

TERMS OF REFERENCE

Support the diagnosis and technical coordination for the Establishment of International Hub for Sustainable Development (HIDS)

**Brazil
IFD/CTI**

BR-T1430

Support for Establishing the University-Led International Hub for Sustainable Development (HIDS) in Campinas

1. Background and Justification

- 1.1 Established in 1959, the Inter-American Development Bank (IDB) is the main source of multilateral financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing member countries. The Inter-American Development Bank, through its Competitiveness and Innovation Division(IFD/CTI) promotes the creation and growth of dynamic firms in Latin American and Caribbean countries with the capacities and tools to innovate and compete in international markets. In addition, the CTI, together with the Housing and Urban Development Division(HUD) is supporting the establishment of the university-led International Hub for Sustainable Development (HIDS) in Campinas, Brazil. The HIDS includes elements of science technology and innovation (STI) parks, regional innovation ecosystem, innovation clusters in addition to the integration and innovation focused on network and public policies on education, health, art and culture in Unicamp¹, Campinas, Brazil. The HIDS aims (i) to support scientific and technological activities while integrating the university and technology campuses with the rest of the city of Campinas; (ii) to provide a regional development model boosting innovative and sustainable development in Campinas, Sao Paulo, based on international best cases; and (iii) to position itself as a leading innovation hub in Latin America to integrate scientific and technological knowledge to contribute to achieving the UN Sustainable Development Goals (SDGs).
- 1.2 University-led science and technology parks, as regional hubs for knowledge-based activities, can play an essential role in leading innovation, fostering R&D activities, enhancing regional competitiveness and contributing to local economic development through extensive interaction of innovation actors. In this case, universities would play a key role in creating and transferring knowledge, fostering talent and creating entrepreneurship opportunities. Since identified as spaces of knowledge creation as well as community building with different arrangements, public, private or mixed, science and

¹ Established in 1966, Universidade Estadual de Campinas (Unicamp) is a public university of Sao Paulo State, ranked as the best university in Latin America according to the World University Rankings of Times Higher Education.

technology parks promote small- and medium-sized businesses through its support infrastructure, create networks among the innovation actors to transfer innovative ideas, and generate quality jobs.

- 1.3 Located in the state of Sao Paulo, Campinas, also known as the Silicon Valley of Brazil, is an ideal city to catalyze sustainable development throughout the region based on key components: human and social capital, innovation, and spatial dynamics. The establishment of the HIDS is integrated with the City of Campinas' digital transformation process supported by the Bank through strengthening of the local innovation and entrepreneurship ecosystem. The city of Campinas approved its Strategic Master Plan in 2018, recognizing the area adjacent to Unicamp and CIATEC II² as a Strategic Development Pole. This area covers around 10 million m² and is home to several institutions and companies dedicated to research and innovation that closely interact with each other. Unicamp acquired 1.4 million m² in this area made up of several tracts of land including Fazenda Argentina. These green fields and their strategic location are prime for a bold project that (i) takes advantage of already established vocations in the region; (ii) integrates residential settlement, community and cultural facilities; and (iii) explores the opportunities related to the Sustainable Development Goals – more specifically, in an effort to establish uses in line with the precepts of sustainable cities and communities.
- 1.4 The objective of the Technical Cooperation is to develop a master plan, and to support the conceptualization and building of the strategic framework for the creation of the HIDS.

2. Consultancy objective(s)

- 2.1 The objective of the consultancy is to provide information necessary for the diagnosis of the current context of the HIDS and to support the technical coordination necessary for the Technical Cooperation of the Establishment of the International Hub of Sustainable Development (HIDS) as it involves various public and private institutional actors involved that require inter-institutional coordination effort.

3. Main activities

The selected firm shall perform the following activities:

- 3.1 Collect and provide information necessary for the diagnosis of the context of the HIDS
- 3.2 Support the technical coordination needed for development and establishment of International Hub of Sustainable Development
- 3.3 Contact and communicate with the various public institutions and private entities involved in the development of the HIDS as requested by the Steering Committee of the HIDS to obtain information, feedback and to ensure that the stakeholders are informed of the progress and activities of the HIDS
- 3.4 Assist the Steering Committee of the HIDS in coordinating and conducting the activities

² Technological Pole of Campinas (CIATEC II) was established to carry out R&D activities and to install itself to run business closely interacting with Unicamp and other university campuses in early 1980s.

- 3.5 Assist the Team Leader in planning of the activities, developing and writing documents and report and regularly report to the Team Leader regarding the progress of the activities in the HIDS and the TC
- 3.6 Organize, support and participate in Council meetings as well as biweekly Steering Committee meetings with the coordinators of the task force team
- 3.7 Devise minutes of all meetings conducted related to the HIDS and to circulate with the various institutions involved in the project of developing the HIDS
- 3.8 Monitor the progress of the activities of the Technical Cooperation by providing feedback and evaluation to the Team Leader and the steering committee of the HIDS ensure that the project progress complies with the project plan
- 3.9 Develop effective methodology for coordinating the various institutions involved
- 3.10 Develop and maintain records of the activities of the TC for the establishment of the HIDS
- 3.11 Support other consulting firms with the missions in Campinas as deemed necessary to carry out their consultancies and to organize the meetings
- 3.12 Coordinate all aspects of the TC of the HIDS and provide technical advice as appropriate
- 3.13 Perform miscellaneous related duties as assigned

4. Deliverables

The selected firm will be responsible for the following deliverables:

- 4.1 Deliverable 1: Work Plan. The work plan of the consultant should be developed in discussion and coordination with the Team Leader and the Steering Committee of the HIDS.
- 4.2 Deliverable 2: Quarterly report for the first quarter of 2020 that lists the project plan and activities conducted as well as the minutes of the inter-institutional meetings organized and conducted
- 4.3 Deliverable 3: Quarterly report for the second quarter of 2020 that includes detailed report of all activities conducted related to the HIDS as well as the minutes of the inter-institutional meetings organized and conducted
- 4.4 Deliverable 4: Quarterly report for the third quarter of 2020 that includes detailed report of all activities conducted related to the HIDS as well as the minutes of the inter-institutional meetings organized and conducted
- 4.5 Deliverable 5: Quarterly report for the last quarter of 2020 that details the project progress including all activities conducted against the project plan as well as the minutes of the inter-institutional meetings organized and conducted
- 4.6 Deliverable 6: Quarterly report for the first quarter of 2021 that includes detailed report of all activities conducted related to the HIDS as well as the minutes of the inter-institutional meetings organized and conducted
- 4.7 Deliverable 7: Quarterly report for the second quarter of 2021 that includes detailed report of all activities conducted related to the HIDS as well as the minutes of the inter-institutional meetings organized and conducted
- 4.8 Deliverable 8: Quarterly report for the third quarter of 2021 that includes detailed report of all activities conducted related to the HIDS as well as the minutes of the inter-institutional meetings organized and conducted
- 4.9 Deliverable 9: Quarterly report for the last quarter of 2021 that includes detailed report of all activities conducted related to the HIDS as well as the minutes of the inter-institutional meetings organized and conducted
- 4.10 Deliverable 10: Final report that details the project progress including all activities conducted against the project plan and plan for future activities

Every report must be submitted to the Bank in an electronic file. The report should include cover, main document, and all annexes. Zip files will not be accepted as final reports, due to Records Management Section regulations.

5. Supervision and Reporting

- 5.1 The consulting firm will be reporting to the Team Leader, Vanderleia Radaelli, Lead Specialist of the Competitiveness, Technology and Innovation division (IFD/CTI) for supervision of the consultancy, submission of the deliverables and the approval.
- 5.2 The consulting firm, the Steering Committee of the HIDS and the Team Leader will mutually agree upon the timeline of activities and the deliverable due dates with the Bank. It shall be the Consulting Firm's responsibility to ensure that the deliverables are submitted to the Bank according to the timeline.
- 5.3 All submissions will be reviewed by the Team Leader for approval. The Consulting Firm should address comments provided by the Team Leader for correction and revision for the deliverable to be accepted.

6. Characteristics of the Consultancy

- *Contract duration:* 24 months
- *Starting time:* February 2020
- *Place of Work:* Campinas, Brazil
- *Supervisor:* Vanderleia Radaelli, Science & Technology Lead Specialist, IFD/CTI

7. Qualifications

- 7.1 Team Composition: The team should demonstrate clear knowledge and experience in regional S&T policy and development, management and operation of innovation districts to implement the project deliverables. The team should have vast knowledge, experience and network in the area of Campinas and Sao Paulo to be able to coordinate the activities. The team must include at least one team leader that will be responsible for the overall supervision and coordination of the project activities, the management of the team, and will act as the primary contact for communications for the Steering Committee of the HIDS and the IDB. The team leader must have solid professional experience in innovation projects, technology management, innovation districts, STI policy development, urban planning, etc.

8. Schedule of Payments

Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required.

Payment Schedule	
<i>Deliverable</i>	%
1. <i>Contract Signing and upon reception and approval of Deliverable 1</i>	20%

2. <i>Upon reception and approval of Deliverable 2 & 3</i>	15%
3. <i>Upon reception and approval of Deliverable 4 &5</i>	15%
4. <i>Upon reception and approval of Deliverable 5 & 6</i>	15%
5. <i>Upon reception and approval of Deliverable 7 & 8</i>	15%
6. <i>Upon reception and approval of Deliverable 9 & 10</i>	20%
TOTAL	100%

TERMS OF REFERENCE

Consultancy for assessing and developing the legal framework of the Establishment of International Hub for Sustainable Development (HIDS)

**Brazil
IFD/CTI**

BR-T1430

Support for Establishing the University-Led International Hub for Sustainable Development (HIDS) in Campinas

1. Background

- 1.1 Established in 1959, the Inter-American Development Bank (IDB) is the main source of multilateral financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing member countries. The Inter-American Development Bank, through its Competitiveness and Innovation Division(IFD/CTI) promotes the creation and growth of dynamic firms in Latin American and Caribbean countries with the capacities and tools to innovate and compete in international markets. In addition, the CTI, together with the Housing and Urban Development Division(HUD) is supporting the establishment of the university-led International Hub for Sustainable Development (HIDS) in Campinas, Brazil. The HIDS includes elements of science technology and innovation (STI) parks, regional innovation ecosystem, innovation clusters in addition to the integration and innovation focused on network and public policies on education, health, art and culture in Unicamp³, Campinas, Brazil. The HIDS aims (i) to support scientific and technological activities while integrating the university and technology campuses with the rest of the city of Campinas; (ii) to provide a regional development model boosting innovative and sustainable development in Campinas, Sao Paulo, based on international best cases; and (iii) to position itself as a leading innovation hub in Latin America to integrate scientific and technological knowledge to contribute to achieving the UN Sustainable Development Goals (SDGs).
- 1.2 University-led science and technology parks, as regional hubs for knowledge-based activities, can play an essential role in leading innovation, fostering R&D activities, enhancing regional competitiveness and contributing to local economic development through extensive interaction of innovation actors. In this case, universities would play a key role in creating and transferring knowledge, fostering talent and creating entrepreneurship opportunities. Since identified as spaces of knowledge creation as well as community building with different arrangements, public, private or mixed, science and technology parks promote small- and medium-sized businesses through its support

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infrastructure, create networks among the innovation actors to transfer innovative ideas, and generate quality jobs.

- 1.3 Located in the state of Sao Paulo, Campinas, also known as the Silicon Valley of Brazil, is an ideal city to catalyze sustainable development throughout the region based on key components: human and social capital, innovation, and spatial dynamics. The establishment of the HIDS is integrated with the City of Campinas' digital transformation process supported by the Bank through strengthening of the local innovation and entrepreneurship ecosystem. The city of Campinas approved its Strategic Master Plan in 2018, recognizing the area adjacent to Unicamp and CIATEC II⁴ as a Strategic Development Pole. This area covers around 10 million m² and is home to several institutions and companies dedicated to research and innovation that closely interact with each other. Unicamp acquired 1.4 million m² in this area made up of several tracts of land including Fazenda Argentina. These green fields and their strategic location are prime for a bold project that (i) takes advantage of already established vocations in the region; (ii) integrates residential settlement, community and cultural facilities; and (iii) explores the opportunities related to the Sustainable Development Goals – more specifically, in an effort to establish uses in line with the precepts of sustainable cities and communities.
- 1.4 The objective of the Technical Cooperation is to develop a master plan, and to support the conceptualization and building of the strategic framework for the creation of the HIDS.

2. Consultancy objective(s)

The objective of the consultancy is to support the governance design of the HIDS as it involves various institutions from both the public and private sector that can provide the utmost level of efficiency and effectiveness in terms of the development and operation of the HIDS.

3. Main activities

The firm shall perform the following activities:

- 3.1 Conduct a comprehensive review of the current legal framework including all relevant laws, statues, regulations related to the respective roles and responsibilities of the similar regional innovation initiatives and that may be related to the development of the HIDS
- 3.2 Interview the stakeholders involved to gather information on their expectations of the HIDS and its governance
- 3.3 Review national and international best practices of effective governance model and business model for innovation districts, innovation hubs, and science and technology parks considering its advantages and disadvantages
- 3.4 Consider various governance models comparing the advantages and disadvantages taking the context of Campinas into account
- 3.5 Design institutional structure and arrangements of the management entity of the HIDS to clarify the appropriate roles, responsibilities, legal and statutory framework, inter-

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institutional coordination mechanisms for the period of the preparation, development and the operation

- 3.6 Propose the Municipal law or decree for establishing the HIDS in Campinas that provides the legal security to the business model and governance considering the legal and regional context of Campinas
- 3.7 Present the proposed governance design to the institutions involved in the HIDS initiative as well as the public to reach consensus
- 3.8 Reflect any comments and suggestions necessary to adjust or modify the proposed design
- 3.9 Draft the statutes and regulations necessary for the inter-institutional coordination and the operation of the HIDS
- 3.10 Provide legal advice and work in coordination with other consulting firms involved in the Technical Cooperation to ensure strategic alignment and coordination
- 3.11 Attend all meetings held related to the HIDS

4. Deliverables

- 4.1 Deliverable 1: Work plan. The work plan of the consultant should be developed in discussion and coordination with the Team Leader and the Steering Committee of the HIDS.
- 4.2 Deliverable 2: Review report on the relevant laws that will affect the governance design of the HIDS
- 4.3 Deliverable 3: Review report on the national and international best practices of effective governance model and business model for innovation districts, innovation hubs, and science and technology parks considering its advantages and disadvantages
- 4.4 Deliverable 4: Draft proposal of the institutional structure, legal arrangements, the statutes and regulations necessary of the HIDS considering the context of Campinas and the HIDS for the effective functioning, management and operation of the HIDS
- 4.5 Deliverable 5: Presentation of the proposed governance design
- 4.6 Deliverable 6: Final report with appropriate revisions or adjustments based on comments and suggestion

Every report must be submitted to the Bank in an electronic file. The report should include cover, main document, and all annexes. Zip files will not be accepted as final reports, due to Records Management Section regulations.

5. Supervision and Reporting

- 5.1 The consulting firm will be reporting to the Team Leader, Vanderleia Radaelli, Lead Specialist of the Competitiveness, Technology and Innovation division (IFD/CTI) for supervision of the consultancy, submission of the deliverables and the approval.
- 5.2 The consulting firm, the Steering Committee of the HIDS and the Team Leader will mutually agree upon the timeline of activities and the deliverable due dates with the Bank. It shall be the Consulting Firm's responsibility to ensure that the deliverables are submitted to the Bank according to the timeline.

5.3 All submissions will be reviewed by the Team Leader for approval. The Consulting Firm should address comments provided by the Team Leader for correction and revision for the deliverable to be accepted.

6. Characteristics of the Consultancy

- *Contract duration:* 24 months
- *Starting time:* February 2020
- *Place of Work:* Campinas, Brazil
- *Supervisor:* Vanderleia Radaelli, Science & Technology Lead Specialist, IFD/CTI

7. Schedule of Payments

Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required.

Payment Schedule	
<i>Deliverable</i>	%
<i>1. Contract Signing and upon reception and approval of Deliverable 1</i>	25%
<i>2. Upon reception and approval of Deliverable 2</i>	15%
<i>3. Upon reception and approval of Deliverable 3</i>	15%
<i>4. Upon reception and approval of Deliverable 4 & 5</i>	20%
<i>5. Upon reception and approval of Deliverable 6</i>	25%
TOTAL	100%

TERMS OF REFERENCE

Consultancy for developing the strategic framework for the International Hub for Sustainable Development (HIDS) in Campinas

**Brazil
IFD/CTI**

BR-T1430

Support for Establishing the University-Led International Hub for Sustainable Development (HIDS) in Campinas

1. Background and Justification

- 1.1 Established in 1959, the Inter-American Development Bank (IDB) is the main source of multilateral financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing member countries. The Inter-American Development Bank, through its Competitiveness and Innovation Division(IFD/CTI) promotes the creation and growth of dynamic firms in Latin American and Caribbean countries with the capacities and tools to innovate and compete in international markets. In addition, the CTI, together with the Housing and Urban Development Division(HUD) is supporting the establishment of the university-led International Hub for Sustainable Development (HIDS) in Campinas, Brazil. The HIDS includes elements of science technology and innovation (STI) parks, regional innovation ecosystem, innovation clusters in addition to the integration and innovation focused on network and public policies on education, health, art and culture in Unicamp⁵, Campinas, Brazil. The HIDS aims (i) to support scientific and technological activities while integrating the university and technology campuses with the rest of the city of Campinas; (ii) to provide a regional development model boosting innovative and sustainable development in Campinas, Sao Paulo, based on international best cases; and (iii) to position itself as a leading innovation hub in Latin America to integrate scientific and technological knowledge to contribute to achieving the UN Sustainable Development Goals (SDGs).
- 1.2 University-led science and technology parks, as regional hubs for knowledge-based activities, can play an essential role in leading innovation, fostering R&D activities, enhancing regional competitiveness and contributing to local economic development through extensive interaction of innovation actors. In this case, universities would play a key role in creating and transferring knowledge, fostering talent and creating

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entrepreneurship opportunities. Since identified as spaces of knowledge creation as well as community building with different arrangements, public, private or mixed, science and technology parks promote small- and medium-sized businesses through its support infrastructure, create networks among the innovation actors to transfer innovative ideas, and generate quality jobs.

- 1.3 Located in the state of Sao Paulo, Campinas, also known as the Silicon Valley of Brazil, is an ideal city to catalyze sustainable development throughout the region based on key components: human and social capital, innovation, and spatial dynamics. The establishment of the HIDS is integrated with the City of Campinas' digital transformation process supported by the Bank through strengthening of the local innovation and entrepreneurship ecosystem. The city of Campinas approved its Strategic Master Plan in 2018, recognizing the area adjacent to Unicamp and CIATEC II⁶ as a Strategic Development Pole. This area covers around 10 million m² and is home to several institutions and companies dedicated to research and innovation that closely interact with each other. Unicamp acquired 1.4 million m² in this area made up of several tracts of land including Fazenda Argentina. These green fields and their strategic location are prime for a bold project that (i) takes advantage of already established vocations in the region; (ii) integrates residential settlement, community and cultural facilities; and (iii) explores the opportunities related to the Sustainable Development Goals – more specifically, in an effort to establish uses in line with the precepts of sustainable cities and communities.
- 1.4 The objective of the Technical Cooperation is to develop a master plan, and to support the conceptualization and building of the strategic framework for the creation of the HIDS.

2. Consultancy objective(s)

- 2.1 The objective of the consultancy is to develop the strategic framework for the International Hub for Sustainable Development (HIDS) in Campinas. Specific objectives of the consultancy include the followings:
 - i. Analyze the current status of Campinas, project context and implications for establishing the HIDS
 - ii. Identify the demand for the HIDS including the types of services, facilities, infrastructures, etc.
 - iii. Develop the management and operation plan for the HIDS

3. Main activities

The selected firm shall perform the following activities:

- 3.1 Develop a work plan in coordination with the Steering Committee, other consulting firms and the Team Leader
- 3.2 Conduct the analysis of the current status and structural conditions of Campinas and project context and analyze their implications for establishing the HIDS

⁶ Technological Pole of Campinas (CIATEC II) was established to carry out R&D activities and to install itself to run business closely interacting with Unicamp and other university campuses in early 1980s.

- 3.3 Identify any requirements for the establishment of the HIDS in collaboration with the legal consultant of the HIDS
- 3.4 Identify the demand for the HIDS from the existing companies, residents as well as the potential ones in terms of the types of services to be offered, common facilities needed and infrastructures, etc.
- 3.5 Collect inputs from various stakeholders through workshops, interviews, meetings, among others to build the strategic framework of the HIDS
- 3.6 Propose the vision, strategic objectives, goals, functions, business model, strategies for demand side stimulation, action plan by development stages, long-term development strategies of the HIDS, potential support programs, etc. considering the conditions of Campinas and reflecting the demand and the needs of the region and the stakeholders
- 3.7 Propose different scenarios of the business model for the financial sustainability of the HIDS in the mid- and long-term
- 3.8 Propose the institutional model for the HIDS executing agency in discussion with the legal consultant for the HIDS
- 3.9 Propose the management and operation plan by development phases including the human resources needed, their qualifications, operational budget, organizational structure, etc.
- 3.10 Work in coordination with the Steering Committee of the HIDS to obtain information and feed back and to ensure that the stakeholders
- 3.11 Conduct workshops and/or meetings to present the vision, strategy and development strategy of the HIDS
- 3.12 Perform miscellaneous related duties as assigned

4. Deliverables

The selected firm will be responsible for the following deliverables:

- 4.1 Deliverable 1: Work Plan. The work plan of the consultant should be developed in discussion and coordination with the Team Leader and the Steering Committee of the HIDS.
- 4.2 Deliverable 2: Draft of the Analysis Report. The analysis report shall include current status and structural conditions of Campinas and project context and analysis their implications for establishing the HIDS.
- 4.3 Deliverable 3: Draft of the interim report. The interim report shall include the analysis of the demand; inputs from the stakeholders involved in the HIDS; proposal of the vision, strategic objectives, goals, functions, business model, strategies for demand side stimulation, action plan by development stages, long-term development strategies of the HIDS, potential support programs, analysis of various business models considering their advantages and disadvantages to guarantee financial sustainability of the HIDS, institutional model, management and operation plan, etc.
- 4.4 Deliverable 4: Final report. The final report shall reflect the comments and suggestions of the Team Leader, Steering Committee and the Council of the HIDS. It will be a synthesis of the previous deliverables including the action plan for implementing the development strategy. The selected firm will also present the final report to the key stakeholders in HIDS in a presentation format.
- 4.5 Deliverable 5: Mission reports. The selected firm will submit the proposed mission agenda at least 3 weeks prior to the mission to arrange the schedule. Within 2 weeks after the mission, the selected firm will present a mission report that details the activities, discussion results, etc.

Every report must be submitted to the Bank in an electronic file. The report should include cover, main document, and all annexes. Zip files will not be accepted as final reports, due to Records Management Section regulations.

5. Supervision and Reporting

- 5.1 The consulting firm will be reporting to the Team Leader, Vanderleia Radaelli, Lead Specialist of the Competitiveness, Technology and Innovation division (IFD/CTI) for supervision of the consultancy, submission of the deliverables and the approval.
- 5.2 The consulting firm, the Steering Committee of the HIDS and the Team Leader will mutually agree upon the timeline of activities and the deliverable due dates with the Bank. It shall be the Consulting Firm's responsibility to ensure that the deliverables are submitted to the Bank according to the timeline.
- 5.3 All submissions will be reviewed by the Team Leader for approval. The Consulting Firm should address comments provided by the Team Leader for correction and revision for the deliverable to be accepted.

6. Characteristics of the Consultancy

- *Consultancy category and modality: Products and External Services Contractual, International, Firm, Lump Sum*
- *Contract duration: 20 months*
- *Starting time: February 2020*
- *Place of Work: Home Country and Brazil*
- *Supervisor: Vanderleia Radaelli, Science & Technology Lead Specialist, IFD/CTI*
- *Number of Missions to Campinas, Brazil: Minimum of three, preferably four*

7. Qualifications

- 7.1 Team Composition: The team can be a partnership of one or more international organizations. The multidisciplinary team should demonstrate knowledge and experience in regional S&T policy and development, management and operation of innovation districts, hubs, technology parks to implement the project deliverables. The organization leading the team should have 10+ years of experience in the development and management of innovation districts, hubs, technology parks. The team must include at least one team leader that will be responsible for the overall supervision and coordination of the project activities, the management of the team, and will act as the primary contact for communications for the Steering Committee of the HIDS and the IDB. The team leader must have solid professional experience in innovation/Science and Technology/economic/industrial zone development at both policy and implementation levels.
- 7.2 Areas of Expertise: The members of the team must have experience in knowledge and experience in
 - Master plan development of innovation districts, hubs, technology parks, etc.
 - UN sustainable development goals
 - Environmental sustainability

- Development, management and operation and financing of the innovation districts, hubs, technology parks, etc.
- Industrial, economic, and private sector development
- Institutional framework and organizational setup of innovation districts, hubs, technology parks, etc.
- Market research, demand survey and data analysis

7.3 The team should provide a list of relevant projects or consulting services provided in the past seven years.

7.4 Language Requirements: All contract communication, technical documentation and reporting on the project should be in English. The survey, final report, and the final presentation should be translated into Portuguese. All translation and interpretation should be responsibility of the Team at its own expense.

8. Schedule of Payments

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1. <i>Contract Signing and upon reception and approval of Deliverable 1</i>	20%
2. <i>Upon reception and approval of Deliverable 2</i>	25%
3. <i>Upon reception and approval of Deliverable 3</i>	25%
4. <i>Upon reception and approval of Deliverable 4</i>	30%
TOTAL	100%

TERMS OF REFERENCE

Knowledge sharing and advisory consultancy for developing the strategic framework of the International Hub for Sustainable Development (HIDS) in Campinas

**Brazil
IFD/CTI**

BR-T1430

Support for Establishing the University-Led International Hub for Sustainable Development (HIDS) in Campinas

1. Background and Justification

- 1.1 Established in 1959, the Inter-American Development Bank (IDB) is the main source of multilateral financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing member countries. The Inter-American Development Bank, through its Competitiveness and Innovation Division(IFD/CTI) promotes the creation and growth of dynamic firms in Latin American and Caribbean countries with the capacities and tools to innovate and compete in international markets. In addition, the CTI, together with the Housing and Urban Development Division(HUD) is supporting the establishment of the university-led International Hub for Sustainable Development (HIDS) in Campinas, Brazil. The HIDS includes elements of science technology and innovation (STI) parks, regional innovation ecosystem, innovation clusters in addition to the integration and innovation focused on network and public policies on education, health, art and culture in Unicamp⁷, Campinas, Brazil. The HIDS aims (i) to support scientific and technological activities while integrating the university and technology campuses with the rest of the city of Campinas; (ii) to provide a regional development model boosting innovative and sustainable development in Campinas, Sao Paulo, based on international best cases; and (iii) to position itself as a leading innovation hub in Latin America to integrate scientific and technological knowledge to contribute to achieving the UN Sustainable Development Goals (SDGs).

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- 1.4 The objective of the Technical Cooperation is to develop a master plan, and to support the conceptualization and building of the strategic framework for the creation of the HIDS.

2. Consultancy objective(s)

- 2.1 The objective of the consultancy is to support the development of the International Hub for Sustainable Development (HIDS) on the basis of lessons from and learning of the Korean experience of developing, managing and operating the innovation districts, hubs and Science and Technology Parks, etc. Specific objectives of the consultancy are:
 - i. Share relevant Korean experience and best cases for benchmarking to derive policy implications applicable and implementable for the context of Campinas
 - ii. Provide recommendations for the development and establishment of the HIDS based on analysis and diagnosis of the current context of Campinas
 - iii. Support capacity building of the stakeholders of HIDS

3. Main activities

The selected firm shall perform the following activities:

- 3.1 Develop a work plan in coordination with the Steering Committee, other consulting firms and the Team Leader
- 3.2 Conduct the analysis and diagnosis of the current context of Campinas for developing the strategic framework of the HIDS

⁸ Technological Pole of Campinas (CIATEC II) was established to carry out R&D activities and to install itself to run business closely interacting with Unicamp and other university campuses in early 1980s.

- 3.3 Share relevant Korean experience and best international practices for benchmarking
- 3.4 Derive policy implications and recommendations that are applicable and implementable
- 3.5 Provide advisory services to the Steering Committee on the topics of interest to foster innovation through establishing regional innovation hubs and promoting regional innovation
- 3.6 Deliver workshops in Knowledge Sharing week in Campinas on topics of interest in coordination with the Steering Committee and coordination consultant
- 3.7 Support the organization of the capacity building program of the key stakeholders to Korea in drafting and coordinating the agenda to make arrangements needed
- 3.8 Perform miscellaneous related duties as assigned

4. Deliverables

The selected firm will be responsible for the following deliverables:

- 4.1 Deliverable 1: Work Plan. The work plan of the consultant should be developed in discussion and coordination with the Team Leader and the Steering Committee of the HIDS.
- 4.2 Deliverable 2: Interim Review Report. Diagnosis of the current context of Campinas for developing strategic framework of the HIDS with relevant Korean experience and best international cases.
- 4.3 Deliverable 3: Guidelines for the Knowledge Sharing Week.
- 4.4 Deliverable 4: Presentations delivered to the stakeholders in Campinas in Knowledge sharing week workshop.
- 4.5 Deliverable 5: Guidelines and arrangements for the capacity building program in Korea.
- 4.6 Deliverable 6: Final report. The final report shall synthesize the previous deliverables including recommendations and implications for successful development and establishment of the HIDS.
- 4.7 Deliverable 7: Mission reports. The selected firm will submit the proposed mission agenda at least 3 weeks prior to the mission to arrange the schedule. Within 2 weeks of the mission, the selected firm will present a mission report that details the activities, discussion results, etc.

Every report must be submitted to the Bank in an electronic file. The report should include cover, main document, and all annexes. Zip files will not be accepted as final reports, due to Records Management Section regulations.

5. Supervision and Reporting

- 5.1 The consulting firm will be reporting to the Team Leader, Vanderleia Radaelli, Lead Specialist of the Competitiveness, Technology and Innovation division (IFD/CTI) for supervision of the consultancy, submission of the deliverables and the approval.
- 5.2 The consulting firm, the Steering Committee of the HIDS and the Team Leader will mutually agree upon the timeline of activities and the deliverable due dates with the Bank. It shall be the Consulting Firm's responsibility to ensure that the deliverables are submitted to the Bank according to the timeline.
- 5.3 All submissions will be reviewed by the Team Leader for approval. The Consulting Firm should address comments provided by the Team Leader for correction and revision for the deliverable to be accepted.

6. Characteristics of the Consultancy

- *Contractual category and modality:* PEC, International, Firm
- *Contract duration:* 12 months
- *Starting time:* April 2020
- *Place of Work:* Korea and Brazil
- *Supervisor:* Vanderleia Radaelli, Science & Technology Lead Specialist, IFD/CTI
- *Number of Missions to Campinas, Brazil:* Two

7. Qualifications

- 7.1 Team Composition: The team can be a partnership of one or more international organizations. The multidisciplinary team should demonstrate knowledge and experience in regional S&T policy and development, management and operation of innovation districts, hubs, technology parks to implement the project deliverables. The organization leading the team should have 10+ years of experience in the development and management of innovation districts, hubs, technology parks. The team must include at least one team leader that will be responsible for the overall supervision and coordination of the project activities, the management of the team, and will act as the primary contact for communications for the Steering Committee of the HIDS and the IDB. The team leader must have solid professional experience in innovation/Science and Technology/economic/industrial zone development at both policy and implementation levels.
- 7.2 Areas of Expertise: The members of the team must have experience in knowledge and experience in
- Master plan development of innovation districts, hubs, technology parks, etc.
 - UN sustainable development goals
 - Environmental sustainability
 - Development, management and operation and financing of the innovation districts, hubs, technology parks, etc.
 - Industrial, economic, and private sector development
 - Institutional framework and organizational setup of innovation districts, hubs, technology parks, etc.
 - Market research, demand survey and data analysis
- 7.3 The team should provide a list of relevant projects or consulting services provided in the past seven years.
- 7.4 Language Requirements: All contract communication, technical documentation and reporting on the project should be in English. The survey, final report, and the final presentation should be translated into Portuguese. All translation and interpretation should be responsibility of the Team at its own expense.

8. Schedule of Payments

Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required.

Payment Schedule	
<i>Deliverable</i>	%
<i>1. Contract Signing and upon reception and approval of Deliverable 1</i>	15%
<i>2. Upon reception and approval of Deliverable 2</i>	20%
<i>3. Upon reception and approval of Deliverable 3 & 4</i>	20%
<i>4. Upon reception and approval of Deliverable 5</i>	10%
<i>5. Upon reception and approval of Deliverable 6</i>	35%
TOTAL	100%

Consultancy for developing the communication strategy for the Establishment of the International Hub for Sustainable Development (HIDS)

**Brazil
IFD/CTI**

BR-T1430

Support for Establishing the University-Led International Hub for Sustainable Development (HIDS) in Campinas

TERMS OF REFERENCE

Background

Established in 1959, the Inter-American Development Bank (IDB) is the main source of multilateral financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing member countries. The Inter-American Development Bank, through its Competitiveness and Innovation Division(IFD/CTI) promotes the creation and growth of dynamic firms in Latin American and Caribbean countries with the capacities and tools to innovate and compete in international markets. In addition, the CTI, together with the Housing and Urban Development Division(HUD) is supporting the establishment of the university-led International Hub for Sustainable Development (HIDS) in Campinas, Brazil. The HIDS includes elements of science technology and innovation (STI) parks, regional innovation ecosystem, innovation clusters in addition to the integration and innovation focused on network and public policies on education, health, art and culture in Unicamp⁹, Campinas, Brazil. The HIDS aims (i) to support scientific and technological activities while integrating the university and technology campuses with the rest of the city of Campinas; (ii) to provide a regional development model boosting innovative and sustainable development in Campinas, Sao Paulo, based on international best cases; and (iii) to position itself as a leading innovation hub in Latin America to integrate scientific and technological knowledge to contribute to achieving the UN Sustainable Development Goals (SDGs).

University-led science and technology parks, as regional hubs for knowledge-based activities, can play an essential role in leading innovation, fostering R&D activities, enhancing regional competitiveness and contributing to local economic development through extensive interaction of innovation actors. In this case, universities would play a key role in creating and transferring knowledge, fostering talent and creating entrepreneurship opportunities. Since identified as spaces of knowledge creation as well as community building with different arrangements, public, private or mixed, science and technology parks promote small- and medium-sized businesses through its support infrastructure, create networks among the innovation actors to transfer innovative ideas, and generate quality jobs.

⁹ Established in 1966, Universidade Estadual de Campinas (Unicamp) is a public university of Sao Paulo State, ranked as the best university in Latin America according to the World University Rankings of Times Higher Education.

Located in the state of Sao Paulo, Campinas, also known as the Silicon Valley of Brazil, is an ideal city to catalyze sustainable development throughout the region based on key components: human and social capital, innovation, and spatial dynamics. The establishment of the HIDS is integrated with the City of Campinas' digital transformation process supported by the Bank through strengthening of the local innovation and entrepreneurship ecosystem. The city of Campinas approved its Strategic Master Plan in 2018, recognizing the area adjacent to Unicamp and CIATEC II¹⁰ as a Strategic Development Pole. This area covers around 10 million m² and is home to several institutions and companies dedicated to research and innovation that closely interact with each other. Unicamp acquired 1.4 million m² in this area made up of several tracts of land including Fazenda Argentina. These green fields and their strategic location are prime for a bold project that (i) takes advantage of already established vocations in the region; (ii) integrates residential settlement, community and cultural facilities; and (iii) explores the opportunities related to the Sustainable Development Goals – more specifically, in an effort to establish uses in line with the precepts of sustainable cities and communities.

The objective of the Technical Cooperation is to develop a master plan, and to support the conceptualization and building of the strategic framework for the creation of the HIDS.

Consultancy objective(s)

The objective of the consultancy is to develop effective communication strategy for the International Hub of Sustainable Development (HIDS) to promote the importance of the initiative to raise public awareness, knowledge and understanding, spur their interest and support, and to reach consensus; organize workshops with the key stakeholders in the government, private sector, civil society at the regional and national level to help achieve the overall HIDS objectives; establish relation with the media to promote the HIDS; produce materials and products for communication and diffusion of the outputs of the TC.

Main activities

The contractual shall perform the following activities:

- Create a work plan developed in coordination with the Team Leader and the Steering Committee
- Work in coordination with the other consultants involved in the Technical Cooperation as well as the Steering Committee and the Council of the HIDS
- Identify the target audience and develop communication objectives accordingly based on each targeted audience
- Develop communication products and activities tailored to the audience to serve the project needs and objectives
- Conceptualize, design, and develop communication materials on HIDS with appropriate and relevant messages
- Develop key messages for reproduction in presentations and speeches for the Council, UNICAMP Rector, Municipality of Campinas, etc.
- Identify opportunities and creative communication ideas to engage audiences to effectively communicate key messages to specific stakeholders using

¹⁰ Technological Pole of Campinas (CIATEC II) was established to carry out R&D activities and to install itself to run business closely interacting with Unicamp and other university campuses in early 1980s.

appropriate communication media and dissemination methods including presentations, online media, workshops, social media, video, e-brochures, blog postings, etc.

- Create a social media profile
- Design a standard publication layout including sharable content and infographics for the HIDS initiative for future communications and publications
- Provide logistics support for the organization of workshops and meetings
- Perform miscellaneous related duties as assigned

Reports / Deliverables

- Deliverable 1: Work Plan
- Deliverable 2: Detailed communication strategy based on target audience and HIDS objective including target indicators for the consultant's activities
- Deliverable 3: Standard publication layout
- Deliverable 4: 1-2 page profile of the HIDS
- Deliverable 5: 10-15 page profile of the HIDS using other consultant's outputs as inputs
- Deliverable 6: Report that summarizes all communication products developed and activities conducted in 2020
- Deliverable 6: Draft of articles and/or OpEds on the HIDS
- Deliverable 7: Other communication materials deemed necessary
- Deliverable 8: Report that summarizes all communication products developed and activities conducted in 2021

Every report must be submitted to the Bank in an electronic file. The report should include cover, main document, and all annexes. Zip files will not be accepted as final reports, due to Records Management Section regulations.

The contractual will be reporting to the Team Leader, Vanderleia Radaelli, Lead Specialist of the Competitiveness, Technology and Innovation division (IFD/CTI) for supervision of the consultancy, submission of the deliverables and the approval.

The contractual, the Steering Committee of the HIDS and the Team Leader will mutually agree upon the timeline of activities and the deliverable due dates with the Bank. It shall be the responsibility of the contractual to ensure that the deliverables are submitted to the Bank according to the timeline.

All submissions will be reviewed by the Team Leader for approval. The Consulting Firm should address comments provided by the Team Leader for correction and revision for the deliverable to be accepted.

Qualifications

- *Academic Degree/Level & Years of Professional Work Experience:*
 - Contractual Bachelor's Degree (preferably Master's) in communications, journalism, or other relevant fields.
 - Professional experience in strategic communications planning, developing, design production, publishing and dissemination communication products using various media, organization of major events
 - Knowledge of the HIDS initiative, regional innovation system of Campinas, local stakeholders and the local media
- *Languages:* Proficiency in Portuguese and preferably in English and Spanish

- *Areas of Expertise:* journalism, communication strategy, advertising, message development, etc.

Characteristics of the Consultancy

- *Consultancy category and modality:* PEC, Lump Sum
- *Contract duration:* 24 months
- *Place of Work:* Campinas, Brazil
- *Supervisor:* Vanderleia Radaelli, Science & Technology Lead Specialist, IFD/CTI

Payment and Conditions: Compensation will be determined in accordance with Bank's policies and procedures. The Bank, pursuant to applicable policies, may contribute toward travel and moving expenses. In addition, candidates must be citizens of an IDB member country.

Visa and Work Permit: The Bank, pursuant to applicable policies, may submit a visa request to the applicable immigration authorities; however, the granting of the visa is at the discretion of the immigration authorities. Notwithstanding, it is the responsibility of the candidate to obtain the necessary visa or work permits required by the authorities of the country(ies) in which the services will be rendered to the Bank. If a candidate cannot obtain a visa or work permit to render services to the Bank the contractual offer will be rescinded

Consanguinity: Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for the Bank as staff members or Complementary Workforce contractual, will not be eligible to provide services for the Bank.

Diversity: The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity on the basis of gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, religion, and HIV/AIDS status. We encourage women, Afro-descendants and persons of indigenous origins to apply.

TERMS OF REFERENCE

Consultancy for developing the physical and spatial plan for Campinas

**Brazil
IFD/CTI**

BR-T1430

Support for Establishing the University-Led International Hub for Sustainable Development (HIDS) in Campinas

1. Background and Justification

- 1.1 Established in 1959, the Inter-American Development Bank (IDB) is the main source of multilateral financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing member countries. The Inter-American Development Bank, through its Competitiveness and Innovation Division(IFD/CTI) promotes the creation and growth of dynamic firms in Latin American and Caribbean countries with the capacities and tools to innovate and compete in international markets. In addition, the CTI, together with the Housing and Urban Development Division(HUD) is supporting the establishment of the university-led International Hub for Sustainable Development (HIDS) in Campinas, Brazil. The HIDS includes elements of science technology and innovation (STI) parks, regional innovation ecosystem, innovation clusters in addition to the integration and innovation focused on network and public policies on education, health, art and culture in Unicamp¹¹, Campinas, Brazil. The HIDS aims (i) to support scientific and technological activities while integrating the university and technology campuses with the rest of the city of Campinas; (ii) to provide a regional development model boosting innovative and sustainable development in Campinas, Sao Paulo, based on international best cases; and (iii) to position itself as a leading innovation hub in Latin America to integrate scientific and technological knowledge to contribute to achieving the UN Sustainable Development Goals (SDGs).
- 1.2 University-led science and technology parks, as regional hubs for knowledge-based activities, can play an essential role in leading innovation, fostering R&D activities, enhancing regional competitiveness and contributing to local economic development through extensive interaction of innovation actors. In this case, universities would play a key role in creating and transferring knowledge, fostering talent and creating entrepreneurship opportunities. Since identified as spaces of knowledge creation as well as community building with different arrangements, public, private or mixed, science and technology parks promote small- and medium-sized businesses through its support

¹¹ Established in 1966, Universidade Estadual de Campinas (Unicamp) is a public university of Sao Paulo State, ranked as the best university in Latin America according to the World University Rankings of Times Higher Education.

infrastructure, create networks among the innovation actors to transfer innovative ideas, and generate quality jobs.

- 1.3 Located in the state of Sao Paulo, Campinas, also known as the Silicon Valley of Brazil, is an ideal city to catalyze sustainable development throughout the region based on key components: human and social capital, innovation, and spatial dynamics. The establishment of the HIDS is integrated with the City of Campinas' digital transformation process supported by the Bank through strengthening of the local innovation and entrepreneurship ecosystem. The city of Campinas approved its Strategic Master Plan in 2018, recognizing the area adjacent to Unicamp and CIATEC II¹² as a Strategic Development Pole. This area covers around 10 million m² and is home to several institutions and companies dedicated to research and innovation that closely interact with each other. Unicamp acquired 1.4 million m² in this area made up of several tracts of land including Fazenda Argentina. These green fields and their strategic location are prime for a bold project that (i) takes advantage of already established vocations in the region; (ii) integrates residential settlement, community and cultural facilities; and (iii) explores the opportunities related to the Sustainable Development Goals – more specifically, in an effort to establish uses in line with the precepts of sustainable cities and communities.
- 1.4 The objective of the Technical Cooperation is to develop a master plan, and to support the conceptualization and building of the strategic framework for the creation of the HIDS.

2. Consultancy objective(s)

The objective of this consultancy is to develop the physical and spatial design for Campinas. Based on the Korean experience and the results of the diagnostic study in targeted area in Campinas, the firm will draw physical and spatial design with the concept for the area which will create “market-ready” development sites conducive to innovation, entrepreneurship and knowledge incentive business. In addition, the firm will produce a three-dimensional proposal – identifying buildings, spaces, mobility strategies, and land use – shall be synchronized with the strategic framework of the HIDS to foster innovation activities in the regional innovation system.

3. Main activities

The selected firm will:

- 3.1. Develop a work plan in coordination with the Steering Committee and the Team Leader
- 3.2. Work in coordination with the Steering Committee and other consultants
- 3.3. Carry out urban design study including road network options, retail and active use spaces, massing options, landscape approaches, urban water management, heat island effect and morphology studies, sustainability and resilience solutions;

¹² Technological Pole of Campinas (CIATEC II) was established to carry out R&D activities and to install itself to run business closely interacting with Unicamp and other university campuses in early 1980s.

- 3.4. Elaborate a physical and spatial master plan that include density and built area/costs calculations, including retail and active use spaces, connectivity, street design, massing options and block scale landscape approach. In addition, the firm will identify financial mechanism and schemes for land readjustment based on the results of the diagnostic study;
- 3.5. Define i) the vision and development concepts of each site; ii) indicators and sectoral plans including tailored land use plans, residential neighborhoods plans, mixed-use development methods and needed facilities, transportation Management, environmental plan and public space utilizing plan; iii) financial and operational plans included based on the review of the economic feasibility, profitability, and budget sharing between public and private sectors
- 3.6. Present the proposal of the HIDS to the key stakeholders
- 3.7. Provide suggestions for the agenda of the capacity building program of the key stakeholders to Korea
- 3.8. Perform miscellaneous related duties as assigned

4. Deliverables

The following outputs/deliverables are expected:

- 4.1. Deliverable 1: Work plan and methodology to be used
- 4.2. Deliverable 2: Draft report including preliminary urban design on targeted area
- 4.3. Deliverable 3: Final report and presentation
 - Executive summary
 - Project overview
 - Proposal of master plan
 - Presentation file (.ppt)

5. Qualifications

- 5.1. The consulting firm must have at least 20 years of experience in the area of urban development, urban planning, urban innovation, design thinking, local economic development, tactical urbanism, or similar. In addition, the firm should have knowledge and understanding of Korean experiences in the field of land management.
- 5.2. The project team leader (who must be a Partner at the firm) must hold at least a Doctor's degree in urban planning, urban studies, urban economics or a similar field, and should have at least 10 years of professional experience in research, design, and implementation of urban development projects in both developing and developed countries.
- 5.3. Multidisciplinary team. Key personnel must have expertise in urban regeneration, urban design, urban planning, urban development, or similar, in developing countries.
- 5.4. Knowledge of the institutional, legal framework of financial schemes associated with urban development.

6. Characteristics of the Consultancy

- *Contractual category and modality:* PEC, International, Firm
- *Place(s) of work:* Korea and Brazil
- *Number of Missions to Campinas, Brazil:* Minimum three
- *Responsible person:* Vanderleia Radaelli, Lead Specialist, Science, Technology and Innovation Division (IFD/CTI), vanderleiar@iadb.org

7. Schedule of Payments

Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required.

Payment Schedule	
<i>Deliverable</i>	%
<i>1. Contract Signing and upon reception and approval of Deliverable 1</i>	30%
<i>2. Upon reception and approval of Deliverable 2</i>	30%
<i>3. Upon reception and approval of Deliverable 3</i>	40%
TOTAL	100%