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PROJECT DOCUMENT COVER PAGE

UNDEF Project Number:	**UDF-15-BRA-681**
Project Title:	**Transparency and Public Accountability in Education in Brazil**
Country/Region:	**Brazil**
Implementing Agency:	**Transparência Brasil**
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Implementing Partner(s):	**Observatório Social Brasileiro**
Duration:	**24 months**
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This project has no funding other than the UNDEF grant.

Project Summary:

The project works to improve access to education in Brazil, by tackling mismanagement in construction of schools; empowering civil society groups to pressure local and federal government officials for more accountability; building a network of local monitoring organizations; gathering robust information on problems in several phases of construction and delivery, presented in semi-annual reports to Federal Government and media; holding a final conference on lessons learned and how to redesign policies for effective monitoring and control with the help of local civil society organizations.

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Tenth Funding Round

This Agreement is made between the **United Nations Democracy Fund**, hereinafter referred to as "**UNDEF",** and Transparência Brasil, hereinafter referred to as "**Implementing Agency**".

1. PROJECT SUMMARY

This project will tackle the mismanagement and the delay in the construction of schools and nurseries, a problem that causes substantial losses and hurts specially the poor. The goal is to improve access to education in public schools and nurseries in Brazil. The proposed project will empower small CSOs with abilities, enabling them to pressure public officials for more accountability and establish an empowered network of local monitoring organizations. It will work through the capacity building of local civil society organizations (CSOs). They will also make use of an online tool to track infrastructure delivery, designed by the Implementing Agency in a parallel project with financial support from Google.org.[1]

The solution will be reached through three main dimensions. Firstly, Transparência Brasil (TB) will build a network of 22 CSOs that will join a 3-fold monitoring program, which will include i) review of notices of public biddings, ii) review of past contracting procedures and iii) monitoring the progress of construction work on schools and nurseries. The Implementing Agency will partner with 22 local organizations from 22 selected cities spread in many southern regions in Brazil, with the help of the Observatório Social do Brasil (OSB), a national network of local NGOs and implementing partner of this project. These CSOs will also have the support of a Technical Chamber composed of engineering and legal experts to assist their monitoring and auditing activities, in order to collaborate with local governments and make them more accountable.

Secondly, the project will develop the capacity of 22 local CSOs in order to empower them to press the local government and achieve effective changes. They will have the chance to receive online and on-site trainings in the three areas of monitoring. TB will provide them with special trainings so CSOs can work independently with the Technical Chamber's support. Furthermore, the project will develop an analytic tool for assessing risk in contracting procedures and train the CSOs to use it, in order to direct monitoring efforts in a more efficient way. Additionally, they will be able to make on-site visitations to the constructions, take pictures and upload information onto the TB platform financed by Google.

The third dimension focuses on the collaboration between the local and federal governments and civil society: each local CSO will hold an outreach event to publicize the project to the community and local administration, CSO's monitoring activities and recruit volunteers. In another later round of local events local CSOs will present ongoing results and challenges to media, press and community, and strength the dialogue between different stakeholders and press local governments to adopt improvement measures in the 22 municipalities. The project will also gather robust information of the different problems in several phases of constructing public schools and nurseries, aggregate them in two semi-annual reports, which will be presented to Federal Government and media outlets. Finally, the project aims to hold a final conference that will discuss lessons learned during the whole process and how to redesign policies in order to make monitoring and control activities more effective with the help of local civil society organizations.

2. CONTEXT AND PROBLEM ANALYSIS

In Brazil, most constructions of public schools/nurseries are funded by the Federal Government, which transfers funds to local governments to hire contractors. However, due to weak social control, these investments do not always materialize. The officially available data was filed by the local administration, and the Federal Government lacks resources to audit locally and check if each piece of information

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[1] Transparência Brasil (TB) was awarded the Google's Social Impact Challenge 2016 prize, from 1 July 2016 to 31 December 2018 with R1,500,000 (to be implemented by the TB and executed by the Tides Foundation. The project started in July 2016.

provided is correct. Reports of controlling agencies[2] and preliminary conversations with local government officials indicate the existence of a large range of problems in executing these projects drawn by the Federal Government and a worse the picture of the status of the works. Losses caused by the abandonment of construction companies could be reduced or even avoided if federal officials could detect mismanagement in bidding and contracting procedures at local level. More than corruption, poor administrative capacity of local administrations represents high risks for public interest in contracting procedures[3], which, therefore, should be systematically monitored. Due to financial and geographical limitations, Federal Government can only perform sample monitoring and controlling of these procedures[4]. In order to address this monitoring deficit, the Implementing Agency proposes to mobilize and strengthen local CSOs to collaborate with local governments, by identifying mismanagement problems in bidding and contracting procedures and in the execution of construction works of schools and nurseries.

Development issues/ democratic challenges

Brazil faces a large deficit in access to childcare and basic education. According to the 2013 Educational Census elaborated by the Ministry of Education (http://goo.gl/Uu2rhE), about 83% of infants and school-age children are dependent on the public childcare and education system. However, the current capacity of the system is insufficient for the high demand: around 10 million infants and small children cannot find places in public nurseries, and an estimated 3 million spots are lacking for Brazilian children and youth in public schools. Poor and single parents and their children are the most affected by this deficit, and face potential long-lasting consequences for their welfare, given the difficulty for those parents to return to the labor market (https://goo.gl/iEhbPo) and earn a sufficient living in the absence of adequate childcare.

TB believes availability of information is a necessary condition for citizens to exercise control over administrations and push governments for accountability. But in Brazil, the Federal Government does not publish in organized fashion the information on how many schools/nurseries are supposed to be under construction, how many of them are abandoned or delayed, nor how much money is transferred from national to local governments for each work. Regarding contracting procedures, the situation is even worse, with no systematic monitoring of how local governments are using federal resources.

Detailed problem analysis

The focal problem addressed by this project are irregularities presented in bidding and contracting procedures, local mismanagement and lack of monitoring actions over the execution of the works, which leads to delay and abandonment of infrastructure projects in education.

In Brazil, the Federal Government finances most investments in public schools and nurseries through a decentralized system, where funds are transferred to local governments, which then conduct the contracting and execution of projects. However, a large part of the moneys invested in the construction of schools and nurseries often do not give any return. Considering works that are supposed to be currently

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[2] Audit reports prepared by Federal Comptroller's Office (CGU) in 2014 (https://goo.gl/IPpG1H) and Accounting Court of the Union (TCU) in 2014 (https://goo.gl/5T9RMe), 2015 (https://goo.gl/YjXVdf), 2016 (https://goo.gl/YZmra0).

[3] Since 2003, the Federal Comptroller's Office (CGU) in Brazil has conducted a series of randomized audits in municipalities. The results of those audits have been examined in a number of studies (e.g. Ferraz, Claudio, and Frederico Finan, 2011, "Electoral Accountability and Corruption: Evidence from the Audits of Local Governments", The American Economic Review 101(4): 1274–1311; Avis, Eric, Claudio Ferraz, and Frederico Finan, 2016, "Do Government Audits Reduce Corruption? Estimating the Impacts of Exposing Corrupt Politicians") in the past years, which have revealed a high frequency of administrative irregularities, a large share of which were not associated with corruption, but rather with a deficit in management capacity. This finding has motivated the CGU to initiate in 2006 a nation-wide program (Programa de Fortalecimento da Gestão Pública) for administrative capacity building among public officials in municipal administrations (http://www.cgu.gov.br/assuntos/controle-social/fortalecimento-da-gestao-publica).

[4] An example of this can be seen in the case of the CGU randomized audit program mentioned above: according to an evaluation of the program, the probability of a given municipality being selected to be audited by the Federal Government in a given selection round is quite low, ranging between 3 and 6 percent (Zamboni Filho, Yves B., 2011, "Avaliando o Avaliador: Evidências de um Experimento de Campo sobre as Auditorias da CGU.").

under construction, 20% are abandoned or paralyzed and 34% face delays, with an average delay of 277 days, according to data from the Ministry of Education that was analyzed by our organization. Only 34% of the works were delivered. The money transferred to municipalities in order to pay the companies contracted to execute these works hardly returns to the public purse.

Some of the underlying causes of this problem include inefficiency, mismanagement, and corruption at the local level of government[5]. In particular, construction works may be interrupted due to failure to ensure that contractors fulfill their contractual obligation. More worrying, however, is that in some cases construction costs are deliberately inflated and contracting procedures are manipulated to favor private interests and divert public resources.

Weak oversight, both from public monitoring and enforcement bodies and from the population, creates further obstacles for remedying the problem. Auditing and enforcement agencies often lack the necessary resources to assess and investigate in detail the thousands of delayed and paralyzed projects across the country. Consequently, cases of mismanagement and malfeasance go undetected, lost funds cannot be recovered and the responsible public officials are not held accountable. At the same time, the local population often does not have the means to exercise an effective monitoring role in the implementation of such projects, due to problems such as lacking organization, insufficient capacity and difficulties in obtaining essential information.

In order to attend the demand for transparency, the Federal Government created a centralized system named *Sistema Integrado de Monitoramento, Execução e Controle*, SIMEC, to which data was supposed to be continually updated by local officials in charge of monitoring these works, but, not surprisingly, the information is not trustworthy. Local officers do not update them rigorously, there are missing pieces of information and even misleading data. Thus, the current official data of schools and nurseries delay is largely underestimated. A public SIMEC website, in which citizens have access to the progress of construction works of schools and nurseries, was recently made available, after Transparência Brasil filed several information requests.

Basic data about the progress of the construction will be provided by the ample usage of the mobile app that TB has been developing with Google. However, several other important pieces of information are missing and cannot be collected through the mobile app: companies participating in the bidding process, contracting procedures used, bidding process, payment flow, bidding offers and monitoring the progress of construction works when an expert needs to visit them on site.

The project will address the aforementioned causes of the problem by contributing to improve oversight and monitoring of how federal funds are applied locally and how contracts and bidding notices are developed. The main activities proposed seek foremost to strengthen social monitoring of school and nursery projects and contracts by local CSOs. TB will organize trainings and provide technical assistance to their monitoring activities. TB will foster the engagement of civil society actors in putting pressure on local governments for more efficiency and accountability in the implementation of such projects. The local civil society will be guided on how to seek for red flags in contracts for public works. The collected and analyzed data will provide the basis for assisting monitoring and enforcement agencies in identifying potential mismanagement and malfeasance cases. They could also be later investigated and brought to legal action, in order to redress the losses for the community and punish the officials involved. As preventive actions are cheaper, faster and more effective than auditing actions, local civil society will also monitor bidding notices of forthcoming constructions of schools and nurseries in order to avoid that mismanagement in bidding and contracting procedures can take place. Finally, these factors will be also indirectly affected by the research activities undertaken as part of the project, which will be presented to the local and Federal government, and by the communication strategy to disseminate its results. This

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[5] These issues are recurrently raised by media reports on abandoned or paralyzed construction works in Brazil, but a series of reports from 2015 on the state of Paraíba neatly summarizes these problems based on findings from federal audits in municipalities from that state (http://www.jornaldaparaiba.com.br/politica/noticia/159664_incompetencia--ma-gestao-e-corrupcao--a-obra-parou-e-ai).

should contribute to increased awareness of the focal problem and draw more attention, thus generating informed public opinion.

Existing/past initiatives

The government of Brazil developed *Sistema Integrado de Monitoramento, Execução e Controle* (SIMEC) (https://goo.gl/g0KNog) with the aim of improving monitoring practices related to the execution of projects by local municipalities funded by federal resources, obliging them to continuously provide information about the constructions' progress. However, it has no citizen feedback and, since the Federal Government operates it; there is limited room for exposing frauds. The information is almost completely dependent on the reports provided by local governments, which have no incentive or technical capacity to provide the needed information. In the few cases where contract information is available, they were very badly displayed in non-machine-readable formats. There is no further information of the bidding process, beyond the company who won it, and many times, even this basic piece of information is missing.

Transparência Brasil has received a grant of USD 720,000 from Google.org in July 2016. Since October 2016 when TB received the first transfer to start the project, TB has been developing a mobile app, called *"Tá de Pé"* (a game of words in Portuguese, roughly translated as "it's up" [the commitment]), that will enable citizens to inspect the progress of construction works of schools and nurseries financed by Fundo Nacional de Desenvolvimento da Educação (FNDE). This app will be entirely funded by Google.org. The UNDEF project will mobilize citizens in the target cities to use the mobile app. The UNDEF project will be implemented in parallel to the Google funded project.

(See Attachment 3: Google project (narrative, semi-annual report and budget)

The mobile app's prototype was developed in December 2016 during a design sprint process conducted by "Mesa & Cadeira", with help from Google vendors and Google employees. The app is being developed by D3 and it will be launched in April 2017. The strategy behind the development of the app is the same used by Google for its own products, called "always Beta", meaning that we will launch an early version, with continuous improvement as citizens use the app and provide feedback about what is working and what needs improvement. During the development of the prototype, we also decided to make the app as much intuitive as possible, in order to decrease the need of user training and staff hours answering questions. Preliminary tests have shown that the "Tá de Pé" app is easy to manage and testers found no difficulty to send alerts.

The original Google project intended to target the Brazilian Northeast, but during the prototype event, there were significant strategic changes made to the project: TB decided to develop an intuitive solution that could be massively used, i.e. by any citizen with no need for trainings. Users will upload pictures that will be analyzed by engineers, who will indicate, in our admin-system, if the construction work seems to be on time or not, according to the official schedule - and the partnership with the engineers is limited to this superficial assessment. If there is a case of delay, TB will ask the local government concerned to provide an answer to that citizen's demand and notify the users of its official response via the app.

From April 2017 on, citizens will be able to send alerts at any time with photos of construction works through the app. Partner engineers will assess the photos and when they find evidences of delay, our organization will send an alert to local government in order to hold them accountable. Citizens across the Brazilian territory will be able to evaluate works near their homes. If the municipality does not answer within fifteen days, TB will send another alert to Fundo Nacional de Desenvolvimento da Educação (FNDE) and to local councilors, who will also have fifteen days to pressure the municipality and give the citizen an answer to his or her request. If municipal and federal governments do not give the citizen a proper answer to the request, our organization will contact the executive government control bodies.

The app will provide a list of construction works financed by the Federal Government. Currently, there are 8,464 works ongoing in 3,256 municipalities in all the 26 Brazilian federal states and at the federal

district. All citizens will be able to send as many alerts as they wish. We expect to achieve at least 10,000 users during the project and 30% response rate from local government.[6]

What citizens can do with the app is limited, though. App users will collect accurate data about the construction works and will communicate it to the government. This connection will serve as pressure for more efficiency and help keeping construction works within their schedule. However, there is no data being gathered about bidding processes or about the companies hired to build the schools and/or nurseries. There is also no mechanism within the app for citizens to request public hearings, or to send evidence of irregularities beyond delays in works to any controlling agency. Finally yet importantly, the app will have a limited impact on increasing citizen´s knowledge, since there is no training about inspection of constructions and/or laws and obligations of the government in federal partnerships and private contracts. We expect the app to increase the civic sense of citizens, and in this regard, it has an important impact. However, despite of the contribution to monitor the delays in constructions works, citizens will not gain a deep understanding of its reasons.

Therefore, UNDEF project will mobilize existing local civil society organizations and train them strategically online and face-to-face, and facilitate and oversee their monitoring exercises. The project also provides opportunities for these organizations to present their findings and put pressure on the governments to take corrective actions. UNDEF project will not only focus on the construction work, but will also monitor the biddings and contracting procedures involving the construction.

3. PROJECT OBJECTIVE, OUTCOMES AND STRATEGY

a) Project Objective and Outcomes

Overall development goal
The overall development goal of the project is to improve access to education and child care in public schools and nurseries in Brazil.

Project objective

The project objective is to improve the ability of 22 local CSOs from 22 different Brazilian municipalities to monitor and audit the construction of public nurseries and schools.

Expected outcomes

Outcome 1: Enhanced network of 22 local CSOs and technical support system in national collaboration among local CSOs in monitoring the process of constructing public schools and nurseries

Outcome 2: Increased capacity of 22 local CSOs to monitor biddings, contracts and constructions of public schools and nurseries

Outcome 3: Increased participation and collaboration between civil society and Federal Government in elaborating monitoring and controlling public policy for infrastructure in education.

b) Project strategy

Strategic approach

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[6] More outputs indicators are available in Attachment 3– Google Indicators.

Our main objective is to enhance the ability of local CSOs to monitor their governments' construction of schools and nurseries. Thus, our strategy is to leverage Transparência Brasil's credibility, network and expertise in processing and analyzing information to empower our partner CSOs.

TB will provide them with training on monitoring bidding processes for constructions of nurseries and schools; on how to gather information about the ongoing construction works during site visits; and on how to make risk assessments of construction works that are likely to involve frauds and irregularities, using a methodology that TB will develop exclusively for this project[7]. As local CSOs start to undertake monitoring tasks, TB will provide them with technical support: an engineer and a legal expert (who will compose a Technical Chamber) will help with assessing evidence of the bidding process and how to correctly file a formal complaint to local government and controllers. The engineer, specialized in public contracts, will revise and complement the assessment of bidding notices prepared by each local CSO, while the lawyer will turn it into a formal request for changes in the legal procedures. In the monitoring of construction works, engineers will analyze the official documents (contracts, physical-financial schedule of the work, official reports on work progress) and the evidences collected by local CSOs, request further evidence in case needed, and prepare a detailed technical assessment for use by the local CSO to demand the government's explanations. At the end of the project, TB aims to build with the CSOs a "library" of legal models to be used in similar cases, so the CSOs will became more independent from expert support.

Secondly, TB will promote the mobile app, which is being developed under the Google funded project as a way of reducing the transaction costs of monitoring construction works. Through the app, local CSOs will be able to automatically press for changes and request explanations, without further actions needed by their part. In order to increase pressure for an official response, TB will also send the alert to local councilors, the FNDE and CGU (Comptroller Office). Local CSOs will also be able to monitor, through dashboards, which we will make available on a website, how many citizens are using the app for a given construction site, all over the city, and in comparison to other cities and between similar types of construction works. This again will reduce the transaction costs of making the case that change is needed on the ground. We will also help them to use all the data we have to make well-grounded and rigorous claims based on it.

To maximize the outreach of the content that TB will create, our organization will also promote courses within online platforms of learning. With on-line training, however, it is harder to ensure that the material is adapted to the actual context of citizens concerned, and it makes it harder to evaluate their learning process. For this reason, TB will also invest in on-site trainings. To run the on-site trainings, Transparência Brasil will take advantage of the infrastructure of the Observatório Social do Brasil (OSB)'s national and regional meetings. The national meeting usually occurs once in a year in the first semester (January-June), for 4 days, during which the local CSOs that compose OSB's network have the opportunity to exchange experiences, learn about public processes and discuss with other experts (promoters, public managers, etc.) about the fight against corruption and other correlated themes. Besides, during the second semester (July-December, 2-days) the OSB networks promotes its own regional meetings, smaller events that last fewer days as compared to national meetings. The meetings are scheduled according to the local CSOs' agendas, usually during the previous semester[8].

While OSB can offer proper infrastructure for our network meetings and courses to take place, there is constantly a challenge for small CSOs to join these meetings due to severe financial constraints. As women face difficulties related to their family role to attend to outside events, our organization will foster female participation and prioritize travel support to female activists to join the trainings/network meetings.

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[7] This is not part of the Google app. The app is just for the user to send pictures of construction works in case they appear to be late as compared to the schedule, which will be forwarded to public administrations. The mayor can answer, informing about a new delivery date. However, corruption and fraud are not covered, only evidences of delays.

[8] Therefore, our organization does not have yet all the southeast meetings' agendas, but TB commits to notify UNDEF about the regional meetings during our reports.

To enhance the relationship between local CSOs and local and Federal Governments, TB will provide support for the local NGOs to organize one outreach event at the beginning of the project and one stakeholder consultation in the second year. In the first event the local CSO will first present the project and mobilize community to join the monitoring activities and give more visibility for the CSO to dialogue with the local administration. In the second event, the CSO will present partial results and challenges of monitoring activities, share experience with community and press the local government to take improvement measures.

Additionally, TB will take advantage of the credibility the Federal Government puts in TB. TB already started conversations with FNDE, CGU's and Accountings Court of the Union (TCU)'s Ombudsmen to establish formal partnerships through a cooperation agreement, where they will recognize citizens' inputs that TB will send to them as public demands which require official answers. With a formal agreement with the Federal Government, we expect higher incentives of local governments to collaborate with local CSOs.

Beneficiaries and geographic scope
Transparência Brasil aims to empower local civil society by providing it with trainings and workshops to monitor the educational infrastructure policy. They will also audit and press their local governments for improving the resource management and the delivery of public goods. Thus, the direct beneficiaries of the project will be the local CSOs in the 22-targeted cities[9].

Indirect beneficiaries include future users of the public service infrastructure and equipment under construction, the community in general (improved access to education and more local government resources available that can be spent in other areas), and the local and Federal Governments, since they will have more information to act upon. The project will reach 22 cities in the country with mobilization, trainings and collaboration between CSOs and local governments.

(Attachment 1: Map of 22 Target municipalities)

(Attachment 2: List of 22 CSOs)

Gender and marginalized/vulnerable groups
We will foster female participation, providing additional travel support to female activists in order to assure that they will be able to join on-site trainings and network meetings. In addition, there will be a 50% quota for women to take part in the online trainings and the execution of monitoring activities.

Regarding the beneficiaries of this project, the estimated deficit of places in public schools is almost 3 million. Since Brazilian students are highly dependent on public institutions (83%), our project will indirectly benefit a large proportion of the population.

The demand for nurseries is especially critical. Because of this lack of vacancies, their parents, poor people and mostly single mothers, have to leave their children alone or limit their chances of employment. According to UN Women[10], the offer of public nurseries produces positive impacts on the female labor force and diminishes the risk of single mothers entering the poverty zone. Some scholars[11] point that the offer of nurseries for kids up to 3 years-old is the most effective social policy for mothers to be able to get paid jobs, especially those with low education levels.

c) **Sustainability**

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[9] See attachment 1for the method how the targeted cities have been identified and selected, and attachment 2 for the list of corresponding selected CSOs.
[10] Child-Related Financial Transfers and Early Childhood Education and Care, 2015, (http://un.info.np/Net/NeoDocs/View/7178).
[11] Misra, J., S. Moller, E. Strader and E. Wemlinger. 2012. "Family Policies, Employment and Poverty among Partnered and Single Mothers." Research in Social Stratification and Mobility, 30, no. 1: 113–128.

The project's sustainability lies on its ability to increase the transfer of knowledge to the targeted CSOs, making them independent of paid expert help. In addition, once it is put into practice, we expect that the project will more easily receive financing from other sources to expand the monitoring for health investments and for finished works (i.e. delivery of services and facilities).

Last, but not least: once the project is up and running, since most knowledge and skills will be acquired by CSOs, the need of extra funding to keep it running will be low. With the project's success, local CSOs can ask for donations to keep paying for their voluntary work, which will be their only need. The website with the content produced with the monitoring activities will be available as reference for continued use.

4. PLANNED OUTPUT/ACTIVITY BY OUTCOME

Outcome 1: Enhanced network of 22 local CSOs and technical support system in national collaboration among local CSOs in monitoring the process of constructing public schools and nurseries

Under this outcome, the project will seek to mobilize around 90 activists from 22 selected local civil society organizations in 22 Brazilian municipalities to form a network of Transparency and Public Accountability in Education. The first part of the program will focus on a preventive approach: TB in partnership with OSB and the identified 22 partner CSOs will conduct a baseline study concerning their monitoring activities on the situation of the construction projects in their respective municipalities. The Technical Chamber will be established within TB to provide expert advice and support to those CSOs, and the Technical Chamber will conduct an analysis of the public bidding processes with inputs from the local organizations.

Output 1.1: Four Meetings of the Network of Transparency and Public Accountability in Education with 44 people from 22 local CSOs from 22 Brazilian municipalities (Q1, Q3, Q5, Q7)

TB and OSB will create a network with 22 selected CSOs from OSB's broader existing network of local watchdogs, in order to fortify their activities by creating a communication channel and promoting network meetings, which will enable them to exchange challenges and experiences on promoting transparency and public accountability in the process of constructing public schools and nurseries. The 22 organizations participating in this group were selected based on the number of on-going and planned school and nursery construction projects in their respective municipalities, in addition to a geographical focus on the South and Southeast regions, which facilitates the organization of network meetings together with OSB's regional meetings. The objective is to improve monitoring activities in municipalities concerning at least three construction projects, as to increase the value for money of the trainings and related monitoring activities. Among the 22 organizations, the average number of construction projects per municipality is 7.6 (Total targets are 167 cases).

1.1.1: Inauguration Meeting (Q1) – OSB National Meeting

As a kick-off for the project, TB will hold an inauguration event as part of the program of the next OSB National Meeting to launch the network and mobilize the local CSOs. This event will take place in Curitiba from 8th to 11th May 2017 (Q1). It will be a half-day panel, in which TB will present in detail the project to the 22 local CSOs. TB will prepare a case assessment for each CSO so that they have the opportunity to get to know better the situation of the educational infrastructure program in their cities, how many works they will monitor and what are the official data about their execution. In this panel, TB will instruct local CSOs on how to apply the survey and collect baseline data (Output 1.2). After the Inauguration Meeting, in collaboration with OSB, TB will organize special events or sections integrated in the programs of the OSB meetings, where the selected CSOs will be able to share successful cases in the project, build ties and debate on limits and failures of their monitoring activities.

1.1.2: Second Network Meeting (Q3) - OSB Regional Meeting and bidding and construction training

In Q3 TB will integrate with the OSB Southeast regional meeting (probably in October 2017), organizing a panel to discuss the progress of the project. This meeting will also see the start of the on-site training programs (two-day training, key activities 2.2.3 and 2.3.4).

1.1.3: Third Network Meeting (Q5) – OSB National Meeting and contract risk analysis training

In the second year of the project (Q5), TB will again take advantage of the next OSB National Meeting to present a review of the monitoring progress and results of each municipality, disseminating results of the activities conducted in the project within the network and to the broader OSB network attending the conference. This event will also host the third on-site training (key activity 2.4.3).

1.1.4: Fourth Network Training (Q7) – OSB Regional Training and multiplier training

Finally, in Q7 the OSB's second regional meeting during the project period will host the ultimate network meeting before the project's final conference, which will be an opportunity for local CSOs to discuss the difficulties found during the monitoring activities they performed without support from the Technical Chamber, and in establishing public meetings with local government to make themselves heard.

In order to ensure attendance of the CSOs' representatives in national and regional meetings, TB will offer some financial support to the participants, focusing especially on women's participation. The expected attendance for these special sections involving the partner CSOs will be of two representatives (on average) from each of the 22 CSOs (total 44).

Output 1.2: Baseline Survey conducted (Q1)

The initial phase of the project (Q1) will include a baseline survey with the 22 selected CSOs integrated in the network of Transparency and Public Accountability. The objective of this survey will be to gather more detailed background information about their monitoring activities, such as an overview of their available resources, the main challenges faced, best practices and suggestions of specific issues from their experience that may be used as examples during the training sessions. TB will extend a general part of the survey to the broader OSB network, in order to gather data to support an impact evaluation of the trainings. In addition to this background information, the survey will also establish baseline information on the constructions monitored as part of the project in the 22 selected municipalities. TB will elaborate and conduct the survey with input and support from OSB.

Output 1.3: Technical Chamber to support 22 CSOs established (Q1)

The Technical Chamber will be established from the outset of the project to support training and analytical activities, reporting services and to provide practical advice and support to the 22 selected CSOs. It will be composed by a professional engineer (specialized in public constructions) and by a lawyer (specialized in public contracts) who will both give the network remote legal and technical support in monitoring biddings, contracts, construction works and in requesting changes to public biddings and contracts displaying irregularities (Q4 to Q6). The Technical Chamber will not monitor them, but work based on information collected by local CSOs during their monitoring activities (Outcome 3).

Besides, a platform on the UNDEF project's website (see Output 1.4) will be developed to allow for an efficient communication flow between the partner CSOs and the Technical Chamber, and to enable the Project Manager to keep track of all the public procurement processes under analysis. With the continuous upload of content by CSOs and the Technical Chamber, this platform will turn into an online library of case analyses, which will be available to the partner CSOs and any other organization as reference material to work independently.

Engineers will help local CSOs to pursue overpriced services and supplies and to identify irregularities in construction projects and chronograms. In cases where non-compliance with procurement and contracting regulations are identified, or where construction delays are found, the legal expert in the Technical Chamber will be responsible for preparing formal requests for corrections (e.g. changes in the bid notice) or further explanations regarding the situation. Additionally, the Technical Chamber will support TB in

analyzing data on school and nursery constructions submitted through the app developed in the parallel project funded by Google.org.

After this period of monitoring supported by the Technical Chamber, during which the CSOs should gather sufficient experience with the monitoring procedures, the project expects them to continue these activities autonomously (Q7 and Q8).

Output 1.4: Project On-line Platform established (Q1)

The project aims to create a major on-line platform, which participants will be able to access in order to attend online courses (output 2), start discussions and share doubts with co-participants, the project manager and the Technical Chamber consultants. It will be also used to upload all monitoring content produced, such as petitions prepared by the legal consultant and the analyses of bidding notices, contracts, construction works. The whole content produced during the project will turn into a library of case analyses, and together with the online training material, will be further used by local CSOs and any other interested citizen or organization as references for their independent monitoring assessments.

The platform will also have a login-area for direct participants (members from 22 local CSOs, Technical Chamber, members of OSB Headquarters, Project Manager, and TB team), which will enable the project manager's coordination and TB's supervision of activities. The project manager will be able to track if they are completing on-line courses and if the Technical Chamber is delivering support.

The platform will also be a publicity instrument for the project, containing information about financing and implementing agencies, implementing partners, project's execution and reports elaborated by Transparência Brasil, thus making the project's results and findings available to citizens, researchers and media outlets.

Outcome 2: Increased capacity of 22 local CSOs to monitor biddings, contracts, and constructions of public schools and nurseries

Under this outcome, the project will provide online training to about 90 activists from 22 partner CSOs on three aspects of monitoring, namely 1) monitoring biddings, 2) monitoring construction of infrastructure projects and 3) risk assessment of contracting procedures, so that they will be able to execute all monitoring and auditing activities described under Outcome 3. All trainings will be carried out providing a mixture of on-line courses to all targeted activists and one face-to-face training for selected 24 participants (22 from local CSOs and 2 from OSB Headquarters), one from each of the CSOs and two members of the OSB Headquarters. Online trainings will be designed to deliver more general content, and the on-site trainings in smaller groups will seek to engage the participants more interactively and with a more practical focus. The online contents will be produced with the use of video recording, screen recording and video edition.

There will be three modules of trainings and two of them have two rounds: the first round of trainings (for bidding and construction monitoring modules) will prepare them to work together with the Technical Chamber. The CSOs are responsible for collecting evidence and sending it to legal and technical experts of the Chamber. The second round will prepare them to work more independently, analyzing the construction process without the Chamber. Although there are limits of what non-specialists can do, a layperson can gain basic knowledge and skills from analyzing evidence by themselves and preparing formal requests to the government. The third module focusses on risk assessment of contracting procedures, which will also enable the CSOs to raise red flags while analyzing such procedures. The completion of the trainings is expected to allow those local actors to collect and analyze data of biddings and construction work status, identify potential irregularities that can be exposed in order to create pressure on the city administration.

In addition to the trainings, the selected partner CSOs will also receive some financial support to increase their outreach in their respective municipalities, through one small local event to recruit new volunteers for the monitoring activities and to launch the project to local administration and public.

Output 2.1: 22 Outreach events for awareness raising and volunteers recruitment by 22 local CSOs (Q1)

The 22 CSOs, which will participate in the network, usually comprise of small groups of volunteers, and sometimes their work has limited visibility in the municipality. Some of them are in an initial stage of organization. In order to help them improve their outreach, increase their capacity for the monitoring activities and to mobilize citizens to engage in monitoring the construction works using the app, TB will offer them assistance and financial support through a small grant to fund one small-scale local event (22 total) in which they will have the opportunity to present the project, the financing and implementing agencies and the monitoring schedule. Local CSOs will manage the organization of these events, and the suggested timing for them to take place will be the first quarter. These events will have the purpose of helping local activists to give more visibility to their organizations' work within their respective municipalities' governments and to attract more volunteers to increase the human resources available for the monitoring activities. At a later stage of the project, the 22 CSOs will organize one stakeholder consultation to discuss some of the results of the monitoring activities (Output 3.4)

Output 2.2: First Training on public bidding – two rounds of four-week on-line course for 90 activists (Q2-3 and Q5) and one 1-day on site course for 24 activists (Q3)

The first module focuses on monitoring public bidding processes. Monitoring public bidding is a part of preventive program and is particularly relevant for the monitoring of school and nursery projects that are still in the planning stage. Therefore, this material will be covered already in the second quarter, as to enable participants to initiate the monitoring of new bidding procedures as soon as they are made public. The on-line training will host all targeted 90 activists from 22 CSOs and OSB HQ. As some CSOs of OSB network already know how to monitor biddings notices, more experienced activists will function as resource persons or facilitators of the training.

During the first and the second months, TB will define the training contents with support of OSB and will prepare materials and online videos to allow local CSOs to monitor public bidding notices and send the evidences to the Technical Chamber in a more efficient way under Outcome 3. This content will be provided in one online course to be held during months 4-5 (approx. four weeks) (Q2), which will cover basic topics of public bidding regulations and procedures.

Thereafter, a one-day long on-site course will be held to invite 24 activists (one from each selected CSO and two members of the OSB HQ), probably at a Regional OSB Meeting (Q3), and it will focus on more practical aspects of the monitoring work. As we prepare them to work independently in the second round, the content will be adapted by the end of the first year, based on the CSOs' experience with the monitoring activities and work with the Technical Chamber, and a new version of the online course will be launched in the fifth quarter.

The online training will use an e-learning platform that will be hosted on the project's website (1.4), and where CSO members can always watch the lessons again if needed. The training will be given during the second and the fifth quarters, when the instructor, probably a senior member of OSB, will be available for providing answers to doubts, questions and correcting exercises. After each course, the TB project manager and the instructor will evaluate the participants' knowledge and after six months, we will conduct a follow-up survey on the CSO usage of training contents. Although we are targeting only 90 activists from 22 local CSOs, the content will be licensed under Creative Commons License, so that all the materials will be free and potentially disseminated among many other activists and CSOs by accessing the UNDEF project's website.

Output 2.3: Second Training on monitoring of construction works – two rounds of four-week on-line course for 90 activists (Q2-3 and Q5) and one 1-day on site course for 24 activists (Q3)

The format of this training will be similar to the First Training Module (2.2), with three trainings, being two in an online format and one on-site. The first online course will be held in months 5-6, with a similar duration, and will cover topics related to the specific challenges of monitoring infrastructure projects and constructions and the legal requirements for the timely and adequate execution of such projects. This will be followed by a one-day long on-site course (Q3) at a Regional OSB Meeting, following the format and timing of the first module. Afterwards, as part of the transition to a more independent monitoring without the assistance of the Technical Chamber, the contents of the online training will be revisited and adapted towards the end of the first year and a new version will be made available in the fifth quarter. Although the timing of the first and second modules will concentrate on similar periods, the actual timing in which the trainings will be conducted will not overlap, as to enable all targeted activists to participate in both.

The trainings for this module will also rely on an e-learning platform available on project's website, and will include the same structure for evaluation and follow-up survey as described for the first module. These contents will also be licensed under Creative Commons License and will be freely accessible.

Output 2.4: Third Training Module on contracting procedures – two rounds of four-week on-line course for 90 activists (Q4 and Q6) and one 1-day on-site course for 24 activists (Q5)

This will involve first the development of a methodology for screening contracting procedures based on risk factors associated with corruption and mismanagement in the public administration. The project manager has specific academic qualifications and expertise in this field and will therefore be responsible for the development of this content for the third training module. Given the novelty of the content for this module, the content preparation will demand a longer period covering the first three quarters of the project. The methodology will draw on a review of state-of-the-art indicators of corruption risks in public procurement, as well as on selected interviews with practitioners (e.g. auditors) and experts in this area, and on input from the practical experience of OSB members. The objective will be to provide an accessible tool with key risk indicators that can be readily applied to identify red flags in past and on-going procurement procedures.

The result of this work will be translated into a guide for the application of the tool, which will constitute the third module of training activities. The tool will first be disseminated through an online course in the fourth quarter, followed by workshop training during the OSB National Meeting, probably in May 2018 (Q5). Similar to the first and second modules, the target group of this training will also be 90 activists from the 22 selected CSOs and the OSB HQ, and it will be available on the UNDEF project's website for other CSO's members. We will follow-up on its use with the help of our partner organizations and monitor through a survey the number of procedures analyzed and identified as having red flags.As the methodology for this course aims the local CSOs to work independently from the Technical Chamber, differently from the other two training modules, there will be just one on-line training round for this content.

Outcome 3: Increased participation and collaboration between civil society and Federal Government in elaborating, monitoring and controlling public policy for infrastructure in education

With increased capacity of local CSOs (Outcome 2), TB will facilitate all 22 partner CSOs to conduct three sets of monitoring activities and enhance their cooperation with local and Federal Government by providing in-depth analyses of the several phases of constructing public schools and nurseries.

To facilitate evidence-based dialogues, each CSO will hold one dialogue meeting with local authorities and community members. TB will organize all data collected and learned lessons in three semi-annual reports and one final report with two formal presentations to the Federal Government by the end of each

year. On the other hand, to pressure non-responsive governments - those that won't answer local CSOs' demands during monitoring activities or attend to stakeholders meetings and public hearings - , TB will contact media outlets and realize pressure campaigns in social media.

Besides, by the end of the project, TB will gather all the main stakeholders in a closing event to discuss how to make monitoring and controlling activities more effective with the help of local civil society organizations, and how to design governance mechanisms in further public policy for infrastructure of education.

Output 3.1: Monitoring program of public bidding procedures (Q3-8)

Using knowledge and skills acquired from the training (Outcome 2), the trained 22 CSOs will conduct monitoring of public bidding procedures in their respective municipalities. For this purpose, the partner CSO will screen daily the Municipal Official Gazette, looking for all new public-bidding notices for construction of public schools or nurseries, which will be analyzed by the engineer of the Technical Chamber. Once checked that the notice is not in accordance with the legislation and public management good practices, the lawyer of the Technical Chamber will prepare a formal request for modifications in the public bidding notice to the local administration. At this moment, 96 construction projects are in the planning stage in the selected municipalities and are likely to have the respective bidding procedures initiated during the project.

The local CSO will follow-up if the local administration accepts the changes, and in cases of government omission and non-response, they will contact municipal councilors to organize public hearings, local media to press the local administration and start a pressure campaign in social media. As these activities depend on new notices of public bidding, it does not have specific dates to happen in each city, except for the daily screening. The project manager will produce a quarterly report to summarize the activities each CSO has carried out during each period.

Output 3.2: Monitoring of 71 constructions works by 22 CSOs with support of the Technical Chamber (Q4-Q8)

The second part of the monitoring program will deal with the physical construction of approximately 71 schools and nurseries. Local CSOs will collect evidences of construction works' progress through the Google project app and send them to engineers of the Technical Chamber, who will analyze the evidences together with official documents of the constructions such as project physical-financial schedules and reports on construction progress, in order to prepare a technical assessment. The lawyer of the Technical Chamber will prepare a formal request for explanations of the found irregularities to the local administration. The local CSO will check the local administration's answers, and in cases of government omission and non-responsiveness they will contact municipal councilors to organize a public hearing, local media to press the local administration for accountability, and will start a pressure campaign in social media. The project manager will provide support in these cases, participating in local meetings. TB will be responsible for sending evidence of irregularities to the accounting court and controlling agents. The project manager will produce a quarterly report to summarize the activities each CSO has carried out during the period of one year.

Output 3.3: Monitoring program of 167 contracting procedures (Q6-Q8)

During the third monitoring, the 22 selected local CSOs will direct their efforts towards applying the risk assessment methodology to around 167 contracting procedures, including about 71 on-going construction works and another 96 public schools and nurseries that are currently in the planning stage and should undergo procurement and contracting procedures within the duration of this project. They will collect via FOIL documents like physical-financial schedules, official reports on construction work progress, bidding procedures, companies' proposals and contracts of the construction works. Using a designed tool and manual, they will be able to identify red flags linked to indicators of corruption and mismanagement in order to further look into them. As red flags are identified, local CSOs will register a formal request for official explanations on the found irregularities and TB will denounce to the accounting court and

controlling agents. The project manager will produce a quarterly report to summarize the activities each CSO has carried out during the period. Under this output, TB also expects to use local media and pressure campaign in social media if local government remains silent.

Output 3.4: 22 Stakeholder consultations by 22 CSOs (Q6-7)

By the beginning of the second project year, TB will offer the 22 local CSOs financial and technical support through a small grant to fund one consultation with at least 30 stakeholders, including community members, parents, local media and the representatives of local administrations, in respective municipalities. The 22 local CSOs will hold one consultation in the seventh quarter. The purpose of the consultations is to present the partial results and challenges of monitoring; strengthening the dialogue with and pressing local governments to facilitate the suggested improvement measures (from general transparency and basic access of information, to specific improvements in the construction process).

Again as in outreach event (output 2.1), the consultation will be also used by the partner CSO to increase its limited visibility in the municipality and improve their outreach, by mobilizing citizens to engage as new volunteers for the organization and as monitoring citizens of the construction work, using the app. The local CSOs will engage campaigns in social media to increase the event visibility and its attendance.

Output 3.5: Two semi-annual reports and three meetings with Federal Government (Q2, Q4 and Q6)

Transparência Brasil's Executive Director will visit the Federal Government at the beginning of the project (Q2) in order to inform the Government on the project and seek their support on the CSO-led monitoring activities.

TB will publish a report of the above three instances of monitoring by the end of the second and the third semester (Q4 and Q6), analyzing selected case studies among the targeted cities or the whole database information on cities. The semi-annual reports will allow not only for more information to be produced by the project, but also for TB to use its expertise in promoting public integrity and transparency to identify underlying causes of construction delays and cost overruns, as well as what could be done to change them. TB will identify best practices, constraints and key factors that explain the variance of outcomes. TB will also monitor the impact of the reports by number of downloads, mentions in the media and feedback from citizens and local government within the platform linked to the app. Case studies will be either statistically selected (median case, above average case and below average case) or qualitatively selected (based on counter-intuitive findings, best practices that we want to highlight or to focus on process-tracing and insights).

TB will send two semi-annual reports to the Federal Government during the execution of the project, which will be presented by TB's Executive Director and the Project Manager in two scheduled visits to FNDE (National Fund for the Development of Education) in Brasilia. These visits have the objective of discussing the reports' findings, results obtained from local public hearings and paths to solve the verified problems (Q4 and Q6).

At the same time, in order to pressure local and Federal Governments to answer the citizens' demands, TB will share the semi-annual reports with local and national media outlets. Our organization has a close relationship with the Brazilian Association of Investigative Journalism (ABRAJI) – who are TB's partners in other projects - and with a wide range of journalists and news producers who often seek our support to receive accurate public information or our considerations about matters of local or national interest[12].

Output 3.6: One-Day closing event for 70 people (Q8)

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[12] By the year of 2016, TB had at least 91 mentions in national, local and international media, including articles focusing on horizontal and vertical accountability, FOIL, electoral campaign funding and public expenditures.

Transparência Brasil (TB) will hold a one-day conference in São Paulo-SP in the end of the project in order to discuss the achievements the project made and necessary changes in education policy and in agreements between the Ministry of Education and municipalities. The conference will receive the project manager; members of TB; members of CSOs that constituted our project network (around 22 participants, one for each CSO); representatives from municipal governments of the target cities (around 22 representatives, also one for each city); members of CGU, TCU, Ministry of Education and General Secretariat of Presidency (body in charge of the Participatory policies in Brazil) (around 2 representatives for each body). In addition, the event will be opened for all those interested in the project's results (professors, students and journalists). TB will announce the event in the social media.

At the conference, TB will present a final report focusing on strengthening local civil society organizations and local level monitoring, having the project as case study. Our organization will also present an evaluation of the delivery of schools and nurseries and point out patterns of problems observed in bidding notices, contracts and in construction works procedures, showing to which extent improved monitoring practices can affect delivery of public goods and access to education. Civil society members will also have the opportunity to discuss the lessons learned during the monitoring courses (outputs 2.2 to 2.4), their experience in analyzing construction works and bidding notices themselves (outputs 3.1 to 3.3), and to present to local and Federal Governments their difficulties of holding local government accountable. Transparência Brasil will foster the discussion between civil society, local and Federal Governments on how to promote more participation in fiscal auditing and therefore increase the efficiency in executing sectorial projects.

5. RISK MITIGATION

Description of Risk	Output	Perceived (low, medium or high)	Proposed risk-mitigation measures
Local CSOs may not have smartphones with capacity to use the app.	**Output 1.3**	*Low*	TB ensures the development of an app that uses as low memory as possible and that runs on older models, which are more common in poorer areas. Besides, the Project Manager will contact local CSOs before the monitoring activities to ensure that volunteers will carry at least one smartphone. TB will assess this problem during calls between Project Manager and local CSOs. This risk is low, as we are dealing with medium size municipalities and not with poor areas. In the very improbable situation that CSOs members have no smartphone, we will ask them to use part of the transfer to get one.
Low/poor attendance rate from among 22 local CSOs in our network meetings and on-site training courses due to financial constraints.	**Output 2.2, 2.3, 2.4**	*Medium*	TB will offer travel support to assure the participation of local CSOs. TB will measure the attendance during evaluation activities in courses (our financial support will increase according to percentage of women attending the meetings: 100% of individual financial support if the member is a woman and 80% of individual financial support if the member is a man.
Low completion rate of three online training modules by 90 trainees from among 22 CSOs.	**Output 2.2, 2.3, 2.4**	*Medium*	The web platform that will host the three online trainings will allow TB and the Project manager to track how many CSOs members are attending the courses. Should the completion rate be low, the Project manager will contact local CSOs. TB will demand 100% of attendance in online courses for CSOs

			to receive the full monitoring funding. If a local CSO registers 75% of attendance, the transfer will decrease by 25% and if only 50% of attendance is registered, TB will freeze the transfers.
The internet connection is limited or not fast enough for certain activities to take place	*Output 2.2, 2.3, 2.4, 3.2, 3.3*	*Low*	The webinars will be recorded and participants could watch them when and where it is convenient, either at the CSO or at home. We will include in the baseline survey a question if CSO has a proper structure where its member can take the online course or can establish one. Also the PM will be available to find a solution in case that activists find no access to internet connection. TB will evaluate the attendance in online courses by monitoring the number of site accesses. Concerning monitoring activities, the app can be used offline, so that the user can make the inspection taking photos that will be uploaded once she or he has internet access. Also, here the PM will be available to help in case of structural problems. TB will measure the amount of alerts send trough the app.
App is not ready by the beginning of monitoring activities	*Output 3.2*	*Low*	App use is not fundamental for the work with local CSOs, which could send the pictures by e-mail.
Complexity of risk assessment tool creates obstacles for practical application	*Output 3.3*	*Medium*	Prior to the dissemination of the tool through trainings, TB will include a feedback round with partner NGOs (OSB) with experience in the monitoring of contracting procedures, in order to ensure that the content is adequate and easy to apply
Analysis of contracting documents is too labor-intensive	*Output 3.3*	*Medium*	Although this analysis cannot be conducted through the app, the methodology shall include a set of criteria to guide CSOs on which procedures to prioritize for more thorough analysis. This will be presented during the training under output 2.4. If red-flagged procedures occur more often than originally estimated, we will devise a complementary strategy ranking different criteria. TB will assess any difficulties encountered during document analysis through the calls between PM and local CSOs leaderships.
Some contracting documents are not easily available	*Output 3.2 and 3.3*	*Low*	As different government bodies involved in implementing, financing and overseeing the construction projects hold copies of the documents, TB will reach out to different potential sources, and make use of Freedom of Information legislation if needed.
Local governments refuse to cooperate with local CSOs	*Output 2.1, 3.4*	*High*	To boost the cooperation between local governments and CSOs, TB will provide funding for two events, announced to CSOs, civil society supporters, and through social media. In the first event (output 2.1), local CSOs will have the opportunity to introduce the project to local government, present UNDEF, Transparência Brasil, themselves and the national network created around the project. TB expects that these events would strengthen local CSOs. During the second event (output 3.4), local CSOs will present partial monitoring results, and will have the opportunity to discuss them with civil society, media and local government.

			TB expects that this non-contentious approach will incentive pursue of collaborative solutions for the pointed problems.
Local governments refuse to respond to local CSOs.	*Output 3.1, 3.2, 3.3*	*High*	When full cooperation with the local government is not possible, the project manager will be responsible to ensure the dialogue between CSOs and local government by contacting city councilors, supporting the organization of audiences with city hall representatives, contacting media outlets and making announcements in social media to put pressure on public administration. TB will also put pressure on the Federal Government during meetings in Brasilia to oblige local governments to give explanations to civil society. As a last resort, TB will gather all information and assessments for the analysis by the Public Prosecutor to decide whether to take judicial actions. TB will report the information about non-attendance and communication with other instances.
Federal Government is not cooperative, unwilling to meet with TB	*Output 3.4 and 3.5*	*Low*	If Federal Government refuses to meet with TB, our organization will directly contact the Federal Ombudsmen and the Court of Auditors of the Union, and also raise complains in our network and national media. Non-responses are easy targets for government criticism. TB will also declare this information in the project's reports, and will contact media outlets and announce it in social media channels.
No active participation or engagement in the three types of monitoring tasks by the 22 CSO	*Output 3.1, 3.2 and 3.3*	*Low*	The choice to work with a local CSO network that responds to OSB was made due to their high coordination capacity and to the similarity between some project tasks and the work they already execute. However, in order to guarantee their attendance, the project will give them some small honoraria to help them boost their activities. If even though local CSOs do not attend to monitoring activities or respond to our Project Manager during calls, our organization will contact the National Executive Office of OSB in order to stablish penalties from those non-cooperative CSOs. The non-cooperative CSOs will be reported by the PM.
Challenges in managing the project remotely	*All*	*Low*	We will develop a web platform, through which the project manager will be able to track the monitoring activities the CSOs are carrying, as the supporting activities the Technical Chamber are undertaking. She will also be able to track if all 90 participants are taking and progressing in the online courses. If any activity is not being carried properly, the project manager will contact directly the local CSO. Through the same platform TB office in São Paulo will be able to supervise all the activities. The Project Manager will report on a daily basis her tasks and there will be a weekly virtual meeting with the whole TB team. The Project Manager has previously worked with Transparência Brasil at two different projects. Her outstanding capacities and high level of commitment

			presented during these past experiences serve as good indication that she will be able to manage the project remotely successfully.

6. OUTCOME INDICATORS, BASELINE DATA, AND TARGETS

See Results Framework Annex I (Table 1.1 Indicators and Table 1.2 Work Plan)

7. MANAGEMENT ARRANGEMENTS AND CONTRIBUTIONS

a) Management Arrangements

Implementing Agency:

Transparência Brasil (TB) was founded in 2000, by a group of journalists, businesspersons and leaders of non-governmental organizations in São Paulo, Brazil. Transparência Brasil is one of Brazil's most trusted sources of information on transparency and open data, especially when it comes to data about Congress and political money flow. Our work helped pass two important Brazilian laws: Clean Slate Law (2010) and Access to Information Law (2011). TB's main projects are Às Claras (asclaras.org.br), a political financing monitoring tool, and Excelencias (excelencias.org.br), a Congressmen database. In addition, we are the civil society representative at transparency councils in different government branches (Federal government, Senate, and the State of São Paulo Government).

Transparência Brasil has vast experience in collecting primary data, building databases, transforming information into knowledge and a great outreach capacity with the media, government and controlling agencies. This new project represents an expansion of our expertise to both a new area of monitoring (infrastructure investment) and a new scope of operation (local activism). Additionally, for the first time TB will have a highly collaborative tool, mixing open government data with citizen feedback. With this project we hope to achieve the same results we did with Excelências.

For outcome 1, enhanced network of local CSOs and technical support system in national collaboration among local CSOs in monitoring the process of constructing public schools and nurseries, Transparência Brasil will be responsible for launching the Network of Transparency and Public Accountability in Education, for establishing the Technical Chamber and for organizing the training for social multipliers. The Project Manager (PM) will report directly to the Transparência Brasil project coordinator, so she will supervise the PM's activities of managing and supporting Network activities. Transparência Brasil will also be responsible for registering petitions requesting the opening of formal inquiries to controlling agencies and accounting courts. The project's coordinator will be responsible for these registrations.

For outcome 2, increased capacity of 22 local CSOs to monitor biddings, contracts, and constructions of public schools and nurseries, Transparência Brasil will be responsible for: i) designing training formats and materials; ii) and for developing in association with OSB the analytical tool for risk assessment in contracting procedures. To accomplish these tasks, our organization will allocate the project's coordinator to develop the content, the materials and evaluation of the trainings, and the senior researcher to design the risk assessment tool, materials and execute both on-site and online trainings.

For outcome 3, increased participation and collaboration between civil society and Federal Government in elaborating, monitoring and controlling public policy for infrastructure in education, our organization will be responsible for preparing semi-annual and final reports, for presenting results and advocating improvements to the Federal Government and for organizing the project's closing event. In order to accomplish these tasks, Transparência Brasil will allocate two members of staff to assist the Project Manager in delivering these reports (executive-director and project coordinator), our executive-director to meet members of Federal Government and our project-coordinator to organize the logistics of the final conference.

Team organization for the UNDEF project:

Transparência Brasil Executive-Director will officially represent TB and supervise the overall project. Manoel Galdino holds a PhD in political science, is a data scientist and the main representative from Transparência Brasil in events, meetings and councils that our organization attends. Therefore, he will be the member in charge of launching the Network of Transparency and Public Accountability in Education at OSB's Annual Meeting, of representing interests of the civil society in meetings with Federal Government in Brasília and at the project's closing event. He will direct and supervise the preparation of the reports, Transparência Brasil's own monitoring and evaluation activities and besides, as a data scientist, he will support all data analysis and database building within the project.

Projects coordinator, Juliana Sakai, holds a master in political science and has been working at Transparência Brasil for almost five years. She will support the executive-director with his main duties and monitor the Project Manager's activities. Besides, she will assist in the design of trainings format and evaluation, and will support training instructors in defining content and developing materials. Ms. Sakai will also be in charge of co-producing the semi-annuals and the final report, and of organizing the closing event in São Paulo.

<u>Project Personnel involved in the implementation of the project:</u>

Project Manager/Senior Researcher (100%)
Bianca Vaz Mondo, is a PhD candidate at the Hertie School of Governance (Germany), and has recently concluded her doctoral research on the impact of democratic accountability institutions on corruption, with a focus on Brazilian municipalities. She will be specially hired for this project. As Project Manager, she will carry out different activities to ensure the success of the project. She will be in charge of researches (baseline data) and reports (monitoring and data analysis) and will monitor the local CSOs' activities by holding periodical virtual meetings with them, and will provide special assistance in the case local government is not responsive, contacting city councilors, supporting the organization of audiences with government and contacting media outlets to put pressure on public administration. Occasionally she will meet OSB coordinators to inform them on local CSOs' performance. She will also coordinate the training courses: discussing detailed programs with instructors, assessing with the CSOs if the trainings are being effective and its content used, and suggesting content changes. She will keep track on Technical Chamber consultants' work and will be in charge of organizing the logistics with the CSOs for network meetings and closing event.

Through her research work, she has accumulated relevant expertise on administrative procedures and corruption at the municipal level in Brazil and therefore she will be in charge of designing the analytical tool for systematic risk assessment of contracting procedures of all its related activities. Then she will be also in charge of defining all materials in the training module on contracting procedures (output 2.4), developing a methodology for screening contracting procedures based on risk factors associated with corruption and mismanagement in the public administration and presenting it in the training. As this activity would coincide with the local CSO mobilization TB plans to reallocate the functions of a Google´s project consultant to support her in this task, and his hours will be free of charge to the UNDEF budget.

Monitoring through the web platform (Output 1.5) and virtual meetings will be fundamental because all the project coordination work will take place remotely – **the Project Manager will be based in João Pessoa, Paraíba**, whereas all the 22 CSOs are spread in the Brazilian South and Southeast, TB office is in São Paulo and OSB Headquarters is in Curitiba. Through the web platform, the project coordinator will be able to track the monitoring activities the CSOs are carrying out, as well as the supporting activities the Technical Chamber is undertaking. She will also be able to track if all 90 participants are taking part and

progressing in the online courses. If any activity is not being carried properly, the project manager will contact directly the local CSO. Through the same platform, the TB office in São Paulo will be able to supervise all the activities. The Project Manager will report on a daily basis her tasks and there will be a weekly virtual meeting with the whole TB team.

Administrative assistant (10%)
The administrative assistant will provide administrative support for the project's activities. She is in charge of all TB's payments, procurement and contracts, which will include UNDEF's. She operates TB's bank account and will be responsible for the management of this project's account, including transfers received from UNDEF, transfers made to OSB and local CSO's, payments to PM, consultants and vendors, including equipment acquisition for the project. She will give support to organize accounts reports to the UNDEF and will help TB in any other administrative demands related to this project.

The Implementing Agency will be responsible for contracts with any Implementing Partner(s) or individuals involved in the project. The Implementing Agency will be responsible for managing any financial disbursements to the Implementing Partner(s) or individuals as per implementation arrangements or payment schedules concluded between them. UNDEF does not consider that it has any formal relationship with project partners. All such payment arrangements need to be noted in the project document at the outset of the project.

Contract(s):
TB plan to contract an **engineer** and a **lawyer** to provide expert advice for a total of nine months period over 24 months. They will compose the Technical Chamber to assist local CSOs in their monitoring activities, analyzing documents and preparing official requirements to the local government. Their work will last from Q4 to Q6.

Engineer
- Analysis of bidding notices, basic engineering project and physical-financial schedules (3.1)
- Construction work status analysis and preparation of technical assessment (3.2)

Lawyer
- Analysis of contract, and petition preparation (3.1)

The provided budget for consultants is not sufficient to cover the actual costs of these professionals given the workload (the number of construction works is very high). Therefore, TB will engage voluntary workers to provide free hours to the project. TB has already collaborated with Engineers Without Borders and Regional Councils of Engineering for Google project and we expect to extend the partnership to the UNDEF project.

Transparência Brasil has provided UNDEF with written confirmation from the Observatório Social do Brasil stating that the organization understands and concurs with the roles and responsibilities allocated to them within the project, and agree to assume these roles and responsibilities. Transparência Brasil will also be responsible for obtaining the signature of each sub-grantee on the Legal Commitments (Annex IV).

Implementing Partners: Observatório Social do Brasil (OSB)
To enable and mobilize the Network of Transparency and Public Accountability in Education, Transparência Brasil will partner with an organization that performs as a hub for smaller CSOs oriented to fight corruption in local administration, the Observatório Social do Brasil (OSB), an association founded in 2008 in the State of Parana, with main office in Curitiba. OSB's network is composed of similar CSOs

that replicate OSB's methodology of local social control, which involves overseeing information about local governments' tenders, auctions and other purchase procedures. It currently encompasses 107 organizations in 19 States gathering circa 3,000 volunteers. The organization is run by an Administrative Council with 7 members, a Superior Council with 13 members and a Financial Council with three members, all of them composed by members from all of OSB's network. OSB has a vast experience and expertise in monitoring local government and auditing public procurement process, often generating consequences for local administration. OSB's work focuses mainly on prevention of mismanagement. The CSOs that will compose our network are members from the OSB network based in cities that have projects of schools or nurseries financed by Federal Government.

b) Contributions

TB has received a grant from Google.org as winner by popular vote of the Google Social Impact Challenge 2016 in Brazil. The grant is R$ 1,500,000.00 (approximately US$500,000) for a two and a half year project. The technical tools developed by the Google project will be available for use by this project at no cost.

Furthermore, in order to supplement necessary human resources for the project, TB will allocate the functions of a Google project consultant to support the Project Manager in mobilizing and supervising 22 CSOs.

This project has no funding other than the UNDEF grant.

8. BUDGET

The **budget per output** is provided in the Results Framework (Annex I). The **detailed project budget** is attached as Annex II. Please note that changes to this approved project budget require prior UNDEF approval. Financial reallocations made without prior UNDEF approval will not be accepted, and the funds may have to be reimbursed to UNDEF.

Total Project Cost: *US $200,000* **M&E Cost:** *US $20,000* **Total UNDEF Grant:** *US $220,000*

9. MILESTONES AND DISBURSEMENT SCHEDULE

The grant will be disbursed in 3 tranches, following the disbursement schedule below. The first tranche of the grant will be disbursed once the project document has been signed. Release of the second and third tranches will be contingent upon:
- The successful completion of project milestones 2 and 3, respectively
- The successful monitoring of the above milestones by an UNDEF-designated monitor.
- The submission of an audited **Financial Utilization Report** to UNDEF, following milestone 2 and 3, by the Implementing Agency (certified by the external independent auditor identified in the project document) and reflecting the amount spent to date.
- **Expenditure of at least 70% of the previous tranche/s**
- Funds will not be released if the project has any **overdue narrative or financial reports** of any kind, or if the project has **failed to follow the UNDEF visibility guidelines** noted in section 9b.

Disbursement table

Milestone	Amount	Date
1) Project document signature	65,777.00 US$	Month 1
2) Completion of the Second Training on monitoring of construction works –one 1-day on site course for 24 activists (Q3) (Output 2.3)	71,640.00 US$	Month 8
3) Submission of the second Semi-Annual Report on the monitoring of construction of public schools and nurseries to UNDEF (Output 3.5)	62,583.00 US$	Month 16
4) Closing event, one online training and final report (including certified financial statements)	10% of the grant in US$ (retained by UNDEF for monitoring and evaluation)	Month 25

Monitoring and evaluation costs (10% of total project costs) will be retained by UNDEF. This amount will not be disbursed to the Implementing Agency. The Implementing Agency is not authorized to incur any costs against this amount, unless directed by UNDEF.

It is the Implementing Agency's responsibility to choose carefully the milestones' dates and tranche amounts and to ensure that an appropriate amount of money is available to carry out the planned activities between two milestones. Any change in the project schedule, which would affect the milestone dates, will be notified to UNDEF as soon as possible and well before the next scheduled milestone, to make it possible to discuss alternatives.

The Implementing Agency has provided complete and correct bank details to UNDEF. The Implementing Agency will inform UNDEF promptly of any changes to its banking details. Failure to do so will cause significant delays in disbursement, and might cause funds to be misrouted. The Implementing Agency will be accountable for any delays or misrouted funds due to incorrect banking information provided by the Implementing Agency.

10. MONITORING, REPORTING AND EVALUATION[*]

a) Monitoring

The Implementing Agency undertakes to monitor all project activities and outputs. The Implementing Agency also commits to monitoring the results, outcomes, and impacts of the project. The focal point for monitoring will be the *Executive-Director of Transparência Brasil, Manoel Galdino.*

The general monitoring strategy of the project involves gathering information via surveys, interviews and evaluations. The surveys will track over time how local CSOs are using the knowledge they gained and how the local environment and context is where they live. The evaluations will allow us to assess what kind of knowledge participants of training courses are using. The OSB project manager will also support the evaluations, ensuring that the local CSOs answer them. The project manager will be fundamental to collect qualitative information about the project's execution and about the mobilization of the CSOs. We

will use monthly virtual meetings to interview local CSOs and collect additional information, especially qualitative assessment of how things are going on site.

UNDEF will appoint an observer to monitor **project milestones 2 and 3**. This person or entity will bear no responsibility for any aspect of implementation of the project. For this purpose, the Implementing Agency will submit to UNDEF, **two months in advance,** detailed information on the milestone (date, venue, event title, agenda) so that UNDEF can arrange the monitoring visit. The Implementing Agency will do everything possible to assist and cooperate with the UNDEF-appointed observer. There is a statement under the Legal Commitments (**Annex IV**) to this effect.

b) Narrative and Financial Reporting

It is the Implementing Agency's responsibility to meet all UNDEF reporting requirements. The point of contact within the Implementing Agency responsible for submitting all reports to UNDEF is *Executive-Director of Transparência Brasil, Manoel Galdino*. The Implementing Agency will submit a Mid-Term Progress Report, a Final Narrative Report, audited financial reports, and other reports as may be notified by UNDEF. These reports will be in the required UNDEF template, either in English or in French, the official working languages of the UN Secretariat. The Implementing Agency is responsible for reading and following UNDEF's 10th Round Monitoring and Reporting Guidelines, available on UNDEF's website.

Three (3) financial reports, certified by an independent auditor, will be submitted to UNDEF **by the designated auditor directly** during the project implementation period: within two weeks after milestone 2 and after milestone 3 and also at the end of the project. All reports will be submitted in the required UNDEF format. The financial reports will reflect the cumulative amount spent to date. The designated independent auditor shall review and certify the expenditures against the agreed budget and the cumulative disbursed amounts from UNDEF.

At the end of the project, the Implementing Agency will submit a full audit report of the project along with the certified final financial utilization report. **Those documents will have to be sent to UNDEF directly by the designated auditor (and not by the Implementing Agency).** Certification costs for the three required financial reports and for the Audit report are included in the project budget.

UNDEF may request the Implementing Agency to select a different external certified accountant if deemed necessary. The external, independent entity responsible for the certification of reports and the final project audit is *Consulcamp– (Annex V)*.

c) Evaluation

UNDEF is responsible for devising the final project evaluation modality, and will inform the Implementing Agency if a project evaluation is to be conducted. The Implementing Agency is required to take all necessary measures to facilitate evaluation as and when required by UNDEF or its designated third party. Should an evaluation be conducted, the final evaluation report will be published on the UNDEF website.

10% of the total grant amount (up to a maximum of US$ 25,000) will be retained by UNDEF to pay for external monitoring and evaluation costs. **This amount will not be disbursed to the *Implementing Agency.***

d) Branding & Visibility

The implementing agency commits to featuring the project and naming UNDEF as a donor in all outreach materials associated with the UNDEF-funded project, including banners, signs, written materials and publications, as well as on its website.

To conform to UNDEF visibility guidelines, the implementing agency will post an announcement on its website home page at the beginning of the project stating that implementing agency has launched a new project named "Increasing Transparency and Public Accountability Mechanism in Education in Brazil", funded by The United Nations Democracy Fund. The announcement should include a brief description of the project which:
- is posted prominently on a page easy to find (such as under "Donors" or "Projects" or "Programmes")
- features a brief summary of one or two paragraphs describing the project, not just the name of the project;
- includes the UNDEF logo;
- includes a photograph of a group activity, scene or scenery related to the project theme/location or for new projects that do not yet have photos of project activities, a photo of your team, or of the one of the places/towns where the project will operate.

All material prepared by the project might be used by UNDEF for supporting the development of new initiatives. The grantee agrees that this material might be posted on the UNDEF website as examples.

11. LEGAL COMMITMENTS

All project documents **must** contain the set of legal commitments outlined in **Annex IV. These commitments cannot be modified**.

ANNEX I: RESULTS FRAMEWORK

1.1 OUTCOME INDICATORS, BASELINE DATA AND TARGETS

Outcome 1: Enhanced network of 22 local CSOs and technical support system in national collaboration among local CSOs in monitoring the process of constructing public schools and nurseries.			
Indicator 1.1: Network of 22 CSOs established, with each member formulated their work plan and attended four network meetings	**Baseline:** No comparable data available	**Target**: 100% (22)	**Monitoring:** Project Manager will oversee all 22 CSOs and report to TB that reports to UNDEF in the mid-term report.
Indicator 1.2: Percentage of 22 CSOs completed their baseline study of construction related cased in their municipalities	**Baseline:** No comparable data available	**Target:** 100% (22)	**Monitoring:** Project Manager will oversee all 22 CSOs and report to TB that reports to UNDEF in the mid-term report.
Outcome 2: Increased capacity of 22 local CSOs to monitor biddings, contracts and constructions of public schools and nurseries			
Indicator 2.1: # of new volunteers recruited after project's presentation event	**Baseline:** No comparable data available	**Target:** at least 2 volunteers per municipality (total 44 volunteers)	**Monitoring:** PM will collect the number of new volunteers from 22 CSOs and report to TB that reports to UNDEF
Indicator 2.2: Percentage of planned CSO activists (90) completed the three online training modules, bidding, contracts, and construction monitoring	**Baseline:** No comparable data available	**Target:** 90% (81)	**Monitoring:** Project Manager will monitor all 90 trainees' progress and completion of the online training courses and report to TB that reports to UNDEF
Indicator 2.3: Percentage of planned trainees (24) who completed the on-site training	**Baseline:** No comparable data available	**Target:** 100% (24)	**Monitoring:** Project Manager will monitor all 24 trainees' completion of the on-site training courses and report to TB that reports to UNDEF
Outcome 3: Increased participation and collaboration between civil society and Federal Government in elaborating, monitoring and controlling public policy for infrastructure in education			
Indicator 3.1: Percentage of 22 CSOs completed their three segments of monitoring with support of the TB and its Technical Chamber	**Baseline:** No comparable data available	**Target:** 60% (14 CSOs)	**Monitoring:** Project Manager will oversee all 22 CSOs and report to TB that reports to UNDEF in the final report.
Indicator 3.2: Percentage of increase in completion of construction in target municipalities (22) as compared to the baseline (2017)	**Baseline:** To be known after baseline survey	**Target:** 30% increase	**Monitoring:** Project Manager collect data from 22 CSOs and report to TB that reports to UNDEF in the final report

1.2 WORK PLAN

Outputs	Key Activities	Milestone	Timeframe (2 years – 8 quarters)								Responsible Party	Budget per output (rounded to the nearest $500)
			Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8		
Outputs for Outcome 1: Enhanced network of 22 CSOs and technical support system in national collaboration among local CSOs in monitoring the process of constructing public schools and nurseries												
Output 1.1: Four Meetings of the Network of Transparency and Public Accountability in Education with 44 people from 22 local CSOs from 22 Brazilian municipalities (Q1, Q3, Q5, Q7)	1.1.1 Inauguration		x								TB team supported by project consultant	29,000.00
	1.1.2 First Regional Meeting				x							
	1.1.3 Second National Meeting						x					
	1.1.4 Second Regional Meeting								x			
Output 1.2: Baseline Survey conducted (Q1)	1.2.1 Baseline survey on background information of the 22 local CSOs and on the construction projects in their municipalities		x								TB Project Manager, supported by OSB	2,000.00
Output 1.3: Technical Chamber to support 22 CSOs established (Q1)	1.3.1 Form Technical Chamber with the selection of one engineering and one legal expert as consultants		x								TB Project Manager and expert consultants	
Output 1.4: Project On-line Platform established (Q1)	1.4.1 Create a platform which will host project's on-line courses and will be a communication channel between local CSOs and Technical Chamber		x								TB team	10,000.00
Outputs for Outcome 2: Increased capacity of 22 local CSOs to monitor biddings, contracts, and constructions of public schools and nurseries												
Output 2.1: 22 Outreach events for awareness raising and volunteers recruitment by 22 local CSOs (2 per CSO) (Q1)	2.1.1 Small-scale events promoted by local CSOs at 22 target municipalities		x								Local CSOs	10,500.00
Output 2.2: First Training on public bidding – two rounds of four-week on-line course for 90 activists (Q2-3 and Q5) and one 1-day on site course for 24 activists	2.2.1 Define or redefine content and develop training materials		x		x						TB project manager and OSB	3,500.00
	2.2.2 Execute two rounds of on-line trainings			x			x				OSB members	

Output	Activity										Responsible	Budget
(Q3)	2.2.3 Execute one on-site training at the OSB regional meeting				x						OSB members	
	2.2.4 Evaluate participants' knowledge and usage			x	x		x				TB project manager and OSB	
Output 2.3: Second Training on monitoring of construction works – two rounds of four-week on-line course for 90 activists (Q2-3 and Q5) and one 1-day on site course for 24 activists (Q3)	2.3.1 Define or redefine content and develop training materials		x			x					TB project manager and OSB engineer	3,500.00
	2.3.2 Execute 2 online trainings			x		x					Engineer	
	2.3.3 Execute 1 on-site training at OSB Regional Meeting	M2			x						Engineer	
	2.3.4 Evaluate participants' knowledge and usage			x	x		x				TB project manager and OSB engineer	
Output 2.4: Third Training Module on contracting procedures – one round of four-week on-line course for 90 activists (Q4 and Q6) and one 1-day on-site course for 24 activists (Q5)	2.4.1 Design analytical tool for systematic risk assessment of contracting procedures and training materials		x	x	x						TB project manager	4,500.00
	2.4.2 Execute 1 online training					x					TB project manager	
	2.4.3 Execute 1 on-site training during OSB national meeting						x				TB project manager	
	2.4.4 Evaluate participants' knowledge and usage					x	x	x			TB project manager	
Outputs for Outcome 3: Increased participation and collaboration between civil society and Federal Government in elaborating, monitoring and controlling public policy for infrastructure in education												
Output 3.1: Monitoring program of public bidding procedures (Q4-8)	3.1.1 Daily screening of Official Gazette for new public biddings notices for construction of public schools or nurseries				x	x	x	x	x	x	Local CSOs	25,000.00
	3.1.2 Check if the notice meets basic requirements according to legislation				x	x	x	x	x	x	Consultant (Engineer)	
	3.1.3 Register a formal request of modifications in the public bidding notice at local administration				x	x	x	x	x	x	Consultant (Lawyer)	

Output	Activity	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Responsible	Budget
	3.1.4 Follow up non-answered requests: contact municipal councilors for organizing public hearing and local media			x	x	x	x	x	x	Local CSOs	
Output 3.2: Monitoring of 71 constructions works by 22 CSOs with support of the Technical Chamber (Q4-Q8)	3.2.1 Collect evidences of construction works progress through app and send them to engineers of the Technical Chamber				x	x	x			Local CSOs	8,000.00
	3.2.2 Analyze the evidences, the project physical-financial schedules, official reports on construction work progress and prepare a technical assessment				x	x	x			Consultant (Engineer)	
	3.2.3 Register a formal request of official explanations on the found irregularities				x	x	x			Local CSOs	
	3.2.4 Follow up non-answered requests: contact municipal councilors for organizing public hearing and local media to press the local administration for responding				x	x	x			Local CSOs	
	3.2.5 Register a petition to open formal inquiry to accounting court and controlling agents				x	x	x			TB team	
Output 3.3: Monitoring program of 167 contracting procedures (Q6-Q8)	3.3.1 Collect, via FOIL, physical-financial schedules, official reports on construction work progress, bidding procedures, companies proposals and contracts of the construction works					x	x	x	x	Local CSOs	5,500.00
	3.3.2 Apply risk assessment methodology to identify red flags in contracting procedures					x	x	x	x	Local CSOs	
	3.3.3 Register a formal request of official explanations on the found irregularities					x	x	x	x	Local CSOs	
	3.3.4 Register a petition to open formal inquiry to an accounting court and controlling agents					x	x	x	x	TB Team	
Output 3.4: 22 Stakeholder consultations by 22 CSOs (Q7)	3.4.1 Meetings promoted by local CSOs at 22 target municipalities to show results of monitoring procedures to civil society, media and local government						x	x		Local CSOs supported by PM	15,500.00

Output	Activity											Responsible	Cost
Output 3.5: Two semi-annual reports and three meetings with Federal Government (Q2, Q4 and Q6)	3.5.1 Produce semi-annual reports on all programs	**M3 (second semi-annual report)**				X		x					
	3.5.2 Present a half-project report with results to federal government and national media outlets			x		x		x				TB team	5,000.00
Output 3.6: One-Day closing event for 70 people (Q8)	3.6.1 Organize the logistics of the event										X	TB team	19,466.00
	3.6.2 Produce final reports of the project on: strengthening local civil society organizations and project impact evaluation										X	TB team	
	3.6.3 Present findings and suggestions of policy change to the Federal Government										X	TB team	

Project overhead (1 a) and b), 3 and 6 b), c) and d))	**US$ 58,534**
TOTAL PROJECT COST	**US$ 200,000**
UNDEF Monitoring and Evaluation	**US$ 20,000**
TOTAL UNDEF GRANT	**US$ 220,000**

ANNEX II - PROJECT BUDGET
in US dollars

Project Title:	Increasing Transparency and Public Accountability Mechanisms in Education in Brazil
UNDEF Project Number:	UDF-15-BRA-681
Implementing Agency:	Transparência Brasil

BUDGET BY RESOURCE / INPUT

Output	Budget Line Description	$	Unit	Quantity	Total*	M1 (month 1-8)	M2 (month 09-16)	M3 (month 17-24)	Total*
						8	8	8	24
	1- Staff and other personnel costs								
	a) Professional Staff								
all	Project manager / Senior researcher (100%)	1800	month	24	43,200	14,400	14,400	14,400	43,200
					43,200	14,400	14,400	14,400	43,200
	b) Administrative staff								
all	Administrative Assistant (10%)	150	month	24	3,600	1,200	1,200	1,200	3,600
					3,600	1,200	1,200	1,200	3,600
	c) Consultants and other non-staff personnel costs								
3.1	Engineer (Technical Chamber)	1400	month	9	12,600		11,200	1,400	12,600
3.1	Lawyer (Technical Chamber)	735	month	9	6,615		5,880	735	6,615
	Subtotal:				19,215	-	17,080	2,135	19,215
	Section 1 - Total:				66,015	15,600	32,680	17,735	66,015
	2- Supplies, Commodities and Materials								
	Training of local CSOs (90 participants):								
2.2	Production of training manuals (2.2)	20	manual	90	1,800	1,800		-	1,800
2.3	Production of training manuals (2.3)	20	manual	90	1,800	1,800		-	1,800
2.4	Production of training manuals (2.4)	20	manual	90	1,800		1,800	-	1,800
	Final report								
3.5	Printing of final report	20	report	70	1,400			1,400	1,400
all	*Office supplies and stationaries*	25	month	24	600	200	200	200	600
	Section 2 - Total:				7,400	3,800	2,000	1,600	7,400
	3- Equipment and Furniture								
	a) ICT Equipment								
all	Project laptop	1000	Unit	1	1,000	1,000	-	-	1,000
all	Project laptop equipments (mouse and keyboard)	500	Unit	1	500	500	-	-	500
	Videos for online trainings								
2.2-2.4	Project video camera and tripod	750	Unit	1	750	750	-	-	750
2.2-2.4	Project mic	70	Unit	1	70	70	-	-	70
2.2-2.4	Memory card and LED light	65	Unit	1	65	65			65
	Subtotal:				2,385	2,385	-	-	2,385
	b) Furniture and office equipment								
all	Office chair for new PM	150	Unit	1	150	150			150
	Subtotal:				150	150	-	-	150
	Section 3 - Total:				2,535	2,535			2,535
	4- Travel								
	a) Project Staff's lecture for in-site training and attendance of Seminars/Workshops								
1.1.1	Domestic flight tickets for 2 Staff attending first OSB National Meeting	300	tickets per person	2	600	600		0	600
1.1.1	Per diem for 2 staff attending first OSB National Meeting (1 day x 2 person)	150	person	2	300	300		0	300
1.1.3	Domestic flight tickets for 2 Staff attending second OSB National Meeting	300	round trip tickets per person	2	600		600	0	600
1.1.3	Per diem for 2 staff attending second OSB National Meeting (2 day x 2 person)	150	day per person	4	600		600	0	600
1.1.2	Domestic flight tickets for 2 Staff attending first OSB Regional Meeting	300	round trip tickets per person	2	600		600	0	600
1.1.2	Per diem for 2 staff attending first OSB Regional Meeting (2 day x 2 person)	150	day per person	4	600		600	0	600
1.1.4	Domestic flight tickets for 1 Staff attending second OSB Regional Meeting	300	round trip tickets per person	1	300			300	300
1.1.4	Per diem for 1 staff attending second OSB Regional Meeting	150	round trip tickets per person	1	150			150	150
3.6	Domestic flight tickets for project manager attendance of closing event	300	round trip tickets per person	1	300			300	300
3.6	Per diem for project manager attending closing	150	day per person	1	150			150	150
3.5	Domestic flight tickets for 2 staff of TB to present semi-annual results to Federal Government (3 meetings)	300	round trip tickets per person	6	1,800	600	1,200		1,800
3.5	Per diem for 2 staff of TB to present semi-annual results to Federal Government (3 meetings)	150	day per person	6	900	300	600		900
3.1-3.4	Domestic flight tickets for project manager to support local monitoring and advocacy activities at meetings with local government (medium size municipalities with no airport) 13 trips to cover all municipalities needing	350	round trip tickets per person	13	4,550		2,275	2,275	4,550
3.1-3.4	Per diem for project manager to support local monitoring and advocacy activities at meetings with local governments visiting all CSOs out of 22 needing direct support in 19 days	150	day per person	19	2,850		1,425	1,425	2,850
	Subtotal:				14,300	1,800	7,900	4,600	14,300
	b) consultant travel								
	c) Participants in workshops, seminars, study tours & Fellows								
1.1	Travel support to 11 female activists to attend 2 Regional Meetings and 2 National Meetings	250	travel support	44	11,000	5,500	2,750	2,750	11,000
1.1	Travel support to 11 male activists to attend 2 Regional Meetings and 2 National Meetings	200	travel support	44	8,800	4,400	2,200	2,200	8,800
3.6	Accomodations ($175x2 nights) to 22 activists and 3 OSB HQ members to attend closing event	350	travel support	25	8,750			8,750	8,750
3.6	Domestic flight tickets to 22 local government representatives to attend closing event	300	round trip tickets per person	22	6,600			6,600	6,600
	Subtotal:				35,150	9,900	4,950	20,300	35,150
	Section 4 - Total:				49,450	11,700	12,850	24,900	49,450

Code		Description				Total	Y1	Y2	Y3	Total
	5-	**Contractual Services**								
all 2		*Design and layout company for training materials*	500	design	3	1,500	1,500	-		1,500
3.5		*Design and layout company for the final report*	700	design	1	700	0	-	700	700
		CSOs Trainings: training materials on public biddings and construction works (outputs 2.3 and 2.4 covered under personel costs)								
2.1-3		*Training curriculum development to OSB (online)*	1500	program	1	1,500	750	750		1,500
2.4		*Training curriculum development to OSB (in-person)*	1500	program	1	1,500	750	750		1,500
		Social Media activism - Facebook								-
3.6		*Publicity of closing event for general interested public*	100	event	1	100	-	-	100	100
3.1-3.4		*Social media pressure on governments (22 x 3)*	15	post	66	990		495	495	990
All 2		*Share screen recording*	15	year	2	30	15	15	0	30
All 2		*Video edition*	350	video sets	5	1,750	1,050	700	-	1,750
		Webpage development company								
1.4		*Development of website area for online courses*	2000	webpage	1	2,000	2,000			2,000
1.4		*Development of website area for communication between CSOs, Technical Chamber and project manager*	7900	webpage	1	7,900	7,900			7,900
		Section 5 - Total:				17,970	13,965	2,710	1,295	17,970
	6-	**General operating and other direct costs**								
	a)	**Venue Hire, Meals during event, Refreshment and other activity-based related costs**								
		Project launch - first OSB National Meeting (one day)								
1.1.1		*Meals (coffee-break) during event for participants (44CSO reps +4 TB&OSB staff)*	8	person	48	384	384		-	384
1.1.1		*Sound and projector equipment renting*	250	units	1	250	250			250
		Network meeting - second OSB National Meeting (one day training, one day meeting)								
1.1.3		*Meals (2 coffee-break) during event for participants (44CSO reps +4 TB&OSB staff)*	8	person	48	384		384	-	384
1.1.3		*Meals (2 coffee-break + lunch) during training for participants (22CSO reps+3TB/OSB staff)*	36	person	25	900		900		900
1.1.3		*Sound and projector equipment renting (1 day networkmeeting and one day training)*	250	units	2	500		500		500
		Network meeting and trainings - first OSB Regional Meeting (one day meeting, 2 days training)								
1.1.2		*Meals (coffee-break) during event for participants*	8	person	48	384	384		-	384
1.1.2		*Meals (2 coffee-break + lunch) during training 2.2 and 2.3 for participants (2 days) (25 x 2 day)*	18	person	50	900	900			900
1.1.2		*Sound and projector equipment renting*	250	units	3	750	750			750
		Network meeting - second OSB Regional Meeting (one day event)								
1.1.4		*Meals (coffee-break) during event for participants*	8	person	48	384			384	384
1.1.4		*Sound and projector equipment renting*	250	units	1	250			250	250
		Closing event for 70 people								
3.6		*Venue hire*	500	hire	1	500	-		500	500
3.6		*Sound and projector equipment renting*	250	units	1	250			250	250
3.6		*Meals (coffee-break) during event for participants*	8	person	70	560	-		560	560
		Subtotal 6a				6,396	2,668	1,784	1,944	6,396
	b)	**Rent and office related costs**								
all		*Communication costs for project manager activities*	100	month	24	2,400	800	800	800	2,400
all		*Contribution towards office rent of Implementing Agency (one new position dedicated to the project)*	100	month	24	2,400	800	800	800	2,400
all		*Bank charges for project account*	30	month	24	720	240	240	240	720
		Subtotal 6b:				5,520	1,840	1,840	1,840	5,520
	c)	**Audit**								
all		*Audit Report*	4507	Fixed Rate	1	4,507		2,007	2,500	4,507
		Subtotal 6c:				4,507	0	2,007	2,500	4,507
	d)	**Miscellaneous**								
all		*Bank fees on transfers from UNDEF*	250	transfer	3	750	250	250	250	750
all		*Tributary fees on credit operations (Brazilian taxes for international operations)*	250	transfer	3	750	250	250	250	750
3.1		*Bank fees on transfers to 22 local CSOs and OSB*	9	transfer	23	207	69	69	69	207
		Subtotal 6d:				1,707	569	569	569	1,707
		Section 6 - Total:				18,130	5,077	6,200	6,853	18,130
	7-	**Transfers & Grants to Implementing Partners**								
	a)	**Grants to local partner organizations**								
1.2		*Grants to local partner organization to collect baseline data*	100	CSO	22	2,200	2,200			2,200
3.4		*Grants to local partner organizations to organize 1 local consultation (3.4)*	450	CSO	22	9,900		4,950	4,950	9,900
2.1		*Grants to local partner organizations to organize 1 outreach event (2.1)*	450	CSO	22	9,900	9,900			9,900
3.1		*Bidding monitoring*	250	CSO	22	5,500	1,000	2,250	2,250	5,500
3.2		*Construction monitoring.*	250	CSO	22	5,500		4,000	1,500	5,500
3.3		*Contract monitoring*	250	CSO	22	5,500		4,000	1,500	5,500
		Subtotal:				38,500	13,100	15,200	10,200	38,500
	b)	**Grants out to participants**								
		Section 7 - Total:				38,500	13,100	15,200	10,200	38,500
		TOTAL PROJECT COSTS				200,000	65,777	71,640	62,583	200,000
	8-	**Programme Support Costs**								
		UNDEF M&E 10%				20,000				
		TOTAL UNDEF GRANT AWARD				220,000				

Implementing Agency	
Name of Organization:	**Transparência Brasil**
Address:	R. Pedro Taques, 129
Telephone/Fax:	+55 11 3259 6986
Web Site:	www.Transparência.org.br
Point of contact:	Manoel Galdino Pereira Neto – Executive-director of Transparência Brasil
Telephone/Fax:	+55 11 99919-7879
Email:	mgaldino@transparencia.org.br
Skype ID:	mcz_fea
Alternative point of contact	Juliana Sakai – Project coordinator of Transparência Brasil
Telephone/Fax:	+55 11 972430693
Email	jsakai@Transparência.org.br
Implementing Partner(s) (if applicable)	
Please provide for every Implementing Partner:	
Name of Organization:	**Observatório Social do Brasil**
Address:	R. Heitor Stocler de França, 356, 304, Curitiba PR
Telephone/Fax:	+55 41 3307 7058
Web Site:	http://osbrasil.org.br/
Point of Contact:	Roni Enara, Executive-director
Telephone/Fax:	+55 41 3307 7058
Email:	roni.enara@osbrasil.org.br
Other donor(s) (if applicable)	
Please provide for every Donor:	
Name of Organization:	Google.Org
Address:	Av. Brig. Faria Lima, 3477 - São Paulo - SP, 04538-133
Telephone/Fax:	+1 415.322.9950
Web Site:	http://google.org/
Point of Contact:	Kevin Brege – Program Manager at Google.Org
Telephone/Fax:	+1 415.322.9950
Email:	kevin@google.org

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[13] Local CSOs contact information available in Annex V

ANNEX IV
LEGAL COMMITMENTS FOR CSOPs

"Signature of this project document commits all parties to abide by the following:

a. As per ECOSOC Resolution 1996/31on consultative relationship, as well as the UNDPI criteria for associated NGOs, the aims and purposes of all Implementing Agencies are in conformity with the spirit, purposes and principles of the Charter of the UN.

b. The Implementing Agency agrees to undertake best efforts to ensure that none of the funds received from UNDEF are used to provide support to individuals or entities associated with terrorism and that the recipient of any amounts provided by UNDEF do not appear on the list maintained by the UN Security Council Committee established pursuant to Security Council Resolution 1267 (1999) and that this undertaking form part of any and all sub-contracts entered into by the grantee.

c. The Implementing Agency does not intend to provide any type of support for any member, affiliate or representative of an organization that recommends or is apologetic of the use of violent means in political action in general and of terrorism in all its forms and manifestations in particular, as stated in the 2005 World Summit Outcome document (§81).

d. All CSO partners to this project are duly constituted nationally or internationally and where applicable, comply with existing national legislation regarding formal registration and public accountability.

e. All CSO partners to this project have statutes or by-laws providing for a transparent process of decision-making, election of officers and members of the Board, and the CSO has authority to speak for its members through its authorized representatives identified in this project document.

f. The Implementing Agency agrees to be responsible for the overall management of the project and will bear all financial and reporting responsibilities to UNDEF as per the UNDEF Monitoring and Reporting Guidelines. The Implementing Agency also agrees to be responsible for contracts and implementation arrangements with any implementing partners or individuals involved in the project.

g. The Implementing Agency agrees to take all necessary measures to facilitate monitoring and evaluation as and when required by UNDEF or a third party on its behalf.

h. The Implementing Agency agrees that UNDEF will appoint an agent of their choosing who amongst other things will observe and report progress on the passing of milestones and who will not be held responsible for any aspect of the project.

i. All funds will be transferred from UNDEF to the designated Implementing Agency in US Dollars. Any onward payments made in currencies other than US Dollars will be determined by applying the rate of exchange in effect on the date of payment. Should there be a change in the rate of exchange prior to the full realization of the project, which may affect the ability to carry out project activities the Implementing Agency will be expected to adjust project design so as to stay within available resources.

j. All financial accounts and statements shall be expressed in US Dollars.

k. Changes to the approved project budget require prior UNDEF approval. Financial reallocations made without prior UNDEF approval will not be accepted, and the funds may have to be reimbursed to UNDEF.

l. Any interest income attributable to the utilized portion of the grant will be credited to the project account and can be re-invested in the project.

m. The Implementing Agency agrees to return the remaining balance of funds, if greater than USD1000, to UNDEF upon completion of the project.

n. The Implementing Agency agrees to obtain authorization from UNDEF prior to making changes to the project activities and outputs. Should the Implementing Agency fail to do so, funds remitted for said activities and outputs may have to be returned to UNDEF. Similarly, if the Implementing Agency fails to complete project activities and outputs, funds remitted for such may have to be returned to UNDEF.

o. The Implementing Agency agrees to provide financial expenditure reports and certified financial statements as per the UNDEF Monitoring and Reporting Guidelines available on the UNDEF website.

p. Receipts and justification documents for project expenditures must be kept and made readily available in case of any audits.

q. Assets approved and purchased under this project do not fall under the financial or managerial control of UNDEF at any stage of the project. UNDEF is not involved in their acquisition, in decisions concerning access, or in the assumption of risks associated with these assets. Consequently, the implementing agency is responsible for all financial and managerial control and accountability of these assets throughout the life cycle of the project and beyond, in accordance with its own rules."

r. UNDEF reserves the right to terminate this project should, in UNDEF's view, circumstances so require. Upon termination, no further funds will be disbursed.

NEY DA NÓBREGA RIBAS
Presidente do OSB

OBSERVATORIO SOCIAL DO BRASIL
CNPJ 10.498.528/0001-96
R. Heitor Stockler de França, 356 sl. 304 - C. Cívico
41 3307-7058 | osb@osbrasil.org.br
80030-030 CURITIBA-PR

Annex V: Comfort Letter
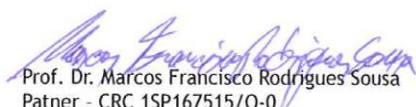
consulcamp

ANNEX V
AUDITOR'S LETTER

São Paulo (SP), April, 4th, 2017.

United Nations Democracy Fund
One United Nations Plaza
DC1-1300
New York
NY, 10017
USA

RE: *Increasing Transparency and Public Accountability Mechanism in Education in Brazil - UDF-15-BRA-681*

This is to certify that UNDEF grant recipient, **TRANSPARÊNCIA BRASIL**, has internal controls and financial systems in place that are generally adequate to control the receipts and disbursement of project funds and to report on the use and status of these funds. The recipient also appears capable of satisfactorily implementing the project, monitoring the performance and reporting on project activities and results.

Yours Sincerely,

Prof. Dr. Marcos Francisco Rodrigues Sousa
Patner – CRC 1SP167515/O-0
Consulcamp Auditoria
CRC 2SP024818/O-5

Campinas Centro Empresarial Conceição | Rua Conceição, 233 - 23° andar – Conj. 2303 - Centro | CEP 13010-916 | +55 (19) 3231.0399

www.consulcamp.com.br

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Attachment 1: Targeted Municipalities and organizations

Preliminary list of municipalities that will form the network of Transparency and Public Accountability in Education.

Based on official data from FNDE, we found that there are 8,464 partnerships between FNDE and municipalities to build new schools and/or nurseries in 3,256 cities. Among them, 6,640 works in 2,738 municipalities already started to be built and almost 2,000 are in the planning stage (before a company is hired in a public bidding process to do the job).

To choose the municipalities that would be targeted by our project funded by UNDEF, first we matched, among those municipalities, the ones which have at least one local CSO in network of OSB. We then selected the 22 municipalities among those with at least 3 construction works in the planning and other 3 in execution stage. For cost-efficiency and logistic reasons we limited those located in Brazilian South and Southeast area, where OSB network is stronger.

UNDEF's project target cities

The map above shows the location of municipalities designed in the treatment. To access it on Google Maps, please go to
https://www.google.com/maps/d/embed?mid=1ASNw_DvfeT3JyGXdLavLMKw9y3E .

Attachment 2: List of 22 CSOs

The table below shows the list of selected 22 municipalities of the OSB network, the correspondent e-mail contact and the number of works in both planning and executing stages:

Municipality	State	E-mail	Works in planning stage	Works being executed	Total
Araucária	PR	araucaria@osbrasil.org.br	4	4	8
Bauru	SP	bauru.transparente@gmail.com	3	3	6
Caçador	SC	braghini@conection.com.br	1	2	3
Cachoeirinha	RS	coordenador@oscachoeirinha.org.br	2	3	5
Campo Mourão	PR	campomourao@osbrasil.org.br	1	2	3
Campos dos Goytacazes	RJ	observatoriocampos@gmail.com	6	6	12
Cascavel	PR	cascavel@osbrasil.org.br	2	2	4
Gravataí	RS	gravatai.glorinha@osbrasil.org.br	5	10	15
Guarapuava	PR	guarapuava@osbrasil.org.br	1	3	4
Lajeado	RS	lajeado@osbrasil.org.br fernando@saadvogados.com.br	2	1	3
Limeira	SP	osbrasil.limeira@gmail.com	7	1	8
Palhoça	SC	palhoca@osbrasil.org.br	2	4	6
Paranaguá	PR	paranagua@osbrasil.org.br everaldo@bonsenhor.com.br	7	1	8
Pelotas	RS	pelotas@osbrasil.org.br	7	7	14
Ponta Grossa	PR	camposgerais.coord@osbrasil.org.br camposgerais.adm@osbrasil.org.br	8	5	13
Santa Maria	RS	observatoriosocialsantamaria@gmail.com	9	4	13
Santa Rosa	RS	ossantarosa@gmail.com clovismolinari@brturbo.com.br	2	1	3
São José dos Campos	SP	sjcampos@osbrasil.org.br paulosampaio@uol.com.br	1	2	3
Suzano	SP	rodrigocanno@gmail.com	3	3	6
Taubaté	SP	taubate@osbrasil.org.br leilaroman@libracondominios.com.br	3	1	4
Toledo	PR	toledo@osbrasil.org.br	1	3	4
Uberlândia	MG	vladimir@osuberlandia.org.br uberlandia@osbrasil.org.br	19	3	22

Attachment 2:

Google project (narrative, project budget and semi-annual report)

a) Narrative

<div align="center">

Transparência Brasil
ANNEX A: Purpose and Budget

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PROJECT NARRATIVE

[Project Summary]

The project Cadê Minha Escola will tackle the delay and the abandonment of construction works in education, a problem that causes millions of reais in losses and hurts specially the poor. Transparência Brazil's project will focus on the Northeast of Brazil, where most of construction works with public funds happen. The solution is the establishment of a national network of local citizen monitoring, through the creation of an online tool to track infrastructure delivery. The goal is to ensure timely delivery of such works and push governments for more accountability.

Direct citizen feedback combines the use of Information and Communication Technology and community mobilization. The digital approach is comprised of a web-based platform and an app, fed by government data and citizen inputs. With the posting of geo-referenced pictures and texts after in-site visitations, citizens will build themselves valuable information regarding infrastructure irregularities. The platform will be integrated with social media and online petition tools, in order to enhance its mobilization power.

The community mobilization comprises the strengthening of small local Non Governmental Organizations and groups of citizens by establishing a network around the monitoring of education infrastructure investment. Transparência Brazil will do this through two main strategies. Firstly by partnering with medium-sized Non Governmental Organizations who have already established themselves as benchmarks for smaller organizations. Secondly, by promoting online training courses and workshops on local monitoring, which is also part of Transparência Brazil's knowledge and communications strategy to empower communities.

Transparência Brazil will reach 280 cities, part of which will not receive online training courses and workshops on local monitoring, to serve as controls in the effort to evaluate the impact of training on community-based monitoring.

[Project Outcomes]

Transparência Brazil will develop a social accountability-monitoring tool in order to promote a more effective delivery of construction works in education and reduction in the average spending on school construction. This will translate in positive outcome in three major areas:

1) Improved accountability, measured by i) number of official local administration public responses and posts from public administration regarding public works;

2) Civic engagement, as measured by i) number of sessions to the platform; ii) number of irregularities reported by the population; iii) number of news on local media about irregularities and delays of works carried out by the local government.

3) Increased efficiency, as measured by: i) rate of construction works delivered in due time; ii) average delay construction time and iii) average spending per square meter.

[Budget]
Refer to this spreadsheet:

b) Milestones and Payment Disbursements

Milestones	Required Documents	Milestone Due Date	Payment Amount (BRL)	Payment Date
Execution of Grant Agreement		Not applicable	790,333	On or about 4 weeks after approval of Annex
Milestone 1: - Design of project evaluation. - Publishing of Beta version of App and Site. - API development. - Settlement of partnerships with 15 engineering organizations - Settlement of partnership with controlling agencies (MP and/or CGU) to use our data to monitor constructions.	- Progress report to detail project milestones achieved - Financial report to detail expenses in the past grant period	7.31.2017	495,000	On or about 4 weeks after submission of Milestone 1, subject to Grantee demonstrating to Grantor's reasonable satisfaction, that it has achieved the applicable Milestones.
Milestone 2: - New major version of App. - Execution of three hackathons. - Reports on determinants of construction delay by Transparência Brazil.	- Progress report to detail project milestones achieved - Financial report to detail expenses in the past grant period	7.31.2018	214,667	On or about 4 weeks after submission of Milestone 2, subject to Grantee demonstrating to Grantor's reasonable satisfaction, that it has achieved the applicable Milestones

Milestone 3
  - New major version of the App.
  - Execution of three hackathons.
  - Project evaluation of main outcomes.
	- Progress report to detail project milestones achieved
	- Financial report to detail expenses in the past grant period
		1.31.2019 Effective Date	N/A	N/A

c) Project budget*

*In BRL

	Period 1 07/01/2016 - 30/07/2017			Period 2 31/07/2017 - 30/07/2018			Period 3 31/07/2018 - 31/12/2018			Total		
	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance
Personnel	305333			340000			141767			787100		
Salaries	305333		100%	340000		100%	141767		100%	$787.100,00	-	100%
Benefits			0%			0%			0%			#DIV/0!
Other Direct Expenses	425000			95000			42900			562900		
Consultants	40000		100%			#DIV/0!	12000		100%	52000	-	100%
Supplies	20000		100%			#DIV/0!			#DIV/0!	20000	-	100%
Travel	40000		100%	15000		100%	5000		100%	60000	-	100%
Plattform development (app	250000		100%			#DIV/0!			#DIV/0!	250000	-	100%
NGO partners fee	20000		100%	20000		100%			100%	40000		100%
Printed material (manuals et	5000		100%	5000		100%			100%	10000		100%
Legal aid and auditing	25000		100%	25000		100%	12400		100%	62400		100%
IT support and hosting	15000		100%	15000		100%	7500		100%	37500		100%
Marketing of project	10000		100%	15000		100%	6000		100%	31000	-	100%
Indirect Expenses	60000			60000			30000			150000		
Overhead	60000		100%	60000		100%	30000		100%	150000	-	100%
Other (Please specify)			100%			100%			100%	0	-	100%
			100%									
Total	790333	-	100%	495000	-	#DIV/0!	214667	-	#DIV/0!	$1.500.000,00	-	100%

d) Semi-annual report

(See separated file)