation of \$9.352 million (2019–20: \$9.312 million) supplemented by other income of \$2.127 million (2019–20: \$2.231 million) and minor gains of \$0.001 million (2019–20: \$0.012 million) from asset sales. Other income is mostly fees derived for the management of research monies received under separate agreements or records of understanding with external parties.

Total departmental expenditure for 2020–21 was \$10.586 million (2019–20: \$11.962 million). This included staff costs \$6.341 million, operating expenses (for example, property expenses, travel, IT, communications, etc.) \$2.728 million, finance cost of \$0.071 million and depreciation, amortisation and other asset write-downs of \$1.446 million.

Administered activity

Total administered funds appropriated to ACIAR for 2020–21 was \$87,346 million (2019–20: \$92.151 million). ACIAR received an additional \$8.516 million (2019–20: \$12.941 million) primarily under separate agreements or records of understanding with external parties.

Total program expenditure for 2020–21 was \$95.007 million (2019–20: \$104.187 million). This included \$8.014 million (2019–20: \$11.987 million) expenditure of monies received under separate agreements or records of understanding with external parties (mainly Department of Foreign Affairs and Trade).

Accounting policies

ACIAR complies with relevant accounting standards and legislative reporting requirements.

Entity resource statement

Table 1 presents a summary of total resources and payments for ACIAR in 2020-21. Note that ACIAR administers one government outcome and one program.

Table 1: Entity resource statement, 2020-21

	Actual resources available	Resources used	Remaining balance 30 June 2021
	\$'000s	\$'000s	\$'000s
Departmental			
Annual appropriations – ordinary annual services	12,812	7,917	4,895
Annual appropriations – other services – non-operating	245	139	106
Total departmental annual appropriations	13,057	8,056	5,001
Own source income	1,452	1,452	-
Resources received free of charge	34	34	-
Total departmental resourcing (A)	14,543	9,542	5,001
Administered			
Annual appropriations – ordinary annual services	90,091	84,224	5,867
Total administered appropriation	90,091	84,224	5,867
Special account			
Opening balance	7,509	-	-
Receipts	10,375	-	-
Payments	-	8,644	-
Closing balance	-	-	9,240
Total administered resourcing (B)	107,975	92,868	15,107
Total resourcing and payments (A)+(B)	122,518	102,410	20,108

PART 3

Management and accountability

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Corporate governance

ACIAR is established by the Australian Centre for International Agricultural Research Act 1982 (the ACIAR Act), as amended. It is a non-corporate Commonwealth entity under the Public Governance, Performance and Accountability Act 2013 (the PGPA Act) and a statutory agency under the Public Service Act 1999. ACIAR is part of the Foreign Affairs and Trade portfolio.

The agency has an executive management governance structure. The Chief Executive Officer (CEO) manages the administrative and financial affairs of ACIAR and its staff, subject to, and in accordance with, any directions given by the Minister for Foreign Affairs.

The CEO is supported by the Audit Committee, which provides independent assurance to the CEO on financial and performance reporting responsibilities, risk oversight and management, and systems of internal auditing of ACIAR. ACIAR complies with relevant accounting standards and legislative reporting requirements.

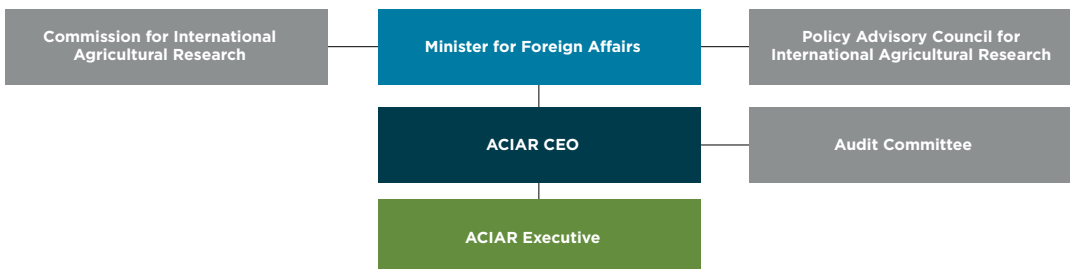
Also established under the ACIAR Act is the Commission for International Agricultural Research (the Commission), which provides collective decision-making and expert strategic advice to the Minister on the operations of ACIAR; and the Policy Advisory Council, which provides advice to the Minister on the way Australia supports international agricultural research and development.

The operations of ACIAR are determined at the highest level by the ACIAR 10-Year Strategy 2018–2027, which guides the agency, consistent with its enabling legislation, Australia’s development assistance policy and the United Nations 2030 Agenda for Sustainable Development.

Performance is planned and monitored within the enhanced Commonwealth performance framework. Planning in terms of the outcome and program administered by ACIAR is documented in the ACIAR Corporate Plan 2020–21, which covers the 4-year period 2021–22 to 2024–25. The corporate plan identifies targets for performance, which are aligned with performance criteria and targets set out for ACIAR in the Portfolio Budget Statements.

ACIAR has policies and guidelines in place to support ethical behaviour and mandate the APS Values and Code of Conduct. During 2020–21, ACIAR implemented its reviewed human resources policies, which included the APS Values, ACIAR Values, Diversity Framework and Code of Conduct Procedures, to ensure all policies and guidance material is current and aligns with legislative requirements.

Governance structure of ACIAR



Executive management

The ACIAR Act prescribes the appointment and functions of the CEO and staff, as well as their remuneration and employment conditions.

Chief Executive Officer

The office and role of the CEO are established in sections 4A and 5 of the ACIAR Act. The CEO manages the administrative and financial affairs of ACIAR and its staff, subject to, and in accordance with, any directions given by the Minister for Foreign Affairs under Section 5 of the Act.

The primary responsibilities of the CEO are to:

- » formulate programs and policies with respect to agricultural research that identify and/or solve agricultural problems in developing countries
- » commission agricultural research to address programs and policies formulated
- » communicate the results of such agricultural research
- » establish and fund training schemes related to ACIAR research programs
- » conduct and fund development activities related to ACIAR research programs
- » fund international agricultural research centres.

The CEO holds responsibilities as Head of Agency as set out in the PGPA Act and the *Public Service Act 1999*. The CEO is not subject to direction by the Commission in relation to the performance of functions or exercise of powers under these acts.

Professor Andrew Campbell was first appointed to the role of CEO on 31 July 2016 for a period of 5 years. In June 2021, he was reappointed for another 2 years, extending his role as CEO until 31 July 2023. The Governor-General appoints the CEO and the Minister is the identified Employing Body for remuneration purposes. The remuneration and terms and conditions of the CEO are determined by the Remuneration Tribunal (Remuneration and Allowances for Holders of Full-time Public Office) Determination 2021, made under subsections 7(3) and (4) of the *Remuneration Tribunal Act 1973* and Remuneration Tribunal (Official Travel) Determination 2019.

Written directions may be given to the CEO by the Minister regarding the exercising of his powers or the performance of his functions. This includes directions with respect to the commissioning of particular research.

In 2020–21, there were no directions given.

Executive personnel

The CEO leads an executive team that supports and advises the CEO on strategic priorities and corporate and operational policies. During the reporting period ended 30 June 2021, ACIAR had 5 executives who met the definition of key management personnel (Table 2). The ACIAR Executive formally met 32 times during 2020–21.

In the notes to the financial statements for the period ending 30 June 2021, ACIAR discloses a summary of remuneration expenses for key management personnel, as outlined in Table 2. In accordance with the PGPA Rule, the summary information is disaggregated and presented in Appendix 3.

Table 2: Key management personnel, 2020-21

Professor Andrew Campbell	Chief Executive Officer (CEO)	Full year
Ms Eleanor Dean	General Manager, Outreach and Capacity Building	Full year
Ms Audrey Gormley	Chief Finance Officer (CFO)	Full year
Dr Peter Horne	General Manager, Country Partnerships	Full year
Dr Daniel Walker	Chief Scientist	Full year

All staff of the agency are engaged under the *Public Service Act 1999*, which allows the CEO to determine in writing the terms and conditions of employment applying to the employees of the agency (subsection 24(1)). Senior Executive Service officers are employed under individual subsection 24(1) determinations agreed by the CEO.

Financial accountability and compliance

ACIAR, as a statutory authority, is subject to the policy guidelines determined by the Australian Government from time to time regarding accountability, reporting, review and general operations.

The agency is accountable through the Minister to Parliament. It is also subject to government financial and accounting policies and procedures. Staff members are employed under the *Public Service Act 1999*. Within these constraints, ACIAR has the power to do all things it considers appropriate for the performance of its statutory functions.

Authority

ACIAR derives its authority from the *Australian Centre for International Agricultural Research Act 1982*. Financial powers and duties are also drawn from the *Public Governance, Performance and Accountability Act 2013* and subordinate rules, and from the *Public Service Act 1999* in the case of staffing.

Accounting practices

ACIAR follows accounting practices in accordance with the PGPA Act, other related legislation and recognised accounting standards. Financial statements are presented in accrual accounting format in Part 4 of this annual report. The financial statements have been audited by the Australian National Audit Office.

Insurances

Primary corporate insurance for ACIAR is provided through Comcover, as the manager of the Commonwealth's insurable risks. Comcover coverage includes general and products liability professional indemnity, CEO and officer's liability, property loss and damage, personal accident and official travel. The insurance premium for 2020-21 was \$40,654 (excluding GST). The premium paid for 2019-20 was \$69,242 (excluding GST).

Significant non-compliance issues with finance law

During 2020–21, ACIAR did not report any matters of significant non-compliance with finance law to the Minister under paragraph 19(1)(e) of the PGPA Act.

Audit Committee

The primary role of the Audit Committee is to provide independent assurance to the CEO on financial and performance reporting responsibilities, risk oversight and management, and systems of internal auditing of ACIAR. The ACIAR Audit Committee is established in accordance with Section 45 of the PGPA Act.

The functions and responsibilities of the Audit Committee are published in detail on the ACIAR website.

The Audit Committee met 4 times in 2020–21 (Table 3). Each committee meeting was supported by advisers from external auditors (Australian National Audit Office), internal auditors (Protiviti) and relevant agency staff with secretariat support provided by the ACIAR finance team.

Table 4 shows Audit Committee membership during 2020–21, and the number of meetings attended by each member during the year. Only one member of the committee is remunerated for services. Ms Fagan received a fee of \$1,500 per meeting.

Table 3: Meetings of the Audit Committee, 2020–21

Meeting	Date	Location
115	14 Sep 2020	ACIAR House, Canberra
116	23 Nov 2020	ACIAR House, Canberra
117	01 Mar 2021	ACIAR House, Canberra
118	24 May 2021	ACIAR House, Canberra

Table 4: Audit Committee membership and meeting attendance

Member	Organisation	Term of appointment		Meetings eligible	Meetings attended
		Start	End		
Mr Mark Craig Chair & External Member	Executive Director, Tourism Australia	1 Aug 2019	1 Aug 2021	4	4
Ms Bronwyn Fagan External Member	Legal consultant	1 Aug 2019	1 Aug 2022	4	4
Dr Robyn Johnston Internal member	Research Program Manager, ACIAR	1 Aug 2019	1 Aug 2022 *Resigned 30 Jun 2021	4	3

Note: Dr Johnston is an ACIAR staff member and resigned at 30 June 2021 in line with new guidance (RMG202) effective 1 July 2021 that ACIAR staff cannot be on the audit committee.

Risk management and business continuity planning

The Audit Committee is responsible for monitoring risk management and business continuity planning.

Internal audit and countering fraud

Internal audit is an important part of the ACIAR governance framework, providing an integral contribution to governance, risk management and control.

In 2020–21, internal audit activity consisted of a phase 3 review of the ACIAR project life cycle. All recommendations arising from this process were either satisfactorily addressed during the year or were in the process of being addressed.

ACIAR procedures and processes for fraud prevention, investigation, reporting and data collection meet our specific needs and comply with Commonwealth fraud control requirements. The ACIAR fraud control plan is focused on raising awareness among staff, through fraud prevention training, fostering an ethical and professional working environment aligned with the APS Values and APS Code of Conduct, and maintaining strong internal control and audit processes that reduce fraud risks.

The Audit Committee is responsible for overseeing implementation of the fraud control plan. The plan is brought to the attention of new staff as part of the ACIAR induction process and is available electronically to all staff.

Commission for International Agricultural Research

The Commission for International Agricultural Research (the Commission) is established by Section 7 of the ACIAR Act. The Commission provides advice to the Minister for Foreign Minister in relation to:

- » the formulation of agricultural research programs and policies, to identify agricultural problems and find solutions in developing countries
- » commissioning and communicating research, and establishing and funding training schemes related to ACIAR-supported research
- » priorities for the ACIAR program and funding
- » on the Minister's request, any other matter relating to the Act.

The Commission comprises a chair appointed by the Minister and 6 other commissioners. Commissioners are appointed by the Governor-General and hold office for a period specified in the instrument of appointment, not exceeding 3 years. Commissioners during 2020–21 are listed in Table 5, with 6 new commissioners appointed on 17 September 2021. Terms of appointment are shown in Table 6.

The ACIAR Act requires that the Commission holds at least 4 meetings each financial year. During 2020–21, the Commission met 4 times (Table 7).

Table 5: Membership of the Commission for International Agricultural Research, 2020-21

Commissioner	Organisation
Mrs Fiona Simson (Chair) GAICD BA	Mixed farmer, northern New South Wales President, National Farmers' Federation
Professor Andrew Campbell FTSE FAICD	CEO, ACIAR
Dr Sasha Courville	Executive, Social Impact, National Australia Bank
Emeritus Professor Lindsay Falvey FTSE FAIAS	Faculty of Veterinary & Agricultural Science, University of Melbourne
Ms Su McCluskey	Cattle farmer, southern New South Wales Non-executive director and commissioner
Dr Beth Woods	Recently retired Director-General of the Department of Agriculture and Fisheries, Queensland
Mr Tony York	Farmer, central wheatbelt, Western Australia Director, National Farmers' Federation

Table 6: Terms and meetings attended for members of the Commission, 2020-21

Commissioner	Term of appointment		Meetings eligible	Meetings attended
	Start	End		
Mrs Fiona Simson	17 Sep 2020	16 Sep 2023	4	4
Professor Andrew Campbell	28 May 2020	27 May 2023	4	4
Dr Sasha Courville	17 Sep 2020	16 Sep 2023	4	4
Professor Lindsay Falvey	17 Sep 2020	16 Sep 2023	4	4
Ms Su McCluskey	17 Sep 2020	16 Sep 2023	4	4
Dr Beth Woods	17 Sep 2020	16 Sep 2023	4	4
Mr Tony York	17 Sep 2020	16 Sep 2023	4	4

Table 7: Meetings of the Commission, 2020-21

Meeting	Date	Location
Induction	14 Sep 2021	Online, due to COVID-19 pandemic
#52	6-7 Oct 2020	Online, due to COVID-19 pandemic
#53	13-14 Dec 2020	Canberra
#54	1-2 Mar 2021	Canberra

Following a comprehensive online induction meeting, the Commission met for their first face-to-face meeting in December 2020. A significant focus of all the meetings was the impact of the COVID-19 pandemic on ACIAR, its partner countries and commissioned organisations. Major reforms to the CGIAR also attracted extensive considerations as to how Australia is contributing and supporting the reforms, with the Commission endorsing the leadership role played by ACIAR as Australia's representative on the CG System Council. With the introduction of the new ACIAR Climate Change Research Program, Commissioners were briefed on the impact of climate change on partner countries and Australia's international climate policy. The Commission also provided considered feedback on the introduction of the ACIAR Monitoring and Evaluative Framework and Monitoring, Evaluation and Learning Advisory Panel. During the year, the new Commission has forged closer links with the Policy Advisory Council, with the new president, Professor Wendy Umberger, joining meetings on a regular basis.

Disclosure of interests

Commissioners are required to disclose to the Minister and to the Commission any direct or indirect pecuniary interest that might conflict with the proper performance of the Commissioners' functions. The disclosure and the nature of the interest are recorded in the Commission meeting minutes, which are available for consideration by ACIAR auditors.

Commission costs

The cost of operation of the Commission during 2020–21 was \$49,409 including fees, travel and other meeting expenses. The comparative figure for 2019–20 was \$153,741. Noting that in the reporting year, 2 Commission meetings were conducted online due to the COVID-19 pandemic, with the scheduled regional Australia meeting and the overseas meeting relocated to regular face-to-face meetings in Canberra.

Fees for the chair and members of the Commission are set by the Remuneration Tribunal. The daily fees for the chair and members (other than the CEO) were \$1,000 and \$750 respectively as at 30 June 2021.



Policy Advisory Council

The Policy Advisory Council (the Council) is established under Section 17 of the ACIAR Act. The Council provides advice to the Minister regarding:

- » agricultural problems of developing countries
- » programs and policies with respect to agricultural research that will either or both identify agricultural problems of developing countries and find solutions to agricultural problems of developing countries.

The role of the Council is to advise the Minister, on matters relating to international agricultural development including:

- » national and regional development constraints
- » opportunities for research and development collaboration
- » national and regional research priorities, particularly those of ACIAR partner countries
- » the matching of Australian expertise (Australia's competitive advantage) with these priorities
- » sources of national and international expertise.

The Council's membership is limited to 13, comprising a president, the Secretary of the Department of Foreign Affairs and Trade or his/her nominee, and 9–11 other members appointed by the Minister. Predominantly, members are appointed from ACIAR partner countries, bringing a range of agricultural and development expertise and experience to the Council. Under the Act, the Minister is required to ensure that a substantial number of Council members are residents of countries other than Australia, having regard for the knowledge of appointees concerning the agricultural problems of developing countries or their experience in organising or conducting agricultural research. Members of the Council are listed in Table 8 and appointment terms are shown in Table 9.

The Council meets biannually to discuss areas related to its role and functions, once in Australia and once internationally, with associated field visits.

The Council met twice in 2020–21 by videoconference (Table 10). The meeting on 15 and 17 September 2020 (#39) discussed outputs of Stage 2 of the ACIAR Food Systems Resilience Assessment, the new ACIAR Climate Change program and Australia's support to international agricultural research through the impacts of COVID-19 and beyond. The Council met again on 25 and 26 February 2021 (#40) to interact with the Commission on Sustainable Agricultural Intensification (CoSAI) and to continue discussion of the new Climate Change program and Australia's support to international agricultural research beyond the pandemic. On both occasions, the president presented the outcomes from the Council meetings to the Commission. The next meeting of the Council is planned for October 2021 to allow the Commission and Council to interact, albeit online.

Table 8: President and members of the Policy Advisory Council, 2020–2021

Council member	Position/Organisation
Professor Kym Anderson AC (President to 30 September 2020)	Professor of Economics, University of Adelaide, Australia Crawford School of Public Policy
Professor Wendy Umberger* (President from 1 October 2020)	Executive Director (Foundation), Centre for Global Food and Resources, Professor of Agricultural Economics and Food Policy, University of Adelaide
Dr Audrey Aumua	CEO, The Fred Hollows Foundation New Zealand
Professor Ramesh Chand	Member, Union Minister of State National Institute of Transforming India (NITI) Aayog, India
Dr Sar Chetra	Deputy Secretary General, Ministry of Agriculture, Forestry, and Fisheries, Cambodia
Dr Reynaldo Eboras*	Executive Director of the Philippine Council for Agriculture, Aquatic and Natural Resources Research and Development (PCAARRD)
Dr Segenet Kelemu	Director General and CEO of the International Centre of Insect Physiology and Ecology (icipe) Nairobi, Kenya
Professor Achmad Suryana*	Senior researcher in the Indonesian Center for Agriculture Socio Economic and Policy Studies Professor at the Bogor Agricultural University specialising in Food and Agribusiness Policy
Professor Teatulohi Matainaho	Chairman, PNG Science and Technology Council Chief Science Advisor to the Papua New Guinea Government
Dr Nguyen Van Bo	Member, Vietnam Panel on Climate Change Vice Chairman of Vietnam Rural Development Science Association
Dr Su Su Win	Deputy Director General (Agricultural Technology), Department of Agricultural Research, Ministry of Agriculture, Livestock and Irrigation, Myanmar
Ms Frances Adamson	Secretary of Department of Foreign Affairs and Trade (DFAT)

* newly appointed during 2020–21, including the changeover of president on 30 September 2020.

Table 9: Terms of appointment of the Policy Advisory Council, 2020–21

Council member	Term of appointment (previous appointment in brackets)	
	Start	End
Professor Kym Anderson AC (President)	1 Oct 2017 (1 Oct 2014)	30 Sep 2020 (30 Sep 2017)
Professor Wendy Umberger (President)	1 Oct 2020	30 Sep 2023
Dr Audrey Aumua	19 Feb 2019	18 Feb 2022
Professor Ramesh Chand	17 Jul 2020 (2 Feb 2017)	16 Jul 2023 (1 Feb 2020)
Dr Sar Chetra	29 Oct 2019 (3 Aug 2016)	28 Oct 2021 (2 Aug 2019)
Dr Reynaldo Eborá	17 Jul 2020	16 Jul 2023
Dr Segenet Kelemu	19 Feb 2019	18 Feb 2022
Professor Achmad Suryana	17 Jul 2020	16 Jul 2023
Professor Teatulohi Matainaho	19 Feb 2019	18 Feb 2022
Dr Nguyen Van Bo	29 Oct 2019 (3 Aug 2016)	28 Oct 2021 (2 Aug 2019)
Dr Su Su Win	19 Feb 2019	18 Feb 2022
Secretary, Department of Foreign Affairs and Trade	Ex officio member	

Table 10: Meetings of the Policy Advisory Council, 2020–21

Meeting	Date	Location
#39	15 and 17 Sep 2020	Online
#40	25 and 26 Feb 2021	Online

Disclosure of interests

Council members are required to disclose to the Minister and to the fellow members any direct or indirect pecuniary interest that might conflict with the proper performance of the Councillors' functions. The disclosure and the nature of the interest are recorded in the meeting minutes.

Council costs

The cost of operation of the Council during 2020–21 was \$15,636 including fees, travel and other meeting expenses. The comparative figure for 2019–20 was \$96,182. Noting that in the reporting year, the 2 Council meetings were conducted online due to the COVID-19 pandemic, compared to 2019–20, when only one meeting was held, regionally and that was in Australia, involving international travel for all members.

Fees for the president and members of the Council are set by the Remuneration Tribunal. The daily fees for the president and members (other than the DFAT Secretary) were \$556 and \$418 respectively as at 30 June 2021.

External scrutiny

During the reporting period, there were no judicial decisions or reviews by outside bodies that had a significant impact on the operations of ACIAR.



Management of human resources

At 30 June 2021, ACIAR employed 77 employees. Of these, 56 are employed under the *Public Service Act 1999* (Public Service Act) and are located in Canberra; and 21 are at overseas missions and embassies. The ACIAR CEO is not included in these statistics as he is a Full-Time Office Holder under the Remuneration Tribunal.

Managing and developing employees

ACIAR employs ongoing and non-ongoing staff and provides a flexible working environment offering full-time and part-time employment at all classification levels from APS level 4 to SES Band 1. Table 11 provides a summary of staff statistics for 2020–21. Full details of ACIAR staffing statistics are provided in Appendix 2. Staffing statistics.

Snapshot of ACIAR staff as at 30 June 2021

Staff employed under Public Service Act	53.5 FTE ¹
Median length of APS service	2 years
Median age	42 years
Females as % of total	70%
Part-time staff as % of total	18%
Non-ongoing staff as % of total	43%
Employees turnover for 2020–21	10%
Employees identifying as Indigenous	4%

¹ FTE = full-time equivalent

Table 11: Details of staff employed by ACIAR under the *Public Service Act 1999*

Staff detail	2019–20	2020–21
Canberra-based staff		
Number of staff	57	56
Staff (full-time equivalent)	54.60	53.45
Female	41	39
Male	16	17
Base salaries	\$6,936,813	\$6,455,335
Cessations	7	14
Part-time	11	10
Full-time	46	46
Non-ongoing	19	24
Ongoing	38	32
Learning and development	\$97,851	\$92,184
Overseas staff		
Staff (full-time equivalent)	22	21
Base salaries	\$1,194,402	\$1,109,508
Learning and development	\$15,514	\$1,793



Enterprise agreement

Staff other than Senior Executive Service (SES) are covered by the ACIAR Enterprise Agreement 2015-18 and the ACIAR Determination 2018/04 for remuneration increases signed by the CEO, December 2018. These documents outline the core terms and conditions of employment and are supported in their application by the ACIAR Human Resource Manual. The enterprise agreement also includes a clause that allows the CEO and an employee covered by the agreement to make an individual flexibility arrangement. These may be used to vary the effect of terms of the agreement.

As at 30 June 2021, 47 non-SES employees were covered by the ACIAR enterprise agreement. There were 7 non-SES employees with Individual Flexibility Arrangements and 2 SES officers had determinations under subsection 24(1) of the Public Service Act. Individual agreements did not provide for any additional non-salary benefits not included in the enterprise agreement.

The enterprise agreement includes an organisational performance bonus which is linked to achievement of the agency's key performance indicators (KPIs). Where the CEO determines that 75-90% of KPIs have been met in a financial year, a bonus of \$1,000 is payable to eligible employees. Where the CEO determines that greater than 90% of KPIs have been met in a financial year, a bonus of \$2,000 is payable to eligible employees. The bonus payment is subject to individual employee performance criteria, minimum terms of employment, and is pro-rataed for part-time employees.

Employee development

ACIAR uses its Individual Development and Performance Evaluation Scheme to identify and measure the effectiveness of employee's capability development and performance. The scheme links each individual's performance and skill needs to the achievement of the goals and organisational capability needs of ACIAR. The agency encourages engagement and ongoing development through the scheme. Each employee makes a commitment to enhance their knowledge and capability, contributing to a high performing culture.

ACIAR encouraged a range of learning and development opportunities for its Canberra-based employees in 2020-21, spending a total of \$92,184 on professional learning and development. This expenditure does not include attendance of Research Program Managers at professional conferences and seminars in Australia and overseas. ACIAR also offers a studies assistance scheme that aims to enhance the skills and knowledge of its employees by providing financial and leave assistance to complete study for career development.

Performance management

The Individual Development and Performance Evaluation Scheme encourages high achievement by improving individual performance through development, evaluation and planning to meet the needs of individuals and ACIAR.

The scheme operates on a 3-point rating scale and employees who are rated as 'meets expectations' or 'exceeds expectations' in the annual performance assessment receive an increment, provided they are not already at the top of a salary range. In the cycle concluded in June 2021, there were 50 completed assessments, with 50 rated as 'meets expectations' or higher.

A bonus of \$2,000 is granted to employees rated as 'meets expectations' or higher in the performance cycle, who have worked for ACIAR for at least 9 months and who were still employed by ACIAR on 30 June 2021, in recognition of achievements against the ACIAR corporate plan. Part-time employees received a pro-rata payment based on hours worked. Forty-one employees received the performance bonus with payments totalling \$78,120 (Table 12).

Inclusion and diversity

Social inclusion strategy

The Australian Government's Social Inclusion Statement, *A Stronger, Fairer Australia*, sets out the government's plan for achieving greater social inclusion and seeks to ensure that all Australians have the capabilities, opportunities, responsibilities and resources to learn, work, connect with others and have a say.

ACIAR fosters an environment of inclusiveness through several program areas such as supporting workplace diversity, workplace health and safety, learning and development and adherence to mechanisms such as the Commonwealth Disability Strategy and the *Carer Recognition Act 2010*.

Table 12: Bonus payments to staff, 2020-21

APS classification	No. of employees	No. part-time staff receiving bonus	No. full-time staff receiving bonus	Total no. of staff receiving bonus	Aggregate bonus for each classification
EL2-RPM	12	-	10	10	\$20,000
EL2	7	1	3	4	\$7,813
EL1	7	1	6	7	\$13,467
APS6	11	2	7	9	\$16,600
APS5	13	4	7	11	\$20,240
APS4	4	-	-	-	\$-

Note: SES are not included in the above table as they do not receive the bonus payment.

Workplace diversity

A culture of professional behaviour is promoted by ACIAR and we encourage relationships based on respect and appreciation of differences. Achieving an appropriate balance of work, family and cultural responsibilities is encouraged and supported through the ACIAR Workplace Diversity Program, as is the importance of all employees.

ACIAR continued support for and participation in APS-wide initiatives to promote workplace diversity. We promote Indigenous training and development opportunities and encourage people with disabilities to apply for ACIAR employment opportunities. ACIAR had 2 staff who identified as Indigenous as at 30 June 2021.

Commonwealth Disability Strategy

ACIAR continues to adhere to the principles embodied in the Commonwealth Disability Strategy framework and is committed to ensuring that all people seeking employment have fair access to employment opportunities. As at 30 June 2021, ACIAR had 4 staff who identified as having a disability.

Work health and safety

A healthy lifestyle is actively encouraged and promoted by ACIAR, through providing access to non-salary benefits such as subsidies for healthy lifestyle initiatives, annual influenza injections and pre-travel assessments for overseas travellers by the Travel Doctor.

Access to an Employee Assistance Program is also provided. This program provides free professional counselling and career-planning services to ACIAR employees and their families. The service also includes wellbeing seminars, conflict resolution services, assistance to line managers, as well as a 6-month family wellbeing program.

Ergonomic assessments for new employees and employees who experience discomfort at their workstation are carried out by a qualified workplace assessor. Modifications are made to work practices and work areas as required, resulting in less work-related physical ailments and increased productivity.

In 2020-21, there were no accidents or dangerous occurrences giving rise to the issue of any formal notices or directions under the *Work Health and Safety Act 2011*.



Procurement

ACIAR complies with the Commonwealth Procurement Rules and the objectives of Commonwealth procurement. Value for money is applied as the core principle in the procurement process, consistent with Section 4 (4.4) of the rules. ACIAR Accountable Authority Instructions include details on delegations, the commitment of public moneys, management of risk and dealing with public property. These instructions have been developed in accordance with the Commonwealth Procurement Rules.

Purchasing

Purchasing activities are subject to the provisions of the Accountable Authority Instruction (AAI 3 Procurement Process) relating to procurement. In accordance with the Commonwealth Procurement Rules that, ACIAR publishes an Annual Procurement Plan on the AusTender website: www.tenders.gov.au

The majority of ACIAR procurement activity (by expenditure) is exempt from Division 2 of the Commonwealth Procurement Rules, predominantly exemption 6: procurement of research and development services, but not the procurement of inputs to research and development undertaken by the agency.

Agreements executed under exemption 6 include contracts for the conduct of research projects by Australian universities and research organisations with the collaboration of other governments and international agencies. ACIAR publishes an annual operational plan that includes areas of priority for research developed in consultation with partner countries (*ACIAR Annual Operational Plan 2020-21*). ACIAR disseminates this to research providers, both within and outside Australia, and welcomes input from suitable experts to submit ideas and develop these in consultation with ACIAR research program managers.

Reporting against the Senate Order of 20 June 2001 requires departments and agencies to list contracts entered into with a value of more than \$100,000, that were still to be concluded or had been concluded during the previous 12 months. The list is available on the ACIAR website and is reported separately from that outlined below.

ACIAR entered into 159 contracts, agreements and variations to acquire services mainly related to research program support and services in 2020–21 with a total contract value of \$50,429,141. All contracts greater than \$10,000 are reported on the AusTender website.

No contracts were let in excess of \$10,000 that were exempted from publication in AusTender due to freedom of information exemptions. All ACIAR contracts in excess of \$100,000 contained clauses permitting the Auditor-General through the Australian National Audit Office access to contractor premises.

Competitive tendering

ACIAR conducted 4 approaches to market for Requests for Tender (greater than \$80,000) during 2020–21. The total expenditure from contracts arising from the procurements was \$5,434,353. ACIAR conducted 2 approaches to market in the previous financial year 2019–20 with total expenditure for these contracts of \$408,803.

For AusTender, we reported 14 contracts where ACIAR had engaged whole of government arrangements for travel, IT services and other services.

Consultants and contracts

ACIAR engages consultants where it lacks specialist expertise or when independent research, review or assessment is required. Consultants are typically engaged to investigate or diagnose a defined issue or problem; carry out defined reviews or evaluations; or provide independent advice, information or creative solutions to assist in ACIAR decision-making.

Prior to engaging consultants, ACIAR considers the skills and resources required for the task, the skills available internally, and the cost-effectiveness of engaging external expertise. The decision to engage a consultant is made in accordance with the PGPA Act and related Rules including the Commonwealth Procurement Rules and relevant internal policies.

The agency selects consultants through the use of panel arrangements or by making an open approach to market.

Expenditure on reportable consultancy contracts

During 2020–21, one new consultancy contract was entered into, involving total actual expenditure of \$71,107 (inclusive of GST). In addition, one ongoing consultancy contract was active during the period, involving total actual expenditure of \$37,537 (inclusive of GST), see Table 13.

All consultancy contracts valued at \$10,000 (inclusive of GST) or more, that were awarded in 2020–21, are published on the AusTender website.

Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website.

Table 13: Organisations receiving a share of reportable consultancy contract expenditure, 2020–21

Organisation	Expenditure
Foodlink Advocacy Co-operative, Philippines	\$37,537
ABT Associates Pty Ltd	\$71,107

Expenditure on reportable non-consultancy contracts

During 2020-21, a total of 103 new non-consultancy contracts were entered into, involving total actual expenditure of \$13,284,169 (inclusive of GST). In addition, 316 ongoing non-consultancy contracts were active during the period, involving total actual expenditure of \$59,069,823 (inclusive of GST). See Table 14.

All non-consultancy contracts valued at \$10,000 (inclusive of GST) or more, that were awarded in 2020-21, are published on the AusTender website.

Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the reportable non-consultancy contracts' value is available on the AusTender website.

Table 14: Organisations receiving a share of reportable non-consultancy contract expenditure, 2020-21

Organisation	Expenditure
Charles Sturt University	\$10,555,901
University of Queensland	\$8,059,237
University of Melbourne	\$5,643,001
Southern Cross University	\$2,749,956
University of the Sunshine Coast	\$2,007,310

Small business

ACIAR supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance website.

In supporting small and medium enterprises, ACIAR applies:

- » the Commonwealth Contracting Suite for low-risk procurements valued under \$200,000
- » Australian Industry Participation plans in whole-of-government procurement, where applicable
- » the Small Business Engagement Principles (outlined in the government's Industry Innovation and Competitiveness Agenda), such as communicating in clear, simple language and presenting information in an accessible format.

ACIAR recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury website.

Other mandatory information

Advertising and market research

During 2020–21, ACIAR did not conduct any advertising campaigns. There were no other advertisements or agreements undertaken with media advertising organisations. There was no direct marketing of information to the public. ACIAR has no ongoing contracts for any such activities.

Grants

ACIAR does not issue grants, and therefore did not issue any discretionary grants during 2020–21 or have any ongoing grants from previous years.

Disability reporting mechanism

The National Disability Strategy 2010–2020 continues as Australia’s overarching framework for disability reform. It acts to ensure the principles underpinning the United Nations Convention on the Rights of Persons with Disabilities are incorporated into Australia’s policies and programs that affect people with disability, their families and carers.

All levels of government will continue to be held accountable for the implementation of the strategy through biennial progress reporting to the Council of Australian Governments. Progress reports can be found at dss.gov.au. Disability reporting is included in the APS Commission’s State of the Service reports and the APS Statistical Bulletin. The report is available on the Department of Social Services website.

Freedom of information

Agencies subject to the *Freedom of Information Act 1982* (FOI Act) are required to make information publicly available as part of the Information Publication Scheme. This requirement is in Part II of the FOI Act and has replaced the former requirement to publish a section 8 statement in an annual report. Each agency must display on its website a plan showing what information it publishes in accordance with the IPS requirements. The content is available at Government Reporting on the ACIAR website.

One freedom of information request received during 2020–21 was considered and granted in part in accordance with Section 24A of the FOI Act. No requests were received during 2019–20.

Ecologically sustainable development and environmental performance

This section reports on the ecologically sustainable development and environmental performance of ACIAR and is provided in accordance with Section 516A of the *Environmental Protection and Biodiversity Conservation Act 1999* (EPBC Act).

Project-related environmental impacts

The ACIAR project development guidelines include triggers to ensure that any projects developed that may result in significant environmental impacts follow the requirements under the EPBC Act. When partner organisations (proponents) are developing projects, the commissioned (lead) agency must provide details of potential environmental harm relating to all relevant obligations under the EPBC Act.



Should any potential significant environmental impacts be identified by ACIAR or project proponents, both ACIAR and the proponents are obliged to ensure that all relevant EPBC Act obligations have been appropriately considered. Reference to obligations under Section 28 of the EPBC Act is included in project development processes. If a proposal may have significant environmental impact, the research program manager and project proponent apply a risk assessment and management-based approach to assess the potential risks and may have informal consultation with the EPBC Referrals Unit of the Department of Agriculture, Water and Environment.

Under the EPBC Guidelines, the ACIAR CEO is required to decide if there is still a significant risk of environmental impact, even with the proposed risk management approaches in place, to warrant a formal referral of the matter to the Australian Government Department of Agriculture, Water and Environment.

For any project for which potential significant environmental risks were identified during the project development phase, ACIAR includes a standard condition that the commissioned organisation must annually report to ACIAR on its implementation of the stated environmental risk management procedures and/or any special conditions imposed by the relevant Minister in the event that the project had been formally referred to the Department of Agriculture, Water and Environment.

How the organisation's outcomes contribute to ecologically sustainable development

The governing legislation outlines the mandate and functions of ACIAR under Section 5, including the formulation of policies to deliver against this mandate. Agricultural research is linked explicitly with sustainability. At the operational level, project development, evaluation and monitoring deliver on this mandate.

Effect of the organisation's activities on the environment

ACIAR-supported projects often have strong environmental benefits. ACIAR projects are spread throughout the organisation's mandated region of operations, in developing countries of the Indo-Pacific region. ACIAR projects address problems in developing countries that may also yield results applicable to environmental management in Australia. Such benefits are either a secondary objective or are the result of research having application within Australian settings.

Investment in climate action

Climate change is a major risk to sustainable development and is threatening global efforts to eradicate poverty. Addressing the risks of climate change, as well as taking advantage of the opportunities from climate action, reinforces sustainable development and supports poverty reduction.

In meeting Australia's climate finance commitments under the UN Framework Convention on Climate Change and Paris Agreement to provide support to developing countries for taking climate action, in 2020-21 ACIAR invested more than \$17.4 million through 91 projects that had climate adaptation or mitigation as a primary or secondary objective. This includes a \$1.3 million investment on behalf of Australia to the CGIAR Climate Change and Food Security Program.

Organisational measures to reduce environmental impact

Measures taken to minimise the impact of activities on the environment

The size and resourcing of the agency has resulted in the choice to adopt an informal system for managing environmental impacts, built on the Environmental Management System (EMS) framework circulated to government departments and agencies. The framework has been used to ensure that environmental performance within Canberra premises is as effective as possible.

ACIAR is the sole building tenant, responsible for the management of all infrastructure and implementation of policies to deliver sound environmental management at its Canberra premises. Like all government agencies and departments, daily operations generate waste and consume electricity, water and materials.

ACIAR has installed several measures to mitigate its use of resources. ACIAR House in Canberra has 50 solar panels installed on the roof. Rainwater tanks with a capacity of 40,000 litres capture runoff, and a grey-water reuse system is installed.

In 2020–21, as part of the ACIAR commitment to providing a sustainable business environment, a new collection bin for food scraps, coffee grinds, paper towels and tea bags was set up. From the start of the collection in April 2021 to the end of June 2021, almost a quarter of a tonne of food waste had been collected (246.4 kg).

In addition, ACIAR has increased:

- » access for staff to flexible working arrangements, which reduces energy consumption within the office as well as the impact of transport to and from the workplace
- » the use of follow-me printers, which has reduced our paper and toner usage
- » the use of energy-efficient lighting and lighting control systems that only activate when areas are occupied
- » continued use and expansion of communal waste and recycling facilities, resulting in a significant reduction in waste to landfill and contributing to the quick and convenient sorting of waste products.

Resource use by the organisation

Table 15: Resource use by ACIAR House, Canberra, 2019–20 and 2020–21

Resource	Usage	
	2019–20	2020–21
Energy (kilowatt hours)	222,986	237,894
Water (kilolitres)	3,695	2,406



PART 4

**Financial statements
2020-21**

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Independent Auditor's Report



INDEPENDENT AUDITOR'S REPORT

To the Minister for Foreign Affairs

Opinion

In my opinion, the financial statements of the Australian Centre for International Agricultural Research (the Entity) for the year ended 30 June 2021:

- (a) comply with Australian Accounting Standards – Reduced Disclosure Requirements and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2021 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2021 and for the year then ended:

- Statement by the Chief Executive Officer and Chief Finance Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement;
- Administered Schedule of Comprehensive Income;
- Administered Schedule of Assets and Liabilities;
- Administered Reconciliation Schedule;
- Administered Cash Flow Statement; and
- Notes to the financial statements, comprising a summary of significant accounting policies and other explanatory information.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and his delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Chief Executive Officer is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Reduced Disclosure Requirements and the rules made under the Act. The Chief Executive Officer is also responsible for such internal control as the Chief Executive Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

GPO Box 707, Canberra ACT 2601
38 Sydney Avenue, Forrest ACT 2603
Phone (02) 6203 7300

Independent Auditor's Report

In preparing the financial statements, the Chief Executive Officer is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Chief Executive Officer is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the assessment indicates that it is not appropriate.

Auditor's responsibilities for the audit of the financial statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgment and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office



Jodi George
Senior Executive Director
Delegate of the Auditor-General
Canberra
13 September 2021

Statement by Chief Executive Officer and Chief Finance Officer

In our opinion, the attached financial statements for the year ended 30 June 2021 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the Australian Centre for International Agricultural Research will be able to pay its debts as and when they fall due.



Andrew Campbell
Chief Executive Officer
13 September 2021



Audrey Gormley
Chief Finance Officer
13 September 2021

PRIMARY FINANCIAL STATEMENTS

Statement of Comprehensive Income

for the period ended 30 June 2021

	Notes	2021 \$'000	2020 \$'000	Original Budget \$'000
NET COST OF SERVICES				
Expenses				
Employee benefits	1.1A	6,341	7,510	7,223
Suppliers	1.1B	2,728	2,961	3,813
Depreciation and amortisation	3.2A	1,446	1,410	1,427
Finance costs	1.1C	71	80	80
Foreign exchange losses	1.1D	-	1	-
Total expenses		10,586	11,962	12,543
Own-source income				
Own-source revenue				
Revenue from contracts with customers	1.2A	641	656	838
Other revenue	1.2B	1,486	1,575	1,728
Total own-source revenue		2,127	2,231	2,566
Gains				
Gains from sale of assets		-	12	-
Foreign exchange gains	1.2C	1	-	-
Total gains		1	12	-
Total own-source income		2,128	2,243	2,566
Net cost of services		(8,458)	(9,719)	(9,977)
Revenue from Government	1.2D	9,352	9,312	9,352
Surplus/(Deficit) on continuing operations		894	(407)	(625)
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation surplus		122	133	-
Total other comprehensive income		122	133	-
Total comprehensive income/(loss)		1,016	(274)	(625)

The above statement should be read in conjunction with the accompanying notes.

PRIMARY FINANCIAL STATEMENTS

Statement of Comprehensive Income (continued)

for the period ended 30 June 2021

Budget Variances Commentary

All variances above 10% of the relevant category are considered significant and explained below.

Employee benefits

This reflects vacancies, staff movements and long-term leave arrangements not backfilled, and deferred Enterprise Agreement pay rises.

Suppliers

This largely reflects the continued impact of COVID-19 across a range of expenditure items.

Revenue from contracts with customers

Revenue from contracts with customers is primarily associated with management fees from agreements with the Department of Foreign Affairs and Trade for the management of Research Programs. The agreements provide flexibility for ACIAR to draw on the management fee as needed (to a capped limit) with the movement between years reflecting the movement in overall costs across the same period.

Other revenue

Other Revenue reflects an on-charge from Departmental to Administered for costs associated with locally engaged staff in Country Offices.

Changes in asset revaluation surplus

In accordance with AASB 116 and AASB 13, the agency undertook a fair value assessment of its buildings (excluding right of use assets), and plant and equipment as at 30 June 2021. This reflects the impact of that revaluation.

PRIMARY FINANCIAL STATEMENTS

Statement of Financial Position

as at 30 June 2021

	Notes	2021 \$'000	2020 \$'000	Original Budget \$'000
ASSETS				
Financial assets				
Cash and cash equivalents	3.1A	12	12	12
Trade and other receivables	3.1B	5,041	3,499	3,600
Total financial assets		5,053	3,511	3,612
Non-financial assets¹				
Buildings	3.2A	6,516	7,453	6,517
Plant and equipment	3.2A	775	819	647
Intangibles	3.2A	1,322	1,537	1,463
Other non-financial assets	3.2B	107	71	31
Total non-financial assets		8,720	9,880	8,658
Total assets		13,773	13,391	12,270
LIABILITIES				
Payables				
Suppliers	3.3A	213	209	209
Other payables	3.3B	323	204	164
Total payables		536	413	373
Interest bearing liabilities				
Leases	3.4A	5,883	6,592	5,891
Total interest bearing liabilities		5,883	6,592	5,891
Provisions				
Employee provisions	6.1A	2,138	2,431	2,431
Total provisions		2,138	2,431	2,431
Total liabilities		8,557	9,436	8,695
Net assets		5,216	3,955	3,575
EQUITY				
Contributed equity		3,081	2,836	3,081
Reserves		353	231	231
Retained surplus		1,782	888	263
Total equity		5,216	3,955	3,575

¹Right-of-use assets are included in Buildings.

The above statement should be read in conjunction with the accompanying notes.

PRIMARY FINANCIAL STATEMENTS

Statement of Financial Position (continued)

as at 30 June 2021

Budget Variances Commentary

All variances above 10% of the relevant category are considered significant and explained below.

Trade and other receivables

This reflects unspent operating appropriations for the year. The variance is consistent with movements in the Statement of Comprehensive Income

Plant and equipment

This reflects ACIAR's capital purchases, depreciation and movements in asset revaluation reserve, this amount changes from time to time in the normal course of business.

Other non-financial assets

ACIAR recognises prepayments at the end of the year for goods and services paid for but not yet consumed, this amount changes from time to time in the normal course of business.

Payables - other payables

ACIAR recognises payables and accrued expenditure at the end of the year for work performed but not yet paid (including salaries), this amount changes from time to time in the normal course of business.

Employee provisions

The decrease in employee provisions reflects changes in the long-term bond rate, higher than expected leave acquittal and the payout or change of entitlements from staff departures.

PRIMARY FINANCIAL STATEMENTS

Statement of Changes in Equity

for the period ended 30 June 2021

	Retained earnings			Asset revaluation reserve			Contributed equity/capital			Total equity		
	2021 \$'000	2020 \$'000	Original Budget \$'000	2021 \$'000	2020 \$'000	Original Budget \$'000	2021 \$'000	2020 \$'000	Original Budget \$'000	2021 \$'000	2020 \$'000	Original Budget \$'000
Opening balance	888	1,016	888	231	98	231	2,836	2,593	2,836	3,955	3,707	3,955
Balance carried forward from previous period												
Adjustment on initial application of AASB 16	-	269	-	-	-	-	-	-	-	-	269	-
Adjusted opening balance	888	1,285	888	231	98	231	2,836	2,593	2,836	3,955	3,976	3,955
Comprehensive income												
Surplus/(deficit) for the period	894	(407)	(625)	n/a	n/a	n/a	n/a	n/a	n/a	894	(407)	(625)
Other comprehensive income	-	10	-	122	133	-	-	-	-	122	143	-
Total comprehensive income / (loss)	894	(397)	(625)	122	133	-	-	-	-	1,016	(264)	(625)
Transactions with owners												
Departmental capital budget	-	-	-	-	-	-	245	243	245	245	243	245
Total transactions with owners	-	-	-	-	-	-	245	243	245	245	243	245
Closing balance as at 30 June	1,782	888	263	353	231	231	3,081	2,836	3,081	5,216	3,955	3,575

The above statement should be read in conjunction with the accompanying notes.

Accounting Policy

Equity Injections

Amounts appropriated which are designated as 'equity injections' for a year (less any formal reductions) and Departmental Capital Budgets (DCBs) are recognised directly in contributed equity in that year.

Budget Variances Commentary

All variances above 10% of the relevant category are considered significant and explained below.

Variances reflect the flow-on impact of items referred to in the Statement of Comprehensive Income and the Statement of Financial Position and the asset revaluation.

PRIMARY FINANCIAL STATEMENTS

Cash Flow Statement

for the period ended 30 June 2021

	Notes	2021 \$'000	2020 \$'000	Original Budget \$'000
OPERATING ACTIVITIES				
Cash received				
Appropriations		7,916	9,083	9,251
Sales of goods and rendering of services		2,127	2,196	2,534
Net GST received		283	348	-
Total cash received		<u>10,326</u>	<u>11,627</u>	<u>11,785</u>
Cash used				
Employees		6,634	7,108	7,223
Suppliers		2,924	3,602	3,781
Interest payments on lease liabilities		71	80	80
Total cash used		<u>9,629</u>	<u>10,790</u>	<u>11,084</u>
Net cash from operating activities		<u>697</u>	<u>837</u>	<u>701</u>
INVESTING ACTIVITIES				
Cash received				
Proceeds from sales of plant and equipment		-	33	-
Total cash received		<u>-</u>	<u>33</u>	<u>-</u>
Cash used				
Purchase of plant and equipment		139	429	245
Total cash used		<u>139</u>	<u>429</u>	<u>245</u>
Net cash (used by) investing activities		<u>(139)</u>	<u>(396)</u>	<u>(245)</u>
FINANCING ACTIVITIES				
Cash received				
Contributed equity		139	243	245
Total cash received		<u>139</u>	<u>243</u>	<u>245</u>
Cash used				
Principal payments of lease liabilities		697	684	701
Total cash used		<u>697</u>	<u>684</u>	<u>701</u>
Net cash (used by) financing activities		<u>(558)</u>	<u>(441)</u>	<u>(456)</u>
Net increase/(decrease) in cash held		<u>-</u>	<u>-</u>	<u>-</u>
Cash and cash equivalents at the beginning of the reporting period		<u>12</u>	<u>12</u>	<u>12</u>
Cash and cash equivalents at the end of the reporting period	3.1A	<u>12</u>	<u>12</u>	<u>12</u>

The above statement should be read in conjunction with the accompanying notes.

PRIMARY FINANCIAL STATEMENTS

Cash Flow Statement (continued)

for the period ended 30 June 2021

Budget Variances Commentary

All variances above 10% of the relevant category are considered significant and explained below.

Appropriation

Appropriations are drawn down to match expenses. The variance is consistent with the Statement of Comprehensive Income.

Sales of goods and rendering of services

Revenue from rendering services is primarily associated with management fees from agreements with the Department of Foreign Affairs and Trade for the management of Research Programs. The agreements provide flexibility for ACIAR to draw on the management fee as needed (to a capped limit) with the movement between years reflecting the movement in overall costs across the same period. This amount also included an internal on-charge between Departmental and Administered appropriations for locally engaged staff in international offices.

Net GST received

This reflects GST payments expected to be received from the Australian Taxation Office and it is not unusual for this amount to change from time to time in the normal course of business.

Suppliers

This largely reflects the continued impact of COVID-19 across a range of expenditure items.

Interest payment on lease liabilities

The interest payments are less than the budget is due to the market review of two overseas leases.

Purchase of plant and equipment

This reflects plant and equipment capital purchases, it is not unusual for this amount to vary from time to time in the normal course of business.

Contributed equity

This reflects ACIAR's capital budget, and is consistent with the purchase of plant and equipment for the year.

PRIMARY FINANCIAL STATEMENTS

Administered Schedule of Comprehensive Income

for the period ended 30 June 2021

	Notes	2021 \$'000	2020 \$'000	Original Budget \$'000
NET COST OF SERVICES				
Expenses				
International development assistance	2.1A	95,007	104,187	100,967
Total expenses		95,007	104,187	100,967
Income				
Revenue				
Non-taxation revenue				
External funds	2.2A	8,516	12,941	9,677
Total non-taxation revenue		8,516	12,941	9,677
Total revenue		8,516	12,941	9,677
Net cost of services		86,491	91,246	91,290
Total comprehensive (loss)		(86,491)	(91,246)	(91,290)

The above schedule should be read in conjunction with the accompanying notes.

Budget Variances Commentary

All variances above 10% of the relevant category are considered significant and explained below.

External funds

This reflects revenue recognised when performance obligations are satisfied and is determined by reference to expenses incurred. Revenue is lower than budgeted due to less than expected special account program expenditure following delays in contracting associated with the COVID-19 pandemic.

PRIMARY FINANCIAL STATEMENTS

Administered Schedule of Assets and Liabilities

as at 30 June 2021

	Notes	2021 \$'000	2020 \$'000	Original Budget \$'000
ASSETS				
Financial assets				
Cash and cash equivalents	4.1A	9,250	7,519	2,062
Taxation receivables	4.1B	1,052	499	499
Trade and other receivables	4.1C	108	10	10
Total financial assets		10,410	8,028	2,571
Non-financial assets				
Other non-financial assets	4.2	16	26	26
Total non-financial assets		16	26	26
Total assets administered on behalf of Government		10,426	8,054	2,597
LIABILITIES				
Payables				
Suppliers	4.3A	3,932	1,830	1,830
Other payables	4.3B	10,365	7,914	6,401
Total payables		14,297	9,744	8,231
Provisions				
Employee provisions	6.1B	432	345	345
Total provisions		432	345	345
Total liabilities administered on behalf of Government		14,729	10,089	8,576
Net Liabilities		(4,303)	(2,035)	(5,979)

The above schedule should be read in conjunction with the accompanying notes.

PRIMARY FINANCIAL STATEMENTS

Administered Schedule of Assets and Liabilities (continued)

as at 30 June 2021

Budget Variances Commentary

All variances above 10% of the relevant category are considered significant and explained below.

Cash and cash equivalents

The increase is due to additional cash in special accounts due to less than expected program expenditure and additional external funding receipts.

Taxation receivables

This reflects GST receivable from the Australian Taxation Office based on estimates of expenditure made during budget development. It is not unusual for this amount to change from time to time in the normal course of business.

Trade and other receivables

The budget assumes that revenues will be received before year end. In this instance the closing balance reflects minor receivables outstanding at year end.

Other non-financial assets

ACIAR recognises prepayments at the end of the year for goods and services paid for but not yet consumed, this amount changes from time to time in the normal course of business.

Payables - Suppliers

ACIAR recognises payables and accrued expenditure at the end of the year for work performed but not yet paid (including salaries), this amount changes from time to time in the normal course of business.

Payables - Other payables

This predominantly reflects unearned income subject to remaining performance obligations in contracts with external parties to provide research programs. The increase is due to additional funds received for future year's special account program activities.

Employee provisions

The increase in employee provisions reflects more than expected movement in long service leave entitlements due to recognition of prior service.

PRIMARY FINANCIAL STATEMENTS

Administered Reconciliation Schedule

for the period ended 30 June 2021

	2021	2020
	\$'000	\$'000
Opening assets less liabilities as at 1 July	(2,035)	7,668
Adjustment on initial application of AASB 15 / AASB 1058	-	(10,082)
Adjusted opening assets less liabilities	(2,035)	(2,414)
Net cost of services		
Income	8,516	12,941
Expenses	(95,007)	(104,187)
Transfers (to)/from the Australian Government		
Appropriation transfers from Official Public Account		
Annual appropriations		
Payments to entities other than corporate Commonwealth entities	85,078	92,596
Appropriation transfers to OPA		
Transfers to OPA	(855)	(971)
Closing assets less liabilities as at 30 June	(4,303)	(2,035)

The above schedule should be read in conjunction with the accompanying notes.

Accounting Policy

Administered Cash Transfers to and from the Official Public Account

Revenue collected by ACIAR for use by the Government, rather than ACIAR, is Administered revenue. Collections are transferred to the Official Public Account (OPA) maintained by the Department of Finance. Conversely, cash is drawn from the OPA to make payments under Parliamentary appropriation on behalf of Government. These transfers to and from the OPA are adjustments to the Administered cash held by the entity on behalf of the Government and reported as such in the Schedule of Administered Cash Flows and in the Administered Reconciliation Schedule.

PRIMARY FINANCIAL STATEMENTS

Administered Cash Flow Statement

for the period ended 30 June 2021

	Notes	2021 \$'000	2020 \$'000	Original Budget \$'000
OPERATING ACTIVITIES				
Cash received				
External funds		9,964	11,829	8,164
Net GST received		4,950	5,811	5,000
Total cash received		14,914	17,640	13,164
Cash used				
International development assistance		97,406	110,607	105,967
Total cash used		97,406	110,607	105,967
Net cash (used by) operating activities		(82,492)	(92,967)	(92,803)
Cash and cash equivalents at the beginning of the reporting period				
		7,519	8,861	7,519
Cash from Official Public Account				
Appropriations		91,144	98,677	87,346
		91,144	98,677	87,346
Cash to Official Public Account				
Appropriations		6,921	7,052	-
		6,921	7,052	-
Cash and cash equivalents at the end of the reporting period				
	4.1A	9,250	7,519	2,062

This schedule should be read in conjunction with the accompanying notes.

Budget Variances Commentary

All variances above 10% of the relevant category are considered significant and explained below.

External funds

Higher than budgeted due to additional external funding received relating to future year's special account programs.

Net GST received

This reflects GST payments expected to be received from the Australian Taxation Office based on estimates of expenditure made during budget development. It is not unusual for this amount to change from time to time in the normal course of business.

OVERVIEW

Objectives of ACIAR

The Australian Centre for International Agricultural Research (ACIAR) is an Australian Government controlled entity. ACIAR is a not-for-profit entity. The objective of ACIAR is to achieve more productive and sustainable agricultural systems, for the benefit of developing countries and Australia, through international agricultural research partnerships. Developing countries are the major beneficiaries but there are also benefits for Australia. We broker, facilitate, invest in and manage strategic partnerships in agricultural research-for-development.

ACIAR is structured to meet one outcome:

Outcome 1: To achieve more productive and sustainable agricultural systems for the benefit of developing countries and Australia through international agricultural research and training partnerships.

Although a portion of the ACIAR revenue is from external sources, the continued existence of ACIAR in its present form and with its present program is dependent on Government policy and on continuing funding by Parliament for ACIAR administration and program.

ACIAR activities contributing towards this outcome are classified as either Departmental or Administered. Departmental activities involve the use of assets, liabilities, income and expenses controlled or incurred by ACIAR in its own right. Administered activities involve the management or oversight by ACIAR, on behalf of the Government, of items controlled or incurred by the Government.

ACIAR conducts the following Administered activity on behalf of the Government:

- International agriculture research and development for more productive and sustainable agriculture

Basis of Preparation

The financial statements are general purpose financial statements and are required by section 42 of the *Public Governance, Performance and Accountability Act 2013*.

The financial statements have been prepared in accordance with :

- a) *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR); and
- b) Australian Accounting Standards and Interpretations – Reduced Disclosure Requirements issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position. The financial statements are presented in Australian dollars.

OVERVIEW (continued)

New Accounting Standards

Adoption of New Australian Accounting Standard Requirements

Standard/ Interpretation	Nature of change in accounting policy, transitional provisions, and adjustment to financial statements
AASB 1059 Service Concession Arrangements: Grantors	<p>AASB 1059 became effective from 1 July 2020.</p> <p>The new standard addresses the accounting for a service concession arrangement by a grantor that is a public sector entity by prescribing the accounting for the arrangement from a grantor's perspective.</p> <p>Prior to the issuance of AASB 1059, there was no definitive accounting guidance in Australia for service concession arrangements, which include a number of public private partnerships (PPP) arrangements. The AASB issued the new standard to address the lack of specific accounting guidance and based the content thereof broadly on its international equivalent: International Public Sector Accounting Standard 32: Service Concession Arrangements: Grantor.</p> <p>The details of the changes in accounting policies, transitional provisions and adjustments are disclosed below and in the relevant notes to the financial statements.</p>

ACIAR has reviewed the requirements of AASB 1059 and determined the standard does not apply.

Taxation

ACIAR is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

Reporting of Administered Activities

Administered revenues, expenses, assets, liabilities and cash flows are disclosed in the Administered Schedules and related notes.

Except where otherwise stated, Administered items are accounted for on the same basis and using the same policies as for Departmental items, including the application of Australian Accounting Standards.

Events After the Reporting Period

Departmental

There have been no events or transactions after the reporting date which could significantly affect the ongoing structure and financial activities of ACIAR.

Administered

There have been no events or transactions after the reporting date which could significantly affect the ongoing structure and financial activities of ACIAR.

NOTES TO THE FINANCIAL STATEMENTS

for the period ended 30 June 2021

1. Financial Performance

This section analyses the financial performance of ACIAR for the year ended.

1.1: Expenses

	2021	2020
	\$'000	\$'000
1.1A: Employee Benefits		
Wages and salaries	5,155	5,516
Superannuation:		
Defined contribution plans	471	441
Defined benefit plans	397	877
Leave and other entitlements	251	652
Separation and redundancies	67	24
Total employee benefits	6,341	7,510

Accounting Policy

Accounting policies for employee related expenses are contained in the People and Relationships section.

1.1B: Suppliers

Goods and services supplied or rendered

Contractors, consultants and service providers	1,318	1,262
Travel	30	351
IT Services	712	629
Property services (excluding rent)	300	285
Workforce capability	190	166
Publications and promotion	4	30
Other	150	198
Total goods and services supplied or rendered	2,704	2,921
Goods supplied	664	473
Services rendered	2,040	2,448
Total goods and services supplied or rendered	2,704	2,921

Other suppliers

Operating lease rentals	-	10
Workers compensation expenses	24	30
Total other suppliers	24	40
Total suppliers	2,728	2,961

1.1C: Finance Costs

Interest on lease liabilities	71	80
Total finance costs	71	80

The above lease disclosures should be read in conjunction with the accompanying notes 3.2A and 3.4A.

1.1D: Foreign Exchange Losses

Non-speculative	-	1
Total foreign exchange losses	-	1

NOTES TO THE FINANCIAL STATEMENTS

for the period ended 30 June 2021

1.2: Own-Source Revenue and Gains

	2021 \$'000	2020 \$'000
Own-Source Revenue		
<u>1.2A: Revenue from contracts with customers</u>		
Sale of goods	10	25
Rendering of services	631	631
Total sale of goods and rendering of services	641	656
Disaggregation of revenue from contracts with customers		
Major product/service line:		
Research services	641	656
	641	656
Type of customer:		
Australian Government entities (related parties)	631	631
Non-government entities	10	25
	641	656
Timing of transfer of goods and services:		
Over time	641	656
	641	656

Accounting Policy

Revenue from the sale of goods is recognised when:

- the risks and rewards of ownership have been transferred to the buyer; and
- ACIAR retains no managerial involvement or effective control over the goods.

Revenue from rendering of services is recognised when performance obligations are satisfied. The revenue is determined by reference to expenses incurred for project services at the end of each month.

Receivables for goods and services, which have 30 day terms, are recognised at the nominal amounts due less any impairment allowance account. Collectability of debts is reviewed at end of the reporting period.

Allowances are made when collectability of the debt is no longer probable.

1.2B: Other Revenue

Resources received free of charge

Remuneration of auditors	34	34
Other non taxation revenue	1,452	1,541
Total other revenue	1,486	1,575

1.2C: Foreign exchange gains

Non-speculative	1	-
Total foreign exchange gains	1	-

Accounting Policy

Resources received free of charge

Resources received free of charge are recognised as revenue when, and only when, a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense. Resources received free of charge are recorded as either revenue or gains depending on their nature.

Other non taxation revenue

Other non taxation revenue is recognised over time as Departmental-incurred costs associated with locally engaged staff in international offices which are on-charged to Administered.

NOTES TO THE FINANCIAL STATEMENTS

for the period ended 30 June 2019

1.2: Own-Source Revenue and Gains (continued)

	2021	2020
	\$'000	\$'000
<u>1.2D: Revenue from Government</u>		
Appropriations		
Departmental appropriation	9,352	9,312
Total revenue from Government	9,352	9,312

Accounting Policy

Revenue from Government

Amounts appropriated for Departmental appropriations for the year (adjusted for any formal additions and reductions) are recognised as Revenue from Government when the entity gains control of the appropriation, except for certain amounts that relate to activities that are reciprocal in nature, in which case revenue is recognised only when it has been earned. Appropriations receivable are recognised at their nominal amounts.

NOTES TO THE FINANCIAL STATEMENTS

for the period ended 30 June 2021

2. Income and Expenses Administered on Behalf of Government

This section analyses the activities that ACIAR does not control but administers on behalf of the Government. Unless otherwise noted, the accounting policies adopted are consistent with those applied for Departmental reporting.

2.1: Administered—Expenses

	2021	2020
	\$'000	\$'000
<u>2.1A: International Development Assistance</u>		
Research program	57,215	72,138
Multilateral program	23,321	23,796
Education and training	12,252	6,163
Communicating research results	2,219	2,090
Total international development assistance	95,007	104,187
International Development Assistance is made up of:		
Employee benefits	4,031	4,039
Supplier expenses	90,976	100,148
Total	95,007	104,187
Accounting Policy		
<i>International Development Assistance</i>		
ACIAR administers official development assistance programs and projects on behalf of the Government.		
Official development assistance liabilities are recognised to the extent that:		
(i) the services required to be performed by the recipient have been performed; or		
(ii) the contract eligibility criteria have been satisfied, but payments due have not been made.		

NOTES TO THE FINANCIAL STATEMENTS

for the period ended 30 June 2019

2.2: Administered—Income

	2021	2020
	\$'000	\$'000
Revenue		
Non-Taxation Revenue		
<u>2.2A: External Funds</u>		
External funds	8,516	12,941
Total external funds	8,516	12,941
Accounting Policy		
All Administered revenues are revenues relating to ordinary activities performed by the entity on behalf of the Australian Government.		

NOTES TO THE FINANCIAL STATEMENTS

for the period ended 30 June 2021

3. Financial Position

This section analyses the ACIAR's assets used to conduct its operations and the operating liabilities incurred as a result. Employee related information is disclosed in the People and Relationships section.

3.1: Financial Assets

	2021	2020
	\$'000	\$'000
3.1A: Cash and Cash Equivalents		
Cash on hand or on deposit	12	12
Total cash and cash equivalents	12	12

Accounting Policy

Cash is recognised at its nominal amount. Cash and cash equivalents includes:

- cash on hand;
- demand deposits in bank accounts with an original maturity of 3 months or less that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value; and
- cash in special accounts.

3.1B: Trade and Other Receivables

Appropriations receivable

Departmental - operating	4,895	3,460
Departmental - capital	106	-
Total appropriations receivable	5,001	3,460

Other receivables

GST receivable from the Australian Taxation Office	40	18
Other	-	21
Total other receivables	40	39
Total trade and other receivables (net)	5,041	3,499

Credit terms for goods and services were within 30 days (2020: 30 days)

Accounting Policy

Financial Assets

Trade receivables and other receivables that are held for the purpose of collecting the contractual cash flows where the cash flows are solely payments of principal and interest, that are not provided at below-market interest rates, are subsequently measured at amortised cost using the effective interest method adjusted for any loss allowance.

NOTES TO THE FINANCIAL STATEMENTS

for the period ended 30 June 2021

3.2: Non-Financial Assets

3.2A: Reconciliation of the Opening and Closing Balances of Buildings, Plant and Equipment and Intangibles

	Buildings \$'000	Plant and equipment \$'000	Intangibles computer software ¹ \$'000	Total \$'000
As at 1 July 2020				
Gross book value	8,253	819	2,083	11,155
Accumulated depreciation, amortisation and impairment	(800)	-	(546)	(1,346)
Total as at 1 July 2020	7,453	819	1,537	9,809
Additions				
Purchase	-	139	-	139
Revaluations recognised in other comprehensive income	43	79	-	122
Depreciation and amortisation	(172)	(262)	(215)	(649)
Depreciation on right-of-use assets	(797)	-	-	(797)
Other movements of right-of-use assets	(11)	-	-	(11)
Total as at 30 June 2021	6,516	775	1,322	8,613
Total as at 30 June 2021 represented by				
Gross book value	8,113	775	2,083	10,971
Accumulated depreciation, amortisation and impairment	(1,597)	-	(761)	(2,358)
Total as at 30 June 2021	6,516	775	1,322	8,613
Carrying amount of right-of-use assets	5,853	-	-	5,853

¹The carrying amount of computer software included \$1.321 million of internally generated software.

No indicators of impairments were found for buildings, plant and equipment or computer software.

No buildings, plant and equipment or computer software are expected to be sold or disposed of within the next 12 months.

NOTES TO THE FINANCIAL STATEMENTS

for the period ended 30 June 2021

3.2: Non-Financial Assets (continued)

Revaluations of non-financial assets

All revaluations were conducted in accordance with the revaluation policy stated at Note 7.4. On 30 June 2021, an independent valuer from Public, Private Property conducted the revaluations. The valuation resulted in a change to the fair value of buildings and plant and equipment.

Contractual commitments for the acquisition of plant, equipment and intangible assets

At 30 June 2021, ACIAR was committed to office fitout for the value of \$32,582, excluding GST.

Accounting Policy

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

Asset Recognition Threshold

Purchases of buildings, plant and equipment and intangibles are recognised initially at cost in the Statement of Financial Position, except for purchases costing less than \$2,000, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located.

Lease Right of Use (ROU) Assets

Leased ROU assets are capitalised at the start date of the lease and comprise of the initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives received. These assets are accounted for by Commonwealth lessees as separate asset classes to corresponding assets owned outright, but included in the same column as where the corresponding underlying assets would be presented if they were owned.

On initial adoption of AASB 16 ACIAR has adjusted the ROU assets at the date of initial application by the amount of any provision for onerous leases recognised immediately before the date of initial application. Following initial application, an impairment review is undertaken for any right of use lease asset that shows indicators of impairment and an impairment loss is recognised against any right of use lease asset that is impaired. Lease ROU assets continue to be measured at cost after initial recognition in Commonwealth agency, GGS and Whole of Government financial statements.

Revaluations

Following initial recognition at cost, buildings, plant and equipment assets (excluding ROU assets) are carried at fair value less subsequent accumulated depreciation and accumulated impairment losses. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets do not differ materially from the assets' fair values as at the reporting date. The regularity of independent valuations depends upon the volatility of movements in market values for the relevant assets.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reverses a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reverse a previous revaluation increment for that class.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated to the revalued amount.

NOTES TO THE FINANCIAL STATEMENTS

for the period ended 30 June 2021

3.2: Non-Financial Assets (continued)

Depreciation

Depreciable buildings, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to ACIAR using, in all cases, the straight-line method of depreciation.

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

Depreciation rates applying to each class of depreciable asset are based on the following useful lives:

	2021	2020
Buildings	Lower of useful life or lease term	Lower of useful life or lease term
Plant and equipment	3 to 10 years	3 to 10 years

The depreciation rates for ROU assets are based on the start date to the earlier of the end of the useful life of the ROU asset or the end of the lease term.

Impairment

All assets are assessed for impairment annually. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if ACIAR were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

Derecognition

An item of buildings or plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

Intangibles

ACIAR intangibles comprise software for internal use. These assets are carried at cost less accumulated amortisation and accumulated impairment losses.

Software is amortised on a straight-line basis over its anticipated useful life. The useful lives of the ACIAR software are 3 to 10 years (2020: 3 to 10 years).

All computer software assets are assessed for indications of impairment annually.

	2021	2020
	\$'000	\$'000
3.2B: Other Non-Financial Assets		
Prepayments	107	71
Total other non-financial assets	107	71

No indicators of impairment were found for other non-financial assets.

NOTES TO THE FINANCIAL STATEMENTS

for the period ended 30 June 2021

3.3: Payables

	2021	2020
	\$'000	\$'000
3.3A: Suppliers		
Trade creditors and accruals	213	209
Total suppliers	213	209

All supplier payables are expected to be settled within 12 months.

Settlement was usually made within 30 days.

3.3B: Other Payables

Salaries and wages	181	181
Superannuation	13	12
Other	129	11
Total other payables	323	204

3.4: Interest Bearing Liabilities

	2021	2020
	\$'000	\$'000
3.4A: Leases		
Finance Leases ¹	5,883	6,592
Total leases	5,883	6,592
Maturity analysis - contractual undiscounted cash flows		
Within 1 year	722	774
Between 1 to 5 years	2,619	2,683
More than 5 years	2,863	3,528
Total leases	6,204	6,985

¹The above lease disclosures should be read in conjunction with the accompanying notes 1.1C and

Total cash outflow for leases for the year ended 30 June 2021 was \$ 769,962 (2020: \$763,964)

Accounting Policy

For all new contracts entered into, ACIAR considers whether the contract is, or contains a lease. Lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

Once it has been determined that a contract is, or contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the date, discounted using the interest rate implicit in the lease, if that rate is readily determinable, or the department's incremental borrowing rate.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or profit and loss depending on the nature of the reassessment or modification.

NOTES TO THE FINANCIAL STATEMENTS

for the period ended 30 June 2019

4. Assets and Liabilities Administered on Behalf of Government

This section analyses assets used to conduct operations and the operating liabilities incurred as a result which ACIAR does not control but administers on behalf of the Government. Unless otherwise noted, the accounting policies adopted are consistent with those applied for Departmental reporting.

4.1: Administered—Financial Assets

	2021	2020
	\$'000	\$'000
<u>4.1A: Cash and Cash Equivalents</u>		
Cash in special accounts	9,240	7,509
Cash on hand or on deposit	10	10
Total cash and cash equivalents	9,250	7,519
<u>4.1B: Taxation Receivables</u>		
GST receivable from Australian Taxation Office	1,052	499
Total taxation receivables (net)	1,052	499
<u>4.1C: Trade and Other Receivables</u>		
Goods and services receivables	108	10
Total trade and other receivables (net)	108	10
No indicators of impairment were found for trade and other receivables.		
Trade and other receivables credit terms were within 30 days (2020 : 30 days).		

NOTES TO THE FINANCIAL STATEMENTS

for the period ended 30 June 2021

4.2: Administered—Non-Financial Assets

	2021	2020
	\$'000	\$'000
4.2: Other Non-Financial Assets		
Prepayments	16	26
Total other non-financial assets	16	26

4.3: Administered—Payables

	2021	2020
	\$'000	\$'000
4.3A: Suppliers		
Trade creditors and accruals	3,932	1,830
Total suppliers	3,932	1,830
Settlement was usually made within 30 days.		
4.3B: Other Payables		
GST payable to OPA	1,053	498
Unearned income	9,233	7,353
Salaries and wages	71	58
Superannuation	8	5
Total other payables	10,365	7,914

NOTES TO THE FINANCIAL STATEMENTS

for the period ended 30 June 2021

5. Funding

This section identifies ACIAR's funding structure.

5.1: Appropriations

5.1A: Annual Appropriations ('Recoverable GST exclusive')

Annual Appropriations for 2021	Annual Appropriation ¹ \$'000	Section 74 Adjustments to appropriation \$'000	Total appropriation \$'000	Appropriation applied in 2021 (current and prior years) \$'000	Variance ² \$'000
DEPARTMENTAL					
Ordinary annual services	9,352	2,104	11,456	10,020	1,436
Capital Budget ³	245	-	245	139	106
Total departmental	9,597	2,104	11,701	10,159	1,542
ADMINISTERED					
Ordinary annual services	87,346	-	87,346	84,224	3,122
Administered items	87,346	-	87,346	84,224	3,122
Total administered					

Notes:

¹In 2020-21, there were no appropriations quarantined.

²In 2020-21, the variances reflect:

Departmental – the variance relates to the movement in appropriation receivable between the current and prior financial year.

Administered – the variance is not considered material.

³Departmental and Administered Capital Budgets are appropriated through Appropriation Acts (No.1,3). They form part of ordinary annual services, and are not separately identified in the Appropriation Acts.

NOTES TO THE FINANCIAL STATEMENTS

for the period ended 30 June 2021

5.1: Appropriations (continued)

Annual Appropriations for 2020

	Annual Appropriation ¹ \$'000	Section 74 Adjustments to appropriation \$'000	Total appropriation \$'000	Appropriation applied in 2020 (current and prior years) \$'000	Variance ² \$'000
DEPARTMENTAL					
Ordinary annual services	9,312	2,230	11,542	11,313	229
Capital Budget ³	243	-	243	243	-
Total departmental	9,555	2,230	11,785	11,556	229
ADMINISTERED					
Ordinary annual services					
Administered items	92,151	-	92,151	91,625	526
Total administered	92,151	-	92,151	91,625	526

Notes:

¹In 2019-20, there were no appropriations quarantined.

²In 2019-20, the variances reflect:

Departmental — the variance relates to the movement in appropriation receivable between the current and prior financial year.

Administered — the variance is not considered material.

³Departmental and Administered Capital Budgets are appropriated through Appropriation Acts (No.1,3). They form part of ordinary annual services, and are not separately identified in the Appropriation Acts.

NOTES TO THE FINANCIAL STATEMENTS

for the period ended 30 June 2021

5.1: Appropriations (continued)

5.1B: Unspent Annual Appropriations ('Recoverable GST exclusive')

	2021	2020
Authority	\$'000	\$'000
DEPARTMENTAL		
Appropriation Act (No 1) 2019-20	-	3,460
Appropriation Act (No 1) 2020-21	4,895	-
Appropriation Act (No 1) 2020-21 Capital Budget (DCB) Non Operating	106	-
Cash on hand or on deposit	12	12
Total	5,013	3,472
ADMINISTERED		
Appropriation Act (No 1) 2017-18	-	416
Appropriation Act (No 1) 2018-19	141	141
Appropriation Act (No 1) 2019-20	509	2,745
Appropriation Act (No 1) 2020-21	5,358	-
Cash on hand or on deposit	10	10
Total	6,018	3,312

5.2: Special Accounts

5.2: Special Accounts (Recoverable GST exclusive)

	ACIAR Special Account ¹	
	2021	2020
	\$'000	\$'000
Balance brought forward from previous period	7,509	8,851
Increases		
Other receipts	10,375	11,460
Total increases	10,375	11,460
Available for payments	17,884	20,311
Decreases		
Administered		
Payments made to suppliers	(8,644)	(12,802)
Total Administered	(8,644)	(12,802)
Total decreases	(8,644)	(12,802)
Total balance carried to the next period	9,240	7,509
Balance represented by:		
Cash held in the Official Public Account	9,240	7,509
Total balance carried to the next period	9,240	7,509

¹ Appropriation: *Public Governance, Performance and Accountability Act 2013* section 80
 Establishing Instrument: *Australian Centre for International Agricultural Research Act 1982* section 33
 Purpose: For crediting amounts received from time to time to cover the discharge of costs.

NOTES TO THE FINANCIAL STATEMENTS

for the period ended 30 June 2021

5.3: Net Cash Appropriation Arrangements

	2021 \$'000	2020 \$'000
Total comprehensive income/(loss) as per statement of comprehensive income	1,016	(274)
Plus: depreciation/amortisation expenses previously funded through revenue appropriation	649	610
Plus: depreciation right-of-use assets	797	800
Less: principal repayments - leased assets	(697)	(684)
Total comprehensive income less expenses previously funded through revenue appropriations	1,765	452
Change in asset revaluation reserve	(122)	(133)
Surplus attributable to the Australian Government less expenses previously funded through revenue appropriation	1,643	319

From 2010-11, the Government introduced net cash appropriation arrangements, where revenue appropriations for depreciation/amortisation expenses ceased. Entities now receive a separate capital budget provided through equity appropriations. Capital budgets are to be appropriated in the period when cash payment for capital expenditure is required.

The inclusion of depreciation/amortisation expenses related to ROU leased assets and the lease liability principal repayment amount reflects the cash impact of AASB 16 *Leases*, it does not directly reflect a change in appropriation arrangements.

NOTES TO THE FINANCIAL STATEMENTS

for the period ended 30 June 2021

6. People and Relationships

This section describes a range of employment and post-employment benefits provided to our people and our relationships with other key people.

6.1: Employee Provisions

	2021	2020
	\$'000	\$'000
6.1A: Employee Provisions		
Leave	1,651	1,913
Other	487	518
Total employee provisions	2,138	2,431
6.1B: Administered - Employee Provisions		
Leave	432	345
Total employee provisions	432	345

Accounting policy

Liabilities for short-term employee benefits and termination benefits expected within 12 months of the end of reporting period are measured at their nominal amounts.

Other long-term employee benefits are measured as net total of the present value of the defined benefit obligation at the end of the reporting period, minus the fair value at the end of the reporting period of plan assets (if any), out of which the obligations are to be settled directly.

Leave

The liability for employee benefits includes provision for annual leave and long service leave.

The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including the ACIAR employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

The liability for long-service leave has been determined by reference to the shorthand method. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

Separation and Redundancy

Provision is made for separation and redundancy benefit payments. ACIAR recognises a provision for termination when it has developed a detailed formal plan for the terminations and has informed those employees affected that it will carry out the terminations.

Superannuation

ACIAR staff are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), or the PSS accumulation plan (PSSap), or other superannuation funds held outside the Australian Government.

The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap and other superannuation funds held outside the Australian Government are defined contribution schemes.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's Administered schedules and notes.

ACIAR makes employer contributions to the employees' defined benefit superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the Government. ACIAR accounts for the contributions as if they were contributions to defined contribution plans.

The liability for superannuation recognised as at 30 June represents outstanding contributions.

For other superannuation funds held outside the Australian Government, as employer, ACIAR, contributes a minimum of 9.5% of superannuable salaries.

NOTES TO THE FINANCIAL STATEMENTS

for the period ended 30 June 2021

6.2: Key Management Personnel Remuneration

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of ACIAR, directly or indirectly, including any director (whether executive or otherwise) of ACIAR. ACIAR has determined the key management personnel to be the Portfolio Minister (Minister for Foreign Affairs), Cabinet Ministers, Chief Executive Officer, Chief Finance Officer and other ACIAR Executive. Key management personnel remuneration is reported in the table below:

	2021	2020
	\$'000	\$'000
Short-term employee benefits	1,176	1,338
Post-employment benefits	226	235
Other long-term employee benefits	23	60
Termination benefits	-	44
Total senior executive remuneration expenses¹	1,425	1,677

The total number of key management personnel that are included in the above table is 5 (2020: 6).

1. The above key management personnel remuneration excludes the remuneration and other benefits of the Portfolio Minister and Cabinet Ministers. The Portfolio Minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by ACIAR.

6.3: Related Party Disclosures

Related party relationships:

ACIAR is an Australian Government controlled entity. Related parties to this entity are Key Management Personnel including the Portfolio Minister (Minister for Foreign Affairs), Cabinet Ministers, and Executive, and other Australian Government entities.

Transactions with related parties:

Given the breadth of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens. Such transactions include the payment or refund of taxes, receipt of a Medicare rebate or higher education loans. These transactions have not been separately disclosed in this note.

The following transactions with related parties occurred during the financial year:

- The entity transacts with other Australian Government controlled entities consistent with normal day-to-day business operations provided under normal terms and conditions, including the payment of workers compensation and insurance premiums. These are not considered individually significant to warrant separate disclosure as related party transactions.
- Refer to Note 6.1 Employee Provisions for details on superannuation arrangements with the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), and the PSS accumulation plan (PSSap).

NOTES TO THE FINANCIAL STATEMENTS

for the period ended 30 June 2021

7. Managing Uncertainties

This section analyses how ACIAR manages financial risks within its operating environment.

7.1A: Contingent Assets and Liabilities

Quantifiable Contingencies

At 30 June 2021, ACIAR had no quantifiable contingencies (2020: \$Nil).

Unquantifiable Contingencies

At 30 June 2021, ACIAR had no unquantifiable contingencies (2020: \$Nil).

7.1B: Administered—Contingent Assets and Liabilities

Quantifiable Contingencies

At 30 June 2021, ACIAR had no quantifiable contingencies (2020: \$Nil).

Unquantifiable Contingencies

At 30 June 2021, ACIAR had no unquantifiable contingencies (2020: \$Nil).

Accounting Policy

Contingent liabilities and contingent assets are not recognised in the Statement of Financial Position, but are reported in the notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

7.2: Financial Instruments

	2021	2020
	\$'000	\$'000
7.2A: Categories of Financial Instruments		
Financial assets at amortised cost		
Cash and cash equivalents	12	12
Trade and other receivables	-	21
Total financial assets at amortised cost	12	33
Financial Liabilities		
Financial liabilities measured at amortised cost		
Trade creditors	213	209
Other payables	129	11
Total financial liabilities at amortised cost	342	220
7.2B: Net gains or losses on financial liabilities		
Financial liabilities measured at amortised cost		
Exchange gains/(losses)	1	(1)
Net gains/(losses) on financial liabilities measured at amortised cost	1	(1)

NOTES TO THE FINANCIAL STATEMENTS

for the period ended 30 June 2021

7.2: Financial Instruments (continued)

Accounting policy

Financial assets

ACIAR classifies its financial assets as financial assets measured at amortised cost.

The classification depends on the ACIAR business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition. Financial assets are recognised when ACIAR becomes a party to the contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date.

Financial Assets at Amortised Cost

Financial assets included in this category need to meet two criteria:

1. the financial asset is held in order to collect the contractual cash flows; and
2. the cash flows are solely payments of principal and interest (SPPI) on the principal outstanding amount.

Amortised cost is determined using the effective interest method.

Effective Interest Method

Income is recognised on an effective interest rate basis for financial assets that are recognised at amortised cost.

Impairment of Financial Assets

Financial assets are assessed for impairment at the end of each reporting period based on Expected Credit Losses, using the general approach which measures the loss allowance based on an amount equal to lifetime expected credit losses where risk has significantly increased, or an amount equal to 12-month expected credit losses if risk has not increased.

The simplified approach for trade, contract and lease receivables is used. This approach always measures the loss allowance as the amount equal to the lifetime expected credit losses.

A write-off constitutes a derecognition event where the write-off directly reduces the gross carrying amount of the financial asset.

Financial Liabilities

Financial liabilities are classified as other financial liabilities. Financial liabilities are recognised and derecognised upon 'trade date'.

Financial Liabilities at Amortised Cost

Financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective interest basis.

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

NOTES TO THE FINANCIAL STATEMENTS

for the period ended 30 June 2021

7.3: Administered—Financial Instruments

	2021	2020
	\$'000	\$'000
7.3A: Categories of Financial Instruments		
Financial assets at amortised cost		
Cash on hand or on deposit	9,250	7,519
Trade and other receivables	108	10
Total financial assets at amortised cost	9,358	7,529
Financial Liabilities		
Financial liabilities measured at amortised cost		
Trade creditors	3,932	1,830
Unearned income	9,233	7,353
Total financial liabilities at amortised cost	13,165	9,183

NOTES TO THE FINANCIAL STATEMENTS

for the period ended 30 June 2021

7.4: Fair Value Measurements

Accounting policy

ACIAR engaged the service of Public, Private Property (PPP) to conduct a desktop review of carrying amounts for all buildings (excluding right of use assets) and plant and equipment assets at 30 June 2021. An annual assessment is undertaken to determine whether the carrying amount of the assets is materially different from the fair value.

ACIAR conducted a comprehensive valuation, including physical inspection as at 30 June 2016 and annual desktop valuations from 30 June 2017 through to 30 June 2020. Consistent with AASB 116 ACIAR intended to conduct a comprehensive valuation as at 30 June 2021. However due to Health Orders and travel restrictions implemented to combat COVID-19 the agency decided that a desktop review would be undertaken for 30 June 2021. This was on the basis that ACIAR assets are ordinary assets and they do not have any unique elements that makes them volatile or difficult to value. PPP has provided written assurance to ACIAR that the models developed are in compliance with AASB 13.

The methods used to determine and substantiate the unobservable inputs are derived and evaluated as follows:

Physical Depreciation and Obsolescence - Assets that do not transact with enough frequency or transparency to develop objective opinions of value from observable market evidence have been measured using the Depreciated Replacement Cost approach. Under the Depreciated Replacement Cost approach the estimated cost to replace the asset is calculated and then adjusted to take into physical depreciation and obsolescence. Physical depreciation and obsolescence has been determined based on professional judgement regarding physical, economic and external obsolescence factors relevant to the asset under consideration. For all Leasehold Improvement assets, the consumed economic benefit/asset obsolescence deduction is determined based on the term of the associated lease.

The ACIAR policy is to recognise transfers into and transfers out of fair-value hierarchy levels as at the end of the reporting period.

Non-financial assets ¹	Valuation Method	Fair value measurements at the end of the reporting period	
		2021	2020
		\$'000	\$'000
Buildings ²	Depreciated replacement cost	663	793
Plant and equipment	Depreciated replacement cost	775	819

¹No non-financial assets were measured at fair value on a non-recurring basis as at 30 June 2021 (2020: Nil).

²Excluding right of use assets.

ACIAR assets are held for operational purposes and not held for the purposes of deriving a profit. The current use of all non-financial assets is considered their highest and best use.

NOTES TO THE FINANCIAL STATEMENTS

for the period ended 30 June 2021

8. Other Information

8.1: Aggregate Assets and Liabilities

	2021	2020
	\$'000	\$'000
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	12	12
Trade and other receivables	5,041	3,499
Other Non-Financial Assets	54	59
Total no more than 12 months	5,107	3,570
More than 12 months		
Land and buildings	6,516	7,453
Plant and equipment	775	819
Computer software	1,322	1,537
Other Non-Financial Assets	53	12
Total more than 12 months	8,666	9,821
Total assets	13,773	13,391

Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	213	209
Other payables	323	204
Employee provisions	445	1,354
Finance Leases	657	701
Total no more than 12 months	1,638	2,468
More than 12 months		
Employee provisions	1,693	1,077
Finance Leases	5,226	5,891
Total more than 12 months	6,919	6,968
Total liabilities	8,557	9,436

8.1B: Administered - Aggregate Assets and Liabilities

	2021	2020
	\$'000	\$'000
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	9,250	7,519
Taxation receivables	1,052	499
Trade and other receivables	108	10
Other Non-Financial Assets	16	26
Total no more than 12 months	10,426	8,054
Total assets	10,426	8,054
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	3,932	1,830
Other payables	10,365	7,914
Employee provisions	172	179
Total no more than 12 months	14,469	9,923
More than 12 months		
Employee provisions	260	166
Total more than 12 months	260	166
Total liabilities	14,729	10,089

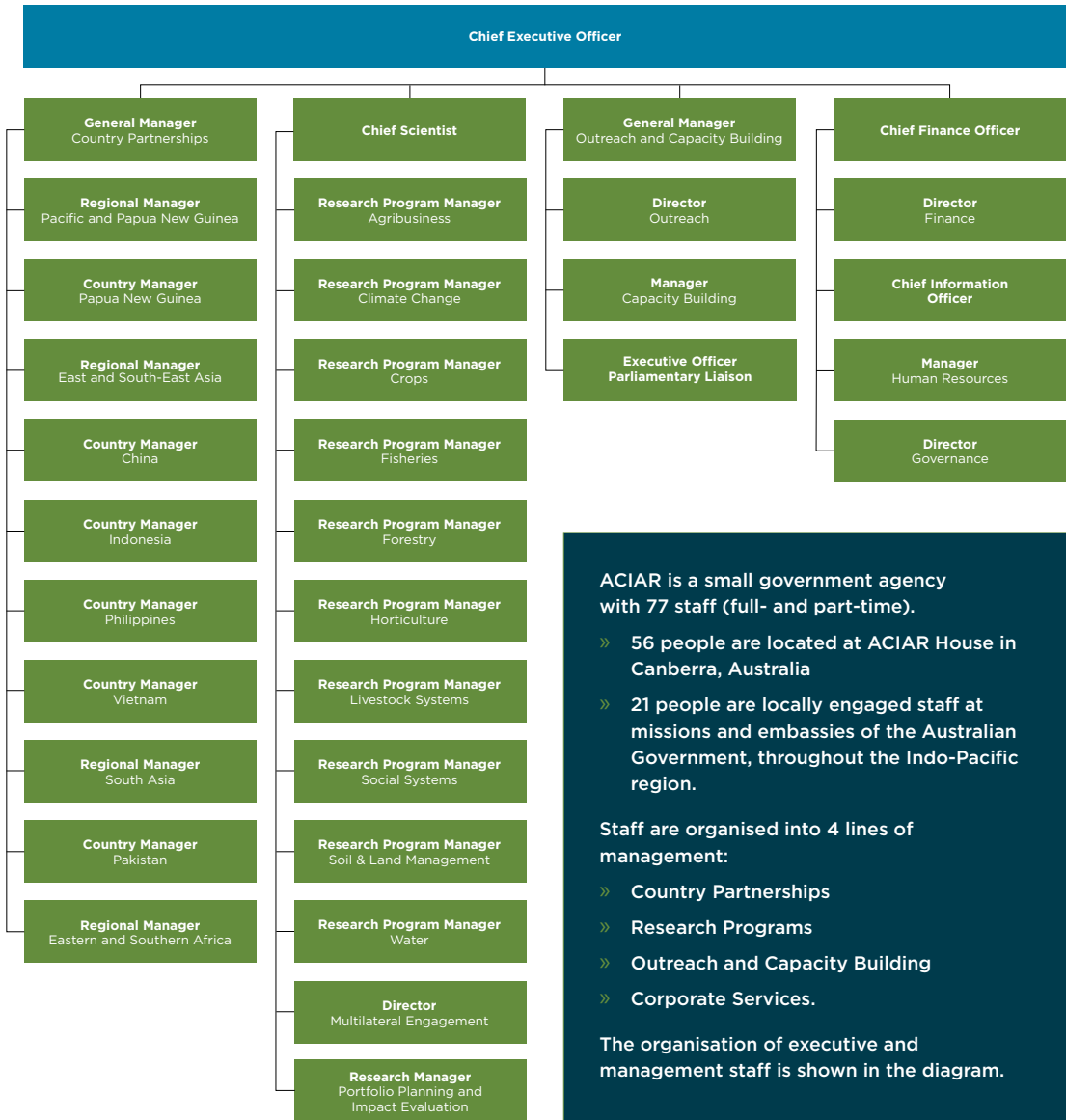
PART 5

Appendixes

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Appendix 2. Staffing statistics	99
Appendix 3. Executive remuneration	107

Appendix 1. ACIAR organisational structure

Organisational structure 2020–21 (as at 30 June 2021)



ACIAR is a small government agency with 77 staff (full- and part-time).

- » 56 people are located at ACIAR House in Canberra, Australia
- » 21 people are locally engaged staff at missions and embassies of the Australian Government, throughout the Indo-Pacific region.

Staff are organised into 4 lines of management:

- » Country Partnerships
- » Research Programs
- » Outreach and Capacity Building
- » Corporate Services.

The organisation of executive and management staff is shown in the diagram.

Appendix 2. Staffing statistics

ACIAR is a small agency of 77 staff in total, with 56 staff employed under the *Australian Public Service Act 1999* and located in Canberra, ACT. As a small agency, ACIAR does not have employees in all bands of the APS scale.

ACIAR also employs 21 staff overseas. These are locally engaged staff (non-APS) who provide in-country program support.

Table 16 to Table 19 present a simplified summary of staff characteristics, the year ended 30 June 2021.

Staffing statistics for the periods ending 30 June 2021 and 30 June 2020, as required by PGPA Rule 17AG(4)(b), are presented in Table 20 to Table 32.

Summary of ACIAR staffing, 30 June 2021

Table 16: ACIAR Canberra-based employees covered by the ACIAR Enterprise Agreement 2015–2018, 30 June 2021

ACIAR broadband	APS classification	Salary range	Number of employees	Ongoing	Non-ongoing	Female	Male	Part-time	Full-time
Band 4	EL2	\$133,307 – \$187,131	19	5	14	11	8	1	18
Band 3	EL1	\$106,534 – \$112,055	7	7	-	2	5	1	6
Band 2	APS6	\$83,958 – \$92,986	11	8	3	10	1	2	9
	APS5	\$74,457 – \$79,473	13	11	2	12	1	6	7
	APS4	\$69,118 – \$72,961	4	-	4	3	1	-	4

Note: This summary excludes SES staff (1 male, 1 female).

Table 17: ACIAR staff employed under the Public Service Act, 30 June 2021

	Ongoing staff	Non-ongoing staff	Total
Full-time	22	24	46
Male	7	9	16
Female	15	15	30
Part-time	10	-	10
Male	1	-	1
Female	9	-	9
Total	32	24	56

Table 18: Non-APS employees employed overseas

Location	Male	Female	Full-time	Part-time	Total
Vientiane	1	1	2	-	2
Beijing	1	-	1	-	1
Hanoi	1	2	3	-	3
Jakarta	-	3	3	-	3
Manila	-	2	2	-	2
New Delhi	-	2	2	-	2
Nairobi	1	1	2	-	2
Port Moresby	-	2	2	-	2
Suva	1	-	1	-	1
Yangon	1	-	1	-	1
Islamabad	1	1	2	-	2
Total	7	14	21	-	21

Table 19: Employee turnover for 4 years

	2017-18	2018-19	2019-20	2020-21
Retrenched	3	1	1	-
Promotions/transfers	1	-	1	5
End of contract	6	6	3	3
Resigned	13	3	-	4
Retired	-	3	2	2
Leave without pay	-	-	-	-
Temporary movement	-	-	-	-
Other	-	-	-	-
Total	23	13	7	14

Gender and employment type by classification

Ongoing employees, 30 June 2021

Table 20: Employment type by classification and gender for ongoing employees, 30 June 2021

Classification	Male			Female			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES1	-	-	-	1	-	1	1
EL2	1	1	2	3	-	3	5
EL1	5	-	5	1	1	2	7
APS6	-	-	-	6	2	8	8
APS5	1	-	1	4	6	10	11
Total	7	1	8	15	9	24	32

Note: ACIAR has employees in bands of the APS scale, as listed. Employees identify as male or female (none as indeterminate).

Ongoing employees, 30 June 2020

Table 21: Employment type by classification and gender for ongoing employees, 30 June 2020

Classification	Male			Female			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES1	-	-	-	1	-	1	1
EL2	1	1	2	2	-	2	4
EL1	5	-	5	3	1	4	9
APS6	1	-	1	6	1	7	8
APS5	-	-	-	5	4	9	9
APS4	-	-	-	3	4	7	7
Total	7	1	8	20	10	30	38

Note: ACIAR has employees in bands of the APS scale, as listed. Employees identify as male or female (none as indeterminate).

Non-ongoing employees, 30 June 2021

Table 22: Employment type by classification and gender for non-ongoing employees, 30 June 2021

Classification	Male			Female			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES1	1	-	1	-	-	-	1
EL2	6	-	6	8	-	8	14
EL1	-	-	-	-	-	-	-
APS6	1	-	1	2	-	2	3
APS5	-	-	-	2	-	2	2
APS4	1	-	1	3	-	3	4
Total	9	-	9	15	-	15	24

Note: ACIAR has employees in bands of the APS scale, as listed. Employees identify as male or female (none as indeterminate).

Non-ongoing employees, 30 June 2020

Table 23: Table: Employment type by classification and gender for non-ongoing employees, 30 June 2020

Classification	Male			Female			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES1	1	-	1	-	-	-	1
EL2	4	-	4	8	-	8	12
EL1	-	-	-	-	-	-	-
APS6	1	-	1	1	-	1	2
APS5	1	-	1	1	-	1	2
APS4	1	-	1	1	-	1	2
Total	8	-	8	11	-	11	19

Note: ACIAR has employees in bands of the APS scale, as listed. Employees identify as male or female (none as indeterminate).

Employment type by classification

Ongoing and non-ongoing employees, 30 June 2021

Table 24: Employment type by classification for ongoing and non-ongoing employees, 30 June 2021

Classification	Ongoing			Non-ongoing			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES1	1	-	1	1	-	1	2
EL2	4	1	5	14	-	14	19
EL1	6	1	7	-	-	-	7
APS6	6	2	8	3	-	3	11
APS5	5	6	11	2	-	2	13
APS4	-	-	-	4	-	4	4
Total	22	10	32	24	-	24	56

Note: ACIAR has employees in bands of the APS scale, as listed. Employees identify as male or female (none as indeterminate).

Ongoing and non-ongoing employees, 30 June 2020

Table 25: Employment type by classification for ongoing and non-ongoing employees, 30 June 2020

Classification	Ongoing			Non-ongoing			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES1	1	-	1	1	-	1	2
EL2	3	1	4	12	-	12	16
EL1	8	1	9	-	-	-	9
APS6	7	1	8	2	-	2	10
APS5	5	4	9	2	-	2	11
APS4	3	4	7	2	-	2	9
Total	27	11	38	19	-	19	57

Note: ACIAR has employees in bands of the APS scale, as listed. Employees identify as male or female (none as indeterminate).

Gender and employment type by location

Ongoing employees, 30 June 2021

Table 26: Employment type by location and gender for ongoing employees, 30 June 2021

Location	Male			Female			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	
ACT	7	1	8	15	9	24	32
Overseas	-	-	-	-	-	-	-
Total	7	1	8	15	9	24	32

Ongoing employees, 30 June 2020

Table 27: Employment type by location and gender for ongoing employees, 30 June 2020

Location	Male			Female			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	
ACT	7	1	8	20	10	30	38
Overseas	-	-	-	-	-	-	-
Total	7	1	8	20	10	30	38

Note: ACIAR has ongoing APS employees in the ACT only. Employees identify as male or female (none as indeterminate).

Non-ongoing employees, 30 June 2021

Table 28: Employment type by location and gender for non-ongoing employees, 30 June 2021

Location	Male			Female			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	
ACT	9	-	9	15	-	15	24
Overseas	7	-	7	14	-	14	21
Total	16	-	16	29	-	29	45

Non-ongoing employees, 30 June 2020

Table 29: Employment type by location and gender for non-ongoing employees, 30 June 2020

Location	Male			Female			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	
ACT	8	-	8	11	-	11	19
Overseas	7	-	7	15	-	15	22
Total	15	-	15	26	-	26	41

Note: ACIAR has non-ongoing APS employees in the ACT and overseas only. Employees identify as male or female (none as indeterminate).

Employment type by location

Ongoing and non-ongoing employees, 30 June 2021

Table 30: Employment location for ongoing and non-ongoing employees, 30 June 2021

	Ongoing	Non-Ongoing	Total
ACT	32	24	56
Overseas	-	21	21
Total	32	45	77

Note: ACIAR has ongoing and non-ongoing APS employees in the ACT and overseas only.

Ongoing and non-ongoing employees, 30 June 2020

Table 31: Employment location for ongoing and non-ongoing employees, 30 June 2020

	Ongoing	Non-ongoing	Total
ACT	38	19	57
Overseas	-	22	22
Total	38	41	79

Note: ACIAR has ongoing and non-ongoing APS employees in the ACT and overseas only.

Indigenous employment

ACIAR employs 2 staff who identify as Indigenous.

Workplace agreements

APS employment arrangements, 30 June 2021

Table 32: Employment arrangements, 2020-21

	SES	Non-SES	Total
Enterprise agreement	-	47	47
Individual flexibility arrangements	-	7	7
Determination under subsection 24 (1) of the Public Service Act	2	-	2
Total	2	54	56

Salary ranges for employees

Table 33: Salary range by classification, 2020-21

Classification	Minimum salary (\$)	Maximum salary (\$)
EL2	130,693	183,462
EL1	104,445	109,858
APS6	82,311	91,163
APS5	74,958	77,915
APS4	67,763	71,530
Minimum/maximum range	67,763	183,462

Note: ACIAR has employees in bands of the APS scale, as listed.

Appendix 3. Executive remuneration

During the reporting period ended 30 June 2021, ACIAR had 5 executives who met the definition of key management personnel. In the notes to the financial statements for the period ending 30 June 2021, ACIAR discloses a summary of remuneration expenses for key management personnel as outlined in Table 34. In accordance with the PGPA Rule, the summary information is disaggregated and presented in the following tables.

The threshold for reporting 'other highly paid staff' has increased to \$230,000. ACIAR has no staff meeting the disclosure requirement.

Summary of remuneration

Table 34: Summary of remuneration for key management personnel, 2020–21

Remuneration type	\$
Short-term benefits	
Base salary	1,128,286
Bonus	-
Other benefits and allowances	47,946
Total short-term benefits	1,176,232
Post-employment benefits	
Superannuation	225,875
Total post-employment benefits	225,875
Other long-term benefits	
Long-service leave	23,442
Total other long-term benefits	23,442
Total key management personnel remuneration	1,425,549

Remuneration detail for key management personnel

Table 35: Remuneration detail for key management personnel for the reporting period, 2020-21

Name	Position	Short-term benefits		Post-employment benefits	Other long-term benefits	Termination benefits	Total remuneration
		Base salary ¹ (\$)	Other benefits and allowances (\$)	Superannuation contribution (\$)	Long service leave (\$)	(\$)	(\$)
Andrew Campbell	Chief Executive Officer	253,157	47,946	49,631	6,479	-	357,213
Eleanor Dean	General Manager, Outreach and Capacity Building	212,329	-	44,066	4,165	-	260,560
Audrey Gormley	Chief Finance Officer	218,134	-	44,066	6,505	-	268,705
Peter Horne	General Manager, Country Partnerships	213,845	-	44,046	3,001	-	260,892
Daniel Walker	Chief Scientist	230,821	-	44,066	3,292	-	278,179
Total		1,128,286	47,946	225,875	23,442	-	1,425,549

¹ All senior executives, other than the CEO, have the same base salary. The base salary in this table is calculated as salary with adjustments for annual leave provisions.

PART 6

Reference material

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List of requirements

PGPA Rule Reference	Description	Requirement	Page
17AD(g)	Letter of transmittal		
17AI	A copy of the letter of transmittal signed and dated by accountable authority on date final text approved, with statement that the report has been prepared in accordance with section 46 of the Act and any enabling legislation that specifies additional requirements in relation to the annual report.	Mandatory	i
17AD(h)	Aids to access		
17AJ(a)	Table of contents.	Mandatory	iii
17AJ(b)	Alphabetical index.	Mandatory	119
17AJ(c)	Glossary of abbreviations and acronyms.	Mandatory	ii
17AJ(d)	List of requirements.	Mandatory	111
17AJ(e)	Details of contact officer.	Mandatory	124
17AJ(f)	Entity's website address.	Mandatory	124
17AJ(g)	Electronic address of report.	Mandatory	124
17AD(a)	Review by accountable authority		
17AD(a)	A review by the accountable authority of the entity.	Mandatory	1
17AD(b)	Overview of the entity		
17AE(1)(a)(i)	A description of the role and functions of the entity.	Mandatory	14
17AE(1)(a)(ii)	A description of the organisational structure of the entity.	Mandatory	34
17AE(1)(a)(iii)	A description of the outcomes and programmes administered by the entity.	Mandatory	15
17AE(1)(a)(iv)	A description of the purposes of the entity as included in corporate plan.	Mandatory	15
17AE(1)(aa)(i)	Name of the accountable authority or each member of the accountable authority.	Mandatory	35–36
17AE(1)(aa)(ii)	Position of the accountable authority or each member of the accountable authority.	Mandatory	35
17AE(1)(aa)(iii)	Period as the accountable authority or member of the accountable authority within the reporting period.	Mandatory	35
17AE(1)(b)	An outline of the structure of the portfolio of the entity.	Not applicable	-

PGPA Rule Reference	Description	Requirement	Page
17AE(2)	Where the outcomes and programs administered by the entity differ from any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement that was prepared for the entity for the period, include details of variation and reasons for change.	Not applicable	-
17AD(c)	Report on the Performance of the entity		
	Annual performance statements		
17AD(c)(i); 16F	Annual performance statement in accordance with paragraph 39(1)(b) of the Act and section 16F of the Rule.	Mandatory	20
17AD(c)(ii)	Report on Financial Performance		
17AF(1)(a)	A discussion and analysis of the entity's financial performance.	Mandatory	30
17AF(1)(b)	A table summarising the total resources and total payments of the entity.	Mandatory	31
17AF(2)	If there may be significant changes in the financial results during or after the previous or current reporting period, information on those changes, including: the cause of any operating loss of the entity; how the entity has responded to the loss and the actions that have been taken in relation to the loss; and any matter or circumstances that it can reasonably be anticipated will have a significant impact on the entity's future operation or financial results.	Not applicable	-
17AD(d)	Management and Accountability		
	Corporate Governance		
17AG(2)(a)	Information on compliance with section 10 (fraud systems).	Mandatory	37
17AG(2)(b)(i)	A certification by accountable authority that fraud risk assessments and fraud control plans have been prepared.	Mandatory	i
17AG(2)(b)(ii)	A certification by accountable authority that appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud that meet the specific needs of the entity are in place.	Mandatory	i
17AG(2)(b)(iii)	A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud relating to the entity.	Mandatory	i

PGPA Rule Reference	Description	Requirement	Page
17AG(2)(c)	An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance.	Mandatory	34-38
17AG(2)(d) - (e)	A statement of significant issues reported to Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with Finance law and action taken to remedy non-compliance.	Not applicable	-
Audit Committee			
17AG(2A)(a)	A direct electronic address of the charter determining the functions of the entity's audit committee.	Mandatory	37
17AG(2A)(b)	The name of each member of the entity's audit committee.	Mandatory	37
17AG(2A)(c)	The qualifications, knowledge, skills or experience of each member of the entity's audit committee.	Mandatory	37
17AG(2A)(d)	Information about the attendance of each member of the entity's audit committee at committee meetings.	Mandatory	37
17AG(2A)(e)	The remuneration of each member of the entity's audit committee.	Mandatory	37
External Scrutiny			
17AG(3)	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.	Mandatory	44
17AG(3)(a)	Information on judicial decisions and decisions of administrative tribunals and by the Australian Information Commissioner that may have a significant effect on the operations of the entity.	Not applicable	-
17AG(3)(b)	Information on any reports on operations of the entity by the Auditor-General (other than report under section 43 of the Act), a Parliamentary Committee, or the Commonwealth Ombudsman.	Not applicable	-
17AG(3)(c)	Information on any capability reviews on the entity that were released during the period.	Not applicable	-
Management of Human Resources			
17AG(4)(a)	An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives.	Mandatory	44

PGPA Rule Reference	Description	Requirement	Page
17AG(4)(aa)	<p>Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following:</p> <p>(a) statistics on full-time employees;</p> <p>(b) statistics on part-time employees;</p> <p>(c) statistics on gender;</p> <p>(d) statistics on staff location.</p>	Mandatory	99-106
17AG(4)(b)	<p>Statistics on the entity's APS employees on an ongoing and non-ongoing basis; including the following:</p> <p>Statistics on staffing classification level;</p> <p>Statistics on full-time employees;</p> <p>Statistics on part-time employees;</p> <p>Statistics on gender;</p> <p>Statistics on staff location;</p> <p>Statistics on employees who identify as Indigenous.</p>	Mandatory	99-106
17AG(4)(c)	<p>Information on any enterprise agreements, individual flexibility arrangements, Australian workplace agreements, common law contracts and determinations under subsection 24(1) of the <i>Public Service Act 1999</i>.</p>	Mandatory	46
17AG(4)(c)(i)	<p>Information on the number of SES and non-SES employees covered by agreements etc identified in paragraph 17AG(4)(c).</p>	Mandatory	45, 106
17AG(4)(c)(ii)	<p>The salary ranges available for APS employees by classification level.</p>	Mandatory	106
17AG(4)(c)(iii)	<p>A description of non-salary benefits provided to employees.</p>	Mandatory	47
17AG(4)(d)(i)	<p>Information on the number of employees at each classification level who received performance pay.</p>	Mandatory	47
17AG(4)(d)(ii)	<p>Information on aggregate amounts of performance pay at each classification level.</p>	Mandatory	47
17AG(4)(d)(iii)	<p>Information on the average amount of performance payment, and range of such payments, at each classification level.</p>	Mandatory	47
17AG(4)(d)(iv)	<p>Information on aggregate amount of performance payments.</p>	Mandatory	47

PGPA Rule Reference	Description	Requirement	Page
Assets Management			
17AG(5)	An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities.	Not applicable	-
Purchasing			
17AG(6)	An assessment of entity performance against the Commonwealth Procurement Rules.	Mandatory	49
Consultants			
17AG(7)(a)	A summary statement detailing the number of new contracts engaging consultants entered into during the period; the total actual expenditure on all new consultancy contracts entered into during the period (inclusive of GST); the number of ongoing consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting year on the ongoing consultancy contracts (inclusive of GST).	Mandatory	49
17AG(7)(b)	A statement that <i>"During [reporting period], [specified number] new consultancy contracts were entered into involving total actual expenditure of \$[specified million]. In addition, [specified number] ongoing consultancy contracts were active during the period, involving total actual expenditure of \$[specified million]."</i>	Mandatory	50
17AG(7)(c)	A summary of the policies and procedures for selecting and engaging consultants and the main categories of purposes for which consultants were selected and engaged.	Mandatory	49
17AG(7)(d)	A statement that <i>"Annual reports contain information about actual expenditure on contracts for consultancies. Information on the value of contracts and consultancies is available on the AusTender website."</i>	Mandatory	50
Australian National Audit Office Access Clauses			
17AG(8)	If an entity entered into a contract with a value of more than \$100 000 (inclusive of GST) and the contract did not provide the Auditor-General with access to the contractor's premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract.	Not applicable	-

PGPA Rule Reference	Description	Requirement	Page
Exempt contracts			
17AG(9)	If an entity entered into a contract or there is a standing offer with a value greater than \$10 000 (inclusive of GST) which has been exempted from being published in AusTender because it would disclose exempt matters under the FOI Act, the annual report must include a statement that the contract or standing offer has been exempted, and the value of the contract or standing offer, to the extent that doing so does not disclose the exempt matters.	Not applicable	-
Small business			
17AG(10)(a)	A statement that <i>"[Name of entity] supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance's website."</i>	Mandatory	51
17AG(10)(b)	An outline of the ways in which the procurement practices of the entity support small and medium enterprises.	Mandatory	51
17AG(10)(c)	If the entity is considered by the Department administered by the Finance Minister as material in nature - a statement that <i>"[Name of entity] recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury's website."</i>	Not applicable	-
Financial Statements			
17AD(e)	Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act.	Mandatory	55
Executive Remuneration			
17AD(da)	Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 2-3 of the Rule.	Mandatory	107-108

PGPA Rule Reference	Description	Requirement	Page
17AD(f)	Other Mandatory Information		
17AH(1)(a)(i)	If the entity conducted advertising campaigns, a statement that <i>“During [reporting period], the [name of entity] conducted the following advertising campaigns: [name of advertising campaigns undertaken]. Further information on those advertising campaigns is available at [address of entity’s website] and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available on the Department of Finance’s website.”</i>	Not applicable	-
17AH(1)(a)(ii)	If the entity did not conduct advertising campaigns, a statement to that effect.	Not applicable	-
17AH(1)(b)	A statement that <i>“Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity’s website].”</i>	Not applicable	-
17AH(1)(c)	Outline of mechanisms of disability reporting, including reference to website for further information.	Mandatory	52
17AH(1)(d)	Website reference to where the entity’s Information Publication Scheme statement pursuant to Part II of FOI Act can be found.	Mandatory	52
17AH(1)(e)	Correction of material errors in previous annual report.	Not applicable	-
17AH(2)	Information required by other legislation.	Mandatory	53

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Contact us

Australian Centre for International Agricultural Research

GPO Box 1571
Canberra ACT 2601
AUSTRALIA

Phone +61 2 6217 0500
Fax +61 2 6217 0501
Email aciar@aciar.gov.au

Facebook: ACIARAustralia
Twitter: @ACIARAustralia
Instagram: @ACIARAustralia
LinkedIn: Australian Centre for International Agricultural Research
YouTube: ACIAR Australia

Electronic address of this report

www.aciar.gov.au/publication/Annual-Report-2020-21

Enquiries about this report are welcome and should be directed to:

General Manager, Outreach and Capacity Building
Australian Centre for International Agricultural Research
GPO Box 1571
Canberra ACT 2601
AUSTRALIA
Phone: +61 2 6217 0500
Email: aciar@aciar.gov.au



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