

EXECUTIVE DIRECTOR REPORT



EXECUTIVE DIRECTOR REPORT (Reporting Period: 15 June 2004 to 15 January 2005)

Major Issues

Gals-K Court Case

As reported during the 18th Governing Board meeting, the Procurator General's appeal of the June 2003 court award against STCU was granted on 15 June 2004. This overturned the June 2003 court order and released the STCU from paying the court award to Gals-K, ending the immediate threat of STCU funds and assets being seized by the State collection agency.

In response, Gals-K started a new court action naming the STCU and Ukrainian Cabinet of Ministers as co-defendants. During strategy sessions between legal counsels of the Ministry of Education and Science (MES), Ministry of Justice, and the STCU, it was decided that the best course of action was to counter-sue Gals-K in order to bring pressure on Gals-K to halt further legal action. The MES requested the Procurator General to enter this counter-suit, demanding reimbursement by Gals-K for the approximately US\$21,000 paid by STCU for renovation/improvements to the building at 3 Laboratnyy Provluk plus approximately US\$139,000 in rental payments made by STCU from STCU funds during the period that the Ukrainian MFA challenged the legitimacy of Gals-K's ownership of the building (and stopped reimbursing the STCU for rental payments).

Several court hearings on the Gals-K suit and the STCU/Ukrainian Government counter-suit were scheduled but postponed at the request of Gals-K. On 12 November, the court issued a ruling stating that both cases were "unlawful", meaning that the time for consideration by the court had expired. While not rendering a specific decision on either case, the court ruling essentially is a verdict against the Gals-K claim (as well as against the STCU/GOU counter-suit).

Although there are still options for Gals-K to begin a new legal process, the STCU/Government of Ukraine team felt that it would not be productive for us to continue the legal battle by appealing the 12 November court decision. This raises a question about the USD 139,000 that was the subject of the STCU's claim in the STCU/Ukrainian Government suit is now left to be pursued by the Parties between themselves. Related to this point, the STCU delivered a letter from the STCU Governing Board Chairman to Minister of Education/Science Kremen requesting his assistance in initiating direct action on the part of the Ukrainian government to resolve this USD 139,000 debt.

A full report on the Gals-K court case is included in the member binders.

Uzbek Banking Situation

The unsatisfactory situation concerning STCU banking operations in Uzbekistan, but with some actions underway to resolve the problems.

As reported to the 18th Governing Board, the decision by the Uzbek Cabinet of Ministers to limit all grant-paying organizations to bank at one of only two designated, state-run banks caused the STCU to lose its original "hard currency" banking arrangement with Uzpromstroybank. To date, efforts by STCU to negotiate an acceptable banking arrangement (one that allows the STCU to operate in U.S. dollars or euros in Uzbekistan) with the government-designated banks have come to naught. The STCU's letter to the Uzbek Ministry of Foreign Affairs (dated 24 May 2004) requested that the Uzbek government approve an exception to the decree for the STCU or to order the government-designated banks to approve an arrangement with the STCU similar to the previous "hard currency" banking arrangement. To date, there has been no response by the MFA on this banking situation (the Uzbek government did respond positively to the renewal of STCU accreditation in Uzbekistan, which was another topic of this 24 May letter).

STCU has continued its grant payments to participating Uzbek scientists via direct transfers from the STCU banks in New York. But this temporary solution has caused an approximate 50% increase in banking fees charged to the STCU. This increase has caused a depletion of the Banking Fees – Offshore account in the STCU AOB, and the Finance Office will request Party approval to transfer funds from the Contingency Funds account to the Banking Fees – Offshore account to cover the deficit. To the memory of the current STCU leaderships, this is the first time in STCU's history that the Contingency Funds line has had to be used.

While attending the STCU events in Uzbekistan during 4-8 October, the ED met with officials from different parts of the Government of Uzbekistan to introduce himself and to raise the banking situation related to STCU activities in Uzbekistan. The ED also met with the U.S. Ambassador in Uzbekistan who has also been approaching the Uzbek government about resolving the banking problems of all non-governmental organizations.

The most senior Uzbek official met by the ED was Mr. Vladimir Norov, Senior Deputy Minister in the Ministry of Foreign Affairs. During this meeting, Mr. Norov expressed his support for the STCU and the importance of STCU activities in Uzbekistan. He offered to engage officials at the Central Bank of Uzbekistan on behalf of the STCU, if the STCU sent him the details of our banking problem. The STCU sent Mr. Norov these details in a letter dated 15 October 2004.

By chance, at a ribbon-cutting ceremony on 5 October, the ED met Dr. Shuhrat Egamberdiev, an institute director and Academician who the ED met on previous visits to Uzbekistan. Dr. Egamberdiev is now Deputy State Counselor for science issues in the Presidential Administration of Uzbekistan. Dr. Egamberdiev expressed his willingness to work on the STCU banking issue from his position in the Presidential Administration, and a copy of the STCU letter to Mr. Norov was passed to Dr. Egamberdiev.

As a result of these meetings, there have been more discussions with the Uzbek government, both by the STCU and by the U.S. Embassy in Uzbekistan. Unfortunately, personnel changes within the Uzbek government (including the departure of Mr. Norov to become the Uzbek ambassador to Belgium) have delayed MFA action on the STCU letter dated 15 October. Further reports from our U.S. embassy contacts have confirmed that there has been no progress across the board on this issue.

A full report on all of these STCU-Uzbek activities is included in the member binders.

Moldovan Accession

The STCU notified the Government of Moldova of the European Council decision on 22 November 2004 approving Moldovan accession to the STCU. This action completed the accession process and Moldova is now officially a recipient member of the STCU. The next step is to accomplish the tasks necessary to begin STCU operations inside Moldova. In the time since last February, the Moldovan candidate selected for the position of STCU Regional Office Manager decided not to take the STCU offer, and the proposed premises for the STCU Regional Office has become unavailable. So we are in the process of locating another candidate, as well as preparing to locate new premises for the STCU office in Chisinau. Funds for establishing the STCU Regional Office in Moldova, as well as funds for the Regional Officer, have been calculated into the 2005 STCU budget request.

A more detailed report is included in the member's binders.

Current Activities

Implementation of STCU Reorganization

The Secretariat began in earnest to implement the reorganization approved at the 18th Governing Board in August. New Terms of Reference for the new DED-led departments were drafted, and are attached to this report

for your information. Next, the ED and DEDs developed a cross-walk plan to move STCU staff to new positions according to the Terms of Reference. This staff change was enacted on 1 October 2004. Next, the Governing Board approved, through written procedure, the STCU budget request for 2005 that included financing of new activities and staff positions called for in the reorganization plan.

Process Action Teams Initiated

In January 2005, the STCU initiated several Process Action Teams that are charged with evaluating and making recommendations to modify existing STCU processes, practices, and procedures in order to make better progress toward the STCU goals and objectives established as part of its reorganization. Five PATs were created: S&T Quality Improvement, Patents/Licensing, Institute Sustainability, Public Outreach, and Internal Processes Improvement. Members for each PAT are drawn from every department and office within the STCU Secretariat to ensure strong coordination and acceptance of the PAT work across the entire Center, as well as to encourage communication, teamwork, and support from all parts of the STCU staff. The PAT results and recommendations will be reviewed by the STCU Management Committee and by the Advisory Committee throughout the year, and progress reports will be given to the Governing Board.

STCU-NATO Workshop

STCU has been working with NATO officials to make progress on the planning of the proposed conference "From Science to Business". A NATO grant of 50,000 euros was awarded to pay for one-half of the estimated conference costs. A matching amount is budgeted in the STCU Workshop/Conferences budget for 2005.

After some discussion on responsibilities and input from each side, the STCU sought the assistance of the National Academy of Sciences in Ukraine to provide guidance on priority science and technology areas that would best showcase the strengths of Ukrainian science to the business community. The NASU also agreed to participate on the Steering Committee for this conference (which includes STCU, NATO, and Ministry of Education and Science). However, it became clear that STCU would be, in effect, the *primus inter pares* among the Steering Committee members, as well as the lead element in the administrative preparations and logistical arrangements for this Workshop. STCU has called on members of the Parties as well as the ISTC for their advice and assistance in helping STCU develop a good Workshop announcement and approaches to improve the likelihood of private sector company attendance and commercial matchmaking successes.

The conference is tentatively scheduled for the end of May, 2005. The STCU will continue preparations for this Workshop, including gathering and registering applicants, participating in the Steering Committee selection of Ukrainian/CIS scientific teams to present their project work, and in selecting the Workshop site and making detailed arrangements with vendors.

A detailed report on this subject is included in the members' binders.

Land Mine Destruction Project

The PFM-1 Land Mine project completed its second phase with very satisfactory evaluation of several destruction methods. The results of this evaluation will be used to design a contract tender for the actual destruction project. A summary of this project is included in the AC members' binders.

Important Visitors/Meetings

U.S. Senator Richard Lugar delegation (31 August)

The STCU was visited by the Honorable Richard Lugar, United States Senator from Indiana, and a delegation that included U.S. Ambassador to Ukraine John Herbst, Department of Defense Cooperative Threat Reduction

director James Reid, CTR senior policy advisor Andrew Weber, and others. This was Senator Lugar's first visit to the STCU (he has visited the ISTC on several occasions). Senator Lugar is a champion for U.S. participation in bilateral and multilateral cooperative threat reduction and nonproliferation activities, and as current chairman of the U.S. Senate Foreign Relations Committee, is a senior leader and influential voice in the U.S. government.

In addition to the STCU visit, the Senator and delegation visited the Central Sanitary Epidemiological Station in Kyiv. This biological institute is a candidate for a DoD CTR insecurity upgrade project; the institute also has had STCU projects and is a current focus of effort for the U.S. Bio-Chem Redirection program. As DoD/CTR has no biological implementing agreement with the government of Ukraine, the U.S. Party requested the STCU to assist in the arrangements and preparations for the visit, which allowed us to develop our relations further with the Ukrainian Ministry of Health.

ISTC Executive Director (25 August) and Principle Deputy Executive Director (15-16 December)

ISTC ED Nobert Jousten met with the STCU Executive Director, CFO, and other STCU staff to develop a consensus ISTC-STCU position on proposed procedures for improving the attractiveness of "joint projects" to the Financing and Recipient Parties of both Centers. Joint projects are those projects that cross ISTC and STCU Party membership because specific participating scientists and institutes come from one or the other Centers' membership. The ISTC's Principle DED, Mr. Sergey Zykov (joined by ISTC legal advisor Robert Teets) met with STCU staff on 15-16 December to review in more detail the STCU proposal processing procedures and to identify areas of further work in modifying ISTC and STCU procedures to accommodate joint project proposal submission, review, approval, and project agreement preparation.

The ISTC and STCU Secretariats continue to develop these procedures and common understanding as to how "joint projects" could be handled in the future, which should make such projects easier and more attractive to implement. Both ISTC and STCU agreed to arrange working-level meetings between staff members at both Centers responsible for project proposal and project agreement processes. These meetings will iron out the details in integrating and synchronizing the ISTC and STCU processes and documentation so that a clear procedure can be communicated to the ISTC and STCU recipient scientists, Secretariats, and Parties.

Note Bene: The ISTC Governing Board approved the proposed ISTC/STCU joint project procedures during its 35th meeting on 27 October 2004. This same procedure will be put before the STCU Governing Board during this meeting.

NATO Public Diplomacy Division

Dr. Susanne Michaelis of NATO's Public Diplomacy Division (under which the NATO Science Committee now resides) visited the STCU on 7 November to introduce herself to the ED and to engage in discussions on the planning for the STCU-NATO conference. The ED, SDED, and DED (EU) accompanied Dr. Michaelis to a meeting with First Deputy Minister Gurzhiy at the Ministry of Education and Science for further discussions on the STCU-NATO conference.

Republic of Korea Delegation

On 17 November, the STCU held introductory discussions with a delegation from the Korea Electronics Technology Institute (KETI). These institute officials have worked often with the ISTC and are investigating possibilities of expanding the Korean technology research work to Ukraine. The officials believe that, if there is significant Ukrainian research capability of interest to the Republic of Korea, then there would be "no problem" in supporting accession of the ROK to the STCU. The ED emphasized that while the STCU could cooperate with KETI on a limited basis, at some point further expansion of that cooperation would require the official accession of ROK to the STCU. KETI seemed to understand this, but hoped that the STCU could help them ascertain the

strengths of Ukrainian science capabilities in order for KETI to advise their government on whether it was worth the Republic of Korea to join the STCU.

Conferences/Workshops

IPR Workshop (Kyiv, Ukraine; 14-15 September 2004)

The STCU-hosted workshop, "Commercializing Intellectual Property" brought speakers from the Ukrainian government, the National Academy of Sciences of Ukraine, U.S., EU, and ISTC legal and business experts, and scientists from around Ukraine. The attendance was good, with over 80 participants for the two-day workshop.

The workshop was designed introduced the new STCU IPR Handbook and to kick-off our new, proactive STCU effort to encourage more patent applications (particularly applications for western patents) on intellectual property developed under STCU projects. To date, the STCU has had hundreds of requests for financial support for patent applications, but only a few of these applications were for PCT applications, or U.S, European, or Canadian patents. We hope that with the new handbook and our new outreach to STCU participating scientists, we can convince more of these scientists of the advantage to disclosing their inventions form STCU projects and to encourage them to seek patent applications on their work.

Central Asia Seismic Research Initiative (CASRI), (Tashkent, Uzbekistan; 5-6 October)

This workshop, arranged and sponsored by the STCU, kicked-off formal work on this U.S.-led initiative to create a regional seismic study that will enhance cooperation between Uzbekistan, Kazakhstan, Kyrgyz Republic, and Tajikistan on seismic activity, monitoring, risk and hazard evaluation and response. Eileen Vergino, of Lawrence Livermore National Laboratory, led the discussions, which led to a better understanding of the existing data resident in the Central Asia institutes, and what steps need to be taken to standardize the data and share the data between the participating institutes and the western collaborators. This initiative, which we hope attracts financial and collaborator support form all the STCU parties, is unique in two aspects: first, it will serve as STCU's pilot for guiding future Targeted R&D Initiatives; and second, it represents another attempt to organize joint ISTC-STCU work (which hopefully will exercise the "joint project" procedures proposed by the ISTC and STCU Secretariats).

Ribbon-Cutting Ceremony for a new Radio analytic Laboratory (5 October)

The STCU ED, U.S. Ambassador to Uzbekistan, and the U.S. Deputy Coordinator for the Science Centers Program joined Dr. Bekzod Yuldashev (President, Uzbek Academy of Sciences) and Dr. Shuhrat Egamberdiev (Deputy State Counselor, Presidential Administration of Uzbekistan) and Dr. Jeff Richardson of Lawrence Livermore National Laboratory in the opening ceremony of a new central radio analytic laboratory in the Institute of Nuclear Physics. This laboratory, created under an STCU project funded by the U.S. Party, provides a unique capability in Uzbekistan to perform rapid and high-quality radiometric analysis. The laboratory was originally built to support Uzbek portal monitoring systems at Uzbek border crossings; these systems are being provided by the United States under a cooperative border security program. But the laboratory also will also provide research services to the Uzbek people in the form of quality-of-life research including water quality monitoring, food safety, and environmental protection.

Grant Writing Workshop (Tashkent, Uzbekistan; 7-8 October 2004)

This STCU-hosted workshop brought over 100 scientists from several STCU member Parties to listen to western experts on the keys to writing grant-winning proposals. Addressing one of the recurring complaints from peer reviewers in Canada, the EU, and the U.S., the workshop will contribute to the STCU's new focus on promoting science excellence and sustainability through successful participation in research grant competitions and contract research bids.

Activity Updates

Project Activity Update

The year 2004 ended being the first year in STCU history where the STCU had fewer active projects underway than in previous years. From the 17th Governing Board (4 December 2003) to the end of 2004, the STCU has funded 90 new projects (71 regular, 19 Partner) and has completed 112 projects (88 regular, 24 Partner). As of 20 January 2005, the STCU had 235 active projects underway (190 regular projects and 45 Partner Projects), compared with 362 active projects (291 regular projects, 71 Partner projects) underway at the end of 2003.

In 2004, the STCU sent 200 proposals to the Parties for review, as compared to 198 proposals in 2003. Since the 18th Governing Board, the STCU has sent 88 proposals.

Also in 2004, the STCU completed 99 projects (80 regular projects and 19 Partner projects) with 36 projects (29 regular and 7 Partner) finishing since the 18th Governing Board.

Sustainability Activity Update

Partner project activity continues at roughly the same level as this same period in 2003. A total of 20 new Partners (1 governmental agency, 19 private-sector agencies) were approved in 2004, bringing the total number of STCU Partners to 112 (17 governmental agencies, 95 private-sector agencies).

While the number of patent support applications received in 2004 was 28, the number of western patent applications remains unsatisfactorily low (out of almost 200 applications in total, only 11 are for applications in the STCU Financing Parties). Work will continue within the Secretariat to develop new avenues for encouraging more patents, particularly PTO and foreign patent applications, in 2005.

Travel support and Conference support grants continue at strong levels.

A full report on STCU sustainability activities is provided in the member binders.

Information Technology Group Update

The STCU Project Database is considered operational, providing a wide variety of project information through the password-protected access via the STCU web site. Maintenance and clean-up of the database for all funded projects and open proposals has been handed off to the technical group (DEDs and Senior Specialists).

With the realization of an initial operating capability for the STCU project database, the STCU will begin to plan for modernization of the current STCU processes. A key opportunity now exists to move the current proposal and project agreement processes from a paper environment into an electronic environment. Other internal STCU administrative processes will also be examined for possible conversion to the STCU computer-based information system.

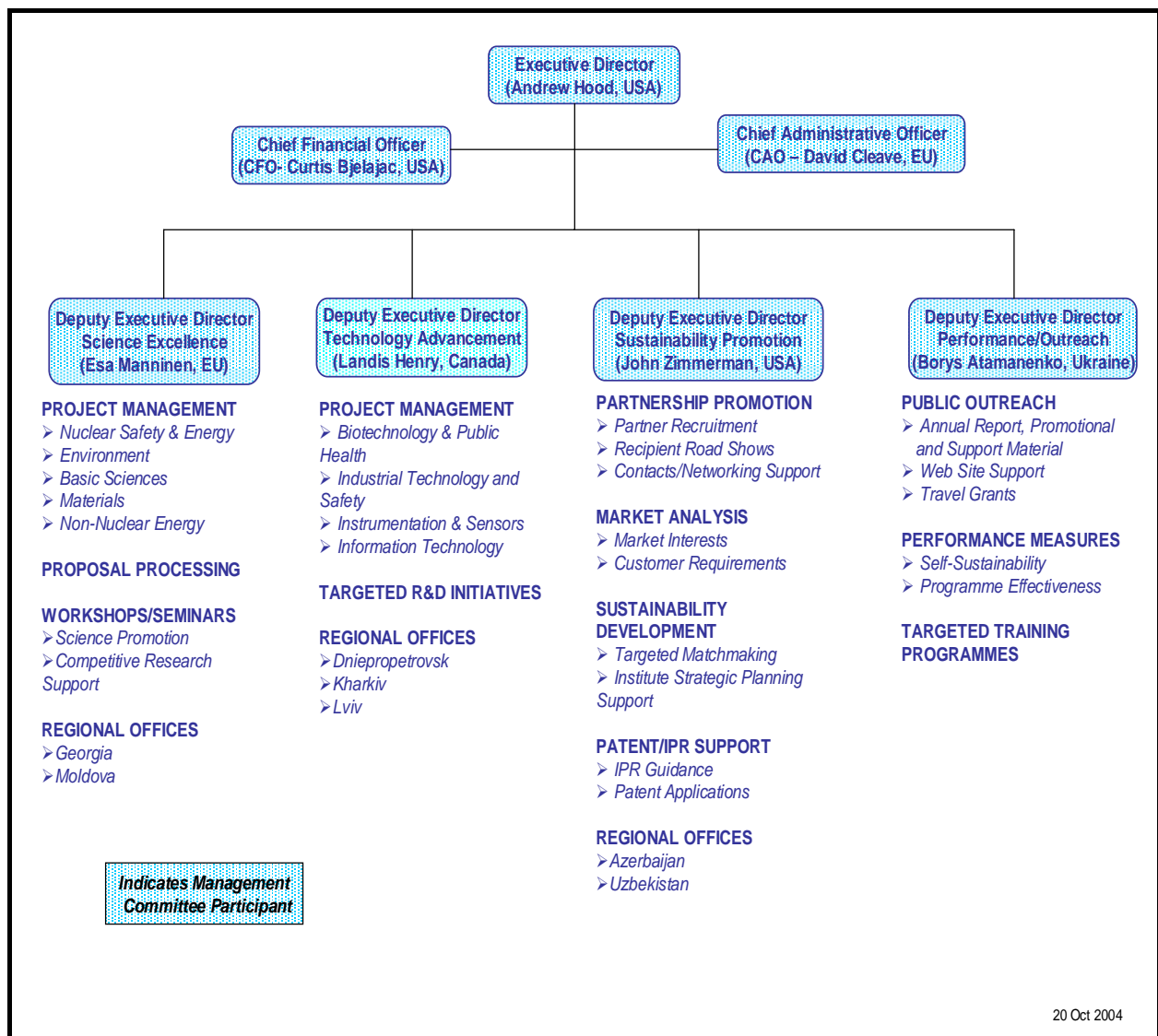
Andrew Hood
Executive Director



IMPLEMENTING THE STCU REORGANIZATION

At the 18th STCU Governing Board meeting (17 June 2004), the Governing Board approved a reorganization of the STCU Secretariat to reflect the new strategic focus on the permanent redirection of scientific talent formerly directed toward weapons of mass destruction (WMD) research for the Soviet military. The STCU's new strategic objectives emphasize the development of self-sustaining, peaceful civilian employment for former weapon scientists and institutes. Using its programs and activities, the STCU will assist these scientists and institutes in developing their own skills, capabilities, research portfolios, peer networks, and long-term strategies to improve their abilities to attract new sources of research funding beyond that of the STCU.

To achieve a strong organizational focus on these new strategic objectives, the STCU Secretariat has developed this reorganization implementation plan, centered on the new functional activities and management duties approved by the Governing Board (see chart below). This includes new titles, program activities, and terms of reference for the STCU departments and offices, which will guide the STCU executive staff and chief officers in the redistribution of resources and planning for future administrative operating and supplemental budget requests.



20 Oct 2004

Executive Director Office

Office Description

The Executive Director Office provides the strategic leadership for STCU and conducts the strategic-level planning and management policy guidance for the entire organization. The office is also responsible for developing and implementing Center-wide policies, procedures, and practices to ensure the professional effectiveness and integrity of the STCU. The office also serves as the primary liaison between the STCU and all of the Parties, and is responsible for ensuring that the organization implements the Governing Board decisions and guidance through STCU programs and administrative operations. It is also the central point for overseeing and coordinating the STCU activities executed by the DEDs and chief officers.

Office Objectives

- Lead the implementation of the STCU reorganization, integrating new STCU sustainability and science promotion functions across departments using the Management Committee and other managerial devices
- Demonstrate measurable progress towards STCU near-term objectives, especially in the areas of sustainability development and science contribution
- Lead STCU efforts to expand or strengthen relationships with Party governments and international organizations, including efforts complete STCU ratification in Ukraine, establish STCU presence in Moldova, and maintain STCU diplomatic and legal status in all recipient member states
- Improve STCU public image and position within Party countries and elsewhere
- Develop new initiatives that demonstrate STCU's ability to organize and implement cooperative S&T initiatives, particularly initiatives that attract matching funding from recipient member governments and regional or international science and technology organizations
- Develop strategies to expand STCU role and participation in regional and international cooperative programs (including global security initiatives like the G8 Global Partnership) as well as to increase and improve Partners Program activity
- Create plans to modernize and improve effectiveness of STCU financial, procurement, information, and administrative systems; provide opportunities to advance professional development of staff (especially in area of best management practices)

Office Functions

Executive Director (ED)

The ED is the chief executive officer/director-general of the STCU, and head of the ED office. The ED is responsible for leading the STCU Secretariat (headquarters and field elements) in strategic-level management, "big picture" strategic planning, operational policy development and implementation, and executive decision-making. The ED takes the lead in all political, diplomatic, legal, and operational activities involving the STCU. The ED translates guidance from the Governing Board into actionable tasks for the Deputy Executive Directors (DEDs) and chief officers, and the ED is the primary public spokesman on all matters involving STCU operations. The ED takes the lead in encouraging pro-active operational policy development planning within the STCU Secretariat, providing the Governing Board and Parties with the benefit of new ideas, new initiatives, and creative solutions from the STCU's corporate experience base: its staff.

The ED is also responsible for setting the acceptable minimums for professional behavior and effective work output from the Secretariat. The ED also maintains effective and appropriate financial and managerial controls over the organization, so that the STCU maintains a high level of integrity in its transactions and activities.

Primary Functions

- Establishes STCU strategic direction and organizes Center-wide actions to direct all STCU activities, programs, and services toward achievement of STCU objectives
- Acts as chief of mission/director-general of the STCU in all political, diplomatic, legal, financial, and other matters.
- Interacts with Governing Board, Party representatives, government officials, counterparts in the ISTC, senior executives, and chief diplomats on behalf of the STCU,
- Receives guidance from Governing Board and implements this guidance through Management Committee and other STCU staff elements.
- Represents STCU Secretariat (including field offices) in Advisory Committee meetings, Governing Board meetings, and other senior executive-level events.
- Manages overall STCU operations, activities, programs, and financial transactions
- Acts as primary public spokesman for the STCU, and oversees all STCU public affairs activities and statements
- Implements financial and managerial controls to ensure appropriate oversight and integrity of STCU transactions and activities,
- Chairs Management Committee and ensures effective coordination and integration of functional departments led by DEDs and chief officers,
- Establishes Center-wide policies and management objectives to promote pro-active participation, establish clear operational guidance, establish clear boundaries of staff responsibility, increase professional development of staff, and progressively increase the quality of staff output

The ED is assisted by an **Executive Assistant**, who is responsible for administrative organization of the ED's activities, schedule, and travel. The Executive Assistant is also responsible for maintaining the Executive Director Office records, correspondence, and official files. At the ED's request, and as appropriate, this Executive Assistant will provide logistical support for visiting senior executives, chief diplomat, and Governing Board-level delegations, as well as assist in the ED's preparations for Advisory Committee and Governing Board meetings.

Office Resources

Human Resources:

The ED Office currently has two people: the ED and the Executive Assistant. No additional staff anticipated in the near term, although future expansion of ED activities may necessitate an additional intern-level staff assistant

Program Resources

Consultant Services – Consultant studies and reviews may be needed to assist the ED in strategic planning, legal analysis, human resource planning, and quality assurance in operational effectiveness.

Hosted Social Events – ED will host an appropriate number of social events such as Governing Board delegation visits, senior executive and chief diplomat visits, etc.

Outreach – Depending on future activities, it is anticipated that the ED will need to implement an organized outreach program where the ED engages new donor countries and programs such as the G8 Global Partnership or global security initiatives implemented by agencies within current or new STCU Parties. This outreach program will consist primarily of travel support for the ED and his assistant to engage new donor countries or agencies/programs, but could also include organizing meetings, preparing tailored

presentations, or holding small executive-level workshops for planning the integration of STCU into these new initiatives. All such activities would be conducted with the full support of the STCU Governing Board.

Science Excellence Department

Department Description

This department will lead the effort to advance the scientific and technical capabilities of STCU recipient scientists and institutes. Under this department will be grouped those activities that create high-value collaborative research projects as well as activities that provide recipients the opportunities and capabilities to compete in the international science and technology communities, and to participate in these communities as peers.

Department Objectives

- To continually seek improvements in the efficiency and effectiveness of the proposal screening process and develop new methods and actions to improve the recipient scientists' ability to create professional quality and competitive research project proposals
- To provide efficient, effective, accountable, and streamlined management of all project proposals and active projects.
- To maintain accurate and up-to-date information on each project so as to provide the Center, its Parties, and its Partners with timely and accurate information to measure the projects' status and performance.
- To achieve more effective targeting of proposed research by helping recipient scientists and institutes develop methods and practices to identify the areas of high-research interest and activity for national, regional, and international S&T communities,.
- To create opportunities for recipient scientists to showcase their research capabilities and successes through organized seminars and workshops that are targeted toward S&T areas of high interest for national, regional, and international S&T organizations.
- To build the capabilities and experience of recipient scientists and institutes to identify and participate successfully in competitive and open research grant opportunities with science foundations, regional and international science research initiatives, and national government offices responsible for the science and technology advancement in their countries.

Department Functions

Deputy Executive Director - Science Excellence (DED – SE)

Among other duties, the DED – SE has primary responsibility for managing the day-to-day operations in the Science Excellence Department. As a functional manager, the DED - SE is responsible for promoting the most effective and efficient execution of the function's programs and activities, including the management of staff, budget, processes and procedures, and assets.

Primary Functions

- Lead the Department in achieving its objectives and ensure that department objectives are connected to, and contribute to, the STCU overall mission and goals.
- Act as the day-to-day supervisor of the STCU staff assigned to the department
- Manage department activities and conduct regular reviews of department strategies and plans to ensure that the department functions are being accomplished in an effective, efficient, and professional manner.

- Devise department budgets and program plans to implement current and future department activities, and review all expenses related to department activities.
- Establish methods for measuring department progress toward meeting its objectives as well as meeting STCU goals
- Oversee the accuracy and timeliness of project-related data entered into the STCU Technical Database by Department staff
- Provide written and oral reports to the STCU ED, Management Committee, Advisory Committee, and Governing Board on department activities, resources, issues, and progress toward department and STCU goals.

Project Management

This function encompasses every aspect of STCU administration and oversight over STCU projects and project proposals, including monitoring project activities and progress, maintaining accurate and current knowledge of a project's status and summary information, and ensuring that project implementation conforms to STCU policy and requirements during the life of the project. The Project Management function is also responsible for facilitating the targeting and exploitation of recipient scientists' research into areas of interest to external clients and communities, and to encourage project participants to seek out opportunities for additional sources of research work and funding from other science foundations and institutions.

Primary Functions

- Coordination of the project implementation including monitoring the management of the projects
- Management and coordination of project related issues at STCU interdepartmental level
- Input and maintain all project-related data in the STCU Technical Database, and be responsible for keeping this data accurate and up-to-date
- Contribution to STCU verification of the project's implementation, including on-site monitoring and evaluation of project performance
- Work with recipient scientists to improve the professional quality and completeness of their STCU proposals, including guidance to the applicants on the appropriate preparation of documents required for STCU submission and for foreign peer review
- Review proposed sustainability planning activities and work with the Project Manager to develop deliverables that will encourage the scientific team to develop and refine their understanding of the market for their skills and expertise
- Creating ideas for targeted initiatives, conferences, and workshops, and identifying appropriate scientists and technologies for presentation at these events
- Communication with international institutions and programmes for further development of collaboration with foreign partners, assistance in finding foreign collaborators, helping with establishing contacts and with applying to other than the STCU competitions (CRDF, TACIS, Canadian NRC, etc.)

Workshop/Seminars

This function designs, develops, and organizes STCU-sponsored seminars and workshops, to promote science excellence within the community of STCU recipient scientists and institutes, including encouraging recipient scientist/institute focus on recipient and donor countries R&D priorities, fostering the development of new research initiatives in viable R&D directions, and demonstrating the research capabilities of recipient scientists/institutes to national and international S&T communities.

Primary Functions

- Initiating and developing attractive ideas and themes for workshops, conferences and trade shows

- Designing and organizing seminar/workshop plans, with assistance from the other STCU departments
- Identifying, inviting, and preparing suitable participants and their presentations from recipient countries
- Participation in steering committees of these events
- Helping the Sustainability Promotion and Performance/Operations Departments in preparing technical information and presentations
- Following up results of these events and helping in implementation through the STCU or other suitable programs and foundations

Regional Offices (Ukraine)

The three Regional Offices (ROs) within Ukraine (Lviv, Kharkiv, Dnipropetrovsk) are led by a Regional Office Managers (ROMs), and may include some administrative staff as needed. These ROs operate within regions of Ukraine where there is a high level of STCU activity. The RO provides basic guidance and assistance to recipient scientists and institutes on STCU policies and requirements, and encourages these recipients to make use of opportunities offered by STCU programs. The ROM also coordinates STCU activities and programs in their area of regional responsibility, and serves as the primary interface between STCU executive staff and local senior government, academic, and institutional leaders on matters of STCU operational policy and activities.

Primary Functions

- Coordination of the STCU project and program activities in region
- Maintain first-hand information on STCU tasks, operational policies, and activities throughout the region of responsibility
- Coordinate and promote positive interactions between STCU executive staff and regional leaders, particularly official discussions on issues involving STCU policies and operations in the region
- Assist recipient scientists in STCU proposal submission, ensuring that proposals are complete and follow STCU Proposal Transmission formats
- Provide STCU Headquarters with an initial evaluation of submitted proposals from the region, as well as assist in the preparation of the Proposal Transmission Form
- Facilitate preparation of STCU project agreements
- Provide field-level monitoring of the STCU projects (equipment/material purchase, trips, reporting.)
- Encourage recipient scientists in developing strategies to improve sustainability of their research work and beneficial exploitation of their project results
- Assist STCU and regional science leaders in identifying, organizing, and implementing cooperative programs that integrate regional science capabilities with external S&T client interests or needs.

Project Proposal Processing

The Project Proposal process the management and tracking of incoming project proposals, and includes reviewing the proposals for basic completeness and format, and guiding the proposals through the STCU registration and Host Government Concurrence processes. The process provides for quality control of the proposals received, ensures that proposals are moved through the Host Government Concurrence process in a timely manner, tracks proposals as these move through the approval process, and ensures that approved proposals are recorded in the STCU information systems and sent to Financing Parties for funding consideration.

Primary Functions:

- Review all incoming STCU project proposals for format accuracy and completeness
- Tracks status of STCU proposals in the Host Government Concurrence process;
- Manages STCU registration process for incoming proposals, including any required notifications for Project Managers, Senior Specialists and other relevant STCU staff, and Financing Party representatives
- Input and maintain all proposal-related data in the STCU Technical Database, and be responsible for keeping this data accurate and up-to-date

Department Resources

Human Resources

The Department currently has 12 staff: six Senior Specialists, three Regional Managers, two assistants, and one information officer. In the future, the Department anticipates the need for additional staff member to fulfill the Workshop/Seminar function.

Program Resources

The Department does not currently manage specific programs. The Department anticipates that some future program resources may be required to fulfill the Workshop/Seminar function.

Technology Advancement Department

Technology Advancement Department

This Department will be made operational with the arrival of the new Deputy Executive Director approved at the 18th Governing Board meeting. This Department shall focus on facilitating development of self-sustainability and research excellence in the applied science and technology development fields. It will also manage the Targeted R&D Initiatives activity and STCU's Ukrainian Regional Offices.

Department Objectives

- To provide efficient, effective, accountable, and streamlined management of all project proposals and active projects.
- To maintain accurate and up-to-date information on each project so as to provide the Center, its Parties, and its Partners with timely and accurate information to measure the projects' status and performance.
- To achieve more effective targeting of proposed research by helping recipient scientists and institutes develop methods and practices to identify the areas of technology interest and technology development for national, regional, and international S&T communities.
- To create opportunities for recipient scientists to showcase their technology research capabilities and successes through organized seminars and workshops that are targeted toward S&T areas of high interest for commercial and non-commercial technology development customers.
- To build a capability in STCU to organize large, complex R&D initiatives that meet important national or international S&T needs, that involve multiple project teams and institutes, and that include the financial and expert support of recipient governments and foreign/international S&T funding organizations.

Project Management

This function encompasses every aspect of STCU administration and oversight over STCU projects and project proposals, including monitoring project activities and progress, maintaining accurate and current knowledge of a project's status and summary information, and ensuring that project implementation conforms to STCU policy and requirements during the life of the project. Projects and proposals that will fall under this Department's Project Management function will be those in the following R&D categories: Biotechnology & Life Sciences, Industrial Technology & Safety, Instrumentation & Sensors, and Information Technology. The Project Management function is also responsible for facilitating the targeting and exploitation of recipient scientists' research into areas of interest to external clients and communities, and to encourage project participants to seek out opportunities for additional sources of research work and funding from other science foundations and institutions.

Primary Functions

- Coordination of the project implementation including monitoring the management of the projects
- Management and coordination of project related issues at STCU interdepartmental level
- Input and maintain all project-related data in the STCU Project Database, and be responsible for keeping this data accurate and up-to-date
- Contribution to STCU verification of the project's implementation, including on-site monitoring and evaluation of project performance
- Work with recipient scientists to improve the professional quality and completeness of their STCU proposals, including guidance to the applicants on the appropriate preparation of documents required for STCU submission and for foreign peer review
- Review proposed sustainability planning activities and work with the Project Manager to develop deliverables that will encourage the scientific team to develop and refine their understanding of the market for their skills and expertise
- Creating ideas for targeted initiatives, conferences, and workshops, and identifying appropriate scientists and technologies for presentation at these events
- Communication with international institutions and programmes for further development of collaboration with foreign partners, assistance in finding foreign collaborators, helping with establishing contacts, and guiding scientists to technology development opportunities with organizations other than the STCU (DOE/IPP, CRDF, EBRD, Canadian NRC, etc.)

Targeted R&D Initiatives

This function will organize large research efforts encompassing numerous projects in a particular S&T area of high interest to national, regional, international S&T communities. The special field chosen may be in response to host-government priorities and/or guided by a unique opportunity or by Party guidance.

Primary Functions

- Working with the recipient-country's S&T leadership, identify their research priorities which best fit with the non-proliferation mandate of STCU;
- Identify priority research areas which are amenable to a cost-share arrangement with the recipient-country government to support an activity (e.g., R&D project or infrastructure development);
- Organize the procedures and structure of an initiative, ensuring that the initiative effectively meets the requirements and goals of the STCU Parties and the other scientific experts in the field of interest.

- Upon direction from STCU Governing Board, organize and implement specific, requested research initiatives from the STCU Parties or other governmental, non-governmental, or international organizations
- Identify and organize research initiatives that address areas of interest to public- and private sector communities, in ways that encourage follow-on investment by these sectors in the recipient scientists/institutes research work.

Regional Offices (Ukraine)

The three Regional Offices (ROs) within Ukraine (Lviv, Kharkiv, Dnipropetrovsk) are led by a Regional Office Managers (ROMs), and may include some administrative staff as needed. These ROs operate within regions of Ukraine where there is a high level of STCU activity. The RO provides basic guidance and assistance to recipient scientists and institutes on STCU policies and requirements, and encourages these recipients to make use of opportunities offered by STCU programs. The ROM also coordinates STCU activities and programs in their area of regional responsibility, and serves as the primary interface between STCU executive staff and local senior government, academic, and institutional leaders on matters of STCU operational policy and activities.

Primary Functions

- Coordination of the STCU project and program activities in region
- Maintain first-hand information on STCU tasks, operational policies, and activities throughout the region of responsibility
- Coordinate and promote positive interactions between STCU executive staff and regional leaders, particularly official discussions on issues involving STCU policies and operations in the region
- Assist recipient scientists in STCU proposal submission, ensuring that proposals are complete and follow STCU Proposal Transmission formats
- Provide STCU Headquarters with an initial evaluation of submitted proposals from the region, as well as assist in the preparation of the Proposal Transmission Form
- Facilitate preparation of STCU project agreements
- Provide field-level monitoring of the STCU projects (equipment/material purchase, trips, reporting,)
- Encourage recipient scientists in developing strategies to improve sustainability of their research work and beneficial exploitation of their project results

Assist STCU and regional science leaders in identifying, organizing, and implementing cooperative programs that integrate regional science capabilities with external S&T client interests or needs.

Sustainability Promotion Department

Department Description

The Department will create and increase the number of opportunities for STCU recipient scientists to enhance their abilities to support research activities through their own efforts by developing stable sources of income. Under this Department will be grouped those activities that prepare a path for recipients to present themselves and their talents to potential customers in the S&T and business communities, as well as activities that bring recipients into beneficial, cooperative arrangements with potential government and non-government partners. The Department will examine new approaches to sustainability; examples would be possibly involving the host country government in prioritizing and co-funding projects, and, providing direct guidance to research organizations.

Department Objectives

- To increase the ability of STCU-supported scientific teams and STCU Secretariat departments to:
 - o Recognize potential public- and private sector markets for their skills, expertise, and, in some cases, technology or product;
 - o Conduct meaningful research about potential customers or other sources of funding, existing competitors, and the most promising channels to reach the most likely customers and/or obtain funding; and
 - o Act on that research by winning contracts and grants with customers, customers' suppliers (as partners) or other funding organizations.
- To strengthen the general corporate capabilities of institutes, small spin-off enterprises, foundations, and other organizations that have received STCU funding and which employ former weapons scientists. Such capabilities may include:
 - o Business planning, budgeting, creating and implementing a sales and/or distribution strategy.
 - o Strategic forecasting and planning to guide corporate decisions about resource allocation, hiring and retention strategies, equipment and facility investment, etc.
 - o IPR management, negotiation/pricing of licensing, production, distribution, etc
- To encourage improvement in the environment or context for scientific self-sustainability:
 - o Work with recipient-country institutions to develop new mechanisms to facilitate entrepreneurial science.
 - o Coordinate STCU sustainability efforts with local organizations and firms interested in investing and working with scientists.

Department Functions

Deputy Executive Director – Sustainability Promotion (DED – SP)

Among other duties, the DED – SP has primary responsibility for managing the day-to-day operations in the Science Excellence Department. As a functional manager, the DED - SP is responsible for promoting the most effective and efficient execution of the function's programs and activities, including the management of staff, budget, processes and procedures, and assets.

Primary Functions

- Lead the Department in achieving its objectives and ensure that department objectives are connected to, and contribute to, the STCU overall mission and goals.
- Act as the day-to-day supervisor of the STCU staff assigned to the department
- Manage department activities and conduct regular reviews of department strategies and plans to ensure that the department functions are being accomplished in an effective, efficient, and professional manner.
- Devise department budgets and program plans to implement current and future department activities, and review all expenses related to department activities.
- Establish methods for measuring department progress toward meeting its objectives as well as meeting STCU goals
- Provide written and oral reports to the STCU ED, Management Committee, Advisory Committee, and Governing Board on department activities, resources, issues, and progress toward department and STCU goals.

Partnership Promotion

This function will center on designing strategies to strengthen current Partner ties to STCU recipient scientists and institutes and to attract new Partners from government agencies and private organizations within the Parties. Under this function, the Department will organize presentations for use at trade shows, road shows and conferences which will match potential Partners with recipient-country project teams and serve to augment regular matchmaking activities.

Primary Functions

- Preparing delegations for trade shows, road shows and conferences
- Preparation of printed materials and web pages on the STCU website for special events
- Matchmaking activities for Partners
- Seeking new ways to meet the research needs of current Government and Non-Government Partners.

Market Analysis

This function will provide assistance and advice to recipient research groups and institutes on tools and services available in conducting basic public- and private sector market research and corporate planning. The overall thrust will be “market-pull” in the sense that it will seek to match research expertise in STCU recipient Parties with the R&D interests and needs of private and government entities.

Primary Functions

- Strengthen the Sustainability Plan and promote its effective use by recipient project teams
- Work closely with the IT Department to develop effective means for gathering basic, general market information and passing this onto recipient scientists and institutes
- Compile basic, general market information and selected leads for use and information by other STCU departments and STCU recipient scientists/institutes
- Assist recipient research groups and institutes in characterizing their skills and expertise, advising them on how to develop effective marketing materials and on ways to find and contact potential customers and clients

Sustainability Development

This function will create, foster, and implement various activities to promote self-sustainability capabilities within recipient institutes and research groups. In coordination with the patent and IPR support program, and using guiding information from other STCU departments, this activity will focus on guiding researcher organizations towards successfully exploiting project results and attracting research funding from a variety of customers.

Primary Functions

- Working with the directors of research organizations to create strategic plans, business models and specialized training; and,
- Seek new means to enhance arrangements between research organizations and Western partners.
- Work with STCU Partners and other entities to define their R&D interests and help identify useful S&T research capabilities from the recipient Parties to meet these interests

- Perform specific partnership matches between identified market areas and customers with the known the capabilities of institutes and scientific teams in the recipient Parties. Facilitate the development of these matches into substantial contract research partnerships for the recipient institutes and teams.

Patent/IPR Support

This function will assist recipient scientists in protecting the results of their research work through effective patent protection and equitable IPR division, as a key step in commercializing their research results. Besides advising scientists on patent application processes and licensing procedures in the territories of the Parties, this function will extend to being an honest broker between non-governmental Partners and researchers on IPR issues and will provide financial assistance to recipient inventors to support their patent applications.

Primary Functions

- Serve as the STCU focal point for patent and IPR issues
- Maintain the STCU IPR Handbook
- Arrange seminars and guide training programs which focus on patent protection and licensing procedures
- Manage the Patent Support supplemental activity, including review of patent support applications
- Maintain information on records of invention, non-disclosure agreements, invention reviews by Parties, patent applications, and the status of all these activities
- Work with recipient scientists and STCU Parties on patent and IPR policies, processes, and issues

Targeted Research Initiatives

This function will organize large research efforts encompassing numerous projects in a particular S&T area of high interest to national, regional, international S&T communities. The special field chosen may be in response to host-government priorities and/or guided by a unique opportunity or by Party guidance.

Primary Functions

- Working with the recipient-country's S&T leadership, identify their research priorities which best fit with the non-proliferation mandate of STCU;
- Identify priority research areas which are amenable to a cost-share arrangement with the recipient-country government to support an activity (e.g., R&D project or infrastructure development);
- Organize the procedures and structure of an initiative, ensuring that the initiative effectively meets the requirements and goals of the STCU Parties and the other scientific experts in the field of interest.
- Upon direction from STCU Governing Board, organize and implement specific, requested research initiatives from the STCU Parties or other governmental, non-governmental, or international organizations
- Identify and organize research initiatives that address areas of interest to public- and private sector communities, in ways that encourage follow-on investment by these sectors in the recipient scientists/institutes research work.

Regional Offices (Azerbaijan, Uzbekistan)

The Regional Offices in Azerbaijan and Uzbekistan are led by a Regional Office Manager (ROM) and may include some administrative staff as needed. The RO provides basic guidance and assistance to recipient scientists and institutes on STCU policies and requirements, and encourages these recipients to make use of opportunities offered by STCU programs. The ROM also coordinates STCU activities and programs in their host country and serves as the primary interface between STCU executive staff and local senior government, academic and institutional leaders on matters of STCU operational policy and activities.

Primary Functions

- Coordinates information on STCU tasks in the host country;
- Maintain first-hand information on STCU tasks, operational policies, and activities throughout the region of responsibility
- Coordinate and promote positive interactions between STCU executive staff and regional leaders, particularly official discussions on issues involving STCU policies and operations in the region;
- Assist recipient scientists in STCU proposal submission, ensuring that proposals are complete and follow STCU Proposal Transmission formats;
- Provide STCU Headquarters with an initial evaluation of submitted proposals from the region, as well as assist in the preparation of the Proposal Transmission Form
- Facilitate preparation of STCU project agreement preparation;
- Provide field-level monitoring of the STCU projects (equipment/material purchase, trips, reporting);
- Encourage recipient scientists in developing strategies to improve sustainability of their research work and beneficial exploitation of their project results;
- Assist STCU and regional science leaders in identifying, organizing and implementing cooperative programs that integrate regional science capabilities with external S&T client interests or needs.

Department Resources

Human Resources

The Department currently has 9 staff: five Senior Specialists, two Regional Managers, an assistant, and one information officer. In the future, the Department anticipates the need for two additional staff members to fulfill the Senior Specialist – Partnership Promotion function.

Program Resources

Consultant Services - Because there almost certainly will be a need to examine the competencies of recipient science research groups and organizations, the Department will need the ability to hire consultants and advisors for specific tasks. Such outside expertise will be needed to support the Sustainability Development and Market Analysis functions and may be tasked to provide studies and/or written guidance.

Performance / Outreach Department

Department Description

This department will provide the foundational support to recipient scientists and institutes in their transition to self-sustainability. Under this function will be grouped those activities that provide recipients the skills,

materials, and capabilities to operate effectively in the science and business communities. This includes providing promotional materials to showcase the talents of recipient scientists as well as organizing workshops and road shows to advertise these talents. This function also provides the STCU with promotional materials for its own public outreach as well as performance data gathering to assist the STCU executive staff and the Parties in evaluating and improving the STCU effectiveness.

Department Objectives

- To expand and improve public awareness of STCU and its activities, and promote STCU's successful work to the local, national, and international science and technology communities
- To create standard methods and data sets, and use those to gather data, to measure the STCU's level of activity and programmatic performance in accomplishing its goals
- To provide effective and timely organizational support to other STCU departments as they facilitate interactions between recipient scientists and western parties through travel support, targeted training, and presentational materials for STCU - sponsored workshops, meetings, and seminars
- To develop effective, streamlined processes, and to improvements in these processes, in order to provide efficient and timely travel and training support to recipient scientists.
- To developing effective, professional, focused training programs for institute managers and scientists to aid them in acquiring the skills and experience that encourage successful managers and competitors for research funding and high-technology suppliers to the global business and scientific environment.

Department Functions

Senior Deputy Executive Director – Performance/Outreach (SDED - P/O)

Among other duties, the SDED – P/O has primary responsibility e for managing the day-to-day operations in the Science Excellence Department. As a functional manager, the SDED – P/O is responsible for promoting the most effective and efficient execution of the function's programs and activities, including the management of staff, budget, processes and procedures, and assets.

Primary Functions

- Lead the Department in achieving its objectives and ensure that department objectives are connected to, and contribute to, the STCU overall mission and goals.
- Act as the day-to-day supervisor of the STCU staff assigned to the department
- Manage department activities and conduct regular reviews of department strategies and plans to ensure that the department functions are being accomplished in an effective, efficient, and professional manner.
- Devise department budgets and program plans to implement current and future department activities, and review all expenses related to department activities.
- Establish methods for measuring monitoring department progress toward meeting its objectives as well as meeting STCU goals.
- Provide written and oral reports to the STCU ED, Management Committee, Advisory Committee, and Governing Board on department activities, resources, issues, and progress toward department and STCU goals.

Public Outreach/Publications

This function will organize STCU's public information for effective presentation to local, national, and international audiences. This function will design and implement strategies for effective, proactive public

outreach, including the design and production of promotional material, press statements, and presentational documents (including the STCU Annual Report).

Primary Functions

- Designing and implementing a proactive public outreach strategy;
- Researching specialized areas of the STCU's activities in order to write and/or edit STCU publications, including:
 - Annual Report
 - R&D Partnerships Newsletter
 - STCU Fact Sheet/Success Stories
 - Media Press Releases
- Obtaining (and encouraging the submission of) information needed for all STCU public publications from Project Coordinators, including Field Officers and Information Officers;
- Assuring the quality of content and as well as liaising effectively with the STCU staff, its clients and media in order to promote the STCU and its clients;
- Preparing materials for layout and submit to Administrative Assistant, who will coordinate the workload of the design officer;
- Submitting budget proposals to the supervisor with regards to publications and materials;
- Preparing required documents in order to sign contracts with printing companies;
- Advertising in relevant business media and supporting memberships of business clubs/databases (AmCham, European Business Chamber, etc and media databases).

Travel Grants

The department will manage the Travel Grant Support program, and make recommendations for improving the processing, awarding, and managing travel grants for scientists and persons of interest (including scientists identified by STCU or Party officials as requiring travel support grants).

Primary Functions

- Sponsoring, on a competitive basis, visits by scientists and technological personnel from the STCU Recipient Countries to research, public and industry organizations located at the territories of the STCU donor and other countries. Travel Grant Program is implemented through:
 - Receiving Travel Grants applications;
 - Soliciting applications and making decisions on supporting/rejecting them;
 - Preparing documentation to be submitted to the Administrative/Finance department to issue funds;
 - Maintaining database for supported and rejected Travel Grants.

Performance Measures

This function will design and implement methods for evaluating the performance and effectiveness of STCU activities and programs, particularly in relation to targeting STCU's sustainability development assistance to recipient scientists and institutes.

Self-Sustainability

The process of assessing self-sustainability of Ukrainian, Azeri, Uzbek, Georgian recipient institutes and research groups is divided into two major blocks:

1. Develop methodologies for measuring the R&D potential of STCU recipient scientific institutions and groups of scientists in terms of their abilities to be self-sustainable beyond STCU funding
2. Tracking the degree to which STCU completed regular project results are being exploited or implemented, or that demonstrated promising technological R&D potential for commercial or non-commercial clients

This would provide the following types of activities:

- Developing various evaluation matrixes in cooperation with experts such as the Ukrainian Ministry of Statistics, NASU, and Ministry of Education and Sciences, and the national science agencies of other STCU recipient countries
- Soliciting information from recipient scientists through conducting interviews, circulating surveys, and other ways
- Analysing data and creating databases showing the level of self-sustainability of recipient institutes and research groups

Program Effectiveness

Developing matrix to evaluate effectiveness of STCU programs: Project Management, Workshops/Seminars, Targeted Research Initiatives, Partnership Promotion, Market Analysis, Sustainability Development, Patent/IPR Support, Public Outreach, Targeted Training Programs, Travel Grants and Conference Support, etc. through:

- Annual surveys;
- Evaluating the level and effectiveness of participation by former WMD scientists;
- Evaluating the STCU programmatic contribution to patent applications, Partner recruitment and Partner projects, matchmaking, awarded research grants, etc.
- Other indicators;
- Creating and maintaining database showing effectiveness of STCU programs.

Targeted Training Program

This function will organize and implement training programs targeted toward providing information and new skills for recipient scientists and for STCU staff.

Primary Functions

- Analyzing needs for trainings and consulting of STCU recipient institutions and STCU staff;
- Developing a program concept in compliance with the STCU mission, vision and long term goals and which will foster sustainability of scientific institutions by helping managers and directors of scientific institutions acquire specific skills needed for success in the international business, and scientific environments
- Develop a professional development curriculum for STCU staff;
- Developing ad hoc training sessions for participants of various STCU events basing on analysis the expected outcomes of each STCU event and;
- Administering and conducting training/consulting/coaching sessions;
- Preparing necessary supporting materials;
- Introducing a system which ensures that each scientist who receives a travel grant for participation in various events is trained by the STCU before the event.
- Regularly placing information on the STCU website; to introduce a target training program page on the STCU website;
- Developing and maintaining a database; follow up with all the sessions and track the results.

Regional Offices (Georgia, Moldova)

The Regional CIS Offices in Georgia and (soon) Moldova are led by a Regional Office Manager (ROM) and may include some administrative staff as needed. The RO provides basic guidance and assistance to recipient scientists and institutes on STCU policies and requirements, and encourages these recipients to make use of opportunities offered by STCU programs. The ROM also coordinates STCU activities and programs in their host country and serves as the primary interface between STCU executive staff and local senior government, academic and institutional leaders on matters of STCU operational policy and activities.

Primary Functions

- Coordinates information on STCU tasks in the host country;
- Maintain first-hand information on STCU tasks, operational policies, and activities throughout the region of responsibility
- Coordinate and promote positive interactions between STCU executive staff and regional leaders, particularly official discussions on issues involving STCU policies and operations in the region
- Assist recipient scientists in STCU proposal submission, ensuring that proposals are complete and follow STCU Proposal Transmission formats
- Provide STCU Headquarters with an initial evaluation of submitted proposals from the region, as well as assist in the preparation of the Proposal Transmission Form
- Facilitate preparation of STCU project agreement preparation
- Provide field-level monitoring of the STCU projects (equipment/material purchase, trips, reporting)
- Encourage recipient scientists in developing strategies to improve sustainability of their research work and beneficial exploitation of their project results
- Assist STCU and regional science leaders in identifying, organizing and implementing cooperative programs that integrate regional science capabilities with external S&T client interests or needs

Department Resources

Human Resources

The Department currently has two full-time and one part-time staff. To fulfill new functions such as the Performance Measures and Targeted Training programs, it is anticipated that an additional two full-time and one part-time staff will be needed.

Program Resources

Printing and Production - The department currently manages services related to printing and production of STCU public outreach and promotional material. More resources may be required to implement a more proactive Public Outreach function.

Consultant Services - It is anticipated that new functions such as the Performance Measures and Targeted Training Program will require new program resources to contract outside consultants or survey service providers.

Finance Office

Office Description

The Finance Office is responsible for the financial operations of the Center, which include accounting, auditing and budgeting functions and the preparation of financial and budget information. The Office oversees the development of all policies and procedures related to the internal financial control of the Center. It implements this function using procedures that are in accordance with the Financial Regulations approved by the Governing Board. The head of the Finance Office is the Chief Financial Officer, who is also the budget control officer for the Center.

The Finance Office is also responsible for the information technology support to the Center, which explores and implements appropriate uses of technology to support projects (regular and partner) and other STCU programs (Seminars, Training, Internet Initiative, etc.), as well as maintaining and improving administrative and database functions at the Center.

Office Objectives

Finance

- To deliver timely and accurate financial information and services to the finance departments clients: the STCU Board of Governors, Funding Parties, Secretariat, and project participants.
- To ensure the financial health of the STCU in the short, medium, and long term.
- To ensure appropriate financial systems and processes are in place to safeguard the assets of the STCU.
- To provide a proactive internal monitoring service which ensures projects are conducted in accordance with the terms and conditions of the project agreements and facilitates the achievement of a high standard of corporate governance.
- To continually seek improvements in the efficiency and effectiveness of the payment process and develop new methods and actions to improve timeliness and accuracy of these payments.

Information Technology

- To maintain and improve STCU's communications and information technology infrastructure to permit STCU staff to successfully pursue the STCU mission
- To provide STCU staff and its clients (donors, project participants, partners, collaborators, etc.) with best modern information tools and provide them timely, professional service and assistance, so as to enable them to easily store, retrieve, manipulate, and analyze critical STCU data
- To evaluate new information technologies and make informed decisions and recommendations as to their usefulness in the future at the STCU

Office Functions

Chief Financial Officer (CFO)

Among other duties, the Chief Financial Officer is responsible for managing the Center's financial resources and for maintaining strong internal controls pertaining to recording, processing, summarizing and reporting of financial data and information. As these are cross-organizational functions, the CFO is responsible for ensuring timely financial support to the programs and activities under each STCU Department. The CFO negotiates financial agreements with the funding Parties and with other governmental and private funding

entities. The CFO also negotiates banking arrangements and serves as the authorizing agent on bank accounts together with the Executive Director, and, facilitates the external auditor activities of the Secretariat.

Primary Functions

- Manages the Center's financial system ensuring data quality and consistency
- Initiates bank and cash transactions for projects, participants and programs
- Transfers funds between Center accounts and those of contributors, Parties, Partners and other organizations as an implementation of Governing Board Decisions, bilateral agreements, etc.
- Develops and maintains budget control functions in accordance with the rules and procedures, and upon respective delegation of authority from the head of the office
- Maintains quality control over budget components of the projects and programs at the various stages of work (action) plan preparation, budget corrections, etc.
- Prepares reports on the status of budgets.
- Negotiates with financial officers representing Parties and Partners the terms and conditions of bilateral agreements, and track their realization
- Performs quality control over accounting operations and prepare proposals for further improving of the accounting system and related procedures
- Implements standardization and "best practices" of accounting procedures, documents and forms
- Implements STCU Secretariat payroll function
- Provides coordination with other departments, offices and groups regarding procedure improvements
- Coordinates with IT group and external providers the training of the Finance staff in the automation of accounting procedures
- Provides management timely analysis of current trends in all Center budgets
- Coordinates external auditors activities and performs internal financial monitoring function of institutes involved in projects and programs.
- Works with Information Technology Group Manager to ensure the appropriate uses of technology to support projects (regular and partner) and other STCU programs (Seminars, Training, Internet Initiative, etc.).

The CFO is assisted by a **Deputy Chief Financial Officer**. The Deputy CFO provides general oversight and direction to the STCU Finance Office, including development of Finance Office plans, policies and procedures; development of internal Finance forms and reports; and planning, preparation, and implementation of financial audits of STCU activities. The Deputy CFO manages Finance Office operations during the absence of the CFO, with full signing authority on behalf of the CFO.

The CFO is also assisted by a **Secretary**, who is responsible for support of Finance Department activities, including backup of key personnel (Treasurer and Payment & Ukrainian Authorities Accountant), processing of financial transactions and expense reports from Regional/Field Offices, provision of logistic support to the many Finance Department visitors (i.e. auditors), maintenance of the STCU Financial Archive, and overall administrative support of Finance Office activities.

Project Accounts

This function manages all financial aspects of projects assigned, including; ensuring compliance with STCU financial procedures, recording and tracking financial transactions, as well as ensuring project participants conduct financial operations in transparent, accurate, and timely manner.

Primary Functions

- Reviews and approves financial aspects of new regular and partner project agreements.
- Prepare invoices to partners where required, and monitor fund transfers from partners in order to ensure proper and timely actions in case of funding delays or lack of funding.
- Records initial data about funded projects into MS-ACCESS (i.e. total project amount, import of grantee information such as grant advance information and bank info., etc.).
- Processes grant advance transactions.
- Reviews grant letters for each grantee.
- Act on behalf of STCU as the first point of contact for project managers and institute directors on all STCU financial matters. Provide consultation on STCU financial procedures and requirements related to project activities to project managers and institute directors. This includes consultations on financial report preparation, explanations of STCU policies and requirements related to project activities, review and corrections to quarterly financial reports (i.e. review of time cards, non-labor expenses against MS-ACCESS activity report, cash report of small purchases against receipts, travels against MS-ACCESS travel report etc.)
- Import quarterly financial reports into ACCESS.
- Process and record (in a timely manner) quarterly project billings and grant payments.
- Generate payment instructions for grant and overhead payments
- Process closing of project, including payment of overhead retainage..
- Conducts project monitoring activities, including site visits.
- Interviews select project grantees and verifies equipment purchased during conduct of monitoring.
- Verifies Acts of Transfer.
- Prepares timely and accurate project financial monitoring report.
- Assists outside auditors in order to explain outstanding issues related to project activities, deliver supporting documentation, and offer translation assistance where required.

Treasurer

The Treasurer maintains and distributes the administrative and supplemental working cash, as well as cash for administrative, supplemental, and project travelers. The Treasurer is also responsible for conducting the annual physical inventory of Center assets.

Primary Functions

- Maintains working cash imprest fund, receives cash for imprest fund from local Ukrainian bank, and prepares working cash expenses report at the moment of replenishment
- Processes and records travel advances and travel settlements.
- Executes project travel payments by working with local bank.
- Obtains travel advances and authorization letters.
- Returns unexpended travel cash to the bank or charges against travelers next grant payment.
- Works with Finance Payment and Ukrainian Authorities Accountant and Treasurer to prepare and file monthly VAT reimbursement for STCU headquarters' and foreign diplomats' expenses.
- Performs annual physical inventory of STCU assets.
- Assists in the preparation for the annual year-end financial audits.
- Understudies, and maintains a working knowledge of primary duties of the General Accountant, in order to act as the backup for the General Accountant.

Payment and Ukrainian Authorities Accounts

This function manages the payment of all administrative, supplemental, and project expenses from all local and off-shore banks. It is also responsible for maintaining the financial relationship with Ministry of Science and Education and Tax Inspection of the Government of Ukraine.

Primary Functions

- Execute and records payments from all banks for all non-cash transactions
- Prepare, record, and execute bank payment orders for Fortis Bank and Deutsche bank NY for Non-Ukrainian vendors via electronic banking (web-based)
- Deliver payment orders to Ukrainian, Uzbek, Azeri, Moldovan, and Georgian banks via modem (Bank-Client System), mail or fax
- Record all foreign exchange rates in the ACCESS system
- Administer and record all activities related to successful and problem payments to all banks (exchange rates, returning money, requests/letters to banks and vendors, contacts with banks, vendors and project managers, etc.)
- Reconcile all bank confirmation reports with ACCESS (daily), and reconcile local bank accounts (Ukrainian, Uzbek, Azeri, Moldovan, and Georgian) with ACCESS (monthly)
- Manage local bank account balance and activity (planning of amounts to order from off-shore banks to local banks) in Ukraine, Georgia, Azerbaijan, Moldova, and Uzbekistan to ensure timely payment of local expenses and minimization of bank service charges
- Handle/record all activities related to hard currency sales
- Provide project managers and STCU personnel with information about project payments by phone, fax, and email
- Communicate with the Ministry of Science and Education concerning all payments by the Government of Ukraine on behalf of the STCU (rent and utilities for premises at 21 Kamenyariv)
- Work with Finance Department Secretary and Treasurer to prepare and file monthly VAT reimbursement for STCU headquarter and foreign diplomats' expenses

General Accounting

This function manages the preparation and maintenance of monthly and annual financial statements as well as all manages non-Project financial transactions.

Primary Functions

- Process and record all end of month closing entries.
- Process and record monthly, quarterly, and end of year accruals and adjusting entries.
- Reconcile all STCU Bank accounts in ACCPAC.
- Review preparation of VAT reports by Treasurer. Post invoices for expected VAT refunds in A/R against appropriate administrative and supplemental expense accounts as well as actual VAT refunds in ACCPAC.
- Review working cash transactions at time of replenishment, prepares replenishment forms and records working cash transactions into ACCPAC expense accounts.
- Review working cash and treasurer activities
- Prepare administrative budget policies and procedures.
- Record payments in ACCPAC related to administrative and supplemental expenses.
- Record funding party receivables and cash receipts for signed projects in ACCESS & ACCPAC.

- Record interest earned and fees charged by local and off-shore banks.
- Prepare STCU monthly and annual financial statements and supporting schedules.
- Prepare month-end closing checklist.
- Process Patent Fund advance requests and financial expense reports.
- Process payment requests for scientific conferences approved for STCU sponsorship.
- Provide supervision and training to Treasurer to ensure that Treasurer can act as suitable backup.

Information Technology Support

The Information Technology Group is responsible for managing the Center's IT and communication resources, and explores and implements appropriate uses of technology to support projects (regular and partner) and other STCU programs (Seminars, Training, Internet Initiative, etc.). The Group is led by an Information Technology Group Manager, who is supervised by the CFO.

Primary Functions

- Provide and support basic network services for STCU, including file, print, e-mail, web server, user access control, security and protection of system operating systems and hardware, safe archiving of critical network data, etc.
- Develop, document, and implement STCU IT policies, procedures, guidance, and training.
- Design, implement, test, and support STCU proposal and project database software and assists in database review and update effort
- Provide first line of technical support to STCU staff at all sites, oversee remote System & Network administration and technical support for non-headquarter sites
- Manage repairs, upgrades, etc. for STCU IT equipment
- Design and execute IT tenders for equipment and software, including maintenance of software licenses, warranty information, etc.
- Manage Internet Café Initiative, including evaluation, design, and installation of computer and Internet-related items to selected recipient institutes

Office Resources

Human Resources:

Current Finance Office staff totals 13: One Deputy Chief Financial Officer, one General Accountant, four project accountants, one Treasurer, one Payment and Ukrainian Authorities Accountant, one Secretary, one Information Technology Group Manager, two Programmer/Analysts, and one Network Administrator. Two additional staff members are required in the near term: one Webmaster and one project accountant. There will also be three temporary staff for 8-month period to assist with the installation of Navision, and one temporary staff for the first three months of 2005 to assist with close of FY 2004 and preparation for arrival of financial statement auditors.

Program Resources

Consultant Services – Contracted services needed for training and consulting services associated with the implementation of Navision ERP system.

Project Implementation Room – Room dedicated for use during 6-month installation of Navision from April 1, 2004 to September 30, 2004. Will be utilized full-time during that period for work of Innware consultants (2 – 3 consultants) and STCU project team (CFO, Deputy CFO, Project Accountant, General Accountant, and Admin person).

Administration Office

Office Description

The Administration Office manages the administration of STCU operations and oversees the Center's physical assets. This includes maintenance and security for STCU offices, support staff administration for Center's financial, facilitation of certain project monitoring and project management needs, and management and oversight of project and Center's procurements as well as the Customs clearance operations. In addition, the Office manages the Center's human resources (HR) administration, maintaining the contractual documents, staff contracts and relationships with the STCU local staff. The Office also administers the travel arrangements (including visa application support) for the STCU and its recipient scientists.

Office Objectives

- To implement and seek to improve the procurement processes for equipment, goods, and services for both the STCU projects as well as the STCU. This includes seeking improvements in timeliness, efficiency, accountability, record-keeping, tendering procedures, policies and procedures involving STCU Partners, procurement practices training for STCU staff and recipient scientists, VAT reimbursement issues, and cost-effectiveness.
- To implement and manage the customs clearance processes in STCU recipient countries. This includes seeking improvements in timeliness, accountability, record-keeping, and expenses incurred by the customs clearance processes.
- To manage and maintain the daily administration of the STCU physical assets and support operations (including those at Regional Offices), security, logistics, administration, reception, printing stationery, mail etc. This includes seeking improvements in responsive scheduling of resources, cost-effectiveness, effective repair and upkeep of STCU physical assets (buildings, cars, etc.), accountability, record-keeping, predictive budgeting of needed administrative resources, etc.
- To implement and manage professional Human Resource policies and procedures, and maintain the STCU's position with regards to filling personnel vacancies, examining Center-wide personnel management issues, managing contracts, labor documentation, and general social welfare and staff issues, including staff development and training.

Department Functions

Chief Administrative Officer (CAO)

The Chief Administrative officer (CAO), is responsible for the effective, efficient and professional management of the administrative functions of the center. As these are cross-organizational functions, the CAO is responsible for ensuring timely administrative support to the programs and activities under each STCU Department. The CAO also ensures the integrity and objectivity of all financial and contractual actions. Included in the Administrative area and under the management and control of the CAO are the procurement functions for both the center and for all projects and all that this encompasses from tenders, to customs clearance. The CAO assumes responsibility for the administration of the Center's assets, including maintenance and security, support staff administration for Center's financial, project monitoring and project management needs; administration of project and Center's procurement.

Primary Functions

- Daily administrative responsibilities for all Centers' Ukrainian staff which includes maintenance of high work ethics and office morale. Specifically, the work includes:

- Development and maintenance of current contractual relations with all full time and part time staff
- Monitoring daily activity of staff
- Resolving staff issues and concerns

- Supervise a administrative support staff which provides support for the Center
- Daily administration of Center's property and fixed services which includes:
 - Management and maintenance of the building for an efficient work environment
 - Ensuring that appropriate equipment and tools are available for the staff.
 - Supply and maintenance of appropriate telecommunications
 - Maintenance of good working relations with the landlord
 - Maintaining good working relations with local and municipal utility suppliers

- Responsibility for the management of the procurement process, including the selection, purchase and supply of goods and services for the Center and for projects. This would include:
 - Development and maintenance of data base for purchase of goods and services
 - Development of a competitive selection process for obtaining goods and services
 - Assisting projects in obtaining efficient use of budget moneys in the provision of goods and services
 - Assisting in developing duty and tax-free purchases
 - Assisting in expediting purchases, clearing customs on imports, and secure storage of transit goods
 - Assisting in the evaluation of STCU goods utilized by clients in their projects.
 - Keeping track of STCU goods, as well as location, use and condition

- Responsibility for the general storage and records keeping areas.
- Work closely with STCU clients, as follows:
 - Provide consultation on the process of proposal document preparation
 - Provide consultation for the provision of goods and services to project participants
 - Provide support services to project participants in obtaining appropriate goods and services

The CAO is assisted by a **Secretary**, who is responsible for preparing receiving documents (power of attorney letters) for project materials and equipment, and for processing vouchers on Request and Authorization for Travel and Advance Pay (Project Travel) and Human Resource logistics and administration duties. The Secretary coordinates staff vacancy announcements and new employee orientation on behalf of the CAO. The Secretary also maintains control of the Projects and Proposal Archive, organizes support for social events or official meetings, provides language translation of letters and papers, prepares billing to Financing Parties for approved projects, and conducts additional clerical duties, including acting as back-up for other Office staff, when requested by CAO.

Procurement

The Procurement function shall make procurement of services, supplies, and equipment for the STCU and projects as assigned by the CAO, in pursuance of STCU procurement policies, rules and International Standards.

Primary Functions

- Perform all aspects of the STCU procurement process, including selection of procurement procedure (e.g. open tender, selective tender, shopping, etc.) subject to the STCU's procurement policies and rules, review specifications written during tender preparation, initiate and monitor solicitation for tenders, evaluate bids from tenderers, and prepare award contracts with winning tenders
- Maintain documented records of procurement actions including record of issue of the tender documents, file and store the received tenders, and maintain document archive related to procurement actions during at least three (3) years
- Manage contractual relationships with medical services, express mail, insurance and other annually renewable contracts
- Prepare payment vouchers for administrative and projects procurement as assigned by the CAO
- Assist the CAO in administrative issues related to the main building of the STCU in Kyiv, Ukraine

Customs Clearance

This function implements and manages the customs clearance for all export/import operations according to the STCU projects and according to other STCU needs.

Primary Functions:

- Prepare and translate customs documentation for supplies, service and equipment purchased from/to abroad for the STCU
- Obtain clearance of customs duties for supplies and equipment for projects and for the STCU needs
- Make procedures for all necessary certificated, permits and other documents requested by State Customs Committee of Ukraine, Kyiv Regional Customs and other local Customs Authorities. Obtaining all requested documentation from the committee on Narcotic Drugs Control at the Ministry of Health of Ukraine, Ministry of Environment Control and Nuclear Safety and other official institutions
- Actual customs clearance of goods, products, equipment imported or exported, received by mail, by the STCU
- Represent the STCU to all Customs Authorities
- Prepare a weekly Customs clearance report of activities
- Assist in a liaison / consulting capacity to help with the Uzbek / Azeri / Moldovan / Georgian customs policies, procedures and manuals as part of the overall STCU customs policy & process, and review & identify where the process can be improved
- Develop a procedures manual both for STCU purposes as well as a training guide for the scientists. Also in this respect arrange meetings with scientists to inform them of the customs process
- Keep the customs clearing of goods up to date along with current lists and systemize where possible

Travel Administration

This function, managed by a Travel Administrator/Coordinator, administers, coordinates, and makes the travel arrangements for STCU staff, project participants, and Party-designated travelers. In the case of project participants or other recipient scientists requesting travel support, this function receives input and recommendations on such travel applications from the Travel Grants function under the Performance/Operations Department

Primary Functions

- Coordinate schedules and travel requirements
- Arrange travel for STCU staff and project participants
- Develop schedules and travel itineraries
- Provide visa support for STCU staff
- Prepare visa support letters to various embassies for project related international travel
- Process vouchers and orders on Request and Authorization for Travel and Advance Pay (Project Travel)
- Maintain travel database
- Provide travel medical insurance
- Provide bank support letters for Uzbek Scientists

Maintenance Support

This function supports good appearance and operational condition of the building infrastructure with regards to logistics, cleaning, maintenance, security, inventory and archiving activities.

Primary Functions:

- Generally look after the care and well-being of the building, grounds, and the warehouse.
- Supervise work to the buildings and grounds to ensure that the building is serviceable and in satisfactory condition
 - Coordinate construction, maintenance, and upkeep arrangements with all subcontractors required to maintain and improve building
 - Manage the groundskeeper, cleaning staff (including keeping a weekly record of such activity), carpenters, plumbers, and electricians (including keeping a monthly record of these activities), and security guards for the interior of the STCU building
- Manage all warehousing and storage functions
 - Receive goods for STCU or its clients, requiring from suppliers the appropriate documentation of delivery.
 - maintain an appropriate storage facility
 - receives, records and stores inventory items,
 - prepares items for shipment when necessary
 - Advise when stock items are depleted and require ordering. (I.e. stationery, general supplies).

STCU Front Receptionist

The STCU Front Receptionist provides for the orderly reception of visitors and callers to the STCU, handling initial queries and requests, and putting requestors in contact with the appropriate STCU personnel. This function presents the first impression and image of STCU as an organisation. Carries out reception and secretarial administrative related duties to support the various departments of STCU

Primary Functions

- Answers phone calls, works with visitors, mail registration and filing, mail distribution and dispatch, maintains schedule for meeting rooms;
- Coordinates drivers' schedules and dispatch;
- Handles incoming and outgoing faxes

- Provides basic information to visitors and callers regarding the centre and directs callers/visitors to the appropriate STCU staff and area.
- Act as a liaison and contact for all STCU departments for documents, despatch, faxes, etc.

STCU Transportation

This function, which includes STCU-owned vehicles and staff drivers, facilitates the expeditious movement of personnel and documentation on STCU business, and provide a safe and reliable means of transportation for VIP visitors, as requested by Management.

Primary Functions

- Keep STCU vehicles regularly serviced, cleaned and maintained for continuous use.
- Adhere to prescribed STCU Policy Document SOP No#X on the official use of STCU vehicles, which set the guidelines, requirements and utilization of STCU vehicles.

Kitchen / Catering

This function provides and serves daily lunch services and refreshments to all STCU staff and occasionally guests, maintains the kitchen to high standards of cleanliness and order, and procures foods and drinks to facilitate this service.

Primary Functions

- To provide a regular supply of variety and menu choice
- To ensure portion control
- To keep meal costs within set cost limits and monitor budgets
- To keep regular statistics (daily/weekly/monthly) for use for cost control and reporting to social committee re budgetary and food/meal cost issues.
- Make regular check as to staff satisfaction and dietary wishes.
- To procure all food and beverages on a daily / regular basis to ensure fresh food is provided.
- To maintain set health standards in food preparation and cleanliness of the kitchen and kitchen equipment.

Office Cleaning and Grounds Maintenance

This function, which includes part-time cleaning staff and groundskeepers, cleans all office and communal areas during the day and after work to ensure the building, gardens and general internal and external office and building is kept clean and all daily waste is disposed of in an appropriate manner.

Department Resources

Human Resources

The Administration Office currently has a total of 15 Staff as follows: CAO, Secretary, four Procurement Officers, one Travel Coordinator, one Customs Clearance Officer, one Receptionist, one Kitchen/Catering/Housekeeping Assistant, three Maintenance Staff, two Drivers, and three part-time cleaners. The Office anticipates the future need for an additional Customs Clearance officer due to anticipated increase in customs clearing volumes and for continuity. The Office may also require an additional assistant should the STCU staff increase further due to additional HR demands.

Program Resources

The Office does not currently manage program resources per se, although as the Office does manage the STCU physical assets (e.g., vehicles, building fixtures, etc.) and these assets require program resources for their use and repair/maintenance. In the future, the Office will require new program resources to initiate proposed improvements in Procurement processes (e.g., establishing electronic database of preferred vendors, standard equipment lists for STCU projects, etc.) and to automate standard administrative data and documents. The Office also anticipates the need for future resources to organize a more standard set of pre-planned training courses, workshops and seminars for the STCU as whole rather than currently expensive ad-hoc external courses, especially staff development training in the area of modern procurement tools, practices, and procedures.