

# **Statutory Funding Agreement Performance Principles and Key Performance Indicators 2024-25**

## Background

Dairy Australia works towards shaping a profitable and sustainable dairy industry by providing services that benefit and advance dairy farm businesses and the industry. These services deliver value by enhancing farm business management, supporting employment and people development, driving herd and feed innovation, managing climate and environment, promoting Australian dairy and the commitment to sustainability, supporting international dairy markets, contributing to policy development, and responding to critical issues and events.

Dairy Australia's two primary sources of income are levies paid by dairy farmers and matching payments received from the Commonwealth Government for eligible research and development activities.

## Guidelines

The **Guidelines for Statutory Funding Agreements** was introduced by the Department of Agriculture, Water and the Environment. These guidelines came into effect on 1 January 2022.

### *Guidelines for Statutory Funding Agreements*

The Guidelines for Statutory Funding Agreements provides RDC's with guidelines on meeting its Performance Principles (PPs) under the SFA. The Key Performance Indicators (KPIs) set in the guideline do not replace the PPs under the SFA but must be read in conjunction. The KPIs also do not replace any KPIs, or Strategic Pillars set by Dairy Australia. It should be noted that the *"The KPIs are the only part of this Guideline which is enforceable. All other parts of the document provide information and guidance and are non-binding."*

## Purpose

This report outlines the approach and outcome of an internal review to assess performance and achievement against the following Key Performance Indicators (KPIs) set out in the Guidelines for Statutory Funding Agree

## SFC Performance Principles and Key Performance Indicators

Adaptation by Dairy Australia

Performance Principles	Performance Principle Outcome	Key Performance Indicators	Measurable	Actions Taken	Progress Against KPI	KPI Met / Not Met?
<b>Stakeholder Engagement</b>	<p><b>Engage stakeholders to identify research, development and extension (RD&amp;E) priorities and activities that provide benefits to industry</b></p> <ul style="list-style-type: none"> <li>Facilitate opportunities for levy payers, industry and government to contribute and collaborate in a meaningful way in setting RD&amp;E priorities and activities.</li> <li>This means being open and transparent about how input and ideas from levy papers is incorporated into strategy design and the reasons for</li> </ul>	<p>1.1 Strategy prioritisation and development processes include appropriate consultation plans, based on the Best practice guide to stakeholder consultation.</p>	<p>1.1 (a) 5 Year Strategic Plan developed through widespread stakeholder consultation</p> <p>1.1 (b) Annual Operating Plan (AOP) developed through widespread stakeholder consultation and feedback</p>	<p>1.1 (a) The Strategic Plan 2020-2025 was developed via broad stakeholder consultation and aligned with the Australian Dairy Plan. The Strategic Plan is published on the DA website.</p> <p>A new five-year strategic plan has been developed for 2025-2030, with broad stakeholder consultation across industry. This includes consultation in dairy regions, with Regional Development Programs (RDPs), ADF, ADPF and the Department of Agriculture, Fisheries and Forestry (DAFF). The Strategic Plan is published on the DA website.</p> <p>1.1 (b) The FY2024-25 AOP was developed following consultation and feedback from, Regional Development Programs (RDP) (Regional Boards) Regional Consultation, Group B Stakeholders inclusive of ADF and ADPF. Consultation also takes place with Industry Policy Groups, Industry Reference Groups, the Department of Agriculture, Fisheries and Forestry. Following prioritisation after the AOP progress feedback was given to Stakeholders and a copy of the FY2024-25 AOP was published on the DA website.</p>	<p>DA has established processes and systems which demonstrate its approach to meeting the requirements under the Performance Principles and KPI's. Please refer to 'Measurable' and "Action Taken" during FY 23.</p>	<b>KPI Met</b>

Performance Principles	Performance Principle Outcome	Key Performance Indicators	Measurable	Actions Taken	Progress Against KPI	KPI Met / Not Met?
	their inclusion or otherwise.			<p>The Annual Investment Plan 2025-26 was developed following consultation and feedback from dairy farmers, RDPs, ADF, ADPF, and Dairy Moving Forward. Consultation also took place with industry policy groups, industry reference groups and DAFF.</p> <p>Outside of the AOP and AIP DA works closely with farmers and industry through the course of the year.</p> <p>A copy of DA's Stakeholder Consultation Plan is published on the DA website.</p>		
		1.2 Demonstrated industry stakeholder engagement in the identification of RD&E priorities and activities consistent with the consultation plan in 1.1.	1.2 Annual Operating Plan (AOP) developed through widespread stakeholder consultation and feedback	<p>As stated above in 1.1 (b) the FY2024-25 process included consultation with a broad group of stakeholders. RDPs were consulted at various stages of the AOP prioritisation process. Group B members, including ADF and ADPF were also consulted during this AOP development process.,</p> <p>The Dairy Moving Forward Framework has been reinvigorated and redesigned to ensure a more robust process of RD&amp;E priority identification, reduced duplication, and improved opportunities for leverage.</p> <p>DA engages with ADF National Council, Policy Advisory Groups, Industry Reference Groups (IRGs) and ADPF to ensure they are supported with appropriate information and data so that</p>	DA has established processes and systems which demonstrate its approach to meeting the requirements under the Performance Principles and KPIs. Please refer to 'Measurable' and "Action Taken" during FY24 which outlines its approach in	KPI Met

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				participants remain well informed and able to provide input into AOP priority setting.	engagement and priority setting.	
		1.3 Demonstrated incorporation of industry stakeholder feedback on RD&E priorities and activities. Where incorporation is not possible, demonstration of feedback to a stakeholder/s on why incorporation was not possible.	1.3 (a) As part of the consultation process feedback following prioritisation is shared with stakeholders.  1.3 (b) Final AOP published on the DA website	1.3 (a) Following prioritisation outcomes are shared with stakeholders as part of the consultation process. Where incorporation is not possible this feedback is also provided to stakeholders. The method in which the feedback is provided is based on the engagement and stakeholder i.e., Formal written advice was provided to ADF as a direct response to their AOP input.  1.3 (b) A copy of the AOP is published on the DA website and publicly available.	DA has established processes and systems which demonstrate its approach to meeting the requirements under the Performance Principles and KPIs. Please refer to 'Measurable' and "Action Taken" during FY 24. Also, refer to 1.1 and 1.2 on the consultation and engagement approach.	KPI Met
<b>Research, Development and Extension (RD&amp;E) Activities</b>	<b>Ensure RD&amp;E [and marketing] priorities and activities are strategic, collaborative and targeted to improve profitability, productivity, competitiveness and preparedness for future opportunities and</b>	2.1 RDC investments align with strategic plans and have demonstrated outcomes to levy payers and taxpayers, including through	2.1(a) An established internal Investment Review Panel (IRP) to assess ongoing investments and their alignment	2.1(a) An Investment Review Panel (IRP), operating under a formal charter, assesses all proposed projects.  All projects submitted to IRP for approval outline the strategic priority alignment and outcome, problem or opportunity the investment addresses, impact or lost opportunity with not proceeding, budget and	DA has established processes and systems which demonstrate its approach to meeting the requirements under the	KPI Met

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	<p><b>challenges through a balanced portfolio.</b></p> <ul style="list-style-type: none"> <li>- Balancing long-term, short-term, high and low risk, and strategic and adaptive research</li> <li>- RD&amp;E activities address Levy Payer and government priorities</li> <li>- Delivering impact “on the ground”.</li> </ul>	growth in the industry, increased profitability of producers, commercialisation, access to new markets.	with the strategic priorities.	<p>estimated delivery date, and benefits to farmers and the industry. This is captured in the Project Initiation Request template and recorded in the project master data managed by the Portfolio Management Office.</p> <p>The project initiation templates capture all key requirements.</p> <p>Additionally, relevant stakeholders are consulted during the initiation stage and the outcome of the IRP decision is communicated back to the stakeholders (internal and external).</p> <p>Investments in RD&amp;E are done through decisions under Delegations of Authority or as projects with third parties, extension through RDPs, and third-party service providers to ensure optimal outcomes for the industry and delivery of the strategic priorities in the most cost-effective manner. Projects above IRP approval limits are referred to the Board for investment approval i.e. approval for a further 5-year investment in Dairy Bio and Dairy Feedbase. Prior to seeking Board approval significant industry consultation was undertaken this included consultation with industry including 174 farmers and service providers were engaged over a 5 month period using field days, workshops, tours, webinars, and an online survey.</p>	Performance Principles and KPIs. Please refer to ‘Measurable’ and “Action Taken” during FY 24.	

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		<p>2.2 Levy payers who participate in RDC supported extension and adoption programs:</p> <ul style="list-style-type: none"> <li>• gain new knowledge or new information to improve their long-term profitability, productivity, competitiveness and preparedness.</li> <li>• intend to make or have made changes to existing practices by adopting the outcomes of R&amp;D.</li> </ul>	<p>2.2 (a) Regional Services to operate as a business unit of DA embedding a regional focus and fosters connected effective relationships within dairy communities to support dairy farmers gain new knowledge and information as well as facilitate adoption (delivery services that result in adoption and practice change on farm)</p> <p>2.2 (b) Contribute to technical expertise within regions, across regions, and nationally</p>	<p>2.2 (a) Regional Services provides a diverse and capable team locally in dairy regions to lead and facilitate extension services. The introduction of Farm Engagement Leads brings a direct connection with individual farm businesses to build and facilitate a tailored plan.</p> <p>The introduction of Development Regional Adaptation Leads provides the opportunity to ensure a co-existent, aligned and impactful pathway from R to E, implementing the Adoption Pathway.</p> <p>This includes delivering extension, capability development, industry development, and services to dairy farm businesses and regional industry networks. This facilitates the adoption and practice change on-farm, increases the skills and knowledge of those that work in/with dairy farm businesses, and contributes to sustainable dairy communities across Australia.</p> <p>2.2 (b) Process developed to gain and provide a comprehensive understanding of regional dairy issues, needs and opportunities for planning, development, projects and delivery.</p> <p>Capturing regional insights and sharing across relevant parts of the business to support optimising development, services, and delivery.</p>	<p>DA has established processes and systems which demonstrate its approach to meeting the requirements under the Performance Principles and KPIs. Please refer to 'Measurable' and "Action Taken" during FY 24.</p>	KPI Met

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			<p>2.2 (c) Providing a one-stop shop embedded in dairy regions – being the local and regional point of contact, referral and/or coordination.</p> <p>2.2 (d) Farmers who participate in extension and adoption programs obtain benefits and either have or intend to adopt the new practices</p>	<p>2.2 (c ) Regional services are a “shop-front” for the suite of DA services and a direct connection between dairy communities and the DA network, engaging and working with local dairy farmers, including delivery of tailored solutions.</p> <p>Collaborate with relevant stakeholders to coordinate regional responses for critical issues, and collective industry responses (e.g. Govt inquiries, funding calls). Attract and/or influence external funding in line with shared strategic direction and priorities.</p> <p>2.2 (d) At the project initiation stage farmer’s willingness to adopt the tools or practices is considered and presented to the IRP prior to approval under a benefit-cost analysis.</p>		
<b>Collaboration</b>	<b>Undertake strategic and sustained cross-industry and cross-sectoral collaboration that addresses shared challenges and draws on experience from other sectors</b>	3.1 Completed, current and future R&D including commercialisation opportunities is accessible through the growAG platform.	<p>3.1 (a) Listings on the growAG website</p> <p>3.1 (b) Participation in Agri Futures evokeAG</p>	<p>3.1 (a) 108 DA projects listed on the growAg website.</p> <p>3.1 (b) Board and management participated in evokeAG</p>	DA has established processes and systems which demonstrate its approach to meeting the requirements under the Performance	<b>KPI Met</b>



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	<ul style="list-style-type: none"> <li>Collaborate across the agricultural innovation system to address common challenges and opportunities, including through active participation with AIA on cross sectoral and transformation outcomes</li> <li>- The RDCs collaborate with the AgriFutures Emerging Rural Issues forum, 8 Innovation Hubs across Australia, evokeAG online platform and event and growAG platform where relevant.</li> </ul>		3.1 (c) Participation in Agri Futures Emerging National Rural Issues (ENRI) process	3.1 (c) ENRI supported through participation, planning, and engagement	Principles and KPIs. Please refer to 'Measurable' and "Action Taken" during FY 23.	
		3.2 Number and quantum of cross-industry and cross-sector RD&E investments available.	3.2 (a) Cross RDC communications and collaboration  3.3 (b) Cross Industry projects	3.2 (a) Cross RDC communications consultation currently takes place via the Council of RDCs on a range of common topics. The focus of these discussions is on sharing communications approaches and aligning where possible.  3.3 (b) DA Financially contributed to cross-sectoral collaboration with other research and development corporations: <ul style="list-style-type: none"> <li>Australian Food and Wine – collaboration group \$ 80,000 - MLA, HIAL, Wine Australia, Seafood Industry Australia</li> <li>Dairy Farm Manager – sponsorship of three Horizon Scholars \$40,000 - AgriFutures</li> <li>Rural Health &amp; Safety Alliance 2 \$20,000 - AgriFutures</li> <li>Animal Industries Antimicrobial Stewardship \$11,040 – MLA</li> <li>Extension \$10,000 - Hort Innovation</li> <li>evokeAG 2025 Sponsorship – RDC Impact Hub \$2,500 - AgriFutures</li> </ul>	DA has established processes and systems which demonstrate its approach to meeting the requirements under the Performance Principles and KPIs. Please refer to 'Measurable' and "Action Taken" during FY 24.	KPI Met

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<b>Governance</b>	<b>Governance arrangements and practices to fulfil legislative requirements and align with contemporary Australian best practice for open, transparent, and proper use and management of Funds.</b> <ul style="list-style-type: none"> <li>- Good governance ensures stakeholders are well informed and have visibility of the RDC's investments, priorities and achievements</li> <li>- Committee structures and corporate policies enable the RDC to manage day-to-day business activities and fulfil reporting obligations.</li> </ul>	4.1 Ongoing oversight, planning and reporting of investment activities is done in accordance with legislative and Australian Government requirements and timeframes.	4.1 (a) Established evaluation framework  4.1(b) Current Evaluation framework published on the DA website  4.1(c ) Quarterly Portfolio Review  4.1 (d) DA Annual Report and audited financial statements  4.1 (e ) DA Annual Performance	4.1 (a) DA updated its Evaluation Framework in line with the 2020-2025 Strategic Plan. DA continues to improve the way we evaluate our investments consistently throughout the organisation in line with the guidelines from the Council of Rural Research and Development Corporations (CRRDC).  In addition, we continue to perform pre and post investment assessments.  4.1 (b) The updated Evaluation Framework is published on the DA website and is publicly available.  4.1(c ) A quarterly portfolio review is also undertaken to monitor progress and action taken toward the achievement of the Annual Operating Plan. The executive summary is shared with DAFF, ADF and ADPF.  4.1 (d) In line with the requirements set out under the Australian Charities and Not-for-Profits Commission Act 2012 (Cth) Part 3-2, Div 60, 60-5 (1), 60-10 (1) and 60-25, DA prepares its Annual Financial Statements and Reports which are audited prior to submission to the Australian Charities and Not-for-Profits Commission.  4.1(e) The DA Annual Performance Report outlines the key achievements. A copy of the	DA has established processes and systems which demonstrate its approach to meeting the requirements under the Performance Principles and KPIs. Please refer to 'Measurable' and "Action Taken" during FY 24.	<b>KPI Met</b>

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			Report to outline key achievements against each priority/portfolio  4.1(f) DA Annual Performance Report to be published on the DA website	report is sent to the Minister along with the 'Performance Review at a Glance'.  4.1 (f) Annual Performance Report is available on the DA website		
		4.2 Demonstrated management of financial and non-financial risk.	4.2 (a) Established Risk and Compliance Management Framework capturing both financial and nonfinancial risks	4.2 (a) We maintain a Risk and Compliance Management Framework capturing both financial and non-financial risk.  DA carries out reviews of its Financial and nonfinancial risk which is presented to the Audit and Risk Management Committee and Board. Additionally Risk and Compliance reporting is a standing agenda item on all Audit and Risk Management Committee meetings with periodic reporting to the Board.	DA has established processes and systems which demonstrate its approach to meeting the requirements under the Performance Principles and KPIs. Please refer to 'Measurable' and "Action Taken" during FY 24.	KPI Met
		4.3 Relevant policies and procedures adopted and	4.3 Up to date Policies and Procedures in place and implemented	4.3 Under its Compliance Management Framework DA maintains several policies and procedures to support its compliance obligations under both Commonwealth and State legislation and regulatory requirements.	DA has established processes and systems which demonstrate its	KPI Met

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		implemented (e.g., privacy etc).	within the business	The policies and procedures are reviewed every 2 years at minimum or as and when required. A number of policies and procedures were reviewed, updated, and approved during FY24-25.	approach to meeting the requirements under the Performance Principles and KPIs. Please refer to 'Measurable' and "Action Taken" during FY 24.	
		4.4 Non-financial resources implemented effectively (Human resources, IT, IP etc).	4.4 Established business support services embedded in the business	4.4 Critical business support services such as Human Resources, IT, IP, Marketing and Communications, Strategy, Project, Innovation, Farm, Regional Services and Finance and are well established with skilled knowledge, process and systems to ensure on going management of financial and non-financial risk and compliance.	DA has established processes and systems which demonstrate its approach to meeting the requirements under the Performance Principles and KPIs. Please refer to 'Measurable' and "Action Taken" during FY 24.  DA is currently in the process of	KPI Met

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					uplifting its Work Health and Safety system for alignment with the ISO 45001:2018 Occupational Health and Safety Management Systems.	
<b>Monitoring and Evaluation</b>	<b>Demonstrate positive outcomes and delivery of RD&amp;E [and marketing] benefits to Levy Payers and the Australian community in general, and show continuous improvement in governance and administrative efficiency.</b> <ul style="list-style-type: none"> <li>- Suitable mechanisms and processes in place that enable regular impartial reviews of performance, and identify improvement opportunities</li> </ul>	5.1 Impact (cost - benefit) assessment of a broad cross-section of RD&E [and marketing] investments undertaken annually.	5.1 (a) Established evaluation framework	<p>5.1 (a) DA updated its Evaluation Framework in line with the 2020-2025 Strategic Plan which has broad cross section investments. This will be reviewed as part of the next strategic plan development.</p> <p>DA's strategic priorities focuses on seven pillars, as part of its investment decisions. DA ensures the right proportion of investment is made in each of the pillars (More Resilient Farm Businesses, Attract and Develop Great People for Dairy, Strong Community Support for Dairy, Thrive in a Changing Environment, Success in Domestic and Overseas Markets, Technology and Data-Enabled Dairy Farms and Innovative and Responsive Organisations)</p> <p>DA monitors its performance against the pillars and Annual Performance report is shared with Stakeholders and published on the DA website.</p>	DA has established processes and systems which demonstrate its approach to meeting the requirements under the Performance Principles and KPIs. Please refer to 'Measurable' and "Action Taken" during FY 24.	<b>KPI Met</b>

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	<ul style="list-style-type: none"> <li>- Demonstrate that investments are striving to achieve meaningful RD&amp;E outcomes and priorities</li> <li>- Communicate the results of the impact and benefits of RD&amp;E activities and investments to stakeholders and the government.</li> </ul>		<p>5.1 (b) Current Evaluation framework published on the DA website</p> <p>5.1 (c ) Strategic Plan factors investment in a broad cross-section</p> <p>5.1 (d) Investment benefits identified and communicated</p>	<p>5.1 (b) The updated Evaluation Framework is published on the DA website and is publicly available.</p> <p>5.1 (c ) DA strategic priorities focus on seven pillars, as part of its investment decisions. DA ensures the right proportion of investment is made in each of the pillars mentioned in 5.1 (a) which factors investment in a broad cross-section that will benefit farmers and industry.</p> <p>5.1 (d) In the investment decision process, DA undertakes impact assessment on projects across the total investment portfolio, wherever possible quantifying the net benefits of these investments to levy payers and the Commonwealth. Impact assessment comprises pre-investment (ex-ante) assessments of projects prior to approval by the DA Investment Review Panel (IRP) and post-investment (ex-post) assessments after projects have concluded. The methodology typically employed is benefit-cost analysis (BCA), consistent with the latest CRRDC guidelines (April 2018).</p> <p>In the case of some projects where the benefits of the DA intervention are harder to quantify (industry marketing, trade relations, policy development), other methods of economic analysis have been used such as threshold analysis or the change in economic surplus.</p>		

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			5.1 (e) Pre-investment assessment process	5.1 (e) Pre-investment assessment (ex-ante) - established to support and encourage DA wide investment analysis of levy payer and Commonwealth funds and to make the pre-investment assessment process more efficient, DA has developed a pre-investment assessment business cost analysis template and Quick Reference Guide to support the process.		
			5.1 (f) Post-investment assessment process	5.1 (f) Post-investment assessment (ex-post) – aims to complete three post-investment assessments per year on completed projects across the total portfolio. External consultants (economists) undertake two assessments and DA undertakes two assessments internally with independent (external) peer review. Project selection is based on Guiding Principles adopted by the DA Leadership Team.		
		5.2 Demonstrated consideration of and response to outcomes of monitoring and evaluation processes.	5.2 (a) AOP Planning Process	5.2 (a) Coinciding with the annual review of the AOP and at the beginning of each financial year the Strategy and Planning Team with Portfolio Sponsors and Project Leads reviews annual targets and alignment with Strategic Outcomes and sets or resets targets where necessary. Internal and external stakeholders are consulted throughout the process.	DA has established processes and systems which demonstrate its approach to meeting the requirements under the Performance Principles and KPIs. Please refer to 'Measurable'	KPI Met
			5.2 (b) Quarterly Performance	5.2 (b) Quarterly performance is captured in a bottom-up process by reporting project performance through quarterly dashboards capturing outcome focussed key highlights/achievements, performance		

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			5.2 (c ) Quarterly Performance Reporting	<p>against KPIs and risk encountered during the quarter.</p> <p>5.2 (c ) Quarterly performance measurement is raised to a strategic level at Quarterly Portfolio Review (QPR) and Cross-portfolio Review meetings, where quarterly performance is discussed with respect to how the portfolio is tracking against targets set for the five-year strategic plan. The process concludes with the Quarterly Performance Reporting - Executive Summary presented to the DA board. The process enables a constant alignment with strategy and feedback from the Board to Project Leads DA's metrics framework comprises project level metrics reported by Project Leads in the Quarterly Performance Report and strategic level metrics 'Strategic Indicators' reviewed in QPR and Cross-portfolio meetings and reported in the Quarterly Performance Reporting - Executive Summary.</p>	and "Action Taken" during FY 24.	
			5.2 (d) Post-Impact Assessment	5.2 (d) The process of Impact Assessment with respect to post-investment assessment includes management response to the findings and recommendations of the assessment.		
		5.3 Transparent communication to stakeholders (including government) on the impacts and	5.3 (a) Quarterly Portfolio Review	5.3 (a) Quarterly portfolio review is also undertaken to monitor progress and action taken toward the achievement of the Annual Operating Plan and RD&E activities.	DA has established processes and systems which demonstrate its approach to	KPI Met



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		benefits of the RD&E [and marketing] activities.	5.3 (b) Annual Performance Report	5.3 (b) Annual Performance Report outlining its key achievements against its Strategic Framework, which is also provided to DAFF, ADF, and ADPF. It is also published on the DA website. The findings, key recommendations, and the management response from post-investment assessments are included in the Annual Performance Report each year.	meeting the requirements under the Performance Principles and KPIs. Please refer to 'Measurable' and "Action Taken" during FY 24.	