

GUIDELINES FOR INDUSTRY MONITORS

The purpose of ACARP is to fund high quality R&D which addresses the coal industry's technical problems and maximises the industry's return on their levy payments.

A brief outline of the operation of ACARP follows.

PURPOSE OF MONITORS

The role of ACARP Industry Monitors is essential to ensure that projects achieve their objectives and deliver value to the industry.

The main function of Industry Monitors is to assess the technical progress of projects against the objectives and work program and provide ongoing advice and direction to the researcher. This becomes critical when:

- > The project falls behind schedule, or looks like it might not achieve its objectives. The project can be suspended on the Monitor's authority while formal termination is considered.
- > The Project Leader resigns or goes on extended leave. The project can be terminated if a suitable replacement is not found.
- > The project comes up with something unanticipated that warrants a change in direction. The Industry Monitor's input is vital in ensuring any change will maximise benefit to industry.
- > If the appointed Industry Monitor becomes concerned that there are problems with the project that are difficult to define and resolve, then he may request an independent project audit be undertaken. The problems may be either technical or managerial in nature. Limited ACARP funding will be made available for such audits and will be undertaken by exception.

The Monitor's role is essentially advisory. Major changes to the project objectives and work program need the approval of the Research Committee, and termination due to lack of progress needs ACR Board approval. However, the Monitor's recommendations will be the major factor in the decision.

FUNCTION OF MONITORS

To effectively follow a project, the Monitor needs regular contact with the project team. Recognising that everyone is under increasing time constraints, a workable minimum is:

- **A planning meeting**, held before the project formally commences, at which the work program is reviewed in detail. This allows the Monitor to become familiar with the project and to suggest any fine-tuning of the program, or assist with identifying trial sites, acquisition of samples or relevant information etc, as appropriate to the project.

- **Progress review meetings**, nominally held every 6 months, but variable according to the needs of the project and availability of the Monitor. For example, if the project is losing direction monthly meetings may be held for a short period. Conversely if a major milestone is approaching the meeting can be delayed.
- **Review final report.** On completion of the project a draft final report is submitted. This is copied to the Monitor to assess its adequacy as a record of the work done, whether the objectives were achieved, and if not what action should be taken (eg accept the shortfall as inevitable, amend or re-write report, withhold funding etc). This is an important step in ensuring quality outcomes from projects and a final payment of approx 10% of the project budget is withheld pending satisfactory assessment from the Monitor. If significant modifications are required, a further review meeting may be called.

The planning and review meetings are arranged by ACARP's Research Coordinator and attended by the Monitor, the project leader, and any other interested parties. Meetings are normally held at the Project Leader's premises and individual attendees are responsible for their own travel. Meetings typically take 2 hours, but this varies according to the project.

The ACARP Research Coordinator will take minutes of the meeting, and circulate them to the Project Leader after confirming them with the Monitor. These minutes are retained on file for future reference.

Towards the end of a project, the Monitor should consider the need for further funding to continue the work. ACARP does not encourage projects that continue indefinitely without a clearly defined end-point, but recognises that research often raises new questions. If they are relevant to the coal industry, an extension project should be considered. The Monitor is well placed to make this judgement.

OUTLINE OF ACARP

ACARP is funded by a levy on coal production of 5 cents per product tonne. These funds are committed to research projects by the ACR Board, on recommendation from the ACARP Research Committee and its technical committees.

ACARP Committees

The Research Committee comprises the committee chairmen, and a number of technical experts drawn from the industry. Its role is:

- > Review the committee funding recommendations
- > Set priorities for future funding
- > Approve major modifications to project agreements, eg change of objectives, termination etc

There are five technical committees, covering Underground Mining, Open Cut Mining, Coal Preparation, Technical Market Support, and Greenhouse Gas Mitigation. These committees are predominantly made up of industry operators. The committee's role is:

- > Review funding proposals from researchers and recommend selections
 - > Nominate Industry Monitors to selected projects
 - > Oversight project progress, primarily by reviewing Industry Monitor recommendations
 - > Consider funding priorities in their respective areas
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Australian Coal Research Ltd (ACR)

ACR was established as the legal vehicle for negotiating contracts with coal producers for payment of the research levy and with research organisations for individual projects. ACR collects the levy and manages the overall program including the contract with ARA.

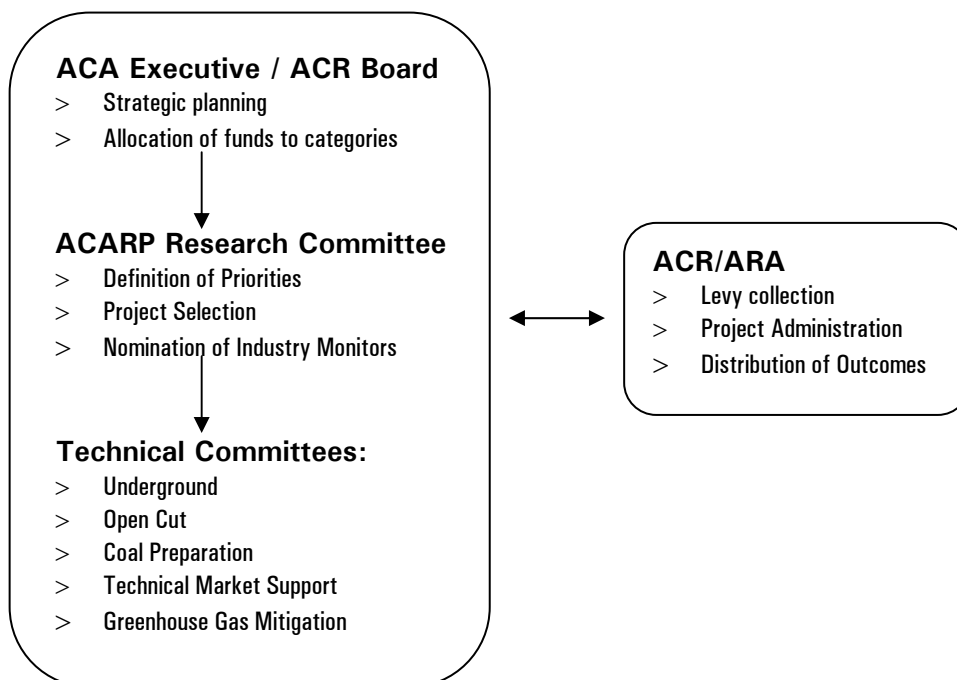
Australian Research Administration Pty Ltd (ARA)

ARA has a contract with ACR for project administration. This involves the following functions:

- > Receive funding proposals from researchers and distribute to committees, attend selection meetings and provide feedback to researchers
- > Prepare project contracts and pay invoices
- > Handle project reports, current project quarterly reports and other communication of project results.
- > Convene six-monthly progress review meetings for each project with the Industry Monitors

A listing of ACR and ARA contacts is attached

ACARP STRUCTURE



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