

APPENDIX 6: ACIAR MANAGEMENT STRUCTURE

In December 2009 ACIAR adopted a revised management and operational structure. These changes build onto the pre-existing combined regional and discipline-based systems, with a focus on both regional and country-level research applications and the multidisciplinary roles of Research Program Managers (RPMs).

The organisational changes involve a flatter management structure that reflects ACIAR's regional and country emphases. ACIAR has appointed four Principal Regional Coordinators (PRCs) responsible for overseeing its research activities across four regions: Papua New Guinea and Pacific island countries; Mekong countries and China; Indonesia, East Timor and the Philippines; and South & West Asia and Africa, respectively (Figure 3). The PRCs lead the development of country strategies and prepare country/regional budget proposals for approval by the Chief Executive Officer (CEO). The PRCs work with the RPMs to:

- manage strategic planning and budgeting
- ensure effective project development, reports and reviews
- manage stakeholder liaison
- oversee country-manager relationships.

Importantly, the PRCs also have a role as RPMs in managing their own discipline-based project portfolios (summarised as a matrix diagram in Figure 4), thus ensuring a close interaction between the four PRCs and the RPMs to enhance ACIAR's multidisciplinary research operations.

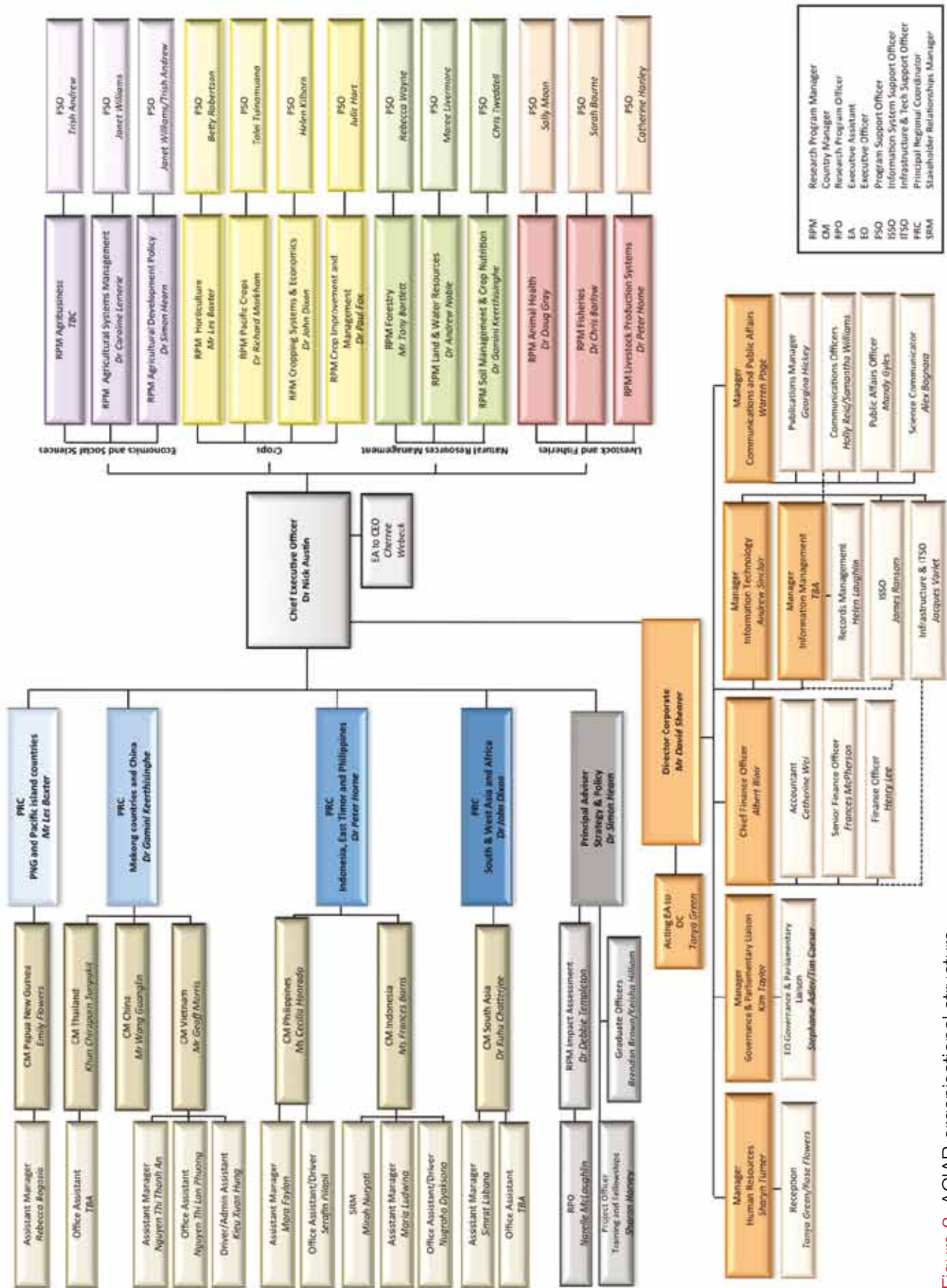
The Principal Adviser position also combines RPM responsibilities for policy R&D with a variety of strategic planning and budgeting activities. These include working directly with the CEO to identify future corporate directions; management of impact and research evaluations; oversight of training and fellowship programs; and acting as a senior point of contact in inter-agency and government relations activities. The position also supports the CEO in managing ACIAR's expanding multilateral research agenda.

The primary role of the Director Corporate position is to manage the provision of all corporate services for ACIAR to meet its corporate objectives and to discharge its responsibilities, including government and statutory reporting obligations. Key functions include:

- corporate communications
- human resource management
- information technology and management
- parliamentary and ministerial liaison
- business and financial administration
- property and facilities management
- corporate reporting
- operational policy and procedures
- support services for the Commission and Policy Advisory Council.

This business model highlights the importance of both the regional and disciplinary aspects of ACIAR's work programs. The model has the flexibility to accommodate adjustments and tasking to meet new whole-of-government issues and the government's expanding aid program. It is also designed to work with an increased emphasis on multilateral project delivery and varied approaches for engagement with regional agricultural research organisations.

The structural changes build onto and enhance ACIAR's in-house technical and development expertise and the Centre's responsiveness to new demands from stakeholders. It is tailored for enhanced, on-the-ground research impacts and capacity-building research delivery.



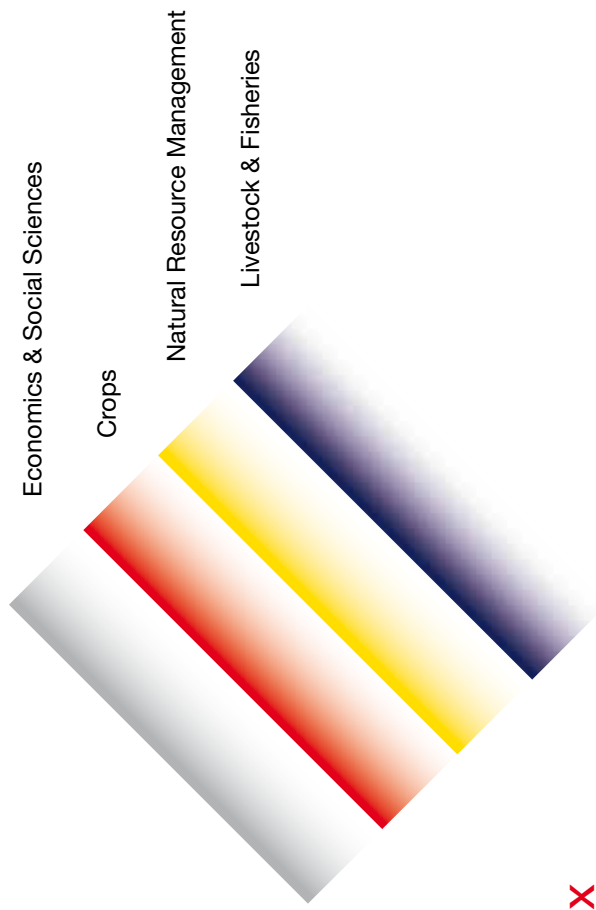
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|------|---------------------------------------|
| RPM | Research Program Manager |
| CM | Country Manager |
| RPO | Research Program Officer |
| EA | Executive Assistant |
| EO | Executive Officer |
| FSO | Program Support Officer |
| ISSO | Information System Support Officer |
| ITSO | Infrastructure & Tech Support Officer |
| PRC | Principal Regional Coordinator |
| SRM | Stakeholder Relationships Manager |

Figure 3. ACIAR organisational structure

Regions



Discipline clusters



Matrix

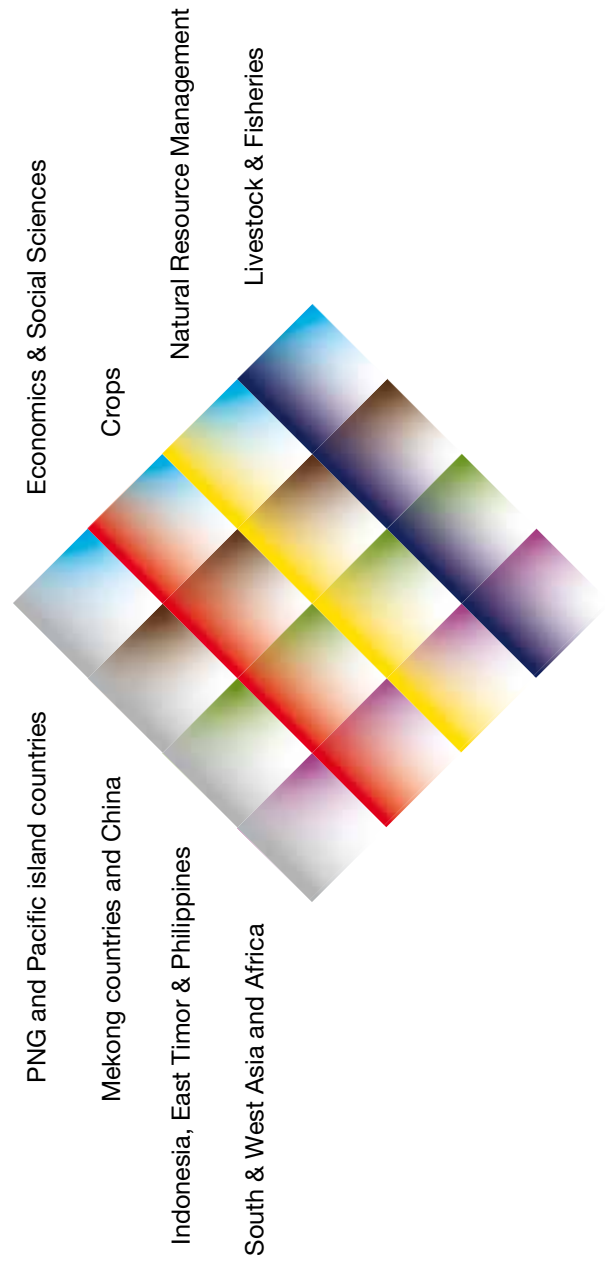


Figure 4. ACIAR operational structure