



Australian Government  
Australian Centre for  
International Agricultural Research

# ACIAR

**CORPORATE  
PLAN  
2025–26**



## Acknowledgement of country

The Australian Centre for International Agricultural Research acknowledges the Traditional Owners and Custodians of Country throughout Australia and acknowledges their continuing connection to land, waters and community. We pay our respects to the people, the cultures and the Elders past and present.

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**Cover photograph:** Fishermen from the small fishing village of Oibola, Solomon Islands, where fishing is a cornerstone of life, essential to both livelihood and food security. ACIAR supports community-based resource management programs to empower coastal communities to manage their marine resources using traditional laws, training and local know-how.  
(Credit: Paul Jones).



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# Chair's opening message

It is a privilege to introduce the ACIAR Corporate Plan for 2025–26, which will guide Australia's specialist agricultural research-for-development agency over the next four years.

As Chair of the Commission for International Agricultural Research, I am proud to support ACIAR's purpose to foster collaborative international agricultural research partnerships that improve livelihoods, strengthen food systems, and promote sustainable development across the Indo-Pacific and Africa.

ACIAR's partner countries are facing increasingly complex and interrelated challenges, including climate change, regional conflict, political polarisation and natural resource degradation. By listening to local partners and co-delivering agricultural research for development, ACIAR ensures that Australia's agricultural expertise is harnessed to help countries face these challenges, while building resilient and inclusive food systems.



International agricultural research supported by ACIAR delivers significant returns at home, contributing to Australia's food security, biosecurity and economic prosperity. By fostering partnerships across the Indo-Pacific and Africa, ACIAR strengthens Australia's diplomatic relationships and opens pathways for scientific collaboration and innovation. These partnerships provide Australian researchers and institutions with unique opportunities to apply their expertise in diverse environments, generating insights that inform domestic agricultural practices and policy.

ACIAR's continued commitment to capacity development is helping to build scientific and policy capability in partner countries and at home. Its deep engagement with local institutions and researchers is ensuring that research investments are relevant, impactful and scalable.

In 2025–26, ACIAR will continue to broaden its partnerships with a diverse range of domestic and international stakeholders, including governments, private sector and development partners. The Commission for International Agricultural Research will continue to support these efforts while providing expert advice to the Minister for Foreign Affairs on Australia's efforts across agricultural research and development.

Through supporting climate resilient and inclusive agriculture, forestry and fisheries sectors, ACIAR contributes to a more equitable and sustainable future. The Commission looks forward to continuing to support this vision in the year ahead.

## **Mrs Fiona Simson**

Chair, Commission for International Agricultural Research

# CEO's message

I am pleased to present the ACIAR Corporate Plan 2025–26. As we enter this new financial year, we do so with a strong sense of purpose and momentum, following a year of impactful research partnerships and capacity development initiatives across the Indo-Pacific and Africa.

This plan outlines how ACIAR will continue to deliver on our mission through brokering and funding collaborative international agricultural research and capacity development programs that improve livelihoods, strengthen food systems, and support sustainable development. Our work is grounded in the belief that research, when co-designed and locally led with our partners, can be a powerful driver of prosperity and resilience.

In 2025–26, our investments will continue to be strategically aligned with Australia's International Development Policy and the Sustainable Development Goals of the United Nations' 2030 Agenda for Sustainable Development. We will focus our investment in areas where Australia's agricultural innovation system and our partnerships can deliver the greatest impact:

- » food security and nutrition, through climate-smart agriculture and strengthening resilience in agriculture, fisheries and forestry systems
- » climate adaptation and mitigation, particularly in agriculture, fisheries, forestry and land management
- » gender equality and social inclusion, by supporting women's economic empowerment and inclusive value chains
- » capacity development, through long-term partnerships, fellowships and support for local research institutions
- » science diplomacy, by strengthening regional collaboration and Australia's role as a trusted partner in agricultural innovation.

Our research and capacity development programs are guided by the priorities of our partner countries. Our partnerships are built through a collaborative, inclusive and long-term approach focused on shared goals and mutual respect.

We are committed to deepening our engagement, listening to local voices and co-investing in solutions that are sustainable and scalable. We will continue to work through our Country Network to ensure our programs are responsive, respectful and relevant.

At ACIAR, we believe our strength lies in our enduring partnerships that bring together Australian expertise with the knowledge and experience of our partner countries. In 2025–26, together, with our partner countries, we will continue to foster innovations that deliver tangible benefits to communities and address the complex challenges facing our agriculture and food systems – building resilience, improving livelihoods and promoting sustainability.

We enter 2025–26 having relocated ACIAR's headquarters for the first time in 30 years, in pursuit of modern amenities and an office which meets the Government's commitment to achieving net zero emissions. ACIAR is a unique organisation, fundamentally Australian in our desire to use our resources and knowledge to help our neighbours. But we are also fundamentally international with a footprint that spans much of the globe. Our new offices in Forrest ACT were carefully selected and designed to emphasise the connections we have within the Australian Government and in our partner countries, and the unique nature of where and how we operate. I am honoured to lead ACIAR as we step into this new chapter of our story.

I sincerely thank our many partners and dedicated staff whose ongoing collaboration and commitment are vital to delivering impactful programs to achieve more productive, sustainable and inclusive food systems.

**Professor Wendy J Umberger, PhD**

Chief Executive Officer, ACIAR





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

I, Wendy J Umberger, as the accountable authority of the Australian Centre for International Agricultural Research (ACIAR), present the ACIAR Corporate Plan 2025–26.

The plan covers the period of 2025–26 to 2028–29, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act).

The corporate plan is prepared in accordance with the Public Governance, Performance and Accountability Rule 2014 (the PGPA Rule).

A handwritten signature in black ink, appearing to read 'Wendy J Umberger', written in a cursive style.

**Professor Wendy J Umberger, PhD**  
Chief Executive Officer, ACIAR  
29 August 2025

# Corporate plan at a glance



## Our purpose

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



## Our values

**IMPARTIAL | COMMITTED TO SERVICE | ACCOUNTABLE**  
**RESPECTFUL | ETHICAL | STEWARDSHIP**



## Our 2025–26 portfolio budget statements 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.

**Program 1:** International agricultural research for development for more productive and sustainable agriculture.



## Our key activities

1. Global research collaborations
2. Bilateral and regional research projects
3. Scientific and policy capacity-development activities



## Our capabilities



**Our people**



**ICT**



**Country network**



**Partnerships**



## Our risks



**Cybersecurity**



**People safety**



**Relationship management**



**Disruption to research**



## Our performance

An effective performance framework that ensures we are measuring and reporting on our performance to the Australian Government and the Australian people and demonstrating how we achieve our purpose and strategic objectives.

# About ACIAR

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

ACIAR was established by an Act of the Australian Parliament in 1982, the *Australian Centre for International Agricultural Research Act 1982* (ACIAR Act), 'to encourage research for the purpose of identifying, or finding solutions to, agricultural problems of developing countries.'

ACIAR is an agency in the Foreign Affairs and Trade Portfolio of the Australian Government, and operates predominantly on budget appropriation from Australia's Official Development Assistance (ODA). ACIAR contributes to Australia's development program through the commissioning of agricultural research and capacity development programs.

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

## Our purpose

The purpose of ACIAR is to contribute to reducing poverty and improving the livelihoods of many in the Indo-Pacific and Africa through catalysing more productive and sustainable agricultural systems and improving the management of natural resource systems. This is achieved by brokering and investing in collaborative international research partnerships and resultant research outcomes.

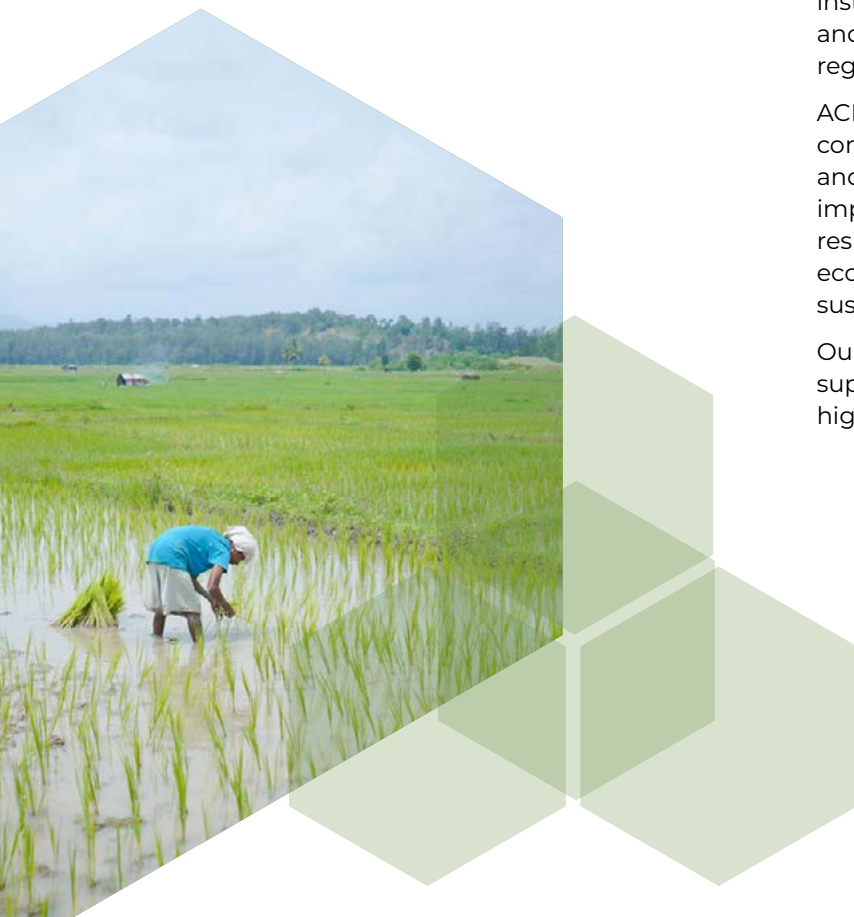
Our investment decisions are locally led to ensure we are supporting individual country and regional research and development priorities, and that we are recognising ongoing changes in the operating environments and institutional capacity of our partner countries.

ACIAR was established to leverage Australia's agricultural expertise to support partner countries.

Investment in agricultural research for development has been widely recognised by governments, development partners and global institutions as a powerful tool for reducing poverty and hunger, particularly in the world's poorest regions.

ACIAR-supported research has made significant contributions to regional agricultural growth and delivered positive outcomes in livelihood improvement, increased productivity and resilience, improved nutrition and food security, economic growth and employment, environmental sustainability and institutional strengthening.

Our strong focus on monitoring and evaluation supports continuous improvement and ensures a high impact and strategic investment portfolio.



## Notable impacts of ACIAR initiatives during 2024–25

**> 61%**  
of ACIAR's John Allwright Fellowship (JAF) alumni attribute a promotion to their higher qualification

**92%**  
said they have a better understanding of gender equality

(source: JAF Tracer study 2024, n=55).

**In May 2025, Ministers of Agriculture and Forestry from Pacific island countries and territories endorsed the *Growing the Pacific 2050 Strategy for Agriculture and Forestry*.**

ACIAR played a central role in facilitating the identification, prioritisation and consensus around agriculture and forestry priorities in partnership with the Food and Agriculture Organisation (FAO), the Pacific Community (SPC), the Secretariat of the Pacific Regional Environment Programme (SPREP) and others.

## JAF alumni have become trusted guides

**to colleagues and partners, adding value to their organisations and transferring the knowledge and skills they gained during their fellowship.**

**The Australian Ambassador to the Philippines, Her Excellency HK Yu PSM, joined the ACIAR team and the Provincial Government of Agusan del Sur to inaugurate a state-of-the-art soil laboratory in June 2025.**

Inspired by facilities at Griffith University in Australia, the lab can process up to 100 samples a day including soils, plants, water, fertiliser and gas. This lab is more than just a testing facility, it is set to become a hub for local capacity development in soil sciences, empowering smallholder farmers and local governments with critical data and skills to drive sustainable agricultural innovation.



# Our strategic objectives

The ACIAR 10-Year Strategy 2018–2027 guides the agency, consistent with the stated purpose under the enabling legislation. ACIAR's six strategic objectives reflect Australia's International Development Policy, whole-of-government priorities and the UN Sustainable Development Goals.



1

**Improving food security and reducing poverty among smallholder farmers and rural communities**



4

**Improving gender equity and empowerment of women and girls**



2

**Managing natural resources and producing food more sustainably, adapting to climate variability and mitigating climate change**



5

**Fostering more inclusive agrifood and forestry value chains, engaging the private sector wherever possible**



3

**Enhancing human nutrition and reducing risks to human health**



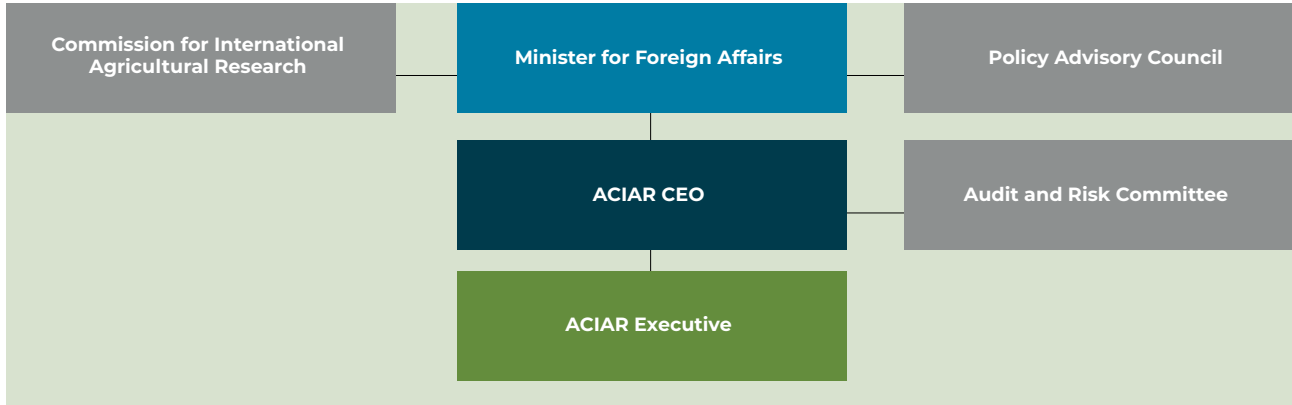
6

**Building scientific and policy capability within our partner countries**



# Our governance

## Governance structure of ACIAR



ACIAR is led by the CEO, who reports directly to the Minister for Foreign Affairs. The CEO oversees the administrative and financial affairs of ACIAR and its staff. The CEO is supported by an Executive Team who works with staff to deliver on strategic, operational and corporate priorities.

Additionally, the ACIAR Audit and Risk Committee offers independent assurance on financial and performance reporting, risk oversight and management, and internal auditing systems.

The Commission for International Agricultural Research and the Policy Advisory Council are also established under the ACIAR Act. These advisory bodies deliver expert strategic advice to the Minister for Foreign Affairs on international agricultural research for development.

### Commission for International Agricultural Research

The legislated role of the Commission for International Agricultural Research (the Commission) is to provide strategic advice to the Minister for Foreign Affairs on the formulation of programs and policies to address agricultural challenges in developing countries. The Commission also provides advice to the Minister on the functions of ACIAR and priorities for ACIAR programs and funding.

### Policy Advisory Council

The legislated role of the Policy Advisory Council (the Council) is to provide advice to the Minister for Foreign Affairs on the agricultural problems of developing countries and strategic aspects of national and regional agricultural development. The Council, which includes members from ACIAR partner countries, plays an important role in facilitating partnerships and is pivotal in discussions on setting national and regional research priorities and policies.

# ACIAR regions and partner countries

## KEY

### Pacific

- 1 Fiji
- 2 Kiribati
- 3 Papua New Guinea
- 4 Samoa
- 5 Solomon Islands
- 6 Tonga
- 7 Tuvalu
- 8 Vanuatu

### South Asia

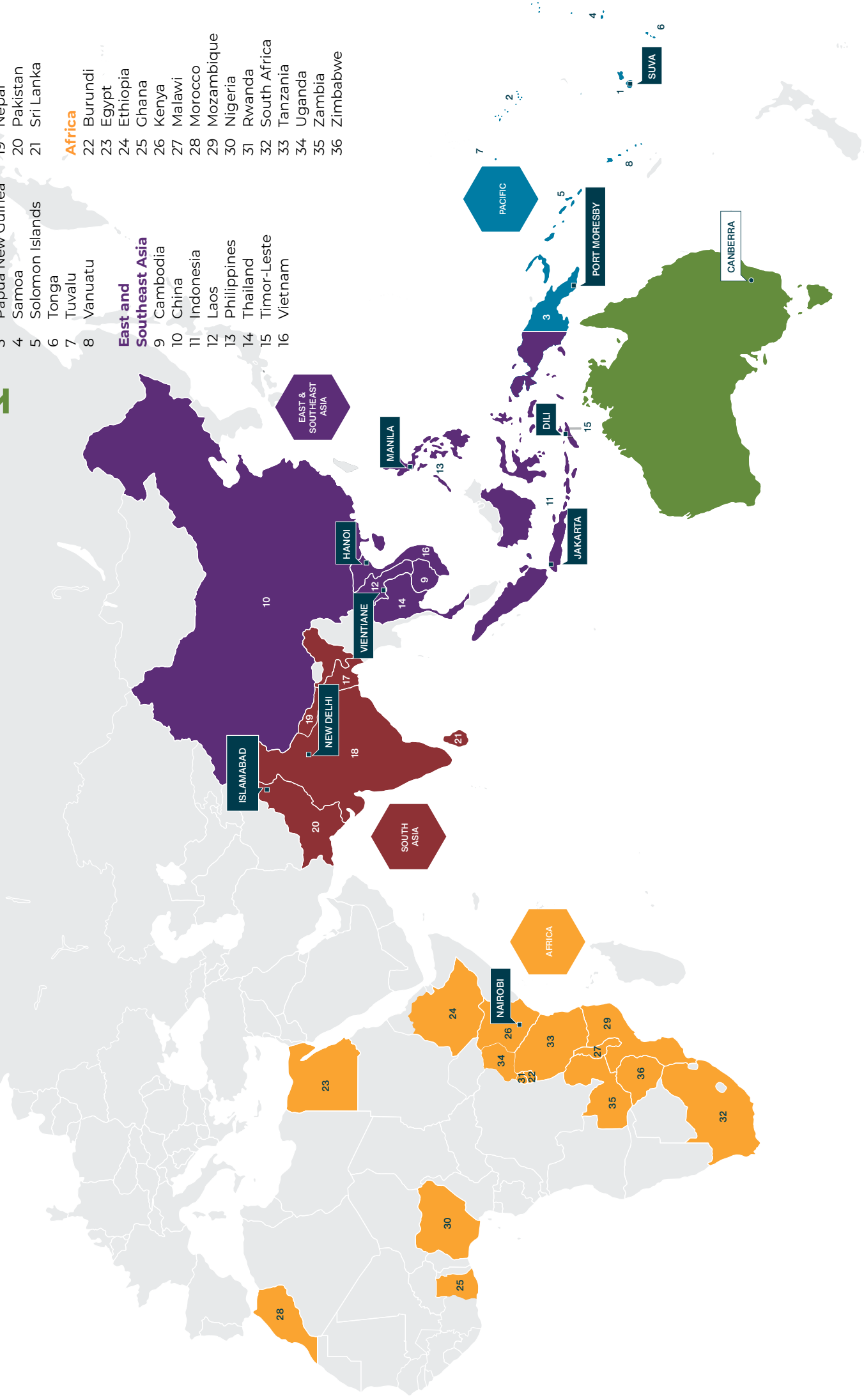
- 17 Bangladesh
- 18 India
- 19 Nepal
- 20 Pakistan
- 21 Sri Lanka

### Africa

- 22 Burundi
- 23 Egypt
- 24 Ethiopia
- 25 Ghana
- 26 Kenya
- 27 Malawi
- 28 Morocco
- 29 Mozambique
- 30 Nigeria
- 31 Rwanda
- 32 South Africa
- 33 Tanzania
- 34 Uganda
- 35 Zambia
- 36 Zimbabwe

### East and Southeast Asia

- 9 Cambodia
- 10 China
- 11 Indonesia
- 12 Laos
- 13 Philippines
- 14 Thailand
- 15 Timor-Leste
- 16 Vietnam



# Our operating context

Our partner countries are grappling with the issues of growing more food and reducing poverty, while using land, water and energy more efficiently, and adapting to more extreme and less predictable weather.

Compounding the challenges that are faced by our partner countries are shared issues such as major technological shifts, rising urbanisation, increasing globalisation of agrifood chains and enhanced demands on food safety and biosecurity.

ACIAR operates in a challenging and dynamic environment, and we recognise that each partner country has unique research priorities and capabilities. Our ability to successfully navigate these multiple challenges with our partner countries requires targeted investment in our values, capabilities and people, and trusted, resilient international and domestic partnerships.

We actively maintain strong in-country partnerships to ensure we can respond to evolving local and regional challenges and opportunities. Our international relationships are managed by in-country staff at 11 locations across the Indo-Pacific and Africa.

Across 2025–26 to 2028–29, unique influences and issues will shape the environment within each of our regions of operation. Our programs must remain flexible and adaptive to the impacts of global, national and local events that will affect the capacity and lives of our partners and in the communities we work.

In the Pacific region, where food production and livelihoods are increasingly impacted by extreme weather, efforts to improve sustainability and resilience in the agriculture, forestry and fisheries sectors will be crucial. A central focus of our efforts here will be fostering regional cooperation and partnerships in research and capacity development to address shared challenges and opportunities.

In East and Southeast Asia, agriculture is critical to sustaining the region's ongoing economic growth, ensuring food and nutrition security, and sustaining and improving livelihoods. Our country partners in this region are at the forefront of setting our research agenda and co-investing with us to address shared challenges.

In South Asia, home to a quarter of the world's population, roughly half of all households depend on agriculture for their livelihoods. Unsustainable management of natural resources and the impacts of climate change are increasingly becoming major barriers and risks to sustainable production and productivity growth across the region. Consultations and strengthened partnerships with key country partners will help identify priority areas for the years ahead.

In Africa, where agriculture accounts for a high proportion of gross domestic product but rural areas often remain left behind, substantial investment is needed to unlock the potential of the region's food systems. Australia's agricultural innovation system has expertise that is directly relevant to the African context due to the similarities of our agroecological environments. We will focus on expanding our work into northern and western Africa, building on our longstanding partnerships in eastern and southern Africa.





## Pacific abuzz with African insect knowledge

ACIAR is fostering collaborations between Africa and the Pacific, creating opportunities for scientists, researchers and partners to share knowledge and combine efforts to meet shared challenges now and in the future.

This initiative includes steps to establish black soldier fly farming across Kenya and the Pacific for waste management, organic fertiliser and livestock feed, and innovative approaches to optimise the genetic potential of climate-resilient native poultry species. This is creating employment opportunities for youth, women and people with disabilities.

The new Kenyan women and youth-led businesses founded as a result of the black soldier fly project have created inspiring mentors who are now able to share their learnings and experience with Pacific women and youth.

## Challenging gender norms in PNG

The Family Farm Teams program in Papua New Guinea gives families understanding and skills to become more effective and profitable in their farming activities and make farm work more equitable for all family members.

Stemming from ACIAR-supported research in 2012, the program has delivered tangible outcomes for families, including permanent homes, more education and increased incomes. Families felt less pressured when they were able to make decisions as a team, incorporating the views of the women and young adults in their families.

Following a pilot, the program has been rolled out across the country to eight provinces, including Bougainville and New Ireland. This approach has since been adopted for projects in Solomon Islands.

# Our capability

## Our people

At ACIAR, our strength lies in our people. Our staff are highly specialised and experienced in research and in fostering and brokering partnerships worldwide, driving successful collaborations with a diverse range of Australian and international organisations, institutes and associations.

As a key facilitator of international agricultural research for development, ACIAR contributes to regional stability and diplomatic networks across the Indo-Pacific and Africa through scientific collaboration, capacity development and locally led partnerships.

Our workplace culture is shaped by core values of impartiality, commitment to service, accountability, and respectful and ethical conduct, which guide everything we do and reflect the Australian Public Service Values and Code of Conduct. We are committed to the growth and wellbeing of our people through a performance framework that supports professional development, encourages health and wellbeing, and provides flexible working arrangements to help staff perform at their best.

ACIAR's Country Network plays a central role in building strong stakeholder relationships and ensuring investments are locally led. These locally engaged staff, based in Australian diplomatic missions, work alongside embassy staff and manage our strategic partnerships with research agencies, government agencies, NGOs and other development partners. They are instrumental in negotiating partnership frameworks and ensuring research programs reflect in-country needs and priorities.

The Country Network also supports the management and delivery of ACIAR research and capacity development programs in-country and provides assistance to Australian and international project leaders.

This locally driven approach enables ACIAR to deliver global and regional public goods while reinforcing Australia's reputation as a trusted and valued contributor to international agricultural development.



### ACIAR is a small government agency with 90 staff (full and part-time):

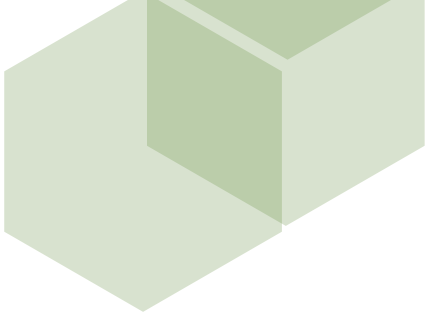
- » **65 employees** are located in Canberra, Australia
- » **25 employees** are locally engaged staff at Australian government diplomatic missions, throughout the Indo-Pacific and Africa.

### Staff are organised in 3 lines of management:

- » Research
- » Partnerships
- » Corporate.

### Australia's work in agricultural research for development is supported by:

- » Commission for International Agricultural Research
- » Policy Advisory Council.



# Our risk management and oversight

## Our networks

ACIAR closely engages with the Australian Department of Foreign Affairs and Trade, and its Heads of Mission in partner countries. These relationships are a vital contribution to the effort of Team Australia to ensure alignment with, and relevance to, Australia's broader development initiatives and objectives.

Advisory bodies, the Commission for International Agricultural Research and the Policy Advisory Council, are also an integral part of the ACIAR network. With a combined membership of eminent Australian and international leaders in agricultural research, they enhance our capability by participating in our partnership and high-level in-country dialogues.

## Our systems

We support our people with corporate processes and systems that underpin our performance and delivery. Continuous development of our information and communication technology platform has improved collaboration between staff, research partners and stakeholders. The platform integrates research, partnership, corporate and compliance requirements into a single system that enables us to deliver more effective and efficient project procurement and management outcomes.

The ACIAR Risk Management Framework, endorsed by the CEO and Chief Risk Officer, establishes our system of risk management and oversight.

Effective risk management is essential for effective decision-making and to meet our performance and legislative responsibilities. Our framework enables our people to proactively identify, manage, and share risks in line with our risk appetite, risk tolerance and governance and accountability arrangements. Its tools are designed to embed risk management in all elements to our day-to-day activities and promote an open and proactive positive risk culture.

The CEO and the Executive Team hold overarching responsibility for managing risk. The CEO reports any issues related to risks that affect the delivery of ACIAR strategic objectives to the ACIAR Audit and Risk Committee. Additionally, the Commission for International Agricultural Research advises the CEO on risk oversight and management.

In 2025–26, we will continue to strengthen the integration of strategic risk reporting by enhancing our business planning processes and expanding risk management training and outreach across all levels of the organisation.

Our risk register identifies seven strategic risks and the actions required by our staff to effectively manage these risks. Risks and mitigation strategies are regularly under review to ensure they reflect ACIAR's evolving strategic and operational environment.



# STRATEGIC RISKS & MITIGATION

## Strategic risks

Major failure/s of ICT Systems

Operational environments may pose risks to the safety of our people

Failure to engage with key stakeholders and partnerships on delivering government expectations, requirements, and policies and procedures

Disruption to research programs

Failure to maintain a sustainable funding model

Failure to have appropriate governance structures in place

Workplace safety and health risks

## Mitigation strategies

- » Fostering a constructive risk culture grounded in the Australian Public Service (APS) Values, the APS Code of Conduct, and ACIAR's organisational values.
- » Sustained oversight and leadership provided by the CEO and Executive Team.
- » Independent advice from the Audit and Risk Committee.
- » Strategic planning processes that align resource allocation with stakeholders needs and government priorities.
- » Regular financial and performance reporting.
- » Integration of risk management practices, internal audits, and periodic reviews to strengthen operational resilience.
- » Active collaboration with stakeholders to co-design and implement effective service delivery.
- » Robust governance frameworks encompassing security, fraud prevention, ICT, work health and safety, capability development, and leadership supported by clear policies, procedures, and training to ensure compliance with legislative and administrative obligations.

# Our performance

## Key activities

Our core function is to foster enduring partnerships with our partner countries, enabling us to collaboratively identify research priorities and commission targeted research and capacity development programs to address the priorities.

Over the next 4 years, ACIAR will foster collaborative partnerships with relevant institutions and manage research and capacity development programs and projects that contribute to the achievement of our targets in the 3 key activities prescribed in the ACIAR Portfolio Budget Statement 2025–26:



**1 Global research collaborations**



**2 Bilateral and regional research projects**



**3 Scientific and policy capacity-development activities**



We have a well-established approach to reviewing the performance of research projects and capacity development programs to assess their subsequent impact. We do this at the logical conclusion of the research and capacity development activities as well as at a future point in time, usually 5 and 10 years. This information builds individual and institutional knowledge and learning from project outputs, and enhances our understanding, enabling continual improvement of the programs and projects that we develop and support.

These activities enable us to monitor progress and performance across the ACIAR research programs, refine our priorities, identify lessons from current and past projects, and report accurately to our Minister, the Parliament and the Australian public.

The following sections set out the performance measures and annual targets for our key activities, which contribute to our annual performance within the Commonwealth Performance Framework.





## Global research collaborations

Our global research collaborations enhance Australia’s global reputation as an effective and sustainable research-for-development partner, and position Australia to positively influence the international agricultural research agenda.

This is achieved mainly through:

- » multilateral and strategic partnerships
- » managing Australia’s investment in the CGIAR and other international agricultural research institutions.

### Key performance measures for global research collaborations, 2025–26 to 2028–29

Area monitored	Performance measure	Annual target
Influence as a donor	Percentage of supported multilateral research collaborations in which ACIAR is represented on a governance body	<b>Satisfactory</b> – 50–90% ACIAR was influential in supporting effective multilateral research governance through supported research collaborations
Mutual respect and commitment	Percentage of multilateral financial contributions delivered by the end of the financial year	<b>Satisfactory</b> – 60–80% Partnership management processes ensured timely financial acquittal of public funds
	Percentage of agreed reporting products submitted within agreed timeframes	<b>Satisfactory</b> – 50–90% Partnership management processes ensured timely receipt of agreed deliverables
	Percentage of multilateral financial contributions delivered within an acceptable range of variation from previous financial year	<b>Satisfactory</b> – variance < 20% Consistent support provided for global public goods, research, infrastructure and capacity





## Bilateral and regional research projects

Agricultural research facilitated and supported by ACIAR and our partner countries has benefits at the local, regional, national and global levels, for smallholders, communities and industries.

This research is led by commissioned organisations and international agricultural research centres, featuring a collaboration between Australian and international researchers with in-country partners.

### Key performance measures for bilateral and regional research projects, 2025–26 to 2028–29

Area monitored	Performance measure	Annual target
Project management	Percentage of annual deliverables submitted on schedule	<b>Satisfactory</b> – 50–80% Project management practices ensured timely financial acquittals of public funds
	Percentage of annual and final reports submitted on schedule	<b>Satisfactory</b> – 50–80% Project management practices ensured timely delivery of commissioned work
Delivery of intended project objectives	Percentage of projects concluded during the financial year that rated as good quality or above on the effectiveness criteria in final project reviews	<b>Satisfactory</b> – 70–90% The research portfolio effectively delivered agreed end of project outcomes
	Percentage of projects concluded during the financial year that rated as good quality or above on the gender equity criteria in final project reviews	<b>Satisfactory</b> – 70–90% The research portfolio effectively responded to the different needs of women and girls
Contribution to development outcomes	Percentage of outcome evaluations completed during the financial year showing evidence of contribution to intended development outcomes	<b>Satisfactory</b> – 70–90% Evidence showed that the funded research contributed to development outcomes
	Percentage of long-term economic impact assessments completed during the financial year show a benefit–cost ratio of 3:1 or above	<b>Satisfactory</b> – 70–90% Evidence showed that the funded research improved productivity





## Scientific and policy capacity-development activities

Our capacity development programs support individuals and organisations connected to ACIAR to strengthen skills, knowledge and understanding to undertake more effective agricultural research that advances our objectives and shared development outcomes. We do this through a parallel approach – specific activities driven by ACIAR’s Capacity Development Program and through activities integrated into our research-for-development projects and collaborative partnerships. This includes:

- » ACIAR Learn – an online learning platform that aims to strengthen the professional development and collaborative connects agricultural researchers
- » John Allwright Fellowship (JAF) – formal postgraduate training at an Australian university under the Australia Awards program
- » John Dillon Fellowship (JDF) – targeted at partner institutions to increase organisational capability to deliver research
- » Meryl Williams Fellowship (MWF) – for women in agricultural research to develop their leadership capability
- » Pacific Agriculture Scholarships and Support Program (PASS) – providing postgraduate scholarships, academic support and career development opportunities to researchers from Pacific island countries.

ACIAR actively engages its capacity development alumni by facilitating continued networking, professional development opportunities, and drawing on their expertise to inform research projects.

### Key performance measures for scientific and policy capacity-development activities, 2025–26 to 2028–29

Area monitored	Performance measure	Annual target
Project management	Percentage of annual deliverables submitted on schedule	<b>Satisfactory</b> – >70% Project financial management practices ensured high-quality and timely delivery of program activities
	Percentage of total participants identifying as women	<b>Satisfactory</b> – 50% Selection processes ensured balanced participation of all genders
Delivery of intended project objectives	Percentage of participants who successfully complete the program	<b>Satisfactory</b> – 70% Research and management qualifications of participants was enhanced
	Percentage of participants who rate the program as high quality at completion	<b>Satisfactory</b> – 70–90% Program participant experience improved Australia’s people-to- people linkages
Contribution to development outcomes	Percentage of total program alumni surveyed annually engaged in relevant sectors	<b>Satisfactory</b> – 70–90% Research and management qualifications developed by the program retained within partner system
	Percentage of total program alumni profiled in qualitative case studies who annually rate the program as a significant contributor to career development	<b>Satisfactory</b> – 70–80% Program contribution to participant career development assessed as significant

# List of requirements

The ACIAR Corporate Plan 2025–26 has been prepared in accordance with the requirements of:

- » subsection 35(1) of the PGPA Act
- » the PGPA Rule 2014.

The following table details the requirements met by the ACIAR Corporate Plan 2025–26 and the page references for each requirement.

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