



Australian Government
Australian Centre for
International Agricultural Research

CORPORATE PLAN 2017–21



ACIAR

Australian Centre for International Agricultural Research



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ACIAR Corporate Plan 2017–21
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Cover photo: Members of the Ratu Rani Women's Agriculture Collective in Bhaluwa village walk out to a field where their group leader demonstrates how they have learnt to use a rice-transplanting machine. The group has 65 women farmers who are all from the Indigenous (Adavasi) Choudary group who traditionally are very poor and socially marginalized. The group is just one of many that are part of the ACIAR conservation agriculture project spanning the Eastern Gangetic Plains of Nepal, India and Bangladesh.

Cover photo by Conor Ashleigh

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In Rory village farmers belong to the cocoa growers co-operative help to evenly spread cocoa beans during drying. ACIAR is funding a cocoa livelihood program working with cocoa farmers to improve pre and post harvest techniques to ensure a higher quality of cocoa beans can be sold to niche chocolate markets.

Photo: Conor Ashleigh

PERIOD OF COVERAGE

This Corporate Plan is prepared for the reporting period 2017-18, and covers the reporting periods 2017-18 to 2020-21.



Farmers harvest rice in a field that is part of an ACIAR water project in the Terai of Nepal. The project works with landless, untenured farmers and supports them to form groups, approach a landlord who doesn't use land in the dry season, collectively rent it and have access over the dry season using groundwater and sharing labour.

Photo: Conor Ashleigh



FORWARD

After one year with the Australian Centre for International Agricultural Research (ACIAR), I am proud to share with you our plans and aspirations for the next four years.

The 1982 rationale for establishing ACIAR was that Australian agricultural science has much to offer countries in our region, as they work to improve their food security by increasing agricultural productivity, sustainability and food system resilience.

That proposition is even more valid, if not vital today.

In developing countries, the largest proportion of the workforce is typically engaged in the agriculture, fisheries and forestry sectors. Accordingly, achieving productivity gains in agriculture and improving market access or developing new markets for smallholders are among the most effective ways to lift people out of poverty as well as reduce hunger and malnutrition.

All countries in the Indo-Pacific region are grappling with the complex, intersecting challenges of how to increase food production by around seventy percent by 2050, in more variable and challenging climates. Many developing countries in our region confront the 'double burden' of having significant sections of their population facing chronic hunger, malnutrition and micronutrient deficiency, while growing populations are consuming excess calories and suffering from obesity and associated diseases such as diabetes and heart disease.

The contemporary challenge is not only to grow more food, but to feed more people with more nutritious food—using less land, water, energy and nutrients per unit of output, while substantially reducing greenhouse gas emissions.

This Corporate Plan builds upon ACIAR's 35-year track record of brokering influential partnerships in agricultural research. We are embarking on a new long-term strategy that will guide a sharpening of focus in our research portfolio and some program consolidation, a substantial overhaul of our approach to outreach, capacity building and evaluation, and a modernisation of our project management, information management and finance systems.

ACIAR occupies a unique niche at the intersection of Australia's aid program and its innovation system. I am fortunate to lead such a committed and talented team and I look forward to realising the goals set out in this Corporate Plan.



Andrew Campbell
Chief Executive Officer

August 2017





INTRODUCTION

I, Andrew Campbell, as the accountable authority of the Australian Centre for International Agricultural Research (ACIAR), present the following corporate plan as required under paragraph 35(1) (b) of the *Public Governance, Performance and Accountability Act* (PGPA) Act.

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

Andrew Campbell
Chief Executive Officer

August 2017

A Sigatoka Valley vegetable farmer delivers a carton of tomatoes to a market stall at the Suva fruit and vegetable market.

Photo: Conor Ashleigh



Photo shows farmers from the village of Gemel. Together with ACIAR Project Leader Tanda Panjaitan the farmers are looking at improving reproductive performance of cows and performance of fattening cattle in low input systems of Indonesia.

Photo: Paul Jones



WHAT WE DO

VISION

The Australian Centre for International Agricultural Research (ACIAR) looks to a world where poverty has been reduced and livelihoods of many improved, through more productive and sustainable agriculture emerging from collaborative international research.

PURPOSE



MISSION

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

ACIAR brokers and invests in research partnerships to build knowledge that enables developing countries to progress crucial development objectives:

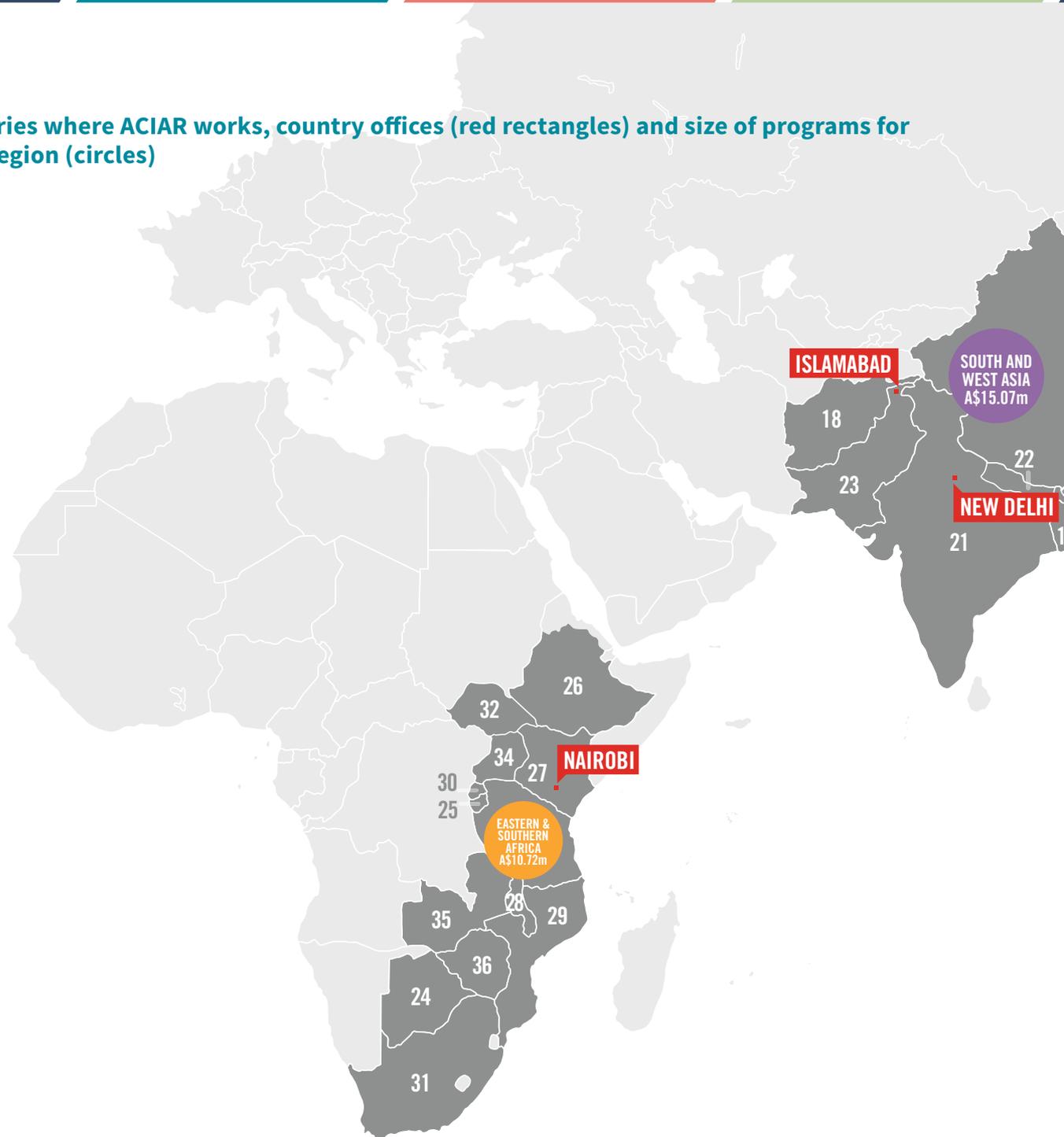
- Improving food security and reducing poverty among smallholder farmers and rural communities
- Managing natural resources and producing food more sustainably, adapting to climate variability and mitigating climate change
- Enhancing human nutrition and reducing risks to human health

In supporting these development objectives, ACIAR ensures that our research programs consider:

- Gender equity and empowerment of women and girls
- More inclusive agrifood market chains, engaging the private sector where possible
- Scientific and policy capability within our partner countries

These objectives are consistent with ACIAR's purpose under our enabling legislation. They reflect the Australian Government's policy imperatives articulated in the Australian Overseas Development Assistance (ODA) Policy Framework, the United Nations (UN) Sustainable Development Goals, and the Paris Agreement under the UN Convention on Climate Change, and the priorities expressed by the Foreign Minister, the Hon. Julie Bishop MP.

Countries where ACIAR works, country offices (red rectangles) and size of programs for each region (circles)



Key

Pacific

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

East Asia

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

South and West Asia

- 18 Afghanistan
- 19 Bangladesh
- 20 Bhutan
- 21 India
- 22 Nepal
- 23 Pakistan

Eastern and Southern Africa

- 24 Botswana
- 25 Burundi
- 26 Ethiopia
- 27 Kenya
- 28 Malawi
- 29 Mozambique
- 30 Rwanda
- 31 South Africa
- 32 South Sudan
- 33 Tanzania
- 34 Uganda
- 35 Zambia
- 36 Zimbabwe





Photo: Paul Jones

OUR OPERATING ENVIRONMENT

Where we work

ACIAR’s work aligns with the political, economic and social objectives of Australia’s aid program. It supports Australia’s national interests by contributing to sustainable economic growth and poverty reduction and enhanced regional stability, with a particular focus on economic diplomacy and women’s economic empowerment. ACIAR’s work not only supports research collaboration but emphasizes human capital building and private sector-led development, targeted at improved livelihoods in the agriculture, forestry and fisheries sectors.

For more than 35 years ACIAR has evolved three pathways for generating research proposals and contracting research activity.

The main path is our bilateral partnerships between ACIAR and a partner country. These provide a framework within which ACIAR commissions research from Australian scientists (in universities, the Commonwealth Scientific and Industrial Research Organisation (CSIRO), state government agencies or private firms) to undertake projects consistent with jointly agreed priorities informed by regular ACIAR country consultations. The Aid Investment Plans of Australia’s overseas missions will continue to inform ACIAR’s bilateral and regional research partnerships.

Our bilateral partnerships are complemented by investment in multilateral global initiatives, chief among which is CGIAR (formerly the Consultative Group for International Agricultural Research). ACIAR manages Australia’s contribution to CGIAR (approximately A\$20 million annually), and ACIAR staff are involved in the highest levels of governance of the CGIAR system.

In recent years a third partnership pathway has emerged, whereby ACIAR co-invests in jointly managed initiatives alongside other donors, such as The Department of Foreign

Affairs and Trade (DFAT), The Canadian International Development Research Centre (IDRC), The Syngenta Foundation for Sustainable Agriculture, The Bill & Melinda Gates Foundation and the private sector. These initiatives may be in a single country or across several countries or regions.

During 2017-18, ACIAR will articulate and distinguish these investment pathways more clearly in order to:

- Ensure that business processes and systems support each pathway professionally and efficiently
- Guide the governance required for each type of investment
- Ensure that procurement processes for each pathway adequately test research proposals against criteria of scientific merit, value for money, contestability, and competitive neutrality.

In our country programs, ACIAR will enhance our focus on Papua New Guinea (PNG) and the Pacific island countries, recognising their serious capacity constraints. Over the coming year, we will develop or implement new country strategies with Sri Lanka, Myanmar, Timor-Leste, Vietnam, and Cambodia. Programs in

PNG, Laos and Pakistan have reached capacity limits and will consolidate.

Our programs with China and India will continue to be relatively small and driven by substantial co-investment. Relationships with Indonesia, the Philippines and PNG will receive particular support over the coming year.

In our regional programs, an emerging consideration for ACIAR is the recent implementation of the Association of Southeast Asian Nations' (ASEAN's) Asian Economic Community (AEC). We anticipate that ASEAN countries will seek escalated regional cooperation in research and development (R&D), technology

transfer and capacity building. Partnering with ASEAN affords ACIAR broader geographic and institutional footprint.

Our annual planning process, the Annual Strategy Refresh (ASR) is ACIAR's vehicle for fine-tuning policy and program settings for consideration by the Commission for International Agricultural Research. Specifically, the ASR provides high-level narratives and analysis about current or proposed program foci at global, regional and country levels. Once endorsed by the Commission, the ASR will guide subsequent decisions about ACIAR's investments by region and country. The ASR also informs the Commission about other ongoing work to improve our efficiency and effectiveness.

Global Program

In our multilateral Global Program, the year ahead will see ACIAR continuing to contribute to the implementation of the second round of CGIAR Research Programs. ACIAR will continue to lead the development of a coordinated Australian engagement with CGIAR and to represent the Pacific Donor Constituency on the System Council. We will also continue to support four other key global partners: the Asia-Pacific Association of Agricultural Research Institutions (APAARI), the Centre for Agriculture and Biosciences International (CABI), the Pacific Community (SPC), and the World Vegetable Center (WorldVeg).

ACIAR's co-contributions to these multilateral partnerships allow us to leverage additional resources and pursue agreed priorities at a scale that would not be possible for ACIAR to achieve on its own. Salient partnerships under these terms include the Association of Southeast Asian Nations (ASEAN), G20, the World Trade Organisation (WTO), the International Fund for Agricultural Development (IFAD), Forum for Agricultural Research in Africa (FARA), International Development Research Centre (IDRC), World Bank and the United Nations Food and Agricultural Organization (UNFAO). These engagements extend our influence and efficacy, consistent with Australia's international reputation as a leader in agricultural research for development.

Global Programs manages unrestricted funding of approximately \$20 million in 2017-18 to the CGIAR Research System and its Centres. An equivalent amount is also provided to the CGIAR through project funding. ACIAR represents Australia on the CGIAR System Council and its Steering Committees and remains actively engaged in funding sustainability, performance monitoring and providing guidance and approval of the CGIAR multi-year, integrated US\$1 billion global research portfolio.

To ensure efficacy for Australia's ongoing contributions to CGIAR, ACIAR will also continue to lead the development of a coordinated Australian engagement with CGIAR. ACIAR will participate in and support the Independent Science and Partnership Council (ISPC) and Independent Evaluation Arrangement (IEA) activities.

ACIAR will continue to provide untied financial support to four other key global partners, including the Asia Pacific Association of Agricultural Research Institutions (APAARI), the Centre for Agriculture and Biosciences International (CABI), the World Vegetable Centre (AVRDC), the Australia Africa Universities Network (AAUN) and the Pacific Community (SPC),

an important focus point for agricultural research in the Pacific Region.

The Global Program is also scoping more co-investment partnerships with other government and private sector organisations, enabling ACIAR to respond quickly as opportunities arise. 2017-18 sees the commencement of an ambitious 10-year agreement that continues the highly successful 'Cultivate Africa's Future' (CultiAF) partnership between ACIAR and our Canadian equivalent—the International Development Research Centre (IDRC). Between 2012 to 2016 CultiAf supported eight research projects in five countries in East Africa that delivered innovations in areas including nutrition and health, post-harvest losses and the empowerment of women and youth.

We are also funding and managing research to support our alliance with Syngenta Foundation for Sustainable Agriculture and The Crawford Fund on demand-led plant breeding approaches in Africa, as part of a partnership among ACIAR, The Crawford Fund, The University of Queensland and The Syngenta Foundation.

ACIAR is working closely with the Common Market for Eastern and Southern Africa (COMESA) and CABI to support ongoing coordination and sustainability of a network of African and Australian biosecurity experts, established under the Africa-Australian Plant Biosecurity Partnership (AAPBP).

In other multilateral research, ACIAR is working with Biodiversity International on research into African leafy vegetables in Kenya and Tanzania; with APAARI to collect the Agricultural Science and Technology Indicators (ASTI) for the Asia Pacific region, and with SPC and a range of donors and stakeholders on the establishment of a regional network for improved plant biosecurity cooperation and capacity building in the Pacific.



Anam Afzal (left) and Sobia Majeed interview a farmer during the commcare survey. The AVCCR team have been working in Jaguwala village for a number of years and due to their close relationships with farmers they conducted the pilot test of their commcare surveys with the farmers of Jaguwala village.

Photo: Conor Ashleigh



OUR CAPABILITY

With whom, with what

ACIAR is a learning organisation. We work hard to distil, learn and share the lessons emerging from our research portfolio. ACIAR staff are supported to enhance their knowledge and skills through our Individual Development, Planning and Evaluation Scheme. Our values influence how we work and underpin the development of our workplace culture and diversity.

ACIAR aims to be both a valued research partnership broker and partner, through close working relationships with stakeholders, and provision of timely, consistent funding support. ACIAR will continue to promote the development and coordination of national agricultural research systems (NARS) in the Indo-Pacific region.

The strength of ACIAR's **partnership model** will be maintained through regular country strategy discussions, consultation with Australian and international research agencies and continued support to the strategic capabilities of our network of ten country offices.

ACIAR's outreach strategy has been overhauled with a range of new activities underway designed to communicate the results and outcomes of ACIAR's research to a wide range of audiences. In addition ACIAR's new website will launch in October 2017 and with it a host of fresh communications tools. Other activities in the communications pipeline include a revamp of ACIAR's flagship publication *Partners Magazine*, amplification of social media and video across multiple channels, increased communication capability in partner country offices and new relationships with some of Australia's leading media outlets, universities and other research institutions.

Similarly, the capacity building program is being renewed following an external review conducted early in 2017. The John Allwright and John Dillon Fellowship programs are being refreshed during 2017-18. A number of new capacity building programs are being designed for implementation from 2018-19 including a balanced researcher program for post-graduate students, a new fellowship program targeting women leaders, and activities targeting the Australian agricultural research community.

ACIAR will maintain active communication with DFAT, partner country Heads of Mission, Ambassadors and High Commissioners to ensure alignment with and relevance to Australia's broader aid initiatives.

ACIAR is committed to demonstrating and upholding the APS Values and Code of Conduct as reflected in the ACIAR values: impartiality; commitment to service; accountability; respectful and ethical conduct.



Our workplace priorities

- Enhance work health and safety systems to effectively manage risk
- Enhance capability by developing a skilled and diverse workforce
- Foster a culture of wellbeing to encourage engagement
- Maintain a workplace that embeds our values and encourages participation
- Facilitate the implementation of ACIAR's Enterprise Agreements in Australia and overseas
- Ensure that staff are aware of ACIAR's values
- Encourage senior management to be champions and role models
- Ensure the integration and development of both our locally engaged staff and those who work remotely
- Maintain ACIAR's workforce planning framework, ensuring that strategies are in place for the right people to be in the right job at the right time.

We have commissioned an external review of our approach to gender equity in ACIAR across the research activities we fund and we will be guided by our internal Gender Committee in designing and implementing recommendations from that review.

ACIAR will continue to support the development of young professionals through direct involvement in research projects and early career positions for agricultural graduates in ACIAR and the countries in which we work.

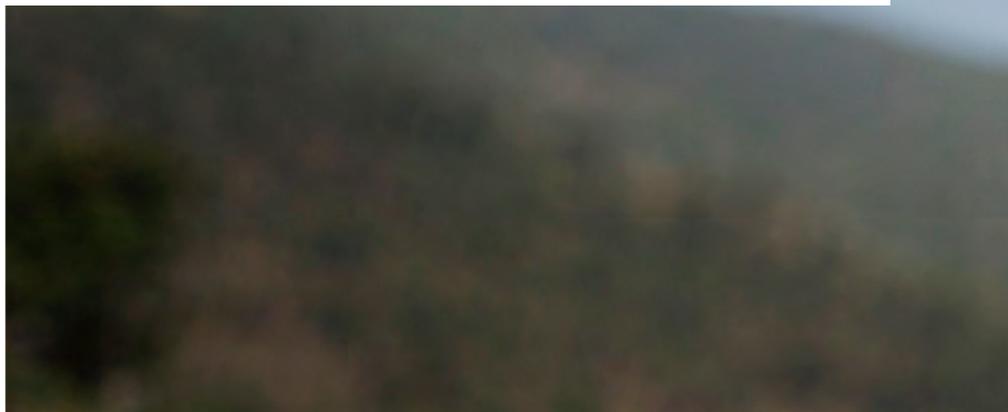
ACIAR will continue to develop its Capability Development Strategy to ensure the agency's staff have the capacity to deliver on our functions over the next ten years.

In 2017-18 ACIAR will complete a major innovative ICT project. The project will deliver a cloud-based ICT platform (ACE/ ACIAR Collaborative Environment) that better supports global collaboration for staff, research partners and stakeholders. The platform will also improve communications and stakeholder engagement, complementing a refreshed web presence. The project will replace a range of disconnected legacy systems that currently create risk and reduce efficiency for ACIAR.

The platform will integrate program, project, partnership, finance, procurement, communication and stakeholder management into a single system that enables ACIAR to deliver more effectively and efficiently on its international agricultural research and training partnerships.

This approach will meet current and future business requirements, including areas of new research or reporting requirements. The cloud strategy accommodates the vast availability of the rapidly evolving applications in order to ensure long term currency.

ACIAR also recognises the importance of continual improvement in its business systems and ICT environment, taking a long term view of a staged approach to ensure systems are regularly updated and improved. The platform may also be used by other similar agencies for the management of research partnerships through improved collaboration and effective communications.



Gusal Shrestha
drops maize
into the freshly
ploughed field in
Dadagaung village
in Dungkarka VDC.

Photo: Conor Ashleigh





RISK OVERSIGHT AND

ACIAR recognises that risk management is an essential part of our agency's functions and operations and underpins the achievement of our key objectives. Our approach to risk management provides all our decision-makers with sufficient evidence to make informed decisions about where, why and how to allocate resources to improve the performance of operations and activities.

We ensure that our activities are delivered in scope within schedule, budget and quality requirements and protect the agency from preventable risks being realised.

Given the environment in which ACIAR works, the agency's portfolio of projects includes some high risk but potentially high payoff research.

The risks outlined within our risk management document ACIAR Risk Management Policy and Plan 2015-18 reveal the key strategic risks to ACIAR delivering on its objectives and how we plan to mitigate these risks.

Risk management

The key strategic risks that may prevent ACIAR achieving its objectives are identified as:

- Research partnerships and projects, including those with existing and new partners, are not designed through the project management cycle to effectively deliver on ACIAR's mandate
- Ineffective business systems reduce the ability to effectively carry out ACIAR's role in supporting agricultural research partnerships, building science



Nico an ornamental plant grower does a graft on a mature bread fruit tree. Nico works at the ornamentals seedling nursery on Livai Tora's farm outside Nadi, Fiji. ACIAR is supporting an ornamental project which seeks to use local ornamental varieties which could have commercial landscaping success in Fiji.

Photo: Conor Ashleigh

MANAGEMENT SYSTEMS

capacity, communicating our outputs, interacting with our partners and alumni, and compromise ACIAR's information security

- ACIAR's research outputs are misaligned to expectations of the Australian Government and our partner countries
- The safety of our people is compromised due to threats posed in our operational environments.

Noting the considerable investment underway in improving 'back office' systems and processes, ACIAR has in place appropriate internal controls for the oversight and management of these risks, based on sound judgment and the best information available. This supports our capacity to identify, manage and derive maximum benefits from new challenges and opportunities in international agricultural research partnerships.

ACIAR requires risk registers to be developed, maintained and owned by key functional groups within the agency. Risk registers

are reviewed by the Senior Management Team and the Audit Committee and updated, as necessary, on a regular basis.

All ACIAR staff are accountable for good risk management in their workplace and we base our approach on an understanding of the likelihood and consequence of risks being realised when considering the impact of uncertainty on delivering our objectives.

Deteriorating security situations in some countries, and regions within countries, present risks for the viability of research collaboration and will be actively monitored and managed.

ACIAR will invest in the capability of our people to ensure that we are able to manage risk, and we will utilise external expertise when required to assist in effectively managing our risks. We will also maintain an active internal audit program to continue to improve our approach to risk management.



A man carried part of a water pump through the fields surrounding Sonaikuri village, Rajburi district, Bangladesh.

Photo: Conor Ashleigh

OUR PLANNED PERFORMANCE

How we measure our success: how we know we have achieved our purpose

This section should be read in conjunction with our Portfolio Budget Statement (PBS) 2017-18 and our 2017-18 Annual Operational Plan (AOP) which identify our key benchmarks and indicators of success.

ACIAR measures performance annually via key performance indicators described in the AOP across our research priorities, the countries where we work and corporate programs. ACIAR's performance matrix links project level outputs with program level and organisational level outputs.

In 2017-18 ACIAR will monitor performance through:

- Continuous project management
- Annual project reporting
- Mid-term and end-of-project reviews
- Adoption studies
- Impact assessments
- The Annual Strategy Refresh.

ACIAR will monitor its performance against the focus areas listed below:

Food security and poverty reduction

- Increased incomes and employment
- Innovative and diversified enterprise options
- Greater resilience and diversity of production systems

Healthier health and nutrition

- Improved nutritional quality and diversity of diets
- Increased quality of agricultural products

Natural resources and climate change

- Increased productivity in agricultural systems
- Improved natural resource management
- Increased ability to adapt to and mitigate climate change
- Strengthened plant and animal biosecurity.

Value chains and private sector engagement

- Enhanced smallholder access to markets and value chains
- Effective strategic planning
- Improved business practices
- Effective stakeholder engagement and communications

Empowering women and girls

- Improved social inclusion and greater empowerment of women and girls
- From inception to completion projects that acknowledge and seek to improve gender imbalances

Capacity building

- Increased research capacity amongst partner countries at the individual and institutional level
- Improved evidence and capacity to support policy development
- Enhanced linkages between research partners

Our targets, aligned with our publicly available Portfolio Budget Statements (PBS), are outlined in the table below, including examples of projects in the year to come. Delivery of these projects and activities is a major indicator of our performance. In assessing the expected benefits of the projects, it is important to recognise that most agricultural research has long-term pathways to development impact. Farm-level impacts tend to be realised some years after the completion of the research.

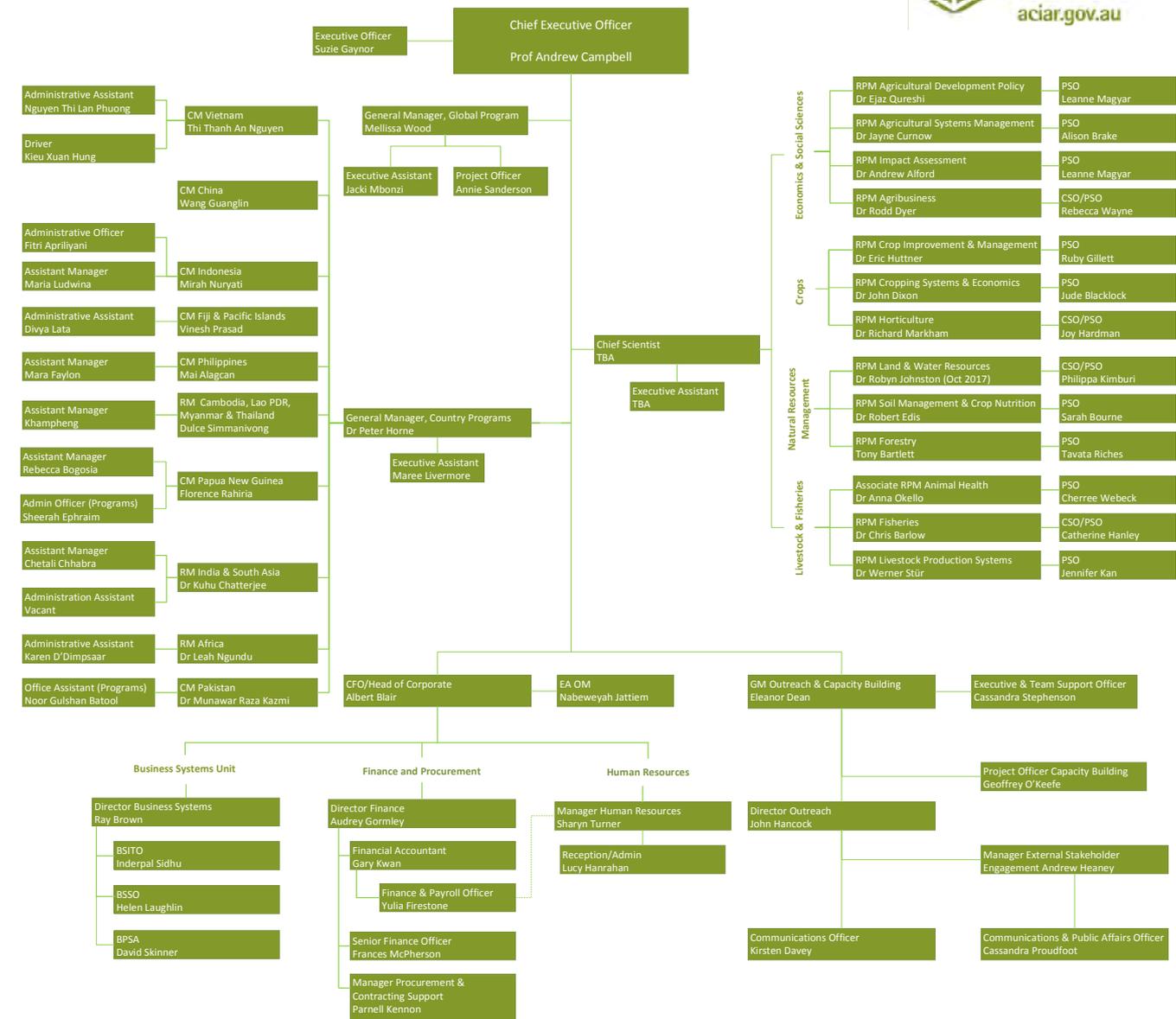
MEASURE IDENTIFIED IN THE PBS		EXAMPLES			
TARGETS	THEMES ACROSS THE REGIONS WHERE ACIAR WORKS	2017-18	2018-19	2019-20	2020-21
Food security and poverty reduction					
Productive, sustainable and resilient farming systems	ACIAR's Pacific research program currently operates across eight countries in the Pacific region: Fiji, Kiribati, Papua New Guinea (PNG), Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu Demonstrated opportunities for sustainable and inclusive agribusiness development to improve livelihoods and community resilience Achievement of wider market access for smallholders, aligning farm production to meet quality and nutritional requirements Increased understanding of the economic and social benefits of catchment rehabilitation and remediation strategies Contribution to the development of land-use policies suited to transitioning to sustainable agroforestry sectors Development of new technologies and practices in natural resource management for the forestry and fisheries sectors. Provide the incentive and knowledge for local communities to support ecosystem health and resilience	Seaweed and pearl production contributing to economic development of participating communities in Fiji Soil improvement approaches appropriate to small-scale vegetable production on the outer atoll islands of Kiribati identified Partnerships established to commence a project to improve the production and marketing of honey in PNG, Solomon Islands and Fiji	Molecular characterisation of Ganoderma isolates from infected oil palms in the PNG and Solomon Islands Increased adoption of sustainable cropping and aquaculture by small-scale producers in Vietnam Developing DNA-based chain-of-custody systems for legally sourced teak in PNG Two projects on pearl culture in Tonga and Fiji will improve husbandry techniques along the entire production line, as well opening up new opportunities via segmentation of the pearl industry	Increasing the productivity and market participation of smallholder beef cattle farmers in Vanuatu Strengthening integrated crop management research in the Pacific islands in support of sustainable intensification of high-value crop production	Enhancing value-added products and environmental benefits from agroforestry systems in PNG and the Pacific Increasing the proportion of harvested logs processed in PNG from the current level of 20% to 80% by 2030.

MEASURE IDENTIFIED IN THE PBS		EXAMPLES			
TARGETS	WHERE ACIAR WORKS	2017-18	2018-19	2019-20	2020-21
Human Health and Nutrition					
Healthier and better nourished families	Achievement of wider market access for smallholders, aligning farm production to meet quality and nutritional requirements	Community-based fisheries management in Pacific island countries	Enhancing fruit production and postharvest handling systems for Fiji, Samoa, Tonga and Vanuatu	Improving community-based aquaculture in Fiji, Kiribati, Samoa and Vanuatu	Ongoing emphasis on nutritional value chains
	Improving smallholder vegetables and starchy staples	Improving postharvest processing and supply chains of sea cucumbers in Kiribati, Tonga and Fiji	Integrating crop management strategies for root and tuber crops: strengthening national and regional capacities in PNG, Fiji, Samoa, Solomon Islands and Tonga	Converting potentially unsustainable capture fisheries into viable release fisheries in PNG	
	Improving sustainability and resilience of production systems, including livestock health and production	Improving processing efficiency and foster market development for high-value Canarium (galip) nut products	Identifying and documenting the social benefits of increased fish production and numbers of farmers involved in aquaculture in Vietnam	Promoting traditional vegetable production and consumption for improved livelihoods in PNG and northern Australia	
	Improved health, nutrition and livelihoods of rural communities through opportunities for diversified food production	Increasing production of tilapia and carp using low-cost and farmer-friendly technologies to improve food and income security for smallholders in PNG	Strengthening livelihoods for food security among cocoa and oil palm farming communities in PNG		
	Deployment of biosecurity expertise and approaches previously developed in Thailand, to Cambodia, Laos and Myanmar	Improving the production and marketing of honey in PNG, Solomon Islands and Fiji	Sustaining soil fertility in support of intensification of sweetpotato cropping systems in PNG		
		Improving understanding of Boga coconut syndrome, a lethal disease of coconuts in PNG	Improving livelihoods in Myanmar and Vietnam through sustainable and inclusive vegetable value chains		
		Expanding soybean and other legume production in Timor-Leste			

MEASURE IDENTIFIED IN THE PBS		EXAMPLES			
TARGETS	THEMES ACROSS THE REGIONS WHERE ACIAR WORKS	2017-18	2018-19	2019-20	2020-21
Natural Resources and Climate Change					
More resilient livelihoods in the face of climate change	Climate-smart landscapes for promoting sustainability of agricultural systems ACIAR supports research on productivity, profitability and sustainability of agricultural systems through research programs in four research clusters: crops; livestock and fisheries; natural resources and forestry; and socioeconomics and policy Regional cooperation, such as plant and animal biosecurity, water use efficiency and combatting climate change through research for development A stronger focus on building resilience and understanding and achieving livelihood outcomes through coordinated technical research projects Development of new technologies and practices in natural resource management for the forestry and fisheries sectors Adoption of sustainable integrated crop management (ICM) practices	Soil management for adaptation to environmental change in Pacific island countries Improving soil health, agricultural productivity and food security on atolls Areas of southern and central Vanuatu were severely impacted by Cyclone Pam in March 2015, resulting in deaths, destruction of houses and damage to agricultural, fisheries and forestry systems. ACIAR continues to contribute to the rebuilding of research and development (R&D) infrastructure in forestry, fisheries and horticulture in the affected areas Catchment rehabilitation trials established in three locations in Fiji and Vanuatu	More profitable and sustainable vegetable production systems in north-western Vietnam identified. Strengthening integrated crop management research in the Pacific islands in support of sustainable intensification of high-value crop production. Closely integrated cluster of new and proposed projects will further refine soil-management practices and develop new options for managing weevils in PNG	Understanding the impact of climate change on taro and cassava production Improving community-based aquaculture in Fiji, Kiribati, Samoa and Vanuatu Ongoing input into country and global agripolicy development around climate change	Diversification of seaweed industries in Pacific island countries
Value Chains and Private Sector Engagement					
Safer and more inclusive agrifood value chains	ACIAR will work to ensure that our research programs pay particular attention to improving agrifood market chains—engaging the private sector where possible ACIAR is reallocating resources to create more capacity for co-investment with development partners and the private sector	A cluster of projects under the Agribusiness Research for Development Initiative (PARDI) will improve rural livelihoods and make them more resilient through targeted, sustainable and inclusive agribusiness development and a focus on value chains in the Pacific Islands	Integrating gender and social inclusion into agricultural value chain research in Vietnam Aligning genetic resources, production and postharvest systems to market opportunities for Pacific island cocoa	Investigating the challenges and opportunities for meeting requirements of China mango markets Opportunities and strategies to improve biosecurity, market access and trade for selected mango markets	AVCCR (Aik Saath)—Agricultural Value Chain Collaborative Research program in Pakistan This A\$12 million, 5-year agricultural value-chains project. Component projects will focus on horticultural and livestock value chains

MEASURE IDENTIFIED IN THE PBS		EXAMPLES			
TARGETS	THEMES ACROSS THE REGIONS WHERE ACIAR WORKS	2017-18	2018-19	2019-20	2020-21
Improved social inclusion and greater empowerment of women and girls	Gender equity and the empowerment of women and girls are priorities for ACIAR. In line with the Australian Government's aid policy, we are committed to gender equity in the design, delivery and impact of all our activities in order to bring sustained change to both women and men.	Developing value-chain linkages to enhance the adoption of profitable and sustainable cassava production systems in Vietnam and Indonesia Integrating protected cropping systems into high-value vegetable value chains in the Pacific and Australia (Fiji, Samoa, Tonga)	CultiAF—Phase 2 Projects across eastern and southern Africa Postharvest management, food processing, nutrition, and business opportunities and value chains	Linking smallholders to markets scoping study on developing value chains for conserving local biodiversity and improving diets	Promoting socially inclusive and sustainable agricultural intensification in West Bengal and Bangladesh School Food Revolution: evaluating opportunities for further research
Empowering Women and Girls	ACIAR is working with the Vietnamese Women's Union in North-western Vietnam to improve food security and rural household incomes. In one district alone, the project is helping more than 2,000 women, particularly from ethnic minorities and poor smallholder farming families, to increase vegetable production by up to 30% and sell their surplus vegetables to profitable markets Enhancing livelihoods and food security from agroforestry and community forestry in Nepal Creating wealth in smallholder farms through efficient credit systems in Pakistan Identifying opportunities and constraints for rural women's engagement in small scale agricultural enterprises across the Indo Pacific	Transformative Agriculture and Enterprise Development Program: multidisciplinary research program aiming to improve the livelihoods of rural women in PNG through five component research projects Improving opportunities for economic development for women smallholders in rural PNG Half-pearl industry development in Tonga and Vietnam Targeting and micro-entrepreneurship for sustainable intensification and diversification in Bangladesh, India and Nepal	Enhancing farm-household management decision-making for increased productivity in the Eastern Gangetic Plains	Promoting socially inclusive and sustainable agricultural intensification in West Bengal and Bangladesh School Food Revolution: evaluating opportunities for further research	
					Enhancing farm-household management decision-making for increased productivity in the Eastern Gangetic Plains

MEASURE IDENTIFIED IN THE PBS		EXAMPLES			
TARGETS	THEMES ACROSS THE REGIONS WHERE ACIAR WORKS	2017-18	2018-19	2019-20	2020-21
Capacity Building					
Individual and institutional level capacity built in our partner countries, in Australia and in ACIAR	<p>Building scientific and policy capacity in partner countries is a priority for ACIAR</p> <p>ACIAR offer scholarships, fellowships and training activities for members of our partner countries</p> <p>Capacity building is an integral part of all projects and programs</p>	<p>Develop a cohort program for women researchers designed to increase their access to training and promotional opportunities</p> <p>Country partner project staff, participating farmers and other in-country stakeholders increase their capacity through formal and informal project-base activities</p> <p>Support a sustainable cohort of postgraduate students at the PhD or Masters level</p> <p>Design a parallel leadership and management program for John Allwright fellows</p> <p>Enable 10 early-mid career partner country researchers to undertake a program in Australia to develop management and leadership skills – John Dillon Fellowship</p> <p>ACIAR Graduate Program</p>	<p>Deliver a cohort program for women researchers designed to increase their access to training and promotional opportunities</p> <p>Deliver a new cohort of John Allwright Fellows</p> <p>Deliver parallel leadership and management program for John Allwright fellows</p> <p>Enable 10 early-mid career partner country researchers to undertake a program in Australia to develop management and leadership skills – John Dillon Fellowship</p>	<p>Deliver an ACIAR Alumni support program for country offices</p> <p>Deliver a new cohort of John Allwright Fellows</p> <p>Deliver two John Dillon Fellowship cohorts, one specifically targeted at an individual institution.</p>	<p>Deliver a new cohort of John Allwright Fellows</p> <p>Deliver two John Dillon Fellowship cohorts, one specifically targeted at an individual institution.</p>



Legend
 A/g – Acting
 CM – Country Manager
 RPM – Research Program Manager
 RM – Regional Manager
 CSO – Cluster Support Officer
 PSO – Program Support Officer
 EA OM – Executive Assistant and Office Management
 BSITO – Business Systems Information Technology Officer
 BSSO – Business Systems Support Officer
 BPSA – Business Process & Systems Analyst
 At 15 August 2017



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