



RIO GRANDE DO SUL STATE GOVERNMENT
SECRETARIAT OF INFRASTRUCTURE AND LOGISTICS

PROGRAMA PROREDES BIRD - RS

TERM OF REFERENCE

TERM OF REFERENCE FOR HIRING CONSULTANT SERVICES AIMING AT DEFINING, ELABORATING AND IMPLEMENTING A STRATEGIC MANAGEMENT PROGRAM FOR THE AUTONOMOUS DEPARTMENT OF ROADS (*DEPARTAMENTO AUTÔNOMO DE ESTRADAS DE RODAGEM - DAER*), COMPRISING STRATEGIC PLANNING, ORGANIZATIONAL MODELING AND HUMAN RESOURCES MANAGEMENT PLAN

Porto Alegre



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STRATEGIC MANAGEMENT PROGRAM

TERM OF REFERENCE

1. INTRODUCTION

The Autonomous Department of Roads (*Departamento Autônomo de Estradas de Rodagem - DAER*), an autonomous department of Rio Grande do Sul State, since its creation, along different administrations, has been undergoing continuous processes of disruption and lack of cohesion, in the administrative, organizational, strategic planning and human resources management areas. Starting from the assumption that this autonomous public institution is in urgent need of implementing instruments, techniques and tools that make effective the results and processes of work, the implementation of an strategic management program, with a monitoring and evaluation system, meets such demand.

2. HIRING OBJECTIVE

This Term's objective is hiring specialized consultancy in order to define, elaborate and implement a **STRATEGIC MANAGEMENT PROGRAM** for the **Autonomous Department of Roads (*Departamento Autônomo de Estradas de Rodagem - DAER*)**, comprising strategic planning, organizational modeling and plan of human resources management, thus creating the documents and systems required for the diagnostic and implementation of policies, practices, methodologies and processes of work focused on the achievement of results.

3. JUSTIFICATION

The continuous processes of disruption and lack of cohesion of DAER, in its administrative, organizational, function chart, strategic planning and human resources management areas, along different administrations, have been jeopardizing the development of the main function of this State entity, i. e., the one of being in charge of the road transportation management in Rio Grande do Sul State. Therefore, it is necessary the promotion of actions aiming the institutional modernization of DAER envisaging to strengthen its capacity for rendering qualified services that involve the improvement of the network integration for minimizing regional inequalities.



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4. PRODUCTS AND ACTIVITIES

The products, object of this Term of Reference, shall be delivered by the Consultant in conformity with the respective specifications contained in this Term of Reference, and dully evaluated by the Contractor.

4.1. PRODUCT 1 - WORK PLAN

4.1.1. Composition of Product 1: The Consultancy shall present a Work Plan containing stages, activities and subsequent products in detail (Proposals), the adopted methodology, as well as suggestion of physical schedule that show the duration and connection of the Products development. The Report shall be supported by graphs, tables, statistics and data, as well as contain bibliographic and conceptual references used.

4.1.2. Presentation of Product 1: it shall consist of a report that follows the specific standardization for this type of document, according to Brazilian National Standards Organization (*Associação Brasileira de Normas Técnicas*) – ABNT.

4.2. PRODUCT 2 - STRATEGIC PLANNING

Product 2 comprises definition, elaboration, development and implementation of strategic planning of DAER.

4.2.1. Specific Objectives

- Conduct awareness events with managers and civil servants
- Train the group of facilitators/internal consultants that shall support works
- Elaborate the Strategic Plan, as well as its detailing in Action Plan and annual Guidelines
- Implement effective monitoring of action and indicators required to the measurement of performance of such Plans
- Conduct event for plan monitoring (actions) and event for evaluation and revaluation of the Strategic Planning, in order to close the PDCA Cycle
- Implement a system to support strategic planning



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4.2.2. Expected Results

- Greater involvement of process managers and civil servants in general in the use of management tools, monitoring and control of strategic actions, including the Strategic Map and Institutional Performance Indicators.

4.2.3. Composition of Product 2

The execution of Product 2 shall be made by means of the following subproducts and activities:

- I. Awareness events conducted
 - a. Structure and coordinate awareness event with Managers
 - b. Structure and coordinate general awareness event

- II. Report of the Institutional Diagnostic presented
 - a. Provide training in the methodology of elaboration of the Strategic Planning
 - b. Identify Opportunities and Threats
 - c. Identify Strengths and Weaknesses
 - d. Identify historical organization of DAER
 - e. Consolidate internal and external scenario

- III. Strategic Plan presented and validated
 - a. Elaborate strategic reference (business, mission, vision and values)
 - b. Define strategic issues
 - c. Define strategic objectives
 - d. Define performance indicators
 - e. Feed and promote the use of the "Planning Support System"

- IV. Annual Plan of Guidelines and Action Plan presented
 - a. Provide training in the stages of detailing of the Strategic Planning into Annual Plans
 - b. Elaborate Annual Plan of Guidelines
 - c. Detail the guidelines into Action Plan
 - d. Feed and promote the use of the "Planning Support System"
 - e. Promote the Dissemination of the Plans

- V. Training events conducted and Monitoring Plan
 - a. Give training in monitoring and evaluation methods
 - b. Give training in the systematic of elaboration and maintenance of indicators
 - c. Elaborate Monitoring and Evaluation Plan (Indicators of results and monitoring of actions)
 - d. Feed and promote the use of the "Planning Support System"

- VI. Seminars conducted and Reports presented
 - a. Conduct seminars



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b. Present reports of evaluation and revaluation of the Plans

VII. System of Strategic Planning Management and Monitoring

- a. Project, develop and implement the System, in compliance with computing technical standards adopted at DAER
- b. Train teams to use the system (minimum of 40 hours)
- c. Orient the input of information in the System
- d. Transfer technology, knowledge and documentation to DAER's computing area, required for the System's maintenance and support.

4.2.4. Relevant information for development of Product 2:

a) The System of Strategic Planning Management and Monitoring shall have characteristics adequate for the deployment and monitoring of planning, thus allowing linking the operation with the strategy and detailing of plans for the whole organization, keeping information required to all stages described below: definition of strategic reference; strategy formulation; strategy implementation; control of strategy implementation and management evaluation. The System shall enable record, edition, exclusion, consult and issuing of reports containing the following information.

b) The Strategic Reference shall present organizational identity, including information on the organizational mission, vision and values and other relevant information.

c) For the Formulation and Implementation of the Strategy the following shall be presented: diagnostic of the environment, strengths, weaknesses, threats and opportunities (SWOT - tool used for analysis of scenario or analysis of environment); elaboration of strategic map, definition of indicators, goals and initiatives; perspectives, already established (such as Logical Framework and Perspectives in Total Quality). The system shall enable that sets are created, edited or excluded.

d) Information about Implementation and Strategic Evaluation – the Indicators that will measure the results of goals, initiatives, expected results and others required to a good control of the strategy; possibility of including dates regarding the same indicator in order to create a history thereof, with possibility of generating graphs of such indicators; balancing between objectives, expected results and indicators, enabling the record of weights for each objective, result and indicator by attributing a total amount of points at user's criteria; balancing between programs and their actions/subtasks, enabling the record of weights for each program, action and subtask by attributing a total amount of points at user's criteria; programs that shall be associated to each of the expected results, enabling the detailing in a work plan, its actions, tasks and respective physical schedules, as well as indicators of execution; and several indicators and other information required to the construction of the “Quarterly Activities Report” and “Annual Activities Report”.



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4.2.5. Presentation of Product 2: it shall consist of 06 (six) Reports that shall follow specific standards for this type of document, according to ABNT:

(i) Report in two parts: Part 1 – presentation of the results of the structuring and coordination of the awareness events conducted; and Part 2 - Content developed during the training events in strategic planning and selection of indicators. This Report shall contain copy of the attendance list of DAER's participants in case of face-to-face activities as well as of their certificates.

(ii) Report on Institutional Diagnostic.

(iii) Strategic Plan.

(iv) Report on the Training events conducted and on the Monitoring and Evaluation Plan presented.

(v) Report on the Seminars conducted and Monitoring Reports presented.

(vi) Report presenting the System of Strategic Planning Management and Monitoring implemented.

4.3. PRODUCT 3 –ORGANIZATIONAL MODELING

Product 3 comprises alignment between the strategy (group of purposes and results aimed) defined in product 2 and its essential elements: processes of work (structured set of actions that generate products/services), structure (hierarchical arrangement of organizational units) and people (staffs that work on processes and their competences).

- Identification and mapping of work processes of DAER, regarding middle and end areas, comprising capital and interior, with civil servants responsible for the processes;
- Analysis and redesign of such processes aiming greater agility and efficiency in the achievement of strategic objectives;
- Elaboration of performance indicators;
- Elaboration of a rational and efficient organizational structure based on the redesigned processes;
- Quantity/quality dimensioning of staff, that promotes the smooth operation of these processes.



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4.3.1. Specific Objectives

- Conduct awareness events for managers and civil servants about the new “modus operandi”;
- Implement redesigned work processes, making required alignments;
- Implement performance indicators regarding each process;
- Train in the new systematic the whole group of civil servants involved in each process;
- Structure and implement an integrated information system with insertion of data, monitoring and evaluation of the development and efficiency of actions/activities, by means of a processes management program (work routines).

4.3.2. Expected Results

- Implement a systematic for redesign work processes, measuring their performance, that enables the use of activities and routines for a better fulfillment of DAER's strategic objectives, as well the constant review of its organizational structure.

4.3.3. Composition of Product 3

The execution of Product 3 shall be done by means of the following subproducts and activities:

- Elaboration of organizational Diagnostic with maps of work processes assessed - “how it is”:
- Redesign of maps of processes, definition of indicators and staff dimensioning, elaboration of manual of procedures– “how it shall be”;
- Plan for implementation of redesigned processes;
- Organizational Structure Defined, according to work processes, with draft of statutes and plan for implementation,
- Deployment of organizational structure with reallocation of human resources,
- Implementation of redesigned work processes and training of civil servants in the new systematic (with a workload of at least 40 hours); monitoring, evaluation of implemented actions and adjustments.

4.3.4. Presentation of Product 3: it shall consist of 06 (six) Reports that follow specific standards for this type of documentation, according to ABNT:

- (i) Report on the Organizational Diagnostic containing Maps of Work Processes assessed - “how it is”:
- (ii) Report containing the redesign of the maps of processes, definition of indicators and dimensioning of human resources and Procedures Manual – “how it shall be” and Plan of implementation of redesigned processes;
- (iii) Report presenting the organizational structure, with a draft of the statutes and implementation plan;
- (iv) Report presenting the deployment of the organizational structure with reallocation of human resources;
- (v) Report presenting the methodology for the implementation of redesigned work processes and training of civil servants in the new systematic;



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(vi) Report presenting the monitoring methodology and evaluation of implemented actions and adjustments.

4.4. PRODUCT 4 – GESTÃO DE PESSOAS

Product 4 involves definition, elaboration and implementation of a strategic plan of human resources management for DAER.

4.4.1. Specific Objectives

- Conduct awareness events for managers and civil servants;
- Train the group of facilitators/internal consultants that shall support works;
- Elaborate the Human Resources Management Plan;
- Conduct event for plan monitoring and evaluation;
- Transform the area of human resources in human resources management focused on competences;
- Develop competences that aggregate professional value and recognition;
- Identify and potentiate the existing talents in the organization and allocate civil servants based on professional and managerial competences;
- Align the human resources management program with the strategic plan of the institution and develop a culture oriented to results;
- Promote motivation and commitment;
- Modernize human resources management practices;
- Stimulate team work and organizational learning;
- Integrate the units in charge of human resources management.

4.4.2. Expected Results

- Implement a model of Human Resources Management by competences, that enables direct the focus, concentrate energies, and promote actions that meet DAER's strategic objectives.

4.4.3. Composition of Product 4

The execution of Product 4 shall be done by means of the following subproducts and activities:



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I. Elaboration of diagnostic

- a. Conduct event of general awareness;
- b. Analyze the human resources environment, assessing the civil servants' profile and existing functional attributions;
- c. Conduct research on organizational climate, based on the following criteria: Leadership, Strategies and Plans, Information and Knowledge, Human Resources;
- d. Map, evaluate, adequate and propose institutional, functional and human resources competences.

II Strategic Plan of Human Resources Management elaborated

- a. Define policies and model of human resources management by competences, aligned with the objectives of the Strategic Plan;
- b. Elaborate strategic reference, comprising performance management, competences management and changes management;
- c. Define strategic objectives;
- d. Define performance indicators;
- e. Feed and promote the use of the "System of Support to Human Resources Management";
- f. Train the group of human resources management in management by competences and performance evaluations by hierarchic superior and by direct internal clients;
- g. Propose review of the training matrix according to the identified required competences.

NOTE: The elaboration of the human resources diagnostic is a pre-requisite for the deployment of the organizational structure with human resources reallocation – item of Product 3.

4.4.4. Presentation of Product 4: it shall consist of 04 (four) Reports that shall follow specific standards for this type of documentation, according to ABNT:

- (i) Report presenting a diagnostic of DAER's human resources situation;
- (ii) Strategic Plan of human resources management.

4.5. PRODUCT 5 - MONITORING AND EVALUATION

Product 5 involves monitoring and evaluation of models, methods, systematic and actions deployed and implemented at DAER, due to the deployment and implementation of the Consultant's works, as well as suggestion of adjustments, whenever required.

4.5.1. Specific Objectives

- Monitor and evaluate the deployment and implementation of Products;



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- Conduct the adjustments required to the deployment and implementation of the Products, whenever required.

4.5.2. Expected Results

- Fully implement the Strategic Management Program of the Autonomous State Road Department (DAER), comprising strategic planning, organizational modeling and the plan for human resources management.

4.5.3. Composition of Product 5

The execution of Product 5 shall be done by monthly meetings for monitoring and evaluating the deployment and implementation of the products, as well as for proposition of adjustments, whenever required.

4.5.4. Presentation of Product 5: it shall consist of 01 (one) Report that follow specific standards for this type of documentation, according to ABNT:

- (i) Final Report - compiled report containing all documentation regarding services rendered, comprising products accepted and the reports on monitoring and evaluation actions that shall also contain, whenever required, the adjustments due to the deployment and implementation of the Products.

5. EXECUTION TERM

The execution term of the consulting works shall be 18 (eighteen) months, according to the following schedule:



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PRODUCTS	SUBPRODUCTS	MONTH																	
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1 - WORK PLAN	1. Submission of Work Plan																		
2. STRATEGIC PLANNING	2.Report:																		
	2.1 Presentation of structuring results and of coordination of awareness events conducted																		
	2.2 Presentation of the content to be developed in the trainings in strategic planning and selection of indicators																		
	3-Report on the Institutional Diagnostic presented																		
	4- Strategic Plan presented and evaluated																		
	5-Report on the trainings conducted and Monitoring and Evaluation Plan presented																		
	6-Seminars conducted and Monitoring reports presented																		
3.ORGANIZATIONAL MODELING	7-System of Strategic Planning Management and Monitoring implemented																		
	8 - Report on the Diagnostic presented with Maps of processes assessed - "how it is"																		
	9 - Maps of processes redesigned, indicators and dimensioning of human resources defined, manuals of procedures elaborated, implementation plan presented – "how it shall be"																		
	10 - Organizational structure defined according to work processes, with draft of statutes and implementation plan presented.																		
	11 - Deployment of the Structure with reallocation of human resources																		
	12 - Implementation of work processes redesigned and training of civil servants in the new systematic																		
	13 –Report on the human resources diagnostic presented																		
4. HUMAN RESOURCES MANAGEMENT	14 - Strategic Plan of Human Resources Management elaborated																		
	15 - Monitoring, Evaluation of actions and adjustments implemented																		
5. MONITORING	16. Compiled report containing all documentation of services rendered																		
	17 - MonitoriNG, Evaluation and adjustments implemented																		
	18. Compiled Report containing all documentation of services rendered																		



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6. PRESENTATION OF PRODUCTS

All works conducted by the hired firm shall be developed in order to enable technology transfer and procedures required for the continuity of implemented actions, both for the technicians of the area of projects and works, as for those that work with concessions, transports or administrative area, and shall be executed in an interactive and participatory manner with the agents involved in the process.

The execution of works shall be carried out by the hired firm and monitored by a representative assigned by DAER to supervise the Contract execution, comprising direct participation, during all stages, of the technicians assigned by DAER.

The hired firm shall submit to DAER's representative, at the conclusion of works, report containing all documentation regarding the services rendered, propositions of strategic planning, organization and function chart of the Autonomous Department, main impediments, opportunities of improvements envisioned and suggestions of next steps.

All documentation produced shall be of exclusive ownership of DAER, and shall be submitted in three printed copies and three digital copies, without protection of password or any other means that restricts access to data, texts, amounts or formulas, within the terms set forth in the project schedule.

The Reports shall be supported by graphs, tables, statistics and data, as well as contain indication of bibliographic and conceptual references used.

6.1 General Requirements

a) Seminars, workshops, speeches or any other event in which a significant number of managers and/or civil servants must be gathered, shall be programmed by the consultant firm and DAER's Representative with the General Director of DAER, at least two weeks before the event. Seminars shall be coordinated and conducted by the consultants integrating the Key Team of the Hired Firm.

b) Training processes shall be conducted in DAER's facilities, for the whole group of facilitators/internal consultants, having as minimum requirements: contents shall be adequate for civil servants to know concepts and techniques required to the elaboration and maintenance of the strategic plan and of annual plans; and also for them to know the concepts and techniques required to the redesign of processes, and elaboration and maintenance of indicators and/or other monitoring tools;

c) Contents of training courses shall be previously presented and approved by the Contractor;

d) The hired firm shall conduct at least one seminar for monitoring of plans' execution;

e) The hired firm shall conduct one seminar for evaluation and review of the Strategic Plan.



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6.2. Information Tools

- a) For the implementation of the PROGRAM OF HUMAN RESOURCES MANAGEMENT, the consultants shall analyze the existing systems and other technological tools already existing in DAER, in order to potentiate their use.
- b) For the implementation of the STRATEGIC PLANNING, the consultants shall develop and deploy the System of Strategic Planning Management and Monitoring.
- c) For the implementation of the ORGANIZATIONAL MODELING, the consultants shall acquire and/or hire software solutions that may promote better results in the process of implementation of Redesign of processes, Project Management and Human Resources Management, these will have technical and financial feasibility analyzed by DAER's General Board of Directors. Such tools may not be claimed as impediments for the execution of services, being only indicative of process improvement.
- d) Software solutions used by the consultants for the production of texts, spreadsheets, presentations and other support documents, that will be delivered to the contractor, shall be compatible with those already in use at DAER, in order not to create any incompatibility and/or difficulty in further use of such documents.

6.3. Confidentiality

Hiring shall be protected by reciprocal confidentiality, comprising any information and data, commercial, industrial or technical projects, etc., regarding businesses existing or being developed by the parties. Also, data, texts, mail and information disclosed orally, materially or visually by DAER, and that indicate to have such nature, shall be considered confidential information, regardless of the media by which they are transmitted.

7. PAYMENT

Payment will be effected according to the **PHYSICAL-FINANCIAL SCHEDULE**, with the effective delivery of **PRODUCTS** and in the informed percentages, upon approval of the Contractor.

Payments will be done in installments, as follows:

1st installment - in the amount equivalent to 5% of the total amount - after approval of the Work Plan.

2nd installment - in the amount equivalent to 5% of the total amount – after approval of the Report containing the presentation of the results of the structuring and of the coordination of the awareness events; and of the content and results of the training events developed in strategic planning and selection of indicators.

3rd installment - in the amount equivalent to 5% of the total amount – after approval of the Report containing the institutional diagnostic.

4th installment - in the amount equivalent to 5% of the total amount – after approval of the Strategic Plan.



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5th installment - in the amount equivalent to 5% of the total amount – after approval of the Report on the training events effected and of the Monitoring and Evaluation Plan presented.

6th installment - in the amount equivalent to 5% of the total amount – after approval of the Report presenting the results of the Seminars conducted and of the Monitoring Reports presented.

7th installment - in the amount equivalent to 5% of the total amount – after approval of the Report presenting the System of Strategic Planning Management and Monitoring.

8th installment - in the amount equivalent to 5% of the total amount – after approval of the Report on the organizational Diagnostic with the Maps of Work Processes assessed.

9th installment - in the amount equivalent to 5% of the total amount – after approval of the Report containing the redesign of processes maps, definition of indicators and human resources dimensioning.

10th installment - in the amount equivalent to 10% of the total amount – after approval of the Procedures Manual and of the Plan of implementation of the redesigned Processes.

11th installment - in the equivalent amount of 5% of the total amount – after approval of the Report presenting the organizational structure, with draft of statutes and implementation plan.

12th installment - in the amount equivalent to 5% of the total amount – after approval of the Report presenting the deployment of the organizational structure with human resources reallocation.

13th installment - in the amount equivalent to 5% of the total amount – after approval of the Report presenting the methodology for the implementation of redesigned work processes and training of civil servants in the new systematic.

14th installment - in the amount equivalent to 5% of the total amount – after approval of the Report presenting the methodology for the monitoring and evaluation of implemented actions and adjustments.

15th installment - in the amount equivalent to 10% of the total amount – after approval of the Report presenting the diagnostic on the status of DAER's human resources.

16th installment - in the amount equivalent to 10% of the total amount – after approval of the Strategic Plan for human resources management.

17th installment - in the amount equivalent to 5% of the total amount – after approval of the Final Report.

8. TEAM SPECIFICATION

8.1 Key Team

The Consultant's key team shall be formed by the following professionals, with minimum formation and experience:

- (01) Special Consultant (a), with Doctor Degree in Administration, with minimum experience of 15 (fifteen) years in the area of Organization, Systems, Methods and Processes (O&M) with,



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at least, five years of practical experience in the development of strategic planning processes; standards and procedures documentation; and human resources management for public institutions (Public Companies, Autonomous Departments, State Secretariats, Foundations).

- (01) Senior Consultant, with Master Degree in the area of Strategic Planning, with minimum experience of eight years, with at least five years experience in Administration/Public Management (Public Companies, Autonomous Departments, State Secretariats, Foundations).
- (01) Senior Consultant, with Master Degree in the area of Organization, Systems, Methods and Processes (O&M) with minimum experience of eight years in the area of Organization, Systems, Methods and Processes (O&M) with, at least five years experience in Administration/Public Management (Public Companies, Autonomous Departments, State Secretariats, Foundations).
- (01) Senior Consultant, with Master Degree in the area of Human Resources Administration or Human Resources Management, with minimum experience of eight years in the area of Human Resources Administration or Human Resources Management, with at least five years experience in Administration/Public Management (Public Companies, Autonomous Departments, State Secretariats, Foundations).
- (01) Senior Consultant, with Master Degree in the area of System Analysis with minimum experience of eight years in the area system analysis and software development, with at least five years experience in Administration/Public Management (Public Companies, Autonomous Departments, State Secretariats, Foundations).
- (01) Senior Consultant with Master Degree in Education, focused on the field of Organizational/Corporate Capacity Building, Training, Qualification and/or Professional Formation, with minimum experience of eight years in the area, with at least five years of proven experience in superior teaching.

8.2 Support Team

- **(02)** Mid-level Consultants, with Specialization in the area of Strategic Planning and minimum experience of five years, with at least two years experience in Administration/Public Management (Public Companies, Autonomous Departments, State Secretariats, Foundations).
- **(02)** Mid-level Consultants, with Specialization in the area of Organization, Systems, Methods and Processes (O&M) with minimum experience of five years in the area of Organization, Systems, Methods and Processes (O&M) with, at least, two years experience in Administration/Public Management (Public Companies, Autonomous Departments, State Secretariats, Foundations).
- **(02)** Mid-level Consultants, with Specialization in the area of Human Resources Administration or Human Resources Management, with minimum experience of five years in the area of Human Resources Administration or Human Resources Management, with at least



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two years experience in Administration/Public Management (Public Companies, Autonomous Departments, State Secretariats, Foundations).

9. EXPENSES

All consultancy expenses shall be entirely covered by the contracted.

10. AVAILABLE INPUTS

The following items shall be made available for the execution of activities by the Consultant:

- A. Legislation regarding DAER;
- B. Manuals informally and formally elaborated by DAER from 1980 to 2012;
- C. Products of Previous Consultancies (Manuals, PPT, Reports, Projects);
- D. The services described shall be rendered at **DAER's** headquarters, located at Av. Borges de Medeiros 1.555, Porto Alegre (RS). During the works, **DAER's** Road Research Center (Centro de Pesquisas Rodoviárias - CPR), located at Av. Ipiranga 191, Porto Alegre (RS), shall be visited *in loco* by the hired consultant.
- E. **DAER** will provide, for the team of professionals of the hired firm, rooms and/or internal and external facilities, required for the execution of works, meetings, trainings and presentations.

11. CONSULTANCY MANAGEMENT

The hired firm shall take part of monthly meetings with the Client's representative and technical team, at DAER's headquarters in the execution of services.

The activities of the Hired Firm that require the presence of civil servants or consultation of documents that are not subject of copy or physical withdrawal from DAER's premises shall be done at the headquarters or a place defined by DAER's representative, in the municipality of Porto Alegre, during business hours and in Brazilian Portuguese.

The Contract Manager, for supervision purposes, shall be the General Director or Financial Administrative Director. Besides, a technical team will be formed, which will have the following attributions: (i) promote the flux of information required for the hired firm; (ii) intermediate all providences and conditions for the contract compliance by the consulting firm; and (iii) analyze the products for approval or criticism, the term of analysis being five business days. Products returned with criticism, once reviewed and again submitted shall be subject to new analysis and new term of five business days.

The hired firm shall be able to meet the direct requirements of its professionals and envisaging training events and presentations, supplying all computers, peripherals and audiovisual



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projection equipment to be used in the works, meetings and presentations that will take place at DAER.