Secretaria da Ciência, Inovação
e Desenvolvimento Tecnológico

Rio Grande do Sul
Governo do Estado

PROREDES BIRD

PROGRAM FOR SUPPORT TO TECHNOLOGY POLES
(*PROGRAMA DE APOIO AOS POLOS TECNOLÓGICOS*)

RIO GRANDE DO SUL STATE PROGRAM FOR SCIENCE AND TECHNOLOGY PARKS *(PROGRAMA GAÚCHO DE PARQUES CIENTÍFICOS E TECNOLÓGICOS* – PGTEC)

TERM OF REFERENCE FOR HIRING A CONSULTING FIRM SPECIALIZED IN STRATEGIC PLANNING, REGIONAL DEVELOPMENT, INNOVATION AND PUBLIC MANAGEMENT.

Contents

1. HIRING OBJECTIVE

This term of reference aims to hire consulting services specialized in strategic planning, regional development, innovation and public management. The work to be developed by the hired consulting firm will contribute for the strengthening of public policies that envisage the promotion of innovation, competitiveness and capacity building of entrepreneurs, in order to foster the production of wealth and regional development in Rio Grande do Sul based on science, technology and innovation.

Hiring specific objectives are to:

1.1 Elaborate a diagnostic on Rio Grande do Sul State Science and Technology Parks (*Parques Científicos e Tecnológicos* – PCTs) and Technology Poles (*Polos Tecnológicos*) and their articulation with other players in science, technology and innovation sphere, aiming at strengthening PCTs and Technology Poles and identify new potentials.

1.2 Detail the innovation state system and its connection with PCTs and Technology Poles, proposing recommendations for their enhancement.

1.3 Identify regional vocations in the areas of science, technology and innovation and point out tendencies.

1.4 Analyze operational routines of Rio Grande do Sul State Program for Science and Technology Parks (*Programa Gaúcho de Parques Científicos e Tecnológicos* – PGTEC) and of the Program for Support to Technology Poles (*Programa de Apoio aos Polos Tecnológicos*), their legal bases and work tools and propose improvements for the existing models, aiming at guaranteeing excellence in processes by means of innovative and enterprising management methodologies.

1.5 Elaborate strategic and action plans envisaging the strengthening of PCTs and Technology Poles.

2. BACKGROUND AND CONTEXT

The Swap to Strengthen Public Investment Project– PROREDES BIRD (*Programa de Apoio à Retomada do Desenvolvimento Econômico e Social do Rio Grande do Sul*) aims at supporting development in Rio Grande do Sul State by executing public management modernization policies, including environmental management, private sector and technological innovation development, qualification of public education and improvement of transports, maintaining and reclaiming the road network. It complements actions to be developed with State Treasury funds and National Bank for Economic and financing from the Brazilian Development Bank (*Banco Nacional de*

Desenvolvimento Econômico e Social – BNDES). Thus it envisages to expand public investments, contributing for the sustainable development of Rio Grande do Sul. In the area of private sector development in the scope of PROREDES BIRD, the State Secretariat of Science, Innovation and Technological Development (*Secretaria da Ciência, Inovação e Desenvolvimento Tecnológico* – SCIT) will strengthen Rio Grande do Sul State Program for Science and Technology Parks.

Such programs are inserted in RS TECNÓPOLE State Program, that aims at enlightening and disseminating scientific and technologic development in all State regions. Therefore, it aims at fostering innovation culture, stimulating innovation habitats, articulating programs already ongoing in SCIT and other State Secretariats and develop new actions based on State Government strategic guidelines, aligning itself and creating synergy with the guidelines of the Federal Government.

SCIT's support to PCTs and Technology Poles is realized by the transfer of funds to carry out projects linked to the Programs. In order to receive the funds, executing universities need to adequate their projects to the bidding documents published by SCIT. Such projects are analyzed regarding the selection criteria set forth in bidding documents and, upon their approval, receive funds and are monitored during their execution. Other means of support is Popular Consultation (*Consulta Popular*), a voting process in which the population chooses projects to be prioritized by the State, meaning investments in their region. If the population prioritizes technology innovation projects, such projects receive public funds for their execution, since the project submitted by the executing unit meets pre-established technical criteria.

The hiring of consulting services is justified by the need of qualifying both Programs, envisaging to elaborate detailed studies and propose new guidelines and actions to SCIT for PCTs and Technology Poles. Relevant available studies on both Programs are limited to academic works and SCIT's internal documents, containing quantitative and qualitative data; concerning both Programs, there has never been hiring of consultants to present studies, analyzes and workshops.

Following, both Programs are described in general.

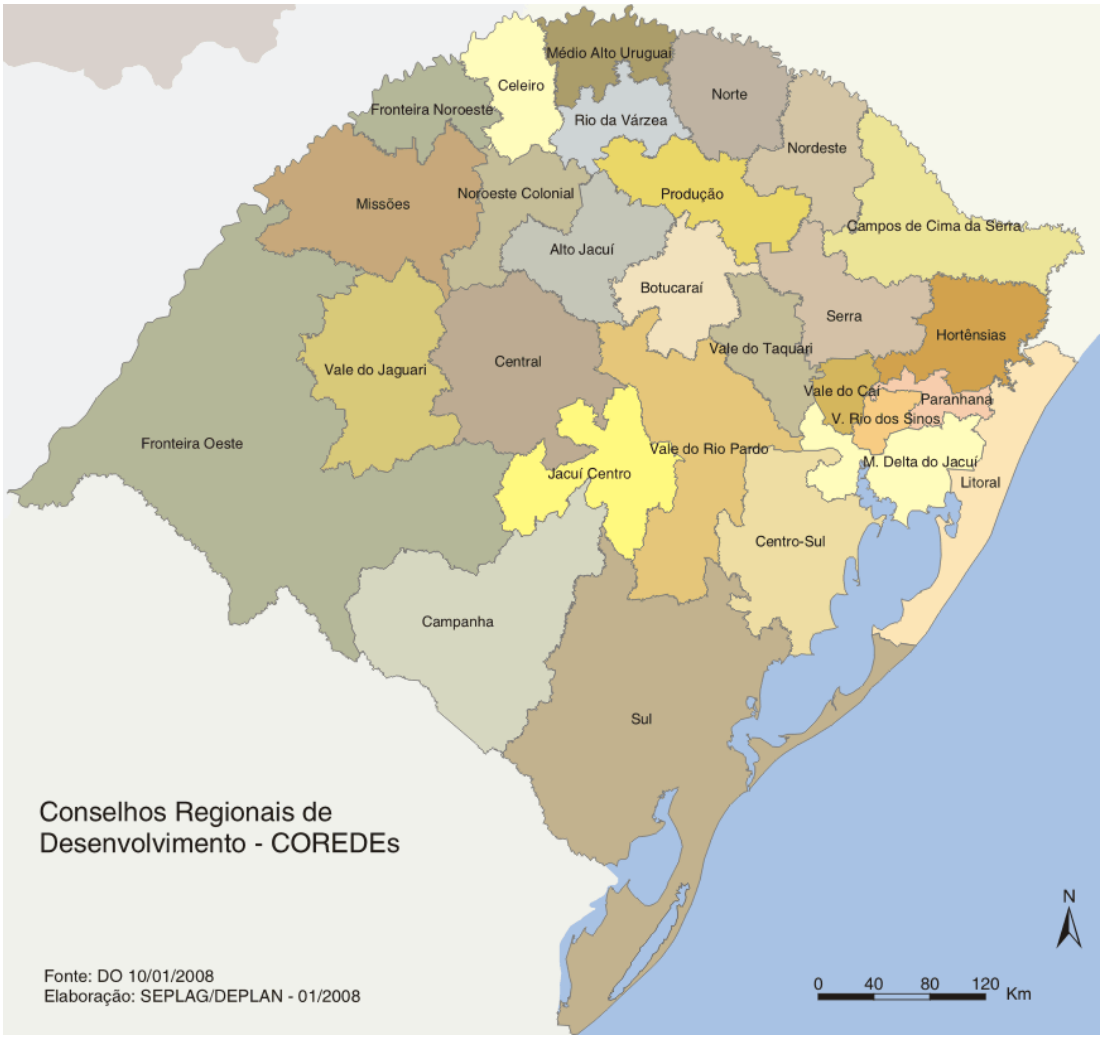
<u>Program for Support to Technology Poles</u>:

The Program for Support to Technology Poles was created in 1989, envisaging to promote, support and coordinate integration among universities, research centers and productive sector in the State regions, focused on the development of innovative technologies adequate to different productive vocations.

Technology Poles may only receive funds based on the Innovation Law (*Lei de Inovação* – Federal Law 10,973/2004) if formalized in a letter of intent. Therefore, the Regional Development Council (*Conselho Regional de Desenvolvimento* – COREDE) of

each region should identify: (a) regional institutions (municipalities, trade and industry associations, teaching institutions, among others) that will be politically committed to implement the Pole; (b) areas of operation; (c) research centers eligible and that wish to be executing units of the Pole; and (d) the executing unit that will coordinate the Pole's actions and will keep one of its technicians as manager. After such discussions among local players of each COREDE, the Pole is officially instituted by means of a Letter of Intent.

Regional Development Councils (*Conselhos Regionais de Desenvolvimento* – COREDEs)



The choice of the Poles' areas of operation is done taking into consideration the particularities of each region and its productive vocation. At present, among the 28 existing COREDEs in Rio Grande do Sul, there are Technology Poles in 24; as a whole, there are 26 Technology Poles, since COREDE Sul has 3 poles. Annex 1 presents each Pole, with its areas of operation and executing units.

The support to the projects presented by the Poles is made by means of Bidding Notices or popular and citizen participation process, in which research projects are submitted that may contribute for the region to incorporate new technologies that

expand local competitiveness, consequently stimulating business, work and income generation.

SCIT has endeavored to qualify the Program for Support to Technology Poles, seeking to identify problems that are preventing an action more linked to other government programs geared to the same regional players. Since its conception, in 1989, the basic idea of the program is to promote the decentralization of public management and territorial systemic competitive advantages by production and use of new technologies, as well as the appreciation of the potential of local productive arrangements.

It may be noted that the Program's greatest challenges are related to themes as local economic matrix, mapping of regional demands and bottlenecks, dissemination and technology transfer, degree of connection between universities, local businesses and other players, regional potentialities, new areas of operation and elaboration of projects in cooperation, in addition to the connection with other State Secretariats and federal programs that have related and/or complementary projects, resulting in greater social and economic enhancement.

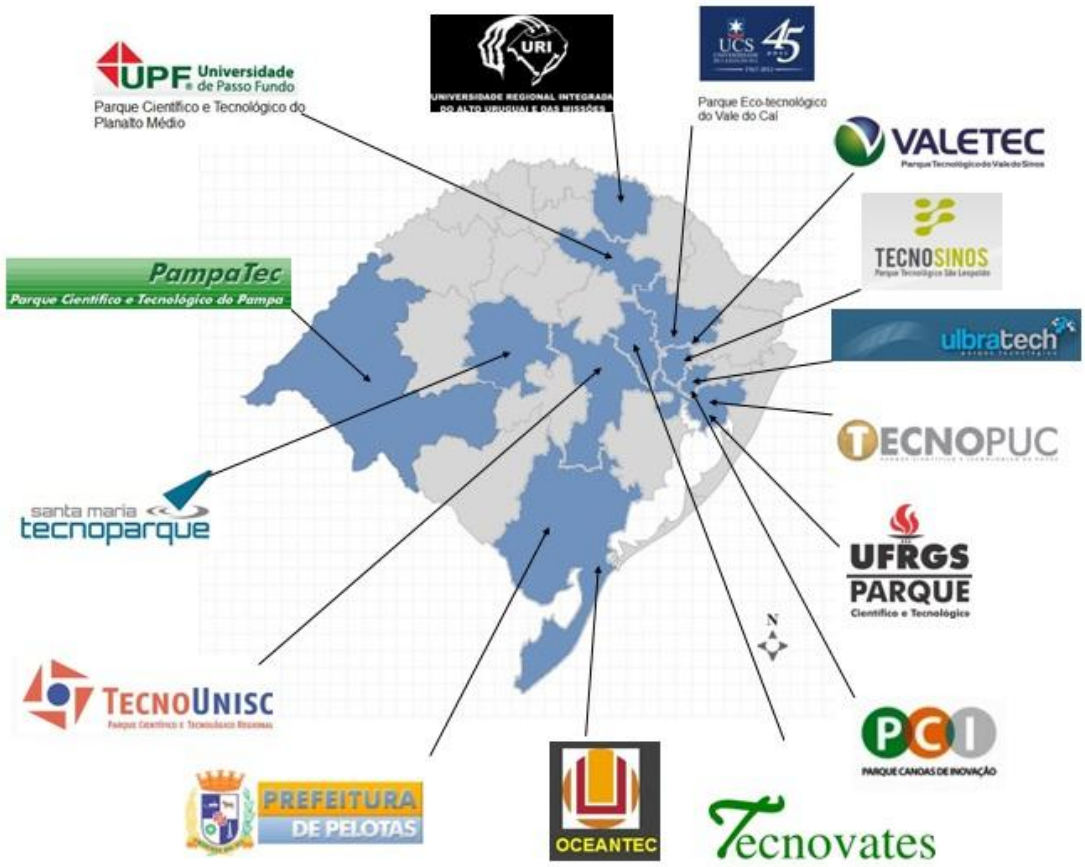
The degree of connection between the Poles also needs to be enhanced. Therefore, it is necessary to review operational routines of the Program and contribute to improve the quality of the projects presented by the Poles. It is common that the projects submitted have elaboration problems regarding goals, outcomes, indicators, budget and objectives, what slow legal and technical procedures. Moreover, it is necessary to promote closer relations between the Poles around experiences that may serve as parameter and stimulus for orderly coordination, as management, governance, investment attraction and technology transfer, among other themes.

The stimulus to actions ordered by the Poles can be done through its articulation with the Local Productive Arrangements Program (*Programa dos Arranjos Produtivos Locais* – APL), developed by the Development and Investment Promotion Agency (*Agência Gaúcha de Desenvolvimento e Promoção do Investimento* – AGDI), aiming at promoting the articulation between businesses and public and private institutions, encouraging cooperation among the agents so as to consolidate business clusters and promote competitiveness.

Rio Grande do Sul State Program for Science and Technology Parks:

The Program was created in 2009, aiming at contributing for the expansion of investments in scientific and technological research, technological development and incorporation of new technologies as enabling instruments of the state economy competitiveness increase, with the consequent stimulus to business, work and income generation.

At present, the State has 15 PCTs, three already consolidated (TECNOPUC, TECNOSINOS and VALETEC) and 12 under consolidation. Annex 2 presents each PCT with its respective areas of operation. The following map presents the distribution of PCTs in the state territory.



PCTs only may receive funds based on Federal Law 10,973/2004 if they are recognized as integrating PGTEC. Therefore, they should aim at creating, attracting, stimulating and maintaining incubators and business with technological basis, research and development institutions, as well as enabling conditions for public and private companies to carry out the intended innovation.

SCIT's present management has endeavored to qualify PGTEC, envisaging to identify problems that are preventing more agile processes and a more mature performance of related regional players. It may be observed that the greatest challenges are related to the binding with the local economic matrix; mapping of regional demands/bottlenecks; technological dissemination and transfer; degree of connection between universities, local companies and other players; and lack of knowledge of potentialities and stimulus to new promising areas.

Furthermore, it may be observed that the dissemination of experiences and the degree of connection between PCTs also have to be potentiated. In relation to this aspect, and

for the Parks system to be consolidated, it is necessary to review SCIT's internal technical routines and approximate consolidated Parks and those being consolidated. Since the majority of Parks are in different consolidation stages, dialogue about experiences regarding management, governance, planning, business plan and investment attraction, among other themes, should be fostered, envisaging at contributing for such experiences to serve as parameters and stimulus to the planned expansions.

3. SCOPE OF WORK

The following activities were elaborated by SCIT's technicians based on suggestions made by PCTs' and Technology Poles' managers. The consultant may suggest and add items considered important to the fulfillment of expected results.

The consulting activities will be:

3.1 ACTIVITY 1: Elaboration of Work Plan

3.1.1 – Knowledge about the context of the State Program for Science and Technology Parks and of the Program for Support to Technology Poles, by means of analysis of the available documents and meetings with the technical team designated by SCIT, with the presence of all members of the consultant team.

3.1.2 – Develop the Work Plan to be executed by the consultant, containing, at least, methodological tools and procedures and detailed schedule of the realization of activities and delivery of products.

3.1.3 – Submit the Work Plan for SCIT's approval, at a meeting with, at least, the coordinator consultant.

3.1.4 – Promote required adjustments in the Work Plan, aiming at its approval by SCIT.

3.1.5 – Submit the Work Plan for SCIT's approval within 30 days after the contract signing.

Alterations or inclusion of new products in the Work Plan should be submitted to SCIT and approved as a new version of the Work Plan, according to the procedure established in items 3.1.3, 3.1.4 and 3.1.5, above.

3.2 ACTIVITY 2: Elaboration of a Diagnostic.

Activity 2 consists in the elaboration of a diagnostic on science and technology innovation in Rio Grande do Sul.

In order to carry out the diagnostic, the firm should, besides other initiatives, collect data with SCIT's technical team; make visits, meetings and interviews with managers of all PCTs and Technology Poles, with local agents and companies located in the Parks; consult secondary sources outside SCIT, such as reports on Technology Poles and PCT, that may be indicated by their managers; consult strategic planning of COREDEs and PCTs, when available; references of the Brazilian National Association of Entities Promoting Innovative Enterprises (*Associação Nacional de Entidades Promotoras de Empreendimentos Inovadores* – ANPROTEC) and of the Ministry of Science, Technology and Innovation (*Ministério da Ciência, Tecnologia e Inovação* – MCTI); the Study *Rumos 2015*; RS TECNÓPOLE Strategic Planning carried out by a company integrating Rio Grande do Sul State Program of Quality and Productivity (*Programa Gaúcho de Qualidade e Produtividade* – PGQP); and the debates and developments of the conferences for the construction of a new National Policy for Regional Development *Política Nacional de Desenvolvimento Regional* – PNDR).

For each visit to PCTs and Technology Poles, the firm should inform SCIT 10 days in advance, so that there is enough time to inform the managers. To make the visits, the consultant should have already carried out a previous study on PCTs and Technology Poles, made by secondary data and bibliographic revision.

The diagnostic should address the following items, but the consulting firm may suggest and add items considered relevant:

- **Program Level**:

3.2.1 – Analysis of routines, legal framework and work instruments of the State Program for Science and Technology Parks and of the Program for Support to Technology Poles, indicating possible deficiencies and making recommendations for improvement.

3.2.2 – Identification of policies and programs with possible adhesion to PCTs and Technology Poles, at federal, state and municipal levels, as well as regarding the connection of the State Program for Science and Technology Parks and of the Program for Support to Technology Poles with such initiatives and recommendations.

- **PCT Level:**

3.2.3 – Connection of PCTs with the players of the triple helix and recommendations.

3.2.4 – Connection of PCTs with Scientific and Technological Institutions (*Instituições Científicas e Tecnológicas* – ICTs) and Technology Poles, and recommendations.

3.2.5 – Infographic of each PCT containing, at least, areas of operation, laboratories of the related ICTs, post-graduation courses and their relation with installed businesses.

3.2.6 – Identification of the main problems and potentials of each PCT (matrix SWOT) and recommendations.

3.2.7 – Connection between state PCTs (Parks System) and recommendations.

3.2.8 – Evaluation of the private capital in PCTs and recommendations for its extension.

3.2.9 – Individual and comparative analysis among PCTs, including comparison with other national and international consolidated Parks.

3.2.10 – Identification of good practices carried out by consolidated PCTs and suggestions of how to replicate them for the PCTs under consolidation.

- **Technology Pole Level:**

3.2.10 – Connection between Technology Poles and players of the triple helix and recommendations.

3.2.11 – Connection between Technology Poles and ICTs and PCTs, and recommendations.

3.2.12 – Infographic of each Technology Pole containing, at least, the areas of operation of the Poles, local companies, and ICTs and their laboratories.

3.2.13 – Identification of the main problems and potentials of each Pole (matrix SWOT) and recommendations.

3.2.14 – Connection among technology Poles and recommendations.

3.2.15 – Connection among ICTs, Technology Poles and predominant productive sectors and recommendations.

3.2.16 – Identification of technological bottlenecks of the main productive sectors of the Poles, envisaging to guide their operation and recommendations.

3.2.17 – Identification of how the dissemination of knowledge of the projects supported by the Program for Support to Technology Poles is carried out for local community and recommendations.

3.2.18 – Individual and comparative analysis among Technology Poles and comparison with similar successful national and international programs.

- **State of the art of innovation actions in different sectors**

3.2.18 – Mapping of innovative start-ups and Infographic by economic category and region, identifying the obstacles they face, and public policy proposal for their strengthening.

3.2.19 – Detailing of the State innovation system identifying the elements and connections that interact in the production, dissemination and use of knowledge in the State, identifying potentials and needs, as well as presenting its infographic. It is suggested the detailing of the state innovation system in categories as: (1) technology transfer (players, environments, laws, programs and others); (2) human resources (players, environments, policies, programs and others); (3) fostering (players, environments, policies, programs and others); and (4) propellers (players, policies, programs and others).

3.2.20 – Identification of regional vocations, predominant sectors, new areas of operation and promising areas for PCTs and Technology Poles, including study of tendencies and recommendations.

- **Presentation of diagnostic**

After the meeting for presentation of the diagnostic to SCIT, the consultant should present the study to PCTs' and Poles' managers in a workshop in Porto Alegre, in a place made available by the Secretariat. The consultant should adopt a work methodology that allow the participants to know and validate the study information, aiming at developing consensus about state innovation and strengthening PCTs system and Technology Poles. Such methodology proposal should be presented and approved at a meeting with SCIT's team. The workshop, described in the following item, should be carried out by the coordinator and at least by one more member of the consultant's key team.

3.2.21 – Carry out an workshop envisaging to present Activity 2 to PCTs' and Technology Poles' managers and to SCIT's civil servants. The workshop should be carried out in two days (one day for PCT and other for Technology Poles), with 8 hours each. The consultant should provide a synthesis of the diagnostic, folder, notepad and ballpoint pen for the participants, estimated in approximately 100 people, as well as produce a banner referring to the PCT Program and other one referring to the Technology Poles Program to be used in the workshop. The consultant is in charge of providing dissemination materials for the target public previously to the event. SCIT will provide auditorium, water, coffee, notebook and projection screen.

The consultant should submit to SCIT one printed and one digitalized report containing photos of the workshop, attendance register, evaluation of the workshop by the

participants, Power Point presentation and copy of the synthetic document delivered to the participants.

3.3 ACTIVITY 3: Elaboration of Plans.

3.3.1 – Elaboration of Strategic Planning of Qualification of the State Program for Science and Technology Parks, according to the potentials identified during the development of Activity 3.2, containing, at least, strategies for:

- attraction and stimulus to innovative businesses and start-ups;
- constitution of Parks System;
- Parks internationalization;
- Parks communication;
- governance with detailing of competences and attributions of Parks managers and other regional players, including analysis of governance models of international and national Technology Parks;
- approximation between local players; and
- articulation with other programs to foster innovation and research.

3.3.2 – Elaboration of Strategic Planning of Qualification of the Program for Support to Technology Poles, according to potentials identified during the development of Activity 3.2, containing, at least, strategies for:

- articulation between businesses and ICT envisaging to overcome technological bottlenecks;
- implantation of new areas of operation in the Poles;
- expansion of technology transfer to society;
- communication between Poles;
- Poles governance, detailing competences and attributions of Poles' managers and local players;
- approximation between local players; and
- articulation with other programs to foster innovation and research.

3.3.3 – Elaboration of Action Plan for SCIT, with schedule, indicators and goals, aiming at implementing and monitoring the strategies defined in the Strategic Plan of Qualification of the State Program for Science and Technology Parks and in the Strategic Plan of Qualification of the Program for Support to Technology Poles.

3.3.4 – Elaboration of Action Plan for each PCT, with schedule, indicators and goals, aiming at implementing and monitoring the strategies defined in the Strategic Plan of Qualification of the State Program for Science and Technology Parks.

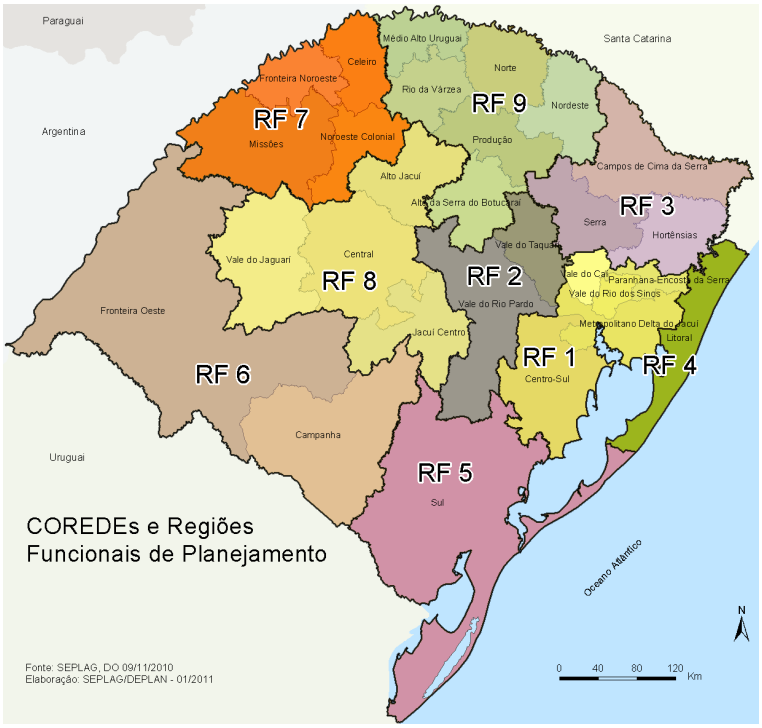
3.3.5 – Elaboration of Action Plan for each Technology Pole, with schedule, indicators and goals, aiming at implementing and monitoring the strategies defined in the Strategic Plan of Qualification of the Program for Support to Technology Poles.

3.4 ACTIVITY 4: Realization of workshops and capacity building.

After the approval of the products of Activities 2 and 3 by the team designated by SCIT, the consultant should carry out 10 workshops: one for SCIT, in its headquarters, and 9 for the managers of PCTs, Technology Poles and relevant local players, in each of the 9 functional macroregions presented below. The workshops, detailed in the following items, should be made by the coordinator and by at least one more member of the consultant's key team.

3.4.1 – Realize one workshop for presentation to SCIT's civil servants of the *Diagnostic* (Activity 2), of the *Strategic* Plans of Qualification of State Program for Science and Technology Parks and Program for Support to Technology Poles, and of the *Action Plans* for SCIT, PCTs and Technology Poles (Activity 3). SCIT will provide auditorium, water, coffee, notebook and projection screen. The workshop should have the duration of one day, with 8 hours. The consultant should provide a synthesis of the diagnostic, folder, notepad and ballpoint pen for the participants, estimated in approximately 20 civil servants.

3.4.2 - Realize one workshop in each one of the nine planning functional regions, envisaging the presentation of the work carried out by the consultant. The following map presents the nine functional regions. The cities where the workshops will take place will be determined in due course.



The workshops by planning functional region should be divided into two days of eight hours each, as follows:

- First day: Diagnostic **presentation** (items 3.2.3 to 3.2.9; and 3.2.18 to 3.2.20) and **presentation** and **validation** of the Strategic Plan of Qualification of the State Program for Science and Technology Parks (item 3.3.1) and of the Strategic Plan of Qualification of the Program for Support to Technology Poles (item 3.3.4), having as target public **SCIT's civil servants, managers of Science and Technology Parks and relevant local players.**
- Second day: Diagnostic **presentation** (items 3.2.10 to 3.2.18; and 3.2.18 to 3.2.20) and **presentation** and **validation** of the Strategic Plan of Qualification of the Program for Support to Technology Poles (item 3.3.2) and of the Action Plans for Technology Poles (item 3.3.5), having as target public **SCIT's civil servants, managers of Technology Poles and relevant local players.**

For such workshops, the consultant should adopt a work methodology that allows the participants to know the information contained in the study and validate strategic planning and action plans, aiming at developing consensus about innovation in the state and strengthen PCTs and Technology Poles systems. The proposal of methodology for such events should be presented and approved in meeting between the consultants and SCIT's team for its realization. The workshops should be carried out by the coordinator and, at least, two other members of the consultant's key team. The place for the realization of these workshops will be defined by articulation of SCIT with PCTs and other Technology Poles, without any cost for the consulting firm. The consultant should provide a synthetic document, folder, notepad and ballpoint pen for each participant of the event, as well as use a banner referring to the PCT Program and other one referring to the Technology Poles Program in the workshops. These workshops will be administered for approximately 500 people, between SCIT's civil servants, PCTs' and Technology Pole's managers and relevant local players. The consultant is in charge of providing dissemination materials for the target public previously to the event.

The consultant should deliver to the Secretariat, for each workshop carried out, a printed and a digital report containing photos of the workshops, attendance register, evaluation of the workshop by the participants, Power Point presentation and copy of the synthetic document used in the event.

3.5 ACTIVITY 5: Develop a project management methodology, customize software and build capacity for its use.

3.5.1 The firm should develop a software based project management methodology, customize its use and validate the tool by SCIT. The projects to be managed are those developed by PCT and Technology Poles that count on SCIT's resources. The tool should allow SCIT the technical, physical and financial monitoring of projects, enabling planning simplification and resources management.

3.5.2 – After validating the projects management methodology, the consultant should provide training for SCIT's team for using the projects management customized

software in classroom training for 22 civil servants, that should be carried out in two days, with a duration of 16 hours. SCIT will provide auditorium, water, coffee, notebook and projection screen for the capacity building workshop. The consultant should provide a booklet with all training content, equal in number to the civil servants summoned to participate in the training program.

The professional who will teach the course on the management tool should have expertise in the area for the transfer of information that will be addressed during the capacity building workshop.

3.6 ACTIVITY 6: Elaborate report

At the end of the activities, the consultant should deliver a final condensed document, in the form of booklet in A4 paper, that contains a synthesis of the research, information, analyses and conclusions regarding the study and other executed activities.

4. RESULTS, EXPECTED PRODUCTS AND TERMS

The expected products of such consulting service are summarized in the following charts. The contract term will be 330 days (11 months).

ACTIVITY	PRODUCTS	TERM	Percentage
1 – Elaboration of Work Plan	1.1 – Work Plan	Within 30 days after contract signing	5%
2 – Elaboration of Diagnostic	2.1 – Preliminary Diagnostic	Within 60 days after acceptance of product 1.1	10%
	2.2 – Diagnostic	Within 60 days after acceptance of product 2.1	15%
	2.3 – Presentation Workshop for PCTs' and Technology Poles' managers	Within 15 days after acceptance of product 2.2	5%
3 – Elaboration of Plans	3.1 – Strategic Plan of Qualification of State Program for Science and Technology Parks	Within 45 days after acceptance of product 2.2	10%
	3.2 – Strategic Plan of Qualification of the Program for Support to Technology Poles		
	3.3 – Action Plan for SCIT	Within 30 days after acceptance of products 3.1 and 3.2	20%
	3.4 – Action Plan for each PCT		
	3.5 – Action Plan for each Pole		
4 – Realization of workshops	4.1 – Presentation Workshop for SCIT	Within 15 days after acceptance of products 3.3, 3.4 and 3.5	5%
	4.2 – Presentation Workshops for SCIT, PCTs' managers and other relevant local players	Within 60 days after acceptance of product 4.1	15%
	4.3 – Presentation Workshops for SCIT, Technology Poles' managers and other relevant local players		
5 – Development of a project management methodology	5.1 – Methodology, software customization and capacity building	Within 45 days after acceptance of products 3.3, 3.4 and 3.5	10%
6 – Elaboration of report	6.1 – Final report	Within 15 days after acceptance of products 4.2 and 4.3	5%

PRODUCTS	FORTNIGHT																					
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
1.1 – Work Plan																						
2.1 – Preliminary Diagnostic																						
2.2 – Diagnostic																						
2.3 – Validation Workshops for PCTs' and Technology Poles' managers and SCIT's civil servants																						
3.1 – Strategic Plan of Qualification of State Program for Science and Technology Parks																						
3.2 – Strategic Plan of Qualification of the Program for Support to Technology Poles																						
3.3 – Action Plan for SCIT																						
3.4 – Action Plan for each PCT.																						
3.5 – Action Plan for each Pole																						
4.1 – Workshop for SCIT																						
4.2 – Validation Workshops for SCIT, PCTs' managers and other relevant local players																						
4.3 – Validation Workshops for SCIT, Poles' managers and other relevant local players																						
5.1 – Methodology, software customization and capacity building																						
6.1 – Final report																						

Products validation will be done by a team of SCIT's civil servants, linked to the technical area, who should analyze, evaluate and approve all products submitted by the consultant according to this TOR. One PCT's manager and one Technology Poles' manager will also be invited to take part in the evaluation. For *each product* made by the consultant and delivered to SCIT's technical team a *validation term* will be given within seven business days. The consultants may be summoned to a meeting in order to clarify some issues.

All products should be *made according to Brazilian National Standards Organization (Associação Brasileira de Normas Técnicas) – ABNT* and follow a standard methodology, thus allowing SCIT to monitor the progress of the study. The products should be delivered in Brazilian Portuguese, in the form of booklet in A4 paper, properly numbered, in ten printed copies and ten digital copies, according with the following format:

- Texts: MS Word® 2007 or later version;
- Worksheets, Charts and Tables: MS Excel® 2007 or later version;
- Figures in general: JPG, GIF or BMP;
- Presentations: MS PowerPoint® 2007 or later version.

Infographics should be in high resolution and allow printing and dissemination. The firm should deliver infographics on electronic media and two printed copies.

5. EXECUTION TERM

Specialized technical services, arising from the hiring of the consultant, should be concluded within 11 months, counted from the day of contract signing.

6. CONSULTING EXPENSES

The consultant is responsible for all its expenses.

7. TEAM SPECIFICATION

The consultant's key team should be formed by the following professionals, with at least the education and experience listed below:

- One special/coordinator consultant with university degree in Administration or Economy or Engineering or related areas, with Doctor or Master Degree, and at least 10 years experience, having developed, during such experience, projects in the areas of planning, management, regional development, innovation, science and technology.

- Two senior experts in one of the areas listed above, with university degree, Master degree and at least 5 years experience in regional projects elaboration.

The suggested support team is:

- Three senior experts in one of the areas listed above, with university degree and Post-Graduation and at least 5 years experience, preferably in the areas related to the project themes.

- One senior expert in systems analysis, with university degree and at least 5 years experience in project management software solutions.

8. INPUTS PROVIDED BY THE CONTRACTOR

SCIT will make available all internal documents and data base of the Program for Support to Technology Poles and of the State Program for Science and Technology Parks requested by the consulting firm, that are related to the study scope. For the collection of data in internal documents, SCIT will provide one technician of its PCT team and one technician of its Technology Poles team to help the consultants. If necessary, SCIT will provide a computer during the data collection.

The activities of the hired consulting firm that require the presence of civil servants or consultation of documents that are not subject to copy or physical withdrawal should: (1) be made in SCIT's headquarters or in a place defined by SCIT; (2) during Secretariat's office hours (from 08:30 to 12:00 and from 13:30 to 18:00); and (3) in Brazilian Portuguese.

9. CONSULTING FIRM MANAGEMENT

Once the products are received, they will be submitted to the analysis of the secretariat's technical team for approval and criticism. The term for analysis is seven business days. Products received with criticism, once reviewed and submitted again, will be subject to new analysis and new term of seven business days.

The meetings between the coordinator and SCIT's team will be monthly and on-site in SCIT. Each product must be approved at a meeting with SCIT's team. One PCT's manager and one Technology Poless manager will also be invited to take part in the evaluation.

Annex 1 – Technology Poles

POLE	EXECUTING UNIT	OPERATION AREAS
FRONTEIRA NOROESTE	UNIJUÍ	Metal Mechanics, Food Technology, Civil Construction
NOROESTE COLONIAL	UNIJUÍ	Agriculture and Livestock; Electro Electronics; Informatics; Metal Mechanics
CAMPANHA	URCAMP	Carbon Chemical and Mining; Agricultural and Livestock Technology; Agroindustry; Energy and Environment
FRONTEIRA OESTE	PUCRS II; URCAMP; FUNDAÇÃO MARONNA; ESCOLA AGROTÉCNICA FEDERAL DE ALEGRETE	Fish Farming in Rural Properties; Horticulture Cultivation Plasticulture; Dairy Basin Development
SERRA	UCS	Mechatronics and Quality (Metrology and Analysis); Furniture Industry; Agroindustry; Plastic
SUL	FURG	Fishery
	UFPEL	Food
	UCPEL	Industrial Modernization
ALTO JACUÍ	UNICRUZ	Agriculture and Livestock Biotechnology.
VALE DO TAQUARI	UNIVATES; UFRGS; CIENTEC	Food Industrial Production Modernization and Improvement
VALE DO RIO PARDO	UNISC	Foods; Materials; Environment; Health; Information Technology; Biotechnology
CENTRO	UFSM; URI SANTIAGO	Industrial Agriculture and Livestock; Engineering; Health
MÉDIO ALTO URUGUAI	URI FREDERICO WESTPHALEN	Agroindustry; Agriculture and Livestock; Mineralogy
NORTE	URI ERECHIM	Agriculture and Livestock; Food Technology; Energy and Environment; Industrial Development
PRODUÇÃO	UPF	Food; Metal Mechanics
MISSÕES	URI SANTO ÂNGELO	Projects and Products Engineering; Energy and Environment; Industrial information Processes; Agriculture and Livestock Diversification; Industrial Quality
CENTRO-SUL	FACULDADE DE FORMAÇÃO DE PROFESSORES E ESPECIALISTAS DE EDUCAÇÃO; FACCAT; ULBRA	Agroindustry
PARANHANA	FACCAT	Environment; Automation; Informatics
NORDESTE	UPF; UCS; URI ERECHIM	Agroindustry; Agriculture and Livestock; Transformation Industry; Environment
VALE DO RIO DOS SINOS	UNISINOS; UERGS; FEEVALE; UNILASALLE; ESCOLA TÉCNICA LIBERATO SALZANO VIEIRA DA CUNHA	Automation and Informatics; Environment and Biotechnology; Leather and Footwear; Agriculture and Livestock and Agroindustry; Design; Energy and Telecommunications
LITORAL NORTE	ULBRA TORRES; UERGS CIDREIRA; UFRGS IMBÉ; UNISC CAPÃO DA CANOA; FEPAGRO; FACOS	Agriculture and Livestock; Agroindustry; Knitting and Clothing Industry; Furniture Industry; Environment; Fishery and Aquaculture; Information Technology;

POLE	EXECUTING UNIT	OPERATION AREAS
		Scientific and Technologic Support to Tourism
CAMPOS DE CIMA DA SERRA	UCS; UERGS; FEPAGRO	Agroindustry; Agriculture and Livestock; Industrial Development; Tourism; Environment
VALE DO CAÍ	UCS; UNISC	Ceramics; Flower Culture; Furniture Industry; Renewable Fuels (Charcoal)
VALE DO JAGUARI	URI SANTIAGO	Agriculture and Livestock and Agroindustry; Agriculture Engineering and Forest Engineering; Architecture and Furniture Industry; Information Technology; Health; Tourism
RIO DA VÁRZEA	UFSM;CESNORS; UPF CAMPUS SARANDI	Agriculture and Livestock, Agroindustry, Food and Textile
ALTO DA SERRA DO BOTUCARAÍ	UPF	Stones, Gems and Jewelry; Agriculture and Livestock and Food; Tourism
CELEIRO	NO POLE	NO POLE
HORTÊNSIAS	NO POLE	NO POLE
JACUÍ CENTRO	NO POLE	NO POLE
METROPOLITANO DELTA DO JACUÍ	NO POLE	NO POLE

Annex 2 – Science and Technology Parks

PARKS	EXECUTING UNIT	OPERATION AREAS
SCIENCE AND TECHNOLOGY PARK OF RIO GRANDE DO SUL CATHOLIC UNIVERSITY (*PARQUE CIENTÍFICO E TECNOLÓGICO DA PONTIFÍCIA UNIVERSIDADE CATÓLICA DO RIO GRANDE DO SUL*) – TECNOPUC	PUCRS	ICT; Electronics; Energy and Environment; Biological and Health Sciences and Biotechnology; Creative Industry
TECHNOLOGY PARK OF SÃO LEOPOLDO (*PARQUE TECNOLÓGICO DE SÃO LEOPOLDO*) – TECNOSINOS	UNISINOS	IT and Automation and Engineering; Communication and Digital Convergence; Functional Food and Nutraceutics; Socioenvironmental Technologies and Energy
SCIENCE AND TECHNOLOGY PARK OF VALE DOS SINOS (*PARQUE CIENTÍFICO E TECNOLÓGICO DO VALE DOS SINOS*) – VALETEC	VALETEC Association (Municipal Government and FEEVALE)	TIC; Automation; Technology of Materials; Design; Telecommunications, Technology in Environmental Quality; Energy; Medicine and Cosmetics
REGIONAL SCIENCE AND TECHNOLOGY PARK (*PARQUE CIENTÍFICO E TECNOLÓGICO REGIONAL*) – TECNO-UNISC	UNISC	Oil Chemistry and Biotechnology; Environmental Technology; ICT
SCIENCE AND TECHNOLOGY PARK OF VALE DO CAÍ (*PARQUE CIENTÍFICO E TECNOLÓGICO DO VALE DO CAÍ*)	UCS	Ceramics, Fruit Culture, Flower Culture and Food
SCIENCE AND TECHNOLOGY PARK OF VALE DO TAQUARI (*PARQUE CIENTÍFICO TECNOLÓGICO DO VALE DO TAQUARI*) – TECNOVATES	UNIVATES	Food and Environment
SCIENCE AND TECHNOLOGY PARK OF FEDERAL UNIVERSITY OF RIO GRANDE DO SUL (*PARQUE CIENTÍFICO E TECNOLÓGICO DA UFRGS)*	UFRGS	Engineering, Chemistry, ICT; Biotechnology; Geosciences; Agronomy
SCIENCE AND TECHNOLOGY PARK OF PLANALTO MÉDIO (*PARQUE CIENTÍFICO E TECNOLÓGICO DO PLANALTO MÉDIO)*	UPF	IT/Software, Food, Metal Mechanics, Biotechnology, Energy (Biofuels), Health
SCIENCE AND TECHNOLOGY PARK OF THE OCEAN (*PARQUE CIENTÍFICO E TECNOLÓGICO DO MAR*) – OCEANTEC	FURG	Logistics, Naval e Offshore; Coastal and Port Works; Biotechnology and Energy
SCIENCE AND TECHNOLOGY PARK OF PAMPA (*PARQUE CIENTÍFICO E TECNOLÓGICO DO PAMPA*) – PAMPATEC	UNIPAMPA	ICT/Software; Engineering: Agronomy; Renewable Energy; Food; Forest Chemistry
TECHNOLOGY PARK OF LUTHERAN UNIVERSITY OF BRAZIL (*PARQUE TECNOLÓGICO DA ULBRA*) – ULBRATECH	ULBRA	ICT; Environment and Energy; Biotechnology; Health
SCIENCE AND TECHNOLOGY PARK (*PARQUE CIENTÍFICO E TECNOLÓGICO*) – TECNOSUL	Pelotas Municipal Government	IT; Design; Medical Equipment and Solutions; Biotechnology and Energy

PARKS	EXECUTING UNIT	OPERATION AREAS
TECHNOLOGY PARK OF SANTA MARIA (*PARQUE TECNOLÓGICO DE SANTA MARIA*) – SANTA MARIA TECNOPARQUE	Santa Maria Municipal Government, UNIFRA, ULBRA e UFSM	IT; Electro Electronics; Nanotechnologies; Drugs and Biotechnology; Defense Area; Oil, Gas and Energy
CANOAS INNOVATION PARK (*PARQUE CANOAS DE INOVAÇÃO*) – PCI	Canoas Municipal Government	Biotechnology, Logistics and Intermodal Transport, Green Economy, Avionics and Naval Technologies, and ICT
SCIENCE AND TECHNOLOGY PARK OF THE INTEGRATED REGIONAL UNIVERSITY OF ALTO URUGUAI AND MISSÕES (*PARQUE CIENTÍFICO E TECNOLÓGICO DA* URI)	URI	Agroindustry; ICT; Environment