

Contents

Four-year snapshot	v
2003–04 at a glance	vi
Impact assessment snapshot	viii
Message from the outgoing Chair	1
The Director’s review	5
Making a difference	10
The year in review	17
Regional achievements	17
Papua New Guinea and the Pacific	18
Southeast Asia	27
North Asia	53
South Asia	60
Southern Africa	71
Multilateral program	75
Building research capacity	80
Communicating research	83
Measuring research impacts	86
Corporate governance	91
Accountability framework	92
Board of Management	93
Financial accountability and compliance	97
Risk management	98
The Director	101
The Policy Advisory Council	102
Chief Finance Officer’s review	104
Financial statements	106
Tracking performance	138
Against the 2001–06 Corporate Plan	139
Against the 2003–04 Portfolio Budget Statement	144
Against the 2003–04 Annual Operational Plan	147
Against Australia’s National Research Priorities	148
Reporting against other statutory requirements	152
Management of human resources	153
External scrutiny and auditing	156
Purchasing and tendering compliance	156



Rice planting in East Timor

Some key messages—ACIAR in 2003–04

- **ACIAR is in the service business:**
 - **with a stronger outward focused emphasis**
 - **stronger partnerships**
 - **more focused efforts to maximise impacts**
 - **better project management practices**
 - **enhanced accountability and greater transparency around our project investment portfolio.**

Appendices	158
Appendix 1: Basis of authority	159
Appendix 2: ACIAR's outcomes and outputs framework	161
Appendix 3: ACIAR's active research projects 2003–04	162
Appendix 4: ACIAR publications 2003–04	174
Appendix 5: ACIAR staffing statistics	176
Appendix 6: ACIAR Freedom of Information	178
Appendix 7: Ecologically sustainable development and environmental performance	180
Appendix 8: Compliance checklist	185
 List of acronyms and abbreviations	 188
 Index	 190
 Corporate directory	 Inside back cover

Developments since 30 June 2004

On 19 July 2004, the Chair of the Board of Management and President of the Policy Advisory Council, Professor Beth Woods, resigned from both positions.

The Minister for Foreign Affairs announced on 11 August 2004, that Dr Meryl Williams had been appointed Chair of the Board of Management and President of the Policy Advisory Council, effective 5 August 2004. Professor Beth Woods resigned to undertake the position of Executive Director, R&D Strategy to the Queensland Department of Primary Industries and Fisheries.