



Australian Government

Australian Centre for
International Agricultural Research

ACIAR

CORPORATE PLAN 2026–27

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: OM82 rice, a specialised tropical rice variety developed to suit Mekong Delta conditions that is now progressing towards commercial release in Vietnam.

The new high-yielding short-grain japonica line was developed through the ACIAR–SunRice co-funded Sustainable Mekong Rice project (AGB/2019/153).

Credit: Australian Consulate General in Ho Chi Minh City, Vietnam.



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CEO's message

I am pleased to present the ACIAR Corporate Plan 2026–27, which outlines how we will continue to harness international agricultural research partnerships to deliver lasting benefits for Australia and our partner countries.

Agriculture, fisheries and forestry remain central to food security, economic growth and community resilience across the Indo-Pacific and beyond. As climate variability, environmental pressures and population growth reshape our region, the need for innovative, locally relevant and sustainable solutions has never been greater.

Over the coming year, ACIAR will invest in collaborative research that improves food security, reduces poverty and strengthens resilience.

Our work will support natural resource management, improved nutrition and health outcomes, more inclusive agrifood and forestry value chains and stronger scientific and policy capability in partner countries.

We will also continue to promote gender equity and the empowerment of women and girls as essential drivers of development outcomes.

Partnerships remain at the heart of ACIAR's approach. Through our Country Network, Australian research expertise and the leadership and priorities of our partner countries, we help develop practical, locally owned solutions to shared challenges.

During 2026–27, we will work with our partners to refresh and strengthen strategic research investment priorities and renew ACIAR's 10-year strategy. This provides an important opportunity to consider where Australia, through ACIAR, can make the greatest contribution to a safe, stable and prosperous Indo-Pacific region in the coming decade.

We will also continue to strengthen our organisational foundations through improving internal processes, enhancing risk and assurance arrangements and refining how we measure and demonstrate impact. These efforts support our commitment to good governance, accountability and continuous improvement.

As we look ahead, ACIAR remains committed to delivering high-quality research-for-development investments that contribute to more productive, sustainable and inclusive food systems.

Together, we will continue to generate knowledge, build capability and create opportunities that improve livelihoods and strengthen resilience across our region.



Nick Austin

Acting Chief Executive Officer



Australian Government

**Australian Centre for
International Agricultural Research**

I, Nicholas Austin, as the accountable authority of the Australian Centre for International Agricultural Research (ACIAR), present the ACIAR Corporate Plan 2026–27.

The plan covers the period of 2026–27 to 2029–30, 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 'Nick Austin'.

Nick Austin
Acting Chief Executive Officer
24 August 2026

2026–27 Corporate plan at a glance



Our purpose

To contribute to reducing poverty and improving the livelihoods of many in the Indo-Pacific region and Africa through more productive and sustainable agricultural systems and improving the management of natural resources.



Our values

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



Our 2026–27 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-building activities



Our capabilities



Our people



Country Network



Partnerships



Systems



Our risk management



ICT system failure



Ineffective partnerships



Unsafe operating environments



Inflexible funding models



Inadequate governance



Workplace health & safety



Loss of staff capability



Disruption to research



Our performance

An effective performance framework 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."

As an agency in the Foreign Affairs and Trade Portfolio of the Australian Government, ACIAR operates predominantly on budget appropriation from Australia's Official Development Assistance (ODA).

Our agency contributes to Australia's development program through the commissioning of agricultural research and capacity building programs, many involving Australian scientists.

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 region and Africa through more productive and sustainable agricultural systems and improving the management of natural resources.

ACIAR does this by brokering and investing in collaborative research and capacity-building partnerships to address the priorities of partner countries.

Our research investment is guided by a demand-driven, partnership-based model. Research priorities are identified collaboratively with partners and are aligned with ACIAR's 10-Year Strategy and Australia's International Development Policy.

Decisions on funding allocations across regions are informed by a range of factors, including partner-country priorities, opportunities to deliver impact (such as food security, climate resilience and livelihoods) and the strength of existing partnerships and delivery capability. These strong partnerships also ensure that we consider ongoing changes in the operating environments and institutional capacity of our partner countries.

ACIAR was established to leverage Australia's agricultural science expertise to contribute to global efforts to address food security and poverty.

ACIAR-supported research has made significant contributions to regional agricultural growth and delivered positive outcomes in livelihood improvement, sustainable increase in productivity, profitability and resilience, improved nutrition and food security and employment, as well as strengthening institutions.

The collaborative international programs and partnerships underpinning ACIAR-supported research also serve to improve Australian scientific capability by extending and supporting expansion, validation and testing of local agricultural innovations.

Improved technologies and processes that are identified and developed through ACIAR research programs often address challenges of farmers across the Indo-Pacific region and Africa, Australia included.

Our well-developed monitoring and evaluation processes support continuous improvement ensuring a high impact strategic investment portfolio.

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.



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



Improving gender equity and empowerment of women and girls



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



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



Enhancing human nutrition and reducing risks to human health



Building scientific and policy capability within our partner countries

Our governance

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. These executives work with staff to deliver strategic, operational and corporate priorities.

The ACIAR Audit and Risk Committee provides additional support to the CEO, providing independent assurance on financial and performance reporting, risk oversight and management and internal auditing systems.

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

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

Africa

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

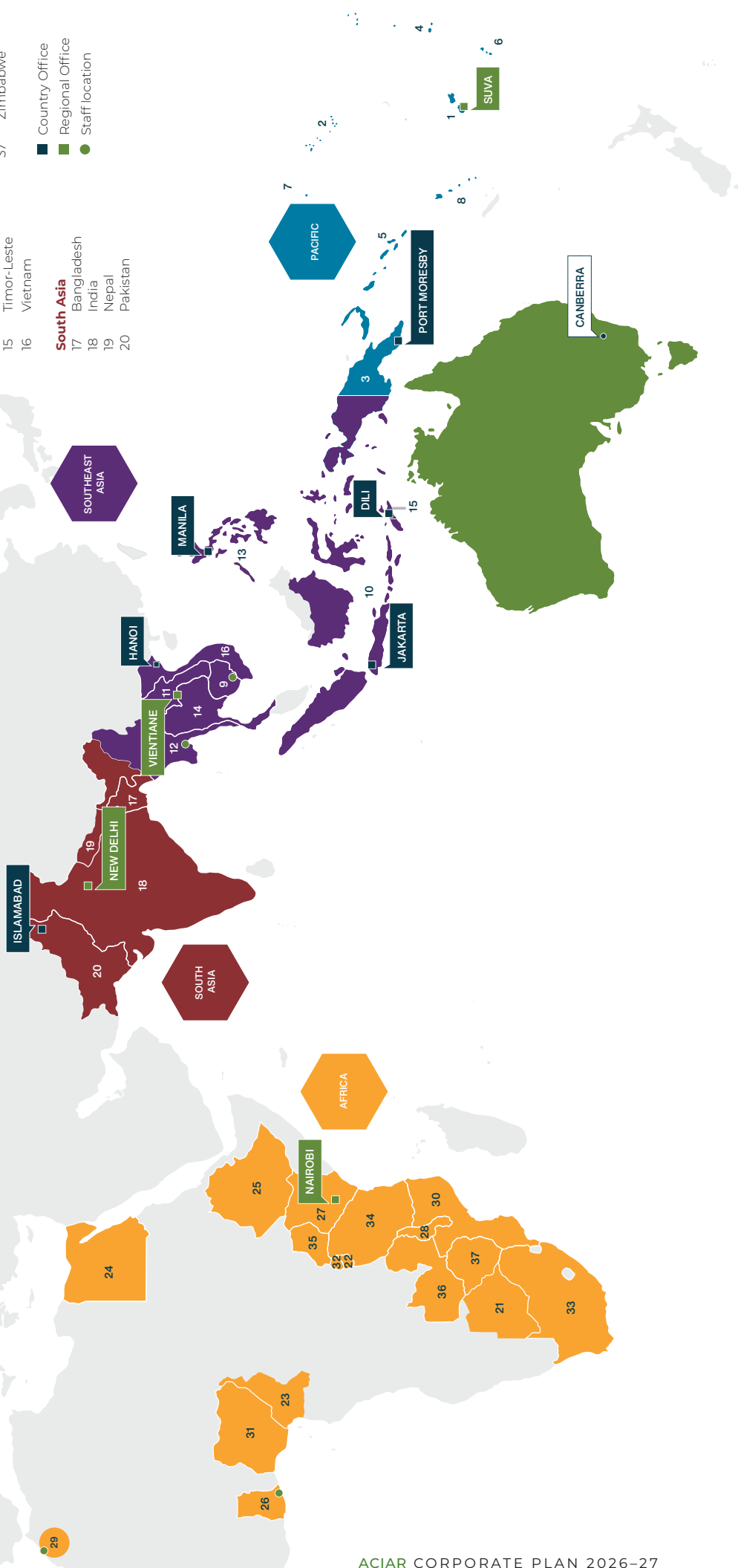
Southeast Asia

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

South Asia

- 17 Bangladesh
- 18 India
- 19 Nepal
- 20 Pakistan

- Country Office
- Regional Office
- Staff location



Our operating context

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

Challenges are further complicated by world-wide trends including rising urbanisation, increased globalisation of agrifood chains, growing biosecurity and phytosanitary risks and higher demands on food safety and biosecurity.

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

Inevitably, unique influences and issues will alter the environment within each of our regions of operation. Our programs must therefore remain flexible and adaptive to the impacts of global, national and local events that will affect the capacity and lives of our partners and the communities in which we work.

To ensure we can respond to evolving local and regional challenges and opportunities, we actively maintain strong in-country partnerships. Our international relationships are managed by in-country staff at 14 locations across the Indo-Pacific and Africa.

Our operating regions

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 **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.

Consultations and strengthened partnerships with key country partners will continue to help address priority areas for the years ahead.

Australia's agricultural innovation system has expertise that is directly relevant to production in **Africa**, due to the similarities of our agroecological environments. Our footprint has expanded into northern and western Africa, while maintaining our longstanding partnerships in eastern and southern Africa.

Our capabilities

Our people

ACIAR's people are our strength. In addition to being experts in science and research, our staff are highly experienced in fostering and brokering partnerships worldwide. They successfully drive collaborations with a diverse range of Australian and international organisations, institutes and associations.

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 have the capability needed to undertake key activities and achieve ACIAR's purpose.

Our workplace culture is shaped by core values of impartiality, commitment to service, accountability, respectful and ethical conduct and stewardship. These core values, which reflect the Australian Public Service Values and Code of Conduct, guide everything we do.

Our Country Network

ACIAR's Country Network comprises locally engaged staff based in Australian diplomatic missions overseas. Country Network staff play a central role in building strong stakeholder relationships and ensuring investments are locally led.

Working alongside embassy staff, they manage our strategic partnerships with research agencies, government agencies, non-government organisations and other development partners.

Our Country Network staff 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 an Average Staff Level allocation of 90.4.

Employees are Australian Public Servants located in Australia and locally engaged Country Network staff at Australian government diplomatic missions throughout the Indo-Pacific and Africa.

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

- » Research
- » Partnerships
- » Corporate.

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.

APS Strategic Commissioning Framework

In 2026–27, ACIAR will reduce outsourcing of core work in line with the APS Strategic Commissioning Framework.

The focus will be on reduced outsourcing of accounting and finance, business and organisational management, ICT and digital, portfolio, program and project management work.

Our partnerships

ACIAR's effectiveness is underpinned by a diverse network of strategic, research and development partners across Australia, the Indo-Pacific and Africa.

These partnerships enable us to identify priorities, broker collaboration, mobilise expertise and deliver research-for-development outcomes that address food security, climate resilience, sustainable natural resource management and inclusive economic development.

We work closely with the Department of Foreign Affairs and Trade and Australian diplomatic missions to ensure our investments align with Australia's international development priorities and respond to the needs of partner countries.

Within Australia, we collaborate with key government agencies including the Department of Agriculture, Fisheries and Forestry and the Department of Climate Change, Energy, the Environment and Water, as well as research organisations such as CSIRO.

These partnerships strengthen connections between Australia's agricultural innovation system and the challenges faced by partner countries, supporting knowledge exchange, evidence-informed policy, innovation and capacity development.

ACIAR also works with the Crawford Fund for Food Security to promote the value of international agricultural research and strengthen professional networks, outreach and science diplomacy.

Internationally, we partner with multilateral, regional and research organisations that contribute scientific expertise, regional networks and global public goods. These include CGIAR, the Pacific Community (SPC), CAB International (CABI), the International Development Research Centre (IDRC), the Asia-Pacific Association of Agricultural Research Institutions (APAARI) and the World Vegetable Center (WorldVeg).

Through these partnerships, ACIAR strengthens agricultural research systems, supports innovation and capacity development and contributes to regional and global efforts to improve food and nutrition security, agricultural productivity and resilience.

The Commission for International Agricultural Research and the Policy Advisory Council are also integral parts of ACIAR's network. Together, these legislated advisory bodies provide strategic advice and bring Australian and international perspectives to ACIAR's engagement with research, policy and development partners.

Our systems

We support our people with corporate processes, systems and analytics that underpin our performance and delivery.

Continuous development of our information and communication technology platform has improved collaboration between staff, partners, and stakeholders.

The platform integrates research, partnership, corporate and compliance requirements into a single system that enables us to deliver data-driven, effective and efficient project procurement and management outcomes.

Our risk management and oversight

Effective risk management is essential for strategic decision-making and for meeting ACIAR's performance and legislative responsibilities.

Overarching responsibility for managing risk is held by the CEO and the Executive Team. Our system of risk management and oversight is established by the ACIAR Risk Management Framework.

The framework allows us to proactively identify, manage and share risks in line with our risk appetite, risk tolerance and governance and accountability arrangements.

Framework tools embed risk management in all elements of our day-to-day activities and promote an open and proactive positive risk culture. Any issues related to risks that could affect the delivery of ACIAR strategic objectives are reported to the ACIAR Audit and Risk Committee.

Risks and control measures are regularly under review to ensure they reflect our evolving strategic and operational environment.

Our Enterprise Risk Register identifies 8 current enterprise risks for ACIAR, along with the strategies and actions required by our staff to effectively manage them. The risks identified for management are shown in the risk diagram on p. 14.

ACIAR's Assurance Map provides visibility of controls, oversight and assurance activities.

In 2026–27, we will continue to strengthen the integration of enterprise risk reporting by enhancing our business planning processes and expanding risk management training and awareness across all levels of the organisation.

Enterprise risks and mitigation strategies

Enterprise risks

Major failure of ICT systems

Operational environments have the potential to pose considerable risks to the safety of our people

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

Disruption to research programs

Inability to adjust or deliver within a dynamic funding model

Failure to have appropriate governance structures in place

Workplace health and safety

Loss of staff capability

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.
- » Monitoring against the independent mid-term review of the ACIAR 10-Year Strategy 2018–27.

Our performance

Key activities

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

In 2026–27, ACIAR will continue to 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 ACIAR Portfolio Budget Statement 2026–27 while recalibrating our performance measures in accordance with updates to our Strategic Plan.

We have a well-established approach to reviewing the performance of research and capacity development programs to assess their impact. We do this at the conclusion of the activities, to assess immediate impacts, and, for a subset of programs, at future points in time (usually between 3 and 15 years after completion) to determine ongoing or lasting impact.

Understanding immediate and long-term impacts builds institutional knowledge and learning and enables continual improvement of the programs and projects that we develop and support.

Performance measures in 2026–27

In 2026–27, ACIAR commits to reporting on 9 performance measures. Three measures remain the same from last year and 6 new measures have been introduced.

Measures have been revised to monitor progress and performance across ACIAR research programs more effectively and to refine our priorities, identify lessons from current and past projects and report accurately to our Minister, the Parliament and the Australian public. A summary of changes to performance measures is provided in Appendix A.

The following pages set out the performance measures and annual targets for our 3 key activities this year, in line with the Commonwealth Performance Framework.

- **1 Global research collaborations**
- **2 Bilateral and regional research projects**
- **3 Scientific and policy capacity-building activities**



Global research collaborations

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

We seek to strengthen the research architecture that underpins high-quality agricultural research for development, ensuring partners have the capabilities needed for research to be rigorous, efficient and responsive to local and international contexts.

This is achieved mainly through:

- » fostering and nurturing strategic partnerships with key domestic, regional and international stakeholders
- » stewarding Australia's contribution to international agricultural research organisations and co-investment partners.

Key performance measures for global research collaborations, 2026–27 to 2029–30

Performance measure	Annual target
Proportion of multilateral financial contributions delivered by the end of the financial year	Satisfactory: 60–80% Partnership management processes ensured timely financial acquittal of public funds
Extent to which ACIAR's research outputs and communications reach and engage target audiences	Baseline setting in 2026–27 Reach and engagement is maintained or improved year on year
Proportion of priority stakeholders who report high levels of confidence in ACIAR as a trusted, credible and effective research for development partner	Baseline setting in 2026–27 Priority stakeholders report high confidence in ACIAR



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.

We co-design research programs and broker relationships with our partners that are trusted and long term so that the research-for-development outputs achieved are context-specific, equitable and scalable.

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, 2026–27 to 2029–30

Performance measure	Annual target
Extent to which ACIAR's expenditure is aligned with strategic priorities across regions, and as set out in the ACIAR Strategy	Satisfactory: 85% Expenditure is strongly aligned with regional priorities set out in the strategy
Proportion of approved research initiatives activated within agreed timeframes	Satisfactory: 70–80% Approved ACIAR-supported projects are activated within agreed timeframes
Proportion of projects concluded during the financial year that rated as good quality or above on the gender equity criteria in final project reviews	Satisfactory: 70–90% The research portfolio effectively responded to the different needs of women and girls
Proportion of ACIAR-supported research initiatives that, at completion, have a documented and credible pathway for scaling or exit	Satisfactory: 85% Completed projects have documented and credible pathways



Scientific and policy capacity-building activities

Collaborating with partners to strengthen capacities at the individual, institutional and systems levels is fundamental to ACIAR's strategic approach to advancing science diplomacy in agriculture and supporting livelihood development in the Indo-Pacific and Africa regions.

ACIAR offers a well-established and highly regarded suite of capacity building programs that reinforce the exchange of knowledge and learning across the global agricultural research ecosystem.

Our capacity building activities are embedded within our co-designed research approaches and partnership mechanisms. This includes:

- » accredited higher degree research programs
- » non-accredited research leadership programs

- » scalable online learning forums
- » enhanced network connectivity and
- » non-formal learning opportunities that support bespoke skill development.

Together, our investments unlock opportunities for our partners to boost their technical, policy and leadership skills for agricultural research for development.

We actively engage our 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-building activities, 2026–27 to 2029–30

Performance measure	Annual target
Proportion of total participants identifying as women	Satisfactory: 50% Selection processes ensure balanced participation of all genders
Proportion of ACIAR alumni in senior roles or actively engaged in agricultural research, policy or innovation systems	Satisfactory: 80% ACIAR alumni demonstrate influence through senior roles, sustained engagement with research partners or contribution to research use in policy or practice

List of requirements

The ACIAR Corporate Plan 2026–27 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 2026–27 and the page references for each requirement.

Requirement	Page(s)
Introduction	5
» Statement of preparation	4
» Reporting period for which the plan is prepared	4
» Reporting periods covered by the plan	4
Purpose	6
Operating context	10
» Environment	10
» Capability	11
» Risk management	13
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Performance	15



Appendix A – Summary of changes to performance measures

The following table sets out the changes made to ACIAR's performance measures from Corporate Plan 2025–26.

Performance measures were revised to better reflect the intent and performance of the program of work and to strengthen alignment with the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule).

Key Activity	Performance Measure	Annual Target	Status	Rationale
Global research collaborations	Percentage of supported multilateral research collaborations in which ACIAR is represented on a governance body	Satisfactory: 50–90% ACIAR was influential in supporting effective multilateral research governance through supported research collaborations	Discontinued from FY2026–27	Measure discontinued due to weak targets
	Percentage of multilateral financial contributions delivered by the end of the financial year	Satisfactory: 60–80% Partnership management processes ensured timely financial acquittal of public funds	Continued in FY2026–27 as <i>'Proportion of multilateral financial contributions delivered by the end of the financial year'</i>	
	Percentage of agreed reporting products submitted within agreed timeframes	Satisfactory: 50–90% Partnership management processes ensured timely receipt of agreed deliverables	Discontinued from FY2026–27	Measure discontinued due to an unclear line of sight to ACIAR's purpose and outcomes
	Percentage of multilateral financial contributions delivered within an acceptable range of variation from previous financial year	Satisfactory: variance < 20% Consistent support provided for global public goods, research, infrastructure and capacity	Discontinued from FY2026–27	Measure discontinued due to an unclear line of sight to ACIAR's purpose and outcomes
	Extent to which ACIAR's research outputs and communications reach and engage target audiences	Baseline setting in 2026–27 Reach and engagement is maintained or improved year on year	New measure introduced in FY2026–27	Measure introduced to strengthen links to ACIAR's purpose and alignment with the PGPA Rule
	Proportion of priority stakeholders who report high levels of confidence in ACIAR as a trusted, credible and effective research for development partner	Baseline setting in 2026–27 Priority stakeholders report high confidence in ACIAR	New measure introduced in FY2026–27	Measure introduced to strengthen links to ACIAR's purpose and alignment with the PGPA Rule

Key Activity	Performance Measure	Annual Target	Status	Rationale
Bilateral and regional research projects	Percentage of annual deliverables submitted on schedule	Satisfactory: 50–80% Project management practices ensured timely financial acquittals of public funds	Discontinued from FY2026–27	Measure discontinued due to an unclear line of sight to ACIAR's purpose and outcomes
	Percentage of annual and final reports submitted on schedule	Satisfactory: 50–80% Project management practices ensured timely delivery of commissioned work	Discontinued from FY2026–27	Measure discontinued due to an unclear line of sight to ACIAR's purpose and outcomes
	Percentage of projects concluded during the financial year that rated as good quality or above on the effectiveness criteria in final project reviews	Satisfactory: 70–90% The research portfolio effectively delivered agreed end of project outcomes	Discontinued from FY2026–27	Measure discontinued due to changes in project management processes and rating criteria
	Percentage of projects concluded during the financial year that rated as good quality or above on the gender equity criteria in final project reviews	Satisfactory: 70–90% The research portfolio effectively responded to the different needs of women and girls	Continued in FY2026–27 as <i>'Proportion of projects concluded during the financial year that rated as good quality or above on the gender equity criteria in final project reviews'</i>	
	Percentage of outcome evaluations completed during the financial year showing evidence of contribution to intended development outcomes	Satisfactory: 70–90% Evidence showed that the funded research contributed to development outcomes	Discontinued from FY2026–27	Measure discontinued due to limitations with methodology
	Percentage of long-term economic impact assessments completed during the financial year show a benefit–cost ratio of 3:1 or above	Satisfactory: 70–90% Evidence showed that the funded research improved productivity	Discontinued from FY2026–27	Measure discontinued due to limitations with methodology
	Extent to which ACIAR's expenditure is aligned with strategic priorities across regions, and as set out in the ACIAR Strategy	Satisfactory: 85% Expenditure is strongly aligned with regional priorities set out in the strategy	New measure introduced in FY2026–27	Measure introduced to strengthen links to ACIAR's purpose and alignment with the PGPA Rule
	Proportion of approved research initiatives activated within agreed timeframes	Satisfactory: 70–80% Approved ACIAR-supported projects are activated within agreed timeframes	New measure introduced in FY2026–27	Measure introduced for efficiency and to strengthen alignment with the PGPA Rule
	Proportion of ACIAR-supported research initiatives that, at completion, have a documented and credible pathway for scaling or exit	Satisfactory: 85% Completed projects have documented and credible pathways	New measure introduced in FY2026–27	Measure introduced to strengthen links to ACIAR's purpose and alignment with the PGPA Rule

Key Activity	Performance Measure	Annual Target	Status	Rationale
Scientific and policy capacity-development activities	Percentage of annual deliverables submitted on schedule	Satisfactory: >70% Project financial management practices ensured high-quality and timely delivery of program activities	Discontinued from FY2026–27	Measure discontinued due to an unclear line of sight to ACIAR's purpose and outcomes
	Percentage of total participants identifying as women	Satisfactory: 50% Selection processes ensured balanced participation of all genders	Continued in FY2026–27 as <i>'Proportion of total participants identifying as women'</i>	
	Percentage of participants who successfully complete the program	Satisfactory: 70% Research and management qualifications of participants was enhanced	Discontinued from FY2026–27	Measure discontinued due to limitations with methodology
	Percentage of participants who rate the program as high quality at completion	Satisfactory: 70–90% Program participant experience improved Australia's people-to-people linkages	Discontinued from FY2026–27	Measure discontinued due to limitations with methodology
	Percentage of total program alumni surveyed annually engaged in relevant sectors	Satisfactory: 70–90% Research and management qualifications developed by the program retained within partner system	Discontinued from FY2026–27	Measure discontinued due to limitations with methodology
	Percentage of total program alumni profiled in qualitative case studies who annually rate the program as a significant contributor to career development	Satisfactory: 70–80% Program contribution to participant career development assessed as significant	Discontinued from FY2026–27	Measure discontinued due to limitation with methodology
	Proportion of ACIAR alumni in senior roles or actively engaged in agricultural research, policy or innovation systems	Satisfactory: 80% ACIAR alumni demonstrate influence through senior roles, sustained engagement with research partners, or contribution to research use in policy or practice	New measure introduced in FY2026–27	Measure introduced to strengthen links to ACIAR's purpose and alignment with the PGPA Rule



ACIAR

