

**REPUBLIC OF CROATIA**  
**MINISTRY OF SCIENCE, EDUCATION AND SPORTS**  
Trg hrvatskih velikana 6, Zagreb

**TERMS OF REFERENCE**

**Science and Technology Project**

**Unity through Knowledge Fund (UKF)**  
**Program Manager**  
**(UKF-CONS-1)**

**Background**

The Government of Croatia has received a loan from the World Bank for implementation of the Science and Technology Project (STP). The project implementation is also financed by the Ministry of Science, Education and Sports (MSES). The ultimate objective of the STP is to improve business infrastructural environment for science and technology (S&T). The Project consists of three main components: (i) RDI component for restructuring of RDIs (Brodarski Institute and a few other RDIs) to increase focus on applied research and, at the same time, to maintain scientific excellence; (ii) BICRO component for upgrading technological capabilities of enterprises by providing financing support for technology startups, technology-based companies and R&D centers, and (iii) Unity Through Knowledge Fund (Euro 3.7 million) to engage Croatian scientific diaspora in joint projects and other initiatives, to transfer their knowledge and skills for the benefit of Croatian society, as well as to motivate the scientists to return to Croatia. The Project will help to reorient Croatia S&T infrastructure to benefit the real sector and economy at large.

The Ministry of Science, Education and Sports (MSES) has the overall responsibility for the implementation and coordination of STP. The Project Management Unit (PMU), established at MSES, is responsible for day-to-day project management and coordination on behalf of MSES including procurement, disbursement, financial management and monitoring and evaluation activities.

The Unity Through Knowledge Fund (UKF) is a component of the STP, managed by the Technology Directorate of the MSES. The day-to-day management of the UKF component has been delegated to BICRO, in accordance with the agreement between BICRO and MSES.

**About the MSES Unity through Knowledge Fund**

At present there is neither institutionalized nor systematically organized communication with the Croatian scientific diaspora. By establishing the UKF, the MSES has set goals to rectify this situation.

The project motto is:

**CONNECTIVITY – COOPERABILITY – CREATIVITY (C3)**

The motto indicates the motives by which this project should be thoughtfully conducted.

In the operational sense, the project will consist of a number of interdisciplinary tasks: displacements of active persons, which are actually very similar to the tasks of technology transfer, but as they target educated persons, they are significantly more complex and sensitive to the conditions determined by the receiving environment.

For this reason, the first step is of particular importance: **CONNECTIVITY**. This is a complex task of connecting people and ensuring an atmosphere of trust in the project, as it has to be carried out by relying on existing Croatian institutions, themes and projects or by establishing new enterprises.

Two related questionnaires have been designed and launched: one for Croatia, in order to estimate its receiving capacity and the other for the diaspora, in order to get an insight into the willingness on the part of the potential returnees to come and live in Croatia. These questionnaires provide basic data for conceptualizing connectivity and serve as indicators for the first possibilities for **COOPERABILITY**.

A first degree of cooperation could be achieved by appointing scientists or experts from the Croatian diaspora as leaders of research teams in the country, as a preparation for the actual return. Questionnaires will confirm the willingness of scientists to return to Croatia and the distinctiveness of each case, as well as the need to prepare very carefully the process of return. This should lay the foundations for **CREATIVITY** and be an incentive for new endeavors.

In designing this project, our vision is to unify the Croatian scientific and professional potential in the country and in the diaspora, in order to ensure the preconditions for economic growth and bridging the developmental gap between Croatia and advanced Western countries.

The UKF Fund will support the following activities:

- (i) *Motivating Expatriate Croatians for Scientific Research.* Such financial package may include relocation expenses, cost of specific lab equipment, if any, studentships/fellowships for the accompanying scholars, and appropriate award money. The scientific institutions within Croatia will host the potential recipients of the awards and extend necessary infrastructural facilities in areas that are of high priority for economic development of Croatia. The award recipients may be given temporary appointments and an opportunity to develop an institute in the area of their excellence;
- (ii) *Setting up of a Network of Croatian Scientific Diaspora.* The MSES and the Croatian Academic and Research Network (CARNet) will jointly launch this network (to be managed by a dedicated team) to link the Croatia Scientists around the world;
- (iii) *Short- term Visits of Eminent Croatian Expatriates to Croatia* (including visits of Eminent Expatriate Scientists, short-term placements of Expatriate Specialists with Croatian Research Institution and Industry, and joint appointment of Expatriate Scholars in Croatian Scientific Institutions;
- (iv) *Attracting Expatriate Croatians to Launch Start-up companies.* Return of these expatriates to set up start up units can be encouraged by offering a set of special incentives, which could include tax breaks, reduction of levies and duties on their products, availability of space at concessional rates, etc.;
- (v) *Other related initiatives that contribute in line with Cooperation and Creativity.*

By supporting the above listed activities, the UKF shall provide for achieving the Connectivity, Cooperation and Creativity goals of incorporating knowledge of the Croatian scientific diaspora into the Croatian economy.

To run the program with appropriate safeguards, MSES will establish two committees with strictly separated duties. The Steering Committee (SC) would be involved in communications, in some cases objective-based initiations of individual UKF components, final designs of individual proposals, pre-evaluations, processing, and similar operational tasks. A completely independent Approval Committee (AC) would be in charge of final evaluations and approvals, monitoring, and financial and other decision-making.

Safeguards will include: (i) proposals/applications of the scientists will be peer-reviewed by prominent scientists from both within and outside Croatia who will provide written recommendations to the Committees; (ii) the nominations/invitations to the selected scientists will be prepared with clear monitorable outputs/outcomes; (iii) post-visits and reviews of the financed initiatives will be carried out by persons nominated by the Committees to ensure that objectives are achieved (or are being

achieved) and the funds are used as designated; and (iv) the Fund activities will be audited annually by an independent auditor (together with other activities supported through STP).

The SC will manage a Secretariat in charge of operational activities associated with the program. The Secretariat will be run by the UKF Program Manager, as the principal executive. It will also include a Program Analyst, who will administer the Program and report to the Program Manager

### **Objectives**

The UKF Program Manager will be responsible for operational management of all aspects of the UKF facility and for supervising the work of the Program Analyst.

### **Scope of the Work**

The UKF Program Manager will carry out the tasks that may not be limited to the following:

- Preparation and annual update of the business plan, including procurement, action plans and monitoring indicators for the UKF program
- Assist with finalization of the design of the programs and their implementation arrangements
- Finalization of the operational procedures for the program

Day-to-day management of the UKF programs:

- All organizational aspects of motivating expatriate Croatians for Scientific research in cooperation with Croatian scientific institutions
- Setting up a Network of Croatian scientific diaspora
- All organizational aspects related to the visits of eminent expatriates / specialists to Croatia
- Attracting expatriate Croatians to launch start-up companies in Croatia
- Promotion of UKF program in Croatia and abroad
- Coordination of evaluation of proposed research projects
- Preparation of proposals for funding research projects to Steering Committee of the UKF
- Organization and support for monitoring implementation of approved projects, according to agreed indicators
- Preparation of regular progress reports, including information on agreed indicators, to MSES and World Bank
- support to MSES and PMU in the above and preparation of related documents needed by MSES and World Bank
- Development of various incentives and technology support programs organized by MSES

The total estimated duration of the assignment is 16 mos. Initial contracting under this TOR will be done for 1 year, with the possibility of further subsequent extensions, until November 2009 (or any other date as agreed to, for implementation of the STP), subject to the Consultant's satisfactory performance and business needs of the Client;

The estimated number of man/months required to complete the whole duration of the assignment is 16 months. The estimated number of man/months for the initial contracting period is 12 months with the probation period of 6 months and the possibility of further subsequent extensions.

### **Deliverables**

Permanent organization, coordination and implementation of all UKF activities, for the duration of the STP (2008 – 2009).

Finalization of the operational procedures of the program.

Prepares and updates annually UKF Business Plan and Procurement Plan, Action Plan and other required documents.

Reporting to UKF Steering Committee and MSES according to project requirements, including monthly progress reports.

Close cooperation and reporting to STP PMU, providing all relevant financial, procurement and monitoring data for the UKF component of STP.

### **Qualifications**

The UKF Program Manager should:

- hold M.S./Ph.D. in R&D related areas and/or business management;
- 5-8 years of relevant work experience in applied science, management of R&D projects/organizations, management in high tech private sector companies or equivalent;
- have excellent knowledge of spoken and written English and Croatian;
- understand business processes, business planning, promotion and project evaluation and monitoring;
- be a dynamic personality with proven communications, project coordination and management skills;
- preferably have direct experience/contacts with the Croatian Scientific diaspora;

### **Reporting**

The UKF Program Manager will report to the Steering Committee of the UKF, as well as STP Coordinator within the MSES and BICRO Director.

### **Communications**

The Contact person for the consultant in the MSES is Dr. Drazen Vikic Topic, State Secretary for Technology, Croatia, 10000 Zagreb, Trg Josipa Jurja Strossmayera, phone.: +385 1 4594 341; email: [dvtopic@mzos.hr](mailto:dvtopic@mzos.hr); and in BICRO Dalibor Marijanovic, Director of BICRO, Croatia, 10000 Zagreb, Planinska 1, phone: +385 1 2352 601; email: [dalibor.marijanovic@bicro.hr](mailto:dalibor.marijanovic@bicro.hr).

The Contact person for the consultant in the Project Management Unit (PMU) of the Ministry of Science, Education and Sports, is Mr. Dragan Soljan, Planinska 1, 10000 Zagreb, Croatia, phone +385 1 2352 662, e-mail: [dragan.soljan@mzos.hr](mailto:dragan.soljan@mzos.hr)