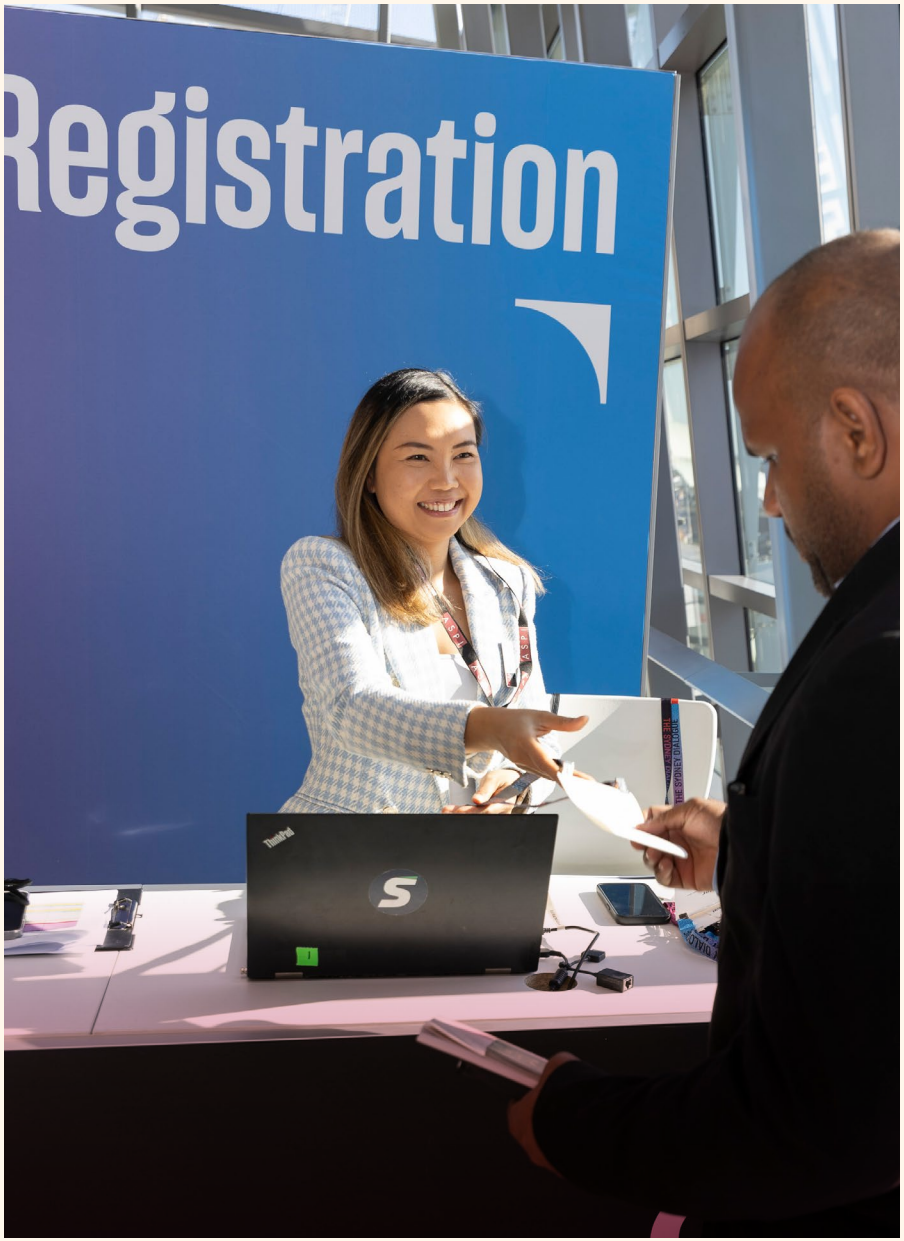
# 2025-26 CORPORATE PLAN

Covering reporting period 2025–26 to 2028–29






Prepared in accordance with paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

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# 1 Introduction

We, the directors of the Australian Strategic Policy Institute (ASPI), present the Australian Strategic Policy Institute Corporate Plan 2025–26. This plan has been prepared as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

This Corporate Plan has been prepared for the 2025–26 reporting year and covers the four-year period from 1 July 2025 to 30 June 2029.

ASPI is a company limited by guarantee wholly owned by the Australian Government and governed by the ASPI Council. Council members are appointed by the Minister for Defence and include nominees of the Prime Minister and the Leader of the Opposition to reinforce the non-partisan nature of ASPI's work.



# 2 Purposes

ASPI was established by the Australian Government in 2001 as an independent, non-partisan think tank. ASPI's role is to function as a strategic policy research centre, independently of government, providing policy-relevant research and analysis to better inform government decision-makers and public understanding of strategic and defence issues.

The three key underlying purposes of ASPI's charter are to:

- provide alternative sources of input to government decision-making processes on major strategic and defence policy issues
- help nourish public debate and understanding
- contribute to the development of professional strategic policy expertise in Australia.

To achieve those purposes, ASPI was established by the Australian Government with four key objectives:

- conducting and publishing research on issues related to Australia's strategic and defence policy choices
- preparing policy inputs on strategic and defence issues to government, as requested by government, subject to funding
- conducting a program of activities to increase understanding of strategic and defence policy issues among Australians, and to encourage the development of expertise in topics relevant to Australia's strategic and defence policy choices
- promoting international understanding of Australia's strategic and defence policy perspectives.

ASPI generates new ideas for policymakers, allowing them to make better informed decisions. It is one of the most authoritative and widely quoted contributors to public discussion of strategic policy issues in the Indo-Pacific region and a recognised and trusted Australian voice in international discussions on strategic, defence, national-security, cyber, technology and foreign-interference issues. The institute has developed into one of the leading independent policy research bodies in Australia. It is unique in the scope of its research, capacity, expertise and ability to independently engage across official and public domains. To sustain this unique position, ASPI is committed to a process of continuous improvement ensuring its research, analysis and engagement remain at the forefront of Defence and national security debate.



# 3 Key activities

ASPI's strategic aim, consistent with our charter, is to build upon our recognition as Australia's number one strategic, defence, national-security and policy research institute.

To achieve that, ASPI will undertake the following key activities:

- Maintain our excellence in delivering world-class, independent, innovative and relevant security research and policy analysis of strategic and defence policy issues.
- Strengthen our capacity to communicate our work to a wide range of audiences.
- Provide leadership and ideas to key groups with interests in our work.
- Grow ASPI's capacity with additional funding, people and activities.
- Be an employer of choice for smart and ambitious strategic policy professionals.

ASPI aims, through its research, publications, website, podcasts, events and media activities, to be innovative, accurate and well informed and to broaden public knowledge about the critical strategic choices our country will face over the coming years. The institute's work will help to foster strategic expertise in Australia through dialogue, research and contributions to public debate. ASPI strives to provide a strong focus and constructive commentary on the practical choices and issues that confront Australia's strategic policy decision-makers.

To deliver on those activities and achieve its purposes, ASPI undertakes work through diverse program areas. Those programs bring together leading researchers, policymakers, industry experts and the broader public to deliver rigorous analysis, informed debate and actionable recommendations, empowering decision-makers with the insights needed to address emerging global challenges, foster innovation in security and defence and uphold Australia's strategic interests.

**Key program areas** include:

- **Defence Strategy Program:** The Defence Strategy Program focuses on broad strategic policy settings, global and regional security environments, the operational needs of the Australian Defence Force, the development of our defence capabilities, and issues associated with defence funding and budgets. Over the years, ASPI has made nationally recognised contributions in all those fields, and they remain central to our work agenda even as the institute has expanded to embrace new programs and responsibilities.
- **Cyber, Technology and Security Program:** The Cyber, Technology and Security (CTS) Program aims to inform and influence policy debates in the Indo-Pacific through original, rigorous and data-driven research. CTS remains a leading voice in global debates on cyber, emerging and critical technologies, foreign interference and issues related to information operations and disinformation. Its work is agenda-setting and focuses on the impact that those issues have on broader strategic policy.
- **Critical Technology Tracker:** The Critical Technology Tracker covers 64 critical technologies spanning defence, space, energy, the environment, artificial intelligence (AI), biotech, robotics, cybertechnology, computing, advanced materials and key quantum technology areas. It provides a leading indicator of a country's research performance, strategic intent and potential future science and technology capability.
- **National Security Program:** ASPI's National Security Program provides a strategic framework for strengthening Australia's security, resilience and global positioning. It extends beyond traditional defence and intelligence domains, complementing ASPI's CTS and Defence Strategy programs by delivering a holistic, forward-looking approach to national security.




- **Climate Security Policy Centre:** Accelerating climate change is a primary threat to geopolitical stability and national security, with severe impacts on supply chains, food systems, and economic growth outpacing our capacity to respond. Since mitigation alone is insufficient, Australia must urgently adapt by embedding climate resilience into national planning in a way that reinforces our sovereignty and strategic autonomy. Strengthening supply chains and diversifying trade are core security priorities that reduce exposure to coercion while tackling the climate challenge. The Climate Security Policy Centre operates at this vital intersection, delivering forward-leaning, evidence-based advice to build Australia's resilience in a more volatile world.
- **Statecraft and Intelligence Policy Centre:** The Statecraft and Intelligence Policy Centre focuses on the increasingly important role of intelligence in the conduct of statecraft, particularly in the Australian context. Research topics include intelligence history; the impact of popular culture on public understanding (and misunderstanding) of intelligence matters; emergent and emerging issues and challenges facing intelligence services internationally and in Australia; international comparisons and lessons; and the place of intelligence agencies (and their oversight and organisation) in democracies.
- **Northern Australia Strategic Policy Centre:** With the support of the Northern Territory Government, ASPI has established two programs of work under the auspices of its Northern Australia Strategic Policy Centre: 'The north and Australia's Security' and 'Nation-building in the north'. The programs provide a sustained research focus on nation-building and the security of Australia's north. A critical element of this work is the exploration of the north's critical role in contributing to the broader security of Australia.
- **Counter-Terrorism Policy Centre:** ASPI's Counter-Terrorism Policy Centre (CTPC), now in its 10th year, focuses on counterterrorism (CT) as an important element of Australian national security and strategic policy. ASPI is one of the only think tanks to have maintained and strengthened its CT expertise in recent years, noting that the threat from extremism and terrorism is permanent regardless of the temporary threat level. Since its establishment in 2015, the CTPC has contributed to Australia's public and policy CT discourse. Alongside ongoing research, commentary and dialogue on 'classic' CT and countering violent extremism topics such as jihadism, the centre focuses increasing attention also on (violent) contestations of democracy.

- **ASPI USA:** ASPI USA is an independent, nonpartisan and nonprofit organisation in Washington DC dedicated to addressing policy challenges facing the US, Australia and their partners in a rapidly changing world. ASPI USA is an overseas affiliate of the institute and exists to pressure-test policy, to shine light into the gaps in national security and defence, to educate the public on Australian and regional perspectives within an evolving geopolitical landscape, and to explore future problems through original research and impactful collaboration with other experts in the field.
- **Professional Development Program:** The purpose of ASPI's Professional Development Program is to fulfill our charter by developing and nurturing Australia's future national security talent. Our program enhances strategic policy capability by equipping participants with effective policymaking and strategic analytical skills. Through engagement with current and emerging policy challenges, we build the expertise necessary to inform and improve strategic decision-making.
- **Women in Defence and Security Network:** The primary aim of the Women in Defence and Security Network (WDSN) is to provide a forum to support the career development of women in the defence and security community in Australia and to facilitate critical discussion on issues related to women's participation and gender perspectives in the context of defence, national security and foreign policy.



# 4 Operating context

ASPI operates in an increasingly complex and contested global environment. The 2025–26 to 2028–29 period is expected to be characterised by significant strategic flux, rapid technological advances and persistent and evolving security challenges that directly affect Australia and the Indo-Pacific region.

## 4.1 Environment

The key environmental factors influencing ASPI's operations include the following:

- **Geopolitical instability and competition:** The Indo-Pacific remains the epicentre of global strategic competition, and the actions of major powers, evolving minilateral partnerships (including AUKUS and the Quad) and regional flashpoints demand continuous analysis. Global conflicts and crises elsewhere continue to have cascading effects on Australia's strategic outlook. To counteract this uncertainty, ASPI will deliver timely, forward-leaning analysis that identifies key trends and provides actionable policy options to help Australian leaders navigate this complexity.
- **Accelerating technological disruption:** Critical and emerging technologies, including AI, quantum computing, and space technologies, are reshaping economies, societies and the nature of conflict. The governance of those technologies, supply-chain security and the potential for digital authoritarianism are key concerns. We will uplift this environment by deepening our in-house technological expertise and leading dialogues to help shape effective governance frameworks and secure national supply chains.
- **Diversifying security threats:** Australia faces a broadening spectrum of threats beyond traditional military challenges, including sophisticated state-sponsored cyber operations, persistent foreign interference, economic coercion, and the security implications of climate change. ASPI will improve our national response by fostering multi-disciplinary research that connects these diverse threats, providing a more holistic and integrated view of Australia's security.
- **Economic pressures and resource allocation:** Global economic uncertainty and evolving government fiscal priorities will influence investment in defence and national security, necessitating rigorous analysis to support prioritisation. We will attract public investment by providing independent analysis on defence capability and spending, ensuring resource allocation decisions deliver maximum strategic value and economic resilience.

- **Evolving policy demands:** The Australian Government's policy priorities will adapt to the dynamic strategic environment, creating a heightened demand for independent, evidence-based, and non-partisan analysis. ASPI will support the policymaking process by maintaining our agility and responsiveness, ensuring we can provide timely and sensitive advice to support the government's most complex decisions.
- **Contested information landscape:** The proliferation of mis- and disinformation means that trusted institutions such as ASPI must provide authoritative, fact-based analysis to contribute to an informed public discourse. We will actively counteract this trend by championing transparency in our research and proactively engaging in public discourse to debunk falsehoods with credible, evidence-based analysis.
- **Talent acquisition and retention:** Attracting and retaining highly skilled researchers, analysts and professional staff in a competitive global market for specialised expertise remains a critical operational consideration. To improve in this environment, we will foster a dynamic and supportive workplace culture that invests in professional development, nurturing the next generation of national security leaders and making ASPI an employer of choice.

**Opportunities** in this environment include:

- heightening demand for ASPI's independent, non-partisan analysis
- strengthening and expanding international partnerships and collaborations
- leveraging ASPI's Washington DC office to enhance influence and foster bilateral understanding
- addressing the growing interconnectedness of security domains through ASPI's integrated research approach
- shaping public debate and policy formulation on strategic challenges.

**Challenges** include:

- navigating the transition to a sustainable funding model by 30 June 2027, when the core Defence Grant concludes. This requires securing a diverse base of funding, in line with the recommendations of the Independent Review of Commonwealth Funding for strategic policy work.
- countering sophisticated mis/disinformation campaigns and protecting ASPI's reputation
- keeping pace with the rapid evolution of global threats and technological advances
- ensuring that research effectively reaches and influences policymakers and the public
- attracting, developing and retaining top-tier talent.



## 4.2 Capability

ASPI's capability to achieve its purposes is built on its people, infrastructure and organisational strengths.

- **Workforce capability:** ASPI employs a total of 62 staff across ongoing, non-ongoing, and casual arrangements. This includes 53 full-time staff, comprising 23 female and 30 male employees, and five part-time staff—two female and three male. ASPI also engages four casual staff (one female and three male) to support operational flexibility and project-based needs. In addition, three research interns (two female and one male) contribute to ASPI's research efforts. This workforce composition reflects ASPI's commitment to maintaining a balanced and capable team to deliver high-quality, independent policy research and analysis. ASPI's dedicated staff brings a rich diversity of expertise, including postgraduate qualifications, senior public policymaking experience, private- and not-for-profit sector experience and sophisticated media and communications skills, operating both in Australia and internationally.

  ASPI is dedicated to fostering an inclusive workplace, recognising that diversity enhances research quality and impact. The Gender, Diversity and Inclusion Strategy (launched in early 2023) influences recruitment, retention, events, communications, research publications, professional development and the fellowship program.

  The Fellows Program engages individuals of distinguished professional standing and specialised skills who contribute analyses, inform research and mentor staff. That includes hosting visiting global experts and supporting ASPI staff undertaking overseas fellowships. Successfully attracting, developing and retaining top-tier talent remains a critical strategic consideration, given the highly competitive market for specialised analytical and policy skills in Canberra and Washington DC. ASPI aims to be an employer of choice for smart and ambitious strategic policy professionals.
- **Infrastructure and ICT capability:** ASPI maintains a high degree of organisational resilience, built around an advanced cybersecurity posture, designed for resilience against persistent threats and underpinned by a detailed Business Continuity and Disaster Recovery Plan. Key to this preparedness is the strategic strengthening of ASPI's infrastructure and information and communication technology capabilities to ensure operational continuity.
- **Organisational capability:** ASPI aims to grow its capacity with additional funding, people and activities. Its governance framework, including the ASPI Council, Audit and Risk Committee and Research Committee ensures sound governance and oversight.

## 4.3 Risk oversight and management

ASPI is committed to effective risk oversight and management, guided by its dual governance frameworks under the PGPA Act and the *Corporations Act 2001*.

Our approach integrates a comprehensive suite of legislation, internal policies and best-practice guidance to identify, assess, monitor and mitigate risks that could affect the achievement of our independence and strategic objectives. The ASPI Council, supported by its Audit and Risk Committee, maintains oversight of the risk-management framework and the effectiveness of mitigation strategies. The risk register is subject to regular review and updates.

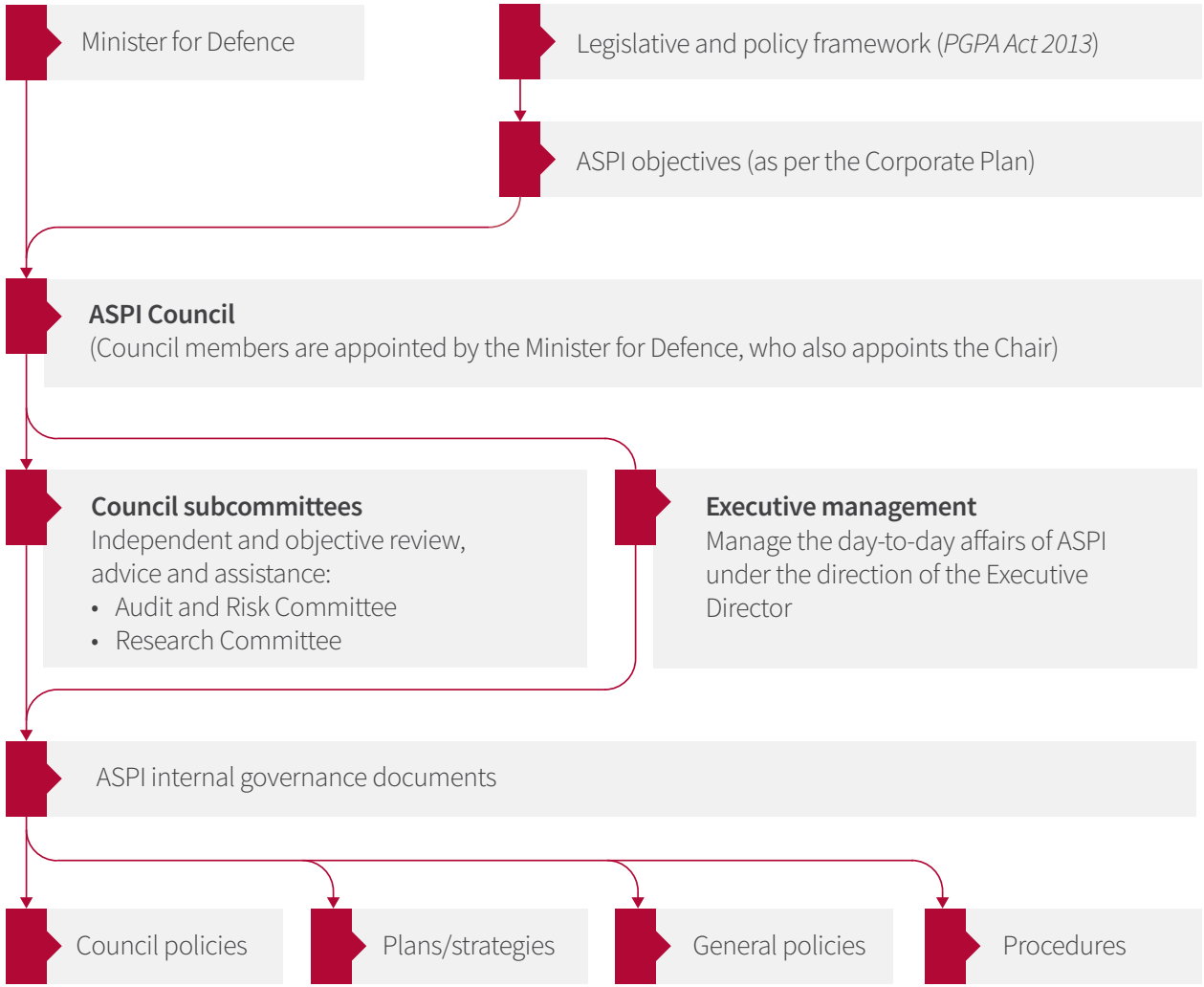
The institute has identified three principal strategic risk categories:

- **Reputational risk:** This encompasses ensuring the quality and integrity of research (accuracy, objectivity, intellectual rigour); upholding independence and non-partisanship (stakeholder confidence in impartiality); and mitigating external interference (disinformation campaigns or other forms of interference).
- **Financial risk:** This includes addressing funding stability (uncertainties with short-term funding and public-sector investment fluctuations) and revenue diversification (securing diverse funding sources for research and operational resilience).
- **Staffing risk:** This covers the challenge of building and maintaining the high-calibre, specialised workforce required to deliver on our charter (attracting top-tier talent in a competitive global market; retaining critical expertise and corporate knowledge; and ensuring effective succession planning for key roles).

Risk-mitigation strategies and controls include:

- **Transparency in funding:** Mandatory and comprehensive disclosure of all funding sources across all ASPI platforms.
- **Quality assurance and editorial integrity:** Robust internal processes, a comprehensive research publication process mandating internal and external peer review for major reports, and stringent editorial practices and evaluation for *The Strategist* and other publications.
- **Financial management and diversification:** Proactive development of new and sustainable funding and revenue streams.
- **Staff conduct and communications:** Clear guidelines ensuring appropriate, objective conduct consistent with ASPI's values and non-partisanship.
- **Guarding independence:** Vigorous protection of the institute's independence, demonstrated by constructive, considered and non-partisan publications and commentary.

ASPI's due diligence, governance and compliance processes include our annual financial audit by the Australian National Audit Office, internal audit processes covering ASPI programs, quality-management arrangements, and financial services, human resources and professional development processes. We seek external and independent assurance about the quality of our systems and pursue external certification and assurances, such as external penetration testing of our information technology systems and external program assessments.


Minister for Defence
Legislative and policy framework (*PGPA Act 2013*)
ASPI objectives (as per the Corporate Plan)
**ASPI Council**
(Council members are appointed by the Minister for Defence, who also appoints the Chair)
**Council subcommittees**
Independent and objective review, advice and assistance:
• Audit and Risk Committee
• Research Committee
**Executive management**
Manage the day-to-day affairs of ASPI under the direction of the Executive Director
ASPI internal governance documents
Council policies
Plans/strategies
General policies
Procedures

## 4.4 Funding and transparency

ASPI is proactive and transparent in its disclosure of funding. ASPI created a web page in 2019 to explain its registration in the Foreign Influence Transparency Scheme (FITS), which complements ASPI's existing disclosure and reporting methods. As with all ASPI's work, ASPI retains independent control over the content and direction of all foreign-funded or sponsored work. That is set out clearly in the institute's agreements with each foreign principal.

ASPI's funding from all foreign principals has been listed on FITS online and is detailed on the ASPI website. That document is updated annually. In addition, all funding sources are identified in ASPI's annual report and in the acknowledgements sections of individual publications.

Government funding, through the Department of Defence, remains the key enabler of ASPI's operations and accounted for 45.5% (Defence core funding including ASPI USA) of the institute's total income in financial year 2024–25. ASPI's funding agreement with the Department of Defence extends to 30 June 2027. That funding supports much of ASPI's operating costs and research, projects and events on mutually agreed defence-related topics. Importantly, the institute retains its independence on judgements and policy recommendations.

ASPI is committed to seeking new long-term partnerships to support independent policy-relevant research and projects across a broader range of national-security issues. In that regard, ASPI receives funding from Australian and overseas governments, industry and civil-society groups. ASPI's independent analysis, research and conclusions are essential elements for all partnerships. Our independence is critical to our work and to meeting the requirements of our charter, including to provide alternative sources of input to government decision-making. This has been demonstrated by our work over 24 years of active research, publishing and commentary.

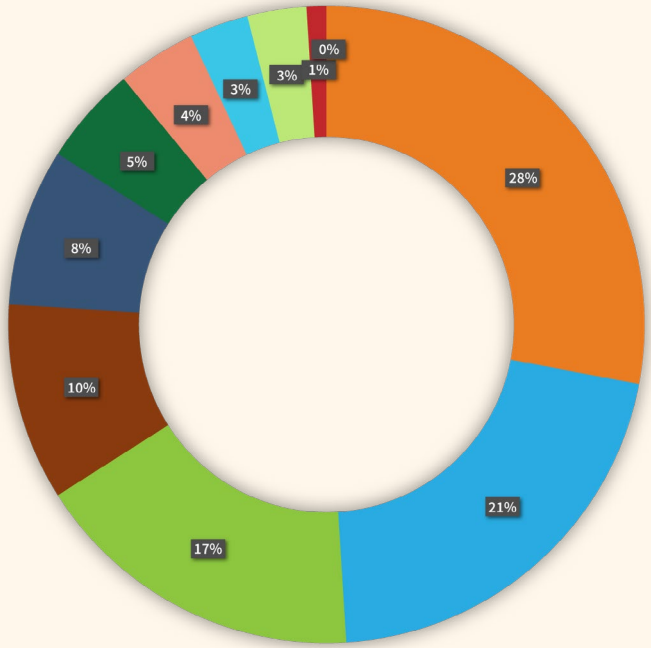


ASPI's sources of funding for the 2024–25 financial year are shown Table 1 and Figure 2.

**Table 1: Funding sources, 2024–25**

| Funding source | Amount | % of total |
|---|---|---|
| Department of Defence - Canberra grant | $4,000,000.00 | 28.0% |
| Federal government agencies | $2,978,245.02 | 20.8% |
| Department of Defence - Washington DC grant | $2,500,000.00 | 17.5% |
| Overseas government agencies | $1,436,398.59 | 10.0% |
| Private sector | $1,109,306.50 | 7.8% |
| Civil society and universities | $670,505.45 | 4.7% |
| State and territory government agencies | $529,000.00 | 3.7% |
| Events | $488,201.15 | 3.4% |
| Defence industries | $397,671.15 | 2.8% |
| Interest | $198,706.25 | 1.4% |
| Donations | $1,050.10 | 0.0001% |
| **Total** | **$14,309,084.21** | **100%** |

**Figure 2: Funding sources, 2024–25**



## 4.5 Cooperation

ASPI engages in significant cooperation with a range of organisations to achieve its purposes:

- **The Australian Government, particularly the Department of Defence:** This is a foundational partnership, providing core funding and supporting research on defence-related topics, directly contributing to ASPI's purpose of informing government decision-making.
- **Other Australian federal, state, and territory government agencies:** Funding from these agencies supports specific research projects, initiatives and events, enabling ASPI to provide policy-relevant analysis across a broader range of national-security issues.
- **Overseas government agencies:** Collaboration with international government bodies supports research projects and dialogues, contributing to ASPI's purpose of promoting international understanding of strategic policy perspectives.
- **International think tanks and like-minded institutions:** ASPI actively strengthens and expands partnerships with these organisations globally to enhance research collaboration, share insights and foster international dialogue, supporting its aim to be a recognised Australian voice in international discussions.
- **Industry and civil-society groups:** Funding and engagement with these groups support research projects and events, helping ASPI to nourish public debate and understanding on strategic policy issues.
- **ASPI's Washington DC office:** This office facilitates cooperation by enhancing ASPI's influence in US policy debates and fostering bilateral understanding, contributing to the promotion of international understanding of Australia's strategic perspectives.

These cooperative relationships are vital for ASPI to access diverse funding, expertise and platforms, thereby enabling it to fulfil its charter of providing independent research, informing public debate and developing strategic policy expertise.

## 4.6 Subsidiaries

ASPI is a company limited by guarantee wholly owned by the Australian Government. ASPI USA, is a registered 501(c)(3) independent charitable organisation, that is considered a controlled entity of ASPI.



# 5 Performance

ASPI is committed to achieving its strategic objectives and demonstrating its impact. Our performance will be monitored against the following objectives, their corresponding measurements, key performance indicators (KPIs), targets and stretch targets for the 2025–26 to 2028–29 period. Performance will be reported annually to the ASPI Council.

## Objective 1: Conduct research and publish relevant outputs

- **Intended result:** ASPI is recognised as a leading source of authoritative, evidence-based analysis on defence and security issues, informing public debate through a consistent stream of high-quality publications.

**KPIs and annual targets (2025–26 to 2028–29):**

| Performance measure | How performance is assessed | Baseline (2024–25) | Target 2025–26 | Target 2026–27 | Target 2027–28 | Target 2028–29 |
|---|---|---|---|---|---|---|
| **Quantity of major research publications** | Count of major publications (reports, policy briefs) produced in the reporting period. | 34 | 5 more than previous year | 5 more than previous year | 5 more than previous year | 5 more than previous year |
| **Quantity of *The Strategist* articles** | Count of internally authored articles published on *The Strategist* website in the reporting period. | 120 | 130 | 140 | 150 | 160 |
| **Stakeholder feedback on quality** | Percentage of positive ratings on the quality and relevance of research from annual key stakeholder surveys. | To be established | ≥80% | ≥80% | ≥80% | ≥80% |

**Stretch target:** Achieve an international award or significant global recognition for at least one flagship ASPI research project or publication during the plan period.

# Objective 2: Provide government with an alternative source of strategic policy ideas and advice

- **Intended result:** ASPI is a trusted and sought-after partner for government, providing timely, expert advice that directly informs and shapes Australia's strategic and defence policy.

**KPIs and annual targets (2025–26 to 2028–29):**

| Performance measure | How performance is assessed | Baseline (2024–25) | Target 2025–26 | Target 2026–27 | Target 2027–28 | Target 2028–29 |
|---|---|---|---|---|---|---|
| **Government advisory engagements** | Count of active participations in official government advisory committees, expert panels, or formal consultation processes. | 8 | Maintain or improve | Maintain or improve | Maintain or improve | Maintain or improve |
| **Citations in official documents** | Count of citations of ASPI research or personnel in official government or parliamentary documents. | 6 | Maintain or improve | Maintain or improve | Maintain or improve | Maintain or improve |
| **Responsiveness to government/industry** | Attendance of key government ministers and officials at ASPI events. | 20 | Maintain or improve | Maintain or improve | Maintain or improve | Maintain or improve |

**Stretch target:** ASPI research or advice directly and demonstrably contributes to the formulation or significant refinement of at least one key Australian Government policy position or strategic initiative annually.

# Objective 3: Stimulate public discussion on key aspects of defence and security policy

- **Intended result:** ASPI leads and enriches the national and international conversation on defence and security, making complex issues accessible to a broad public audience through diverse media and events.

**KPIs and annual targets (2025–26 to 2028–29):**

| Performance measure | How performance is assessed | Baseline (2024–25) | Target 2025–26 | Target 2026–27 | Target 2027–28 | Target 2028–29 |
|---|---|---|---|---|---|---|
| **Digital audience growth** | Year-on-year percentage growth in combined digital audience reach (unique website visitors, social media followers, podcast downloads). | 1.3M | 10% growth on previous year | 10% growth on previous year | 10% growth on previous year | 10% growth on previous year |
| **Public events hosted** | Count of public events (conferences, seminars, webinars) conducted in the reporting period. | 10 | Maintain or improve | Maintain or improve | Maintain or improve | Maintain or improve |
| **Media mentions** | Count of national and international media mentions and appearances by ASPI experts. | 500 | 10% growth on previous year | 10% growth on previous year | 10% growth on previous year | 10% growth on previous year |

**Stretch target:** Successfully leverage new communication technologies or platforms to achieve a 20% increase in online audience reach and interactive public engagement within the first two years of the plan.

# Objective 4: Promote international understanding of Australia's strategic and defence policy

- **Intended result:** ASPI enhances Australia's international influence by connecting with global counterparts, shaping international debate, and being a primary resource for foreign partners seeking to understand Australian strategic thinking.

**KPIs and annual targets (2025–26 to 2028–29):**

| Performance measure | How performance is assessed | Baseline (2024–25) | Target 2025–26 | Target 2026–27 | Target 2027–28 | Target 2028–29 |
|---|---|---|---|---|---|---|
| **Global think tank ranking** | ASPI's ranking in relevant categories of the University of Pennsylvania's Global Go To Think Tank Index or successor benchmarks. | Successor benchmark to be determined* | Maintain or improve | Maintain or improve | Maintain or improve | Maintain or improve |
| **Active international partnerships** | Count of active, high-value institutional partnerships with leading international think tanks. | 22 | Maintain or improve | Maintain or improve | Maintain or improve | Maintain or improve |
| **International dialogues** | Count of significant international dialogues or Track 1.5/2.0 initiatives that ASPI either hosts or participates in. | 12 | Maintain or improve | Maintain or improve | Maintain or improve | Maintain or improve |

**Stretch target:** Co-host a biennial premier international summit on Indo-Pacific security, attracting participation from ≥10 countries at ministerial or equivalent level.

*Pennsylvania's Global Go To Think Tank Index is no longer operating.

# Objective 5: Develop expertise and nurture the next generation of strategic policy thinkers

- **Intended result:** ASPI is a key institution for developing Australia's national security talent, fostering expertise and providing career pathways for emerging leaders in the field.

**KPIs and annual targets (2025–26 to 2028–29):**

| Performance measure | How performance is assessed | Baseline (2024–25) | Target 2025–26 | Target 2026–27 | Target 2027–28 | Target 2028–29 |
|---|---|---|---|---|---|---|
| **Interns and early-career fellows** | Count of interns and early-career fellows supported, and the percentage who produce a published output. | 3 interns, 100% published | Maintain or improve | Maintain or improve | Maintain or improve | Maintain or improve |
| **Professional development participants** | Count of participants enrolled in ASPI Professional Development courses. | 250 participants | 300 | 350 | 400 | 450 |
| **WDSN engagement** | Count of Women in Defence and Security Network (WDSN) events, average attendance, and percentage growth in network membership. | 4 events, 100 + avg. | Maintain or improve | Maintain or improve | Maintain or improve | Maintain or improve |

**Stretch target:** Secure multi-year external funding to establish a dedicated 'ASPI Next Generation Strategic Leaders Program' with a competitively selected annual cohort.

# Objective 6: Achieve new funding and revenue streams

- **Intended result:** ASPI has a resilient and diversified financial model, ensuring its long-term viability and capacity to deliver on its charter in a contestable funding environment.

**KPIs and annual targets (2025–26 to 2028–29):**

| Performance measure | How performance is assessed | Baseline (2024–25) | Target 2025–26 | Target 2026–27 | Target 2027–28 | Target 2028–29 |
|---|---|---|---|---|---|---|
| **Overall funding growth** | Year-on-year percentage growth in total operational funding. | $14.3M* | 5% | 5% | 5% | 5% |
| **Government non-core funding growth** | Year-on-year percentage growth in government non-core project funding. | $7.8M* | 10-15% | 10-15% | 10-15% | 5-10% |
| **Revenue diversification** | The proportion of total revenue derived from non-government funding sources. | 55% | 65% | 75% | 85% | 90% |

**Stretch target:** Secure at least one new multi-year strategic partnership with a non-government funding source valued at or above A$1 million within the plan period.

*ASPI Defence core funding reduces by $2.5M (ASPI USA) in financial year 2025-2026. In financial year 2025-2026 ASPI Defence core funding in Australia increased by $800,000 to $4.8M. From financial year 2027-2028 ASPI ceases to receive Defence core funding.

# Acronyms and abbreviations

| | |
|---|---|
| AI | artificial intelligence |
| CT | counterterrorism |
| CTPC | Counter-Terrorism Policy Centre |
| CTS Program | Cyber, Technology and Security Program |
| FITS | Foreign Influence Transparency Scheme |
| KPI | key performance indicator |
| PGPA Act | *Public Governance, Performance and Accountability Act 2013* |
| WDSN | Women in Defence and Security Network |

