



NARRATIVE REPORT

The purpose of the Project Narrative Report (Midterm or Final) is to summarize the operational, administrative and substantive activities undertaken to implement UNDEF funded projects. In order to provide a complete picture of project implementation activities, please provide specific examples and anecdotes and attach supplementary materials (as per section 11, page 5). UNDEF will compare the information provided in this report with the signed project document and other materials on file. Please explain in full any changes in project implementation vis-à-vis the signed project. UNDEF will review the report and will request additional information as needed.

The report should be no more than fifteen pages, excluding annexes and must be submitted to the UNDEF Secretariat by email (democracyfund@un.org) no later than:

- Mid-term report – 13 months after project start date
- Final report - 1 month after project completion of CSOP projects

In addition, all projects are required to submit a Financial Utilization Report (FUR) after having reached milestones 2 and 3 and after end of the project (no later than 3 months after the completion of the project)

1. GENERAL INFORMATION

MIDTERM PROGRESS

FINAL

UNDEF Project Number: UDF-15-BRA-681

Project Type: CSOP

Project Title: Transparency and Public Accountability in Education in Brazil

Report Date: 29/07/2019

Project Location:

Global Regional Local

Please specify target countries for global/regional projects; or target areas of the country for local projects: Brazil (21 municipalities)

Project Duration: 26 months

Project extension: Yes No

Project Start Date: May 1st 2017

Project End Date: June 30th 2019

Implementing Agency: Transparência Brasil

Target group(s)/beneficiaries: CSOs

Implementing Partner(s): Observatório Social do Brasil (OSB)



NARRATIVE REPORT

2. SUMMARY OF THE PROJECT'S FINANCIAL STATUS (in US dollars)	
a) Amount of the UNDEF grant: 220,000	c) Amount utilized from received funds (see b) : 197.455,77
b) Funds disbursed by UNDEF: 200,000	d) Remaining balance from disbursed funds (see b): 2.544,23
Co-financing, if applicable (matching, parallel, etc.): No	
Any comments on the financial status (e.g., significant deviations from the original budget allocations, over/under-expenditures): Budget revision requests submitted and approved in July 2017 and December 2018: reduction of personnel costs; inclusion of 2 nd in-site training for 3 training modules. Significant savings in travel costs used to fund additional outputs: series of 7 folders to promote training materials, translation of final report, extended closing event (full-day with additional panels and workshops). Under-expenditures on grants to local partners: one local NGO withdrew from the project in March 2019, due to internal and structural difficulties; another partner returned funds transferred for local stakeholder consultation, also due to internal difficulties and inability to organize the event within the period foreseen for the project.	
3. MANAGEMENT ACTIONS	
Please indicate, where applicable, the actions undertaken to manage the project. Please indicate the functions of the management team.	
Recruitment of Staff: Project Manager (Bianca Vaz Mondo)	
Procurement of Equipment: Computer and accessories for project manager; video equipment; office furniture; equipment for OSB	
Partnership Agreements: Agreements formalized with OSB and 21 local NGOS (observatórios) for their involvement and responsibilities related to the project.	
Set up of Monitoring or Steering Committees: No	
Other Management Actions: Weekly virtual meetings between PM and executive staff (Executive Director/Director of Operations); permanent channels of communication with OSB staff, as well as with the local partners.	
Please provide information on any shortcomings, delays or changes in the management actions, (e.g. turnover in staffing or relocation of project offices/activities), and remedial actions taken to overcome these challenges.	
Project Manager works remotely (from Santos-SP, located 80 km from São Paulo-SP), with no negative	



NARRATIVE REPORT

impact on project activities.

Project planned initially to work with 22 local NGOs. After one selected NGO decided not to participate in May 2017, activities were carried out with the remaining 21 NGOs with UNDEF approval. In March 2019, one of the 21 local NGOs (Guarapuava-PR) that participated since the beginning communicated that, due to internal organization problems (insufficient funding and staff), they could not continue with project activities. They returned funds transferred to cover costs for the local stakeholder consultation, and did not participate at the closing event. Regional coverage of the project was not affected. Office relocation within São Paulo implicated in unforeseen costs for office furniture.

4. BASELINE DATA

Please summarize the baseline data collected after the project’s start, and describe the manner in which they were collected (if not already detailed in the project document). Please use bullet points

- Updated baseline data from federal database (SIMEC): as of May 2017, **135 projects** were selected for monitoring, distributed across the following categories: 22 in construction, 22 abandoned or paralyzed, and 91 in planning stage (numbers were reviewed in light of the identification of some inconsistencies in the information originally provided by the municipalities, which were clarified by additional information obtained later in the project).
- Local partners requested additional information to their local administrations. Data was obtained on 133 of the 135 projects: 32 in construction, 23 abandoned or paralyzed, 75 in planning stage and 3 completed. A shortcoming of this activity was a delay in the response to information requests, in conflict with FOI legislation They also visited and photographed the construction sites.
- In March 2018 and February 2019 we submitted new requests of information on all monitored construction projects to the 21 local municipalities. We compared the evolution of the situation of all 135 projects across time in our final report.

5. ACTIVITIES UNDERTAKEN AND OUTPUTS

Please outline the key outputs and activities that have been undertaken. UNDEF will use this to compare it to the activities outlined in the Annex I Results Based Framework of the signed project document. The description should include the title of the activity, its location and date, the topics covered and, where applicable, the number of participants.

Please provide both quantitative data (e.g. number of participants) and qualitative data (description of activity) for each output and corresponding activity (ies). NUMBERS SHOULD CORRESPOND WITH THE PROJECT DOCUMENT.

Make reference under each activity to the relevant Annexes (Ex. Annex 1: Training Manual; Annex 2: Survey report etc.). Include all Annexes in section 12 below.

To add more rows as needed (in Word, go to table ● insert ● rows below).

Outputs

Activities



NARRATIVE REPORT

Output 1.1:

Intended: 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)

Actual: Four Meetings of the Network of Transparency and Public Accountability in Education with 21 people from 21 local CSOs from 21 Brazilian municipalities (Q1, Q3, Q5, Q7)

Overview of output achievement status:

All meetings took place as planned: 1st meeting on May 9th, 2017; 2nd meeting on December 1st, 2017; 3rd meeting on May 24th, 2018; 4th meeting on August 23rd, 2018

Attendance: 1st meeting: 16 of 21 NGOs (72%); 2nd meeting: 20 of 21 NGOs (95%); 3rd meeting: 18 of 21 NGOs (86%); 4th meeting: 18 of 21 NGOs (86%). Target of 100%

attendance was not achieved – average attendance of 86%.

The lower attendance in the first meeting was due to the limited time to get all local partners on board already so early in the project. In the other meetings, there was difficulty to ensure participation of 2 representatives per local partner, due to limited availability of representatives who dedicate only their free time as volunteers. In the 2nd and 3rd meetings, which followed training events with a budget to finance travel of only 1 participant, the target audience was reduced accordingly.

The meetings have been a useful forum to foster discussions and exchange experiences between participants. (see Annex 1)

Output 1.2:

Intended: Baseline Survey conducted (Q1)

Actual: Baseline Survey conducted in June 2017

Overview of output achievement status:

Since the data offered by the local administrations varied in quality and degree of detail, we included new rounds of standardized requests of information, to improve comparability throughout the project. Initial data showed inconsistencies in light of new information, therefore the numbers were reviewed in our report (see Annex 2).

Activities:

Intended 1.1.1: Inauguration Meeting (Q1) – OSB National Meeting

Actual: Inauguration Meeting occurred as planned, in Curitiba (PR), with 30 representatives of 16 local NGOs and OSB. The objectives and main activities of the project were discussed, and participants received orientation on how to conduct the baseline survey.

Intended 1.1.2: 2nd Network Meeting (Q3) - OSB Regional Meeting and bidding and construction training

Actual: Network Meeting and bidding and construction training took place as a separate event in Gravataí (RS). Representatives of 20 local NGOs attended the meeting.

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

Actual 1.1.3: 3rd Network Meeting held as scheduled, together with OSB State Meeting in Curitiba (PR). Representatives of 18 out of the 21 local NGOs involved in the project attended.

Intended 1.1.4: Network Meeting (Q7) – OSB Regional Meeting

Actual 1.1.4: 4th Network Meeting held as scheduled, together with OSB National Meeting in Curitiba (PR). Representatives of 18 out of the 21 local NGOs involved in the project attended.

Activities:

Intended 1.2.1: Baseline survey on background information of the 22 local CSOs and on the construction projects in their municipalities

Actual: Baseline survey conducted in two parts: a) online survey with OSB network, and b) requests of information on construction projects by our 21 local partners, as well as on site verification of construction locations.



NARRATIVE REPORT

<p>Output 1.3: Intended: Technical Chamber to support 22 CSOs established (Q1) Actual: Technical Chamber to support 21 CSOs established (Q3)</p> <p><u>Overview of output achievement status:</u> The Technical Chamber (TC) operated for one year as planned. It analyzed documents and contracting procedures related to 17 construction projects. Access to more documentation than initially expected was required, which had to be requested. Therefore, analyses took longer than initially anticipated. Once the TC was dissolved, the PM supported local NGOs to analyze potential irregularities involving another 9 construction projects. Reports and collected evidence related to 12 contracting procedures were forwarded to federal authorities for further investigation. Most of the cases involved evidence of procurement fraud (see Annex 3).</p>	<p>Activities: Intended 1.3.1: Form Technical Chamber with the selection of one engineering and one legal expert as consultants plus one engineering intern and one legal intern Actual: Technical Chamber formed with 2 Senior consultants and 2 interns based on the revised plan, starting its activities in January 2018. Direct oversight of its functioning was done by OSB, as agreed between the both organizations. Interns worked from the OSB headquarters in Curitiba, and the senior consultants contributed remotely (the lawyer from Chapecó-SC and the engineer from Porto Alegre-RS). The engineer took part in site visitations in Araucária-PR and Taubaté-SP, as part of technical support activities to local partners. The Technical Chamber operated as planned until December 2018. After that, the PM continued providing analytical support to the local partners whenever needed.</p>
<p>Output 1.4: Intended: Project Online Platform established (Q1) Actual: Project website* (Q1) and online platform for courses established (Q2); development on platform to be used with the Technical Chamber *https://www.transparencia.org.br/projetos/obratransparente</p> <p><u>Overview of output achievement status:</u> In discussion with our partner OSB, we chose to use the development budget to finance improvements in their existing procurement monitoring software. We negotiated the improvements with the software manufacturer, RCC. Unfortunately, we faced considerable delays in the implementation process, partly due to communication difficulties with their staff, as well as changes in the staff responsible for implementation on their side. Overall, the company was not capable of delivering the product according to all our specifications, in detriment to usability. Although this was the solution the made the most sense for the project and the target group, unfortunately implementation was not successful.</p>	<p>Activities Intended 1.4.1: Create a platform which will host project's online courses and will be a communication channel between local CSOs and TC Actual: We chose to use the Moodle platform for the online courses (see Annex 4 for a sample), which was set up in August 2017 (https://cursos.transparencia.org.br/). For the communication with the TC, we decided, together with OSB, to finance adjustments to their existing procurement monitoring software, to enable the detailed monitoring of construction projects in its different stages and allow for local partners to send analysis requests to the TC, facilitating the sharing of documents and information. Despite the investment made, this solution was not successful, mainly due to the inability of the provider to deliver all the adjustments requested. The new functions were available for the local partners to use, but final changes were delayed by the contractor, so that the system was never 100% operational for communication with the TC and other channels had to be used.</p>
<p>Output 2.1: Intended: 22 Outreach events for awareness raising and volunteer recruitment by 22 local CSOs (2 per CSO) (Q1)</p>	<p>Activities Intended 2.1.1: Small-scale events promoted by local CSOs at 22 target municipalities</p>



NARRATIVE REPORT

<p>Actual: 21 Outreach events for awareness raising and volunteer recruitment by 21 local CSOs (2 per CSO) (Q1-Q2)</p> <p><u>Overview of output achievement status:</u> We collected feedback on the impact of the event, with an overall positive impression (average 8.6/10 points). Many reported that events helped them gain visibility and credibility locally, and promote the project. They also helped attract volunteers, although below target (see Annex 5).</p>	<p>Actual: All 21 local partners organized these events, mainly around June or July 2017, with delays in a few cases due to internal organization problems.</p>
<p>Output 2.2: Intended: 1st Training on public bidding – two rounds of four-week online course for 90 activists (Q2-3 and Q5) and two 1-day on site course for 24 activists (Q3) Actual: 1st Training on public bidding – two rounds of 3-week online course (Q2-3 and Q5/6); part of combined 2-day on-site trainings (1st with 24 and 2nd with 32 activists, also partly from other local NGOs) (Q3; Q8)</p> <p><u>Overview of output achievement status:</u> For the Module I online courses, we had a 1st round with 80 participants from the 21 local partners and a 2nd round with 128 activists, including participants from other local organizations from the OSB network. We decided to invite representatives from other local NGOs as there were not enough participants to fill the spots in the 2nd round, since the number of new volunteers that had joined activities was limited. But this had the positive impact of reaching more cities than initially planned, also from other states in Brazil. Considering both rounds, the completion rate was of 59% (122 participants). Both rounds of training had very positive evaluations, and 100% of participants would recommend the course to other activists in the OSB network. We were not able to produce as many videos as we initially planned, as the final material was very comprehensive and had some technical portions, which were difficult to adapt to a video format. In order to make it more accessible, we prepared in the end of the project a series of folders highlighting important parts of the content in a more friendly format, to help promote the content. We have video coverage from the on-site trainings, which will be edited by the OSB communication team and made available online in the next months.</p>	<p>Activities Intended 2.2.1. Define or redefine content and develop training materials Actual: A first and reviewed versions produced prior to both rounds of online trainings. Together with material for Module II, this was published online as a single manual for social monitoring of construction works.</p> <p>Intended 2.2.2. Execute 2 rounds of online trainings Actual: 1st training executed successfully from 10 October to 03 November 2017. We found it sufficient to have a duration of 3 weeks instead of 4. This format was repeated for the 2nd round, which took place from 29 October to 18 November 2018.</p> <p>Intended 2.2.3. Execute one on-site training at the OSB regional meeting Actual: 2 on-site trainings as separate events. We offered a combined 2-day training for Modules I and II, with the participation of experts (CT senior engineer, public procurement consultant; CGU auditors). 1st training with 24 participants took place on 29-30 November 2017 in Gravataí (RS). The same format was replicated in a 2nd training for 32 participants on 9-10 April 2019 in Florianópolis (SC). The local CGU office, <i>observatório social</i> and national Council for Architecture and Urbanism (CAU) co-organized the event. In both cases, activities included practical case studies and field work to visit 3 construction sites at different stages.</p> <p>Intended 2.2.4. Evaluate participants' knowledge and usage Actual: We conducted an online survey in July 2018 to</p>



NARRATIVE REPORT

<p>For the on-site training, target attendance (24) and completion rate (100%) were reached; the 2nd one was offered for even more participants (see Annex 6 and summary videos of the on-site trainings).</p>	<p>evaluate the progress of the monitoring work and the usage of the training content. About half of the local partners (in some cases slightly more than half) stated that they were conducting monitoring activities and using the checklist offered in the training. A final project evaluation survey also asked participants how useful the trainings were to improve their monitoring work, and 100% considered them to be very or extremely useful.</p>
<p>Output 2.3: Intended: 2nd training on monitoring of construction works – two rounds of four-week online course for 90 activists (Q2-3 and Q5) and one 1-day on site course for 24 activists (Q3) Actual: 2nd Training on construction monitoring – two rounds of 3-week online course (Q2-3 and Q5/6); part of combined 2-day on-site trainings (1st with 24 and 2nd with 32 activists, also partly from other local NGOs) (Q3; Q8)</p> <p><u>Overview of output achievement status:</u> Similarly to Module I, we had a 1st round with 80 participants from the 21 local partners and a 2nd round with 128 participants. Considering both rounds, the completion rate was of 45% (93 participants). Evaluations were similar to those of Module I (see Annex 7).</p>	<p>Activities Intended 2.3.1. Define or redefine content and develop training materials Actual: (Same as 2.2.1 above)</p> <p>Intended 2.3.2. Execute two rounds of online trainings Actual: The 1st training was executed successfully from 8-26 November 2017, also lasting 3 weeks. The 2nd round took place from 19 November to 9 December 2018.</p> <p>Intended 2.3.3. Execute one on-site training at the OSB regional meeting Actual: (Same as 2.2.3 above)</p> <p>Intended 2.3.4. Evaluate participants' knowledge and usage Actual: (Same as 2.2.4 above)</p>
<p>Output 2.4: Intended: 3rd Training Module on contracting procedures – one round of four-week online course for 90 activists (Q4 and Q6) and one 1-day on-site course for 24 activists (Q5) Actual: 3rd Training Module on contracting procedures – two rounds of four-week online course (Q4 and Q7) and two 1-day on-site course (1st with 26 and 2nd with 38 activists, including CGU auditors) (Q5 and Q8)</p> <p><u>Overview of output achievement status:</u> The course material includes an original framework with risk indicators for procurement fraud and corruption, and adapted material from an existing source on the topic. Prior to the 2nd round of courses, the material was furthered adjusted and improved. We had a 1st round with 75 participants from the 21 local partners and a 2nd round with 90 participants (also from other local NGOs). Considering both rounds, the completion rate was of 47%</p>	<p>Activities Intended 2.4.1. Design analytical tool for systematic risk assessment of contracting procedures and training materials Actual: A first and reviewed versions produced prior to both rounds of online trainings. Published online as a manual.</p> <p>Intended 2.4.2. Execute 1 online training Actual: The 1st training was executed successfully from 23 April to 20 May 2018. The 2nd round took place from 25 February to 24 March 2019.</p> <p>Intended 2.4.3. Execute 1 on-site training during OSB national meeting Actual: A 1st training took place on 23 May 2018, together with the OSB Paraná State Meeting. A 2nd training took place on 8 April 2019 in Florianópolis (SC).</p>



NARRATIVE REPORT

<p>(77 participants). Evaluations were generally very positive. Based on the results of the monitoring itself, it appears that local partners had more difficulty in implementing this content on their own, but they had support from the Technical Chamber and the PM in analyzing cases (see Annex 8).</p>	<p>Intended 2.4.4. Evaluate participants' knowledge and usage Actual: This step was not implemented in time, but the general evaluation on the final project evaluation survey indicated that all trainings were found to be very or extremely useful.</p>
<p>Output 3.1: Intended: Monitoring of public bidding procedures (Q4-8) Actual: Monitoring of public bidding procedures (Q4-8)</p> <p><u>Overview of output achievement status:</u> The analysis of bidding procedures for construction projects turned out to be more complex and time-demanding than anticipated, since our methodology includes also an evaluation of the construction plans, preliminary studies, technical analysis concerning the selected parcel of land etc. The analysis procedure by the TC requires access to all documents related to each procedure, many of which are usually not openly available by the municipalities, but have to be requested. In one case, a visit to the sites was necessary to reach a conclusion from a technical point of view. Some partners were more effective than others in the process, mainly those that have more experience in this type of monitoring and that have a permanent staff. The PM also offered support to those that had more difficulty to conduct the monitoring. According to information reported by the local partners, 23 biddings were identified and actively monitored locally – assistance by the Technical Chamber or the PM was requested in 11 of those cases. In other 4 cases, biddings were identified, but partners were understaffed and could not effectively monitor the procedure while it was taking place (see Annex 3).</p>	<p>Activities Intended 3.1.1. Daily screening of Official Gazette for new public biddings notices for construction of public schools or nurseries Actual: Local NGOs followed their routine for monitoring bidding notices.</p> <p>Intended 3.1.2. Check if the notice meets basic requirements according to legislation Actual: Local NGOs followed their routine compliance analysis, complemented by the check-lists that integrated course materials.</p> <p>Intended 3.1.3. Register a formal request of modifications in the public bidding notice at local administration Actual: 2 complaints for reformulation were presented - in Araucária (PR) and Pelotas (RS). Both cases were unsuccessful, with arguments ignored by the local administrations.</p> <p>Intended 3.1.4. Follow up unanswered requests: contact municipal councilors for organizing public hearing and local media Actual: We adopted a different strategy when necessary, directing complaints to audit bodies and prosecutors. In the case of Araucária (PR), the tenders were eventually annulled by the Federal Audit Court.</p>
<p>Output 3.2: Intended: Monitoring of 71 constructions works by 22 CSOs with support of the Technical Chamber (Q4-Q8) Actual: Monitoring of 49 construction works by 21 CSOs with support of the Technical Chamber (Q4-Q7)</p> <p><u>Overview of output achievement status:</u> The methodology that we put together for this monitoring</p>	<p>Activities Intended 3.2.1. Collect evidences of construction works progress through app and send them to engineers of the Technical Chamber Actual: Volunteers collected evidence with the app, whenever possible, or taking photographs.</p> <p>Intended 3.2.2. Analyze the evidences, the project</p>



NARRATIVE REPORT

<p>is somewhat more complex than just using the app. Therefore, we are urging local partners to seek partnerships with local associations of engineers and architects to help with the visits and the analysis of the material collected. We organized visits with the participation of engineers from the TC in three cities, including Gravataí (RS), where we had visits as part of the training. We also included a methodology for monitoring concluded constructions, to identify potential problems that appear only after some time (e.g. cracks on the walls, water infiltration etc.). Some local partners managed to establish a more solid and regular work plan for this monitoring than others – 59 constructions in execution were identified, but only 49 were actively monitored by local partners, also due to lack of qualified volunteers or staff. In some cases, access to all documents was a challenge.</p> <p>In general, local partners seemed to have a steep learning curve for this type of monitoring and most of them were able to implement this to some degree (in 16 of the 19 cities where there were projects to be monitored) (see Annex 9).</p>	<p>physical-financial schedules, official reports on construction work progress and prepare a technical assessment</p> <p>Actual: Local partners were generally able to conduct these steps autonomously, with less need for TC support.</p> <p>Intended 3.2.3. Register a formal request of official explanations on the found irregularities Actual: Partners submitted reports with findings from the monitoring work. In most cases, the local administrations were responsive to requests.</p> <p>Intended 3.2.4. Follow up unanswered requests: contact municipal councilors for organizing public hearing and local media to press the local administration for responding Actual: When needed, we moved directly to 3.2.5 and directed evidence to audit bodies.</p> <p>Intended 3.2.5. Register a petition to open formal inquiry to accounting court and controlling agents Actual: This was necessary in very few cases – Palhoça (SC) and Gravataí (RS).</p>
<p>Output 3.3: Intended: Monitoring program of 167 contracting procedures (Q6-Q8) Actual: Monitoring program of 35 contracting procedures (Q5-Q8)</p> <p><u>Overview of output achievement status:</u> Out of the 135 construction works that were monitored, only 64 had a prior or new contracting procedure that could be assessed. A large share of construction works was cancelled or never contracted. Out of the 64 we managed to assess 35, mainly due to obstacles such as: difficulty to obtain documents in a timely fashion (many municipalities ignored FOIL requests); time needed to conduct the analyses, since they became small investigations that took a few weeks in most cases; PM had to be closely involved in the analyses, given her personal expertise, and this was difficult to coordinate with her other tasks in the project. Suspicions of procurement fraud in 15 of those procedures emerged and were reported to the audit and enforcement authorities. Local partners were in some cases worried</p>	<p>Activities</p> <p>Intended 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 Actual: Most local partners requested or collected such documents. In some cases, they had difficulties to obtain copies of full procurement procedures, and had to manually copy or scan them.</p> <p>Intended 3.3.2. Apply risk assessment methodology to identify red flags in contracting procedures Actual: Local partners had some difficulty in conducting this analysis, and this was done with the support of the PM in the cases where analysis was possible or required.</p> <p>Intended 3.3.3. Register a formal request of official explanations on the found irregularities Actual: In some of the less grave irregularities, requests were directed to local administrations; cases of potential fraud or corruption were reported to public prosecutors</p>



NARRATIVE REPORT

<p>about being exposed locally, fearing retaliation. Support from the implementing partners (TB and OSB) was instrumental in mitigating this risk (see Annex 3).</p>	<p>and audit bodies.</p> <p>Intended 3.3.4. Register a petition to open formal inquiry to an accounting court and controlling agents</p> <p>Actual: Same as 3.3.3.</p>
<p>Output 3.4: Intended: 22 Stakeholder consultations by 22 CSOs (Q7) Actual: 19 stakeholder consultations by 19 CSOs</p> <p><u>Overview of output achievement status:</u> Local partners presented project results locally and invited representatives of the local administration to attend and discuss the findings. 19 consultations were held, as one of the 21 CSOs decided to leave the project in March 2019, due to internal organization problems. For similar reasons, another partner said that it was not able to organize the event within the time frame (see Annex 10).</p>	<p>Activities Intended 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 Actual: Meetings were held by 19 of the 21 partners, mainly between February and April 2019.</p>
<p>Output 3.5: Intended: Two semi-annual reports and three meetings with Federal Government (Q2, Q4 and Q6) Actual: Two reports (Q5 and Q8), 3 meetings with federal government and legislators</p> <p><u>Overview of output achievement status:</u> Milestone 3 was the 1st report published, comparing the situation of construction projects then to our baseline data, pointing to the problems identified in the monitoring and offering recommendations for policy changes. The 2nd report was a collective effort with project Tá de Pé (app) about obstacles to access to information in both projects (see links to both reports on Section 12).</p>	<p>Activities Intended 3.5.1. Produce semi-annual reports on all programs Actual: 1st report as Milestone 3, published in September 2018; 2nd report published in May 2019.</p> <p>Intended 3.5.2. Present a half-project report with results to federal government and national media outlets Actual: The 1st report was presented in September 2018 in a meeting with representatives of CGU; in December 2018, it was presented at a public hearing at a Committee in the Lower House in Parliament. A week later, a separate meeting with representatives of FNDE was held to discuss the findings and recommendations.</p>
<p>Output 3.6: Intended: One-Day closing event for 70 people (Q8) Actual: One-Day closing event for 70 people (Q8)</p> <p><u>Overview of output achievement status:</u> Initially planned as an event to present project's results, this took place as a full-day event including an interactive panel on social monitoring tools, two parallel workshops with representatives from civil society and local administrations, one presentation of results and impact of the project and also project Tá de Pé, and a final discussion panel with representatives of the federal government,</p>	<p>Activities Intended 3.6.1. Organize the logistics of the event Actual: Event took place on 11 June 2019 in São Paulo, with representatives of 20 local NGOs and of 13 municipal administrations.</p> <p>Intended 3.6.2. Produce final reports of the project on: strengthening local civil society organizations and project impact evaluation Actual: One comprehensive final report on monitoring results and diagnostic of policy failures.</p>



NARRATIVE REPORT

Public Prosecutors' Office and of a federal confederation of municipalities. Copies of the final report were distributed to those attending. The workshops and two of the panels were new activities that were particularly fruitful for articulating further with stakeholders in the project (see Annexes 11, 12 and links to relevant posts on event).	Intended 3.6.3. Present findings and suggestions of policy change to the Federal Government Actual: Results were presented before federal auditors, representatives of FNDE, prosecutors at the event.	
6. OUTCOMES		
<input type="checkbox"/> In Progress <input checked="" type="checkbox"/> Final		
Please describe the results made in achieving the outcomes <u>in a manner that can be compared</u> to the projected outcomes and outcome indicators in the signed project document (Results Framework) Add more rows as needed (to do this go to table 7 insert 7 rows below).		
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		
Target:1.1 Network of 22 CSOs established, with each member formulated their work plan and attended four network meetings	Results: Network of 21 CSOs established. <i>1st meeting: 76% attendance</i> <i>2nd meeting: 95% attendance</i> <i>3rd meeting: 86% attendance</i> <i>4th meeting: 86% attendance</i> <i>Average attendance: 86%</i>	Comments on Results: Low attendance in the 1 st meeting due to insufficient planning time for participation in the event. It was scheduled too close to the start of the project and it was not possible to get all organizations on board in time for the meeting. In the other meetings, attendance was higher, but still below target. Despite logistic and communication efforts, 100% participation turned out to be unrealistic.
Target:1.2 Percentage of 22 CSOs completed their baseline study of construction related cases in their municipalities	Results: <i>All 21 organizations in the network completed baseline study.</i> They requested and (eventually) obtained information about the status of the construction projects, and most of them (20 out of 21) also visited and photographed the construction sites.	Comments on Results: Starting data for the project was obtained from a federal database. Local partners then requested updated information on all selected construction projects, and we realized that our original data was partly out-of-date. They were also instructed to visit on-going or future construction sites. One main challenge was that, despite the deadlines established by our FOI legislation, some of the NGOs received the requested information only months after the initial request. The degree of detail provided by the different local administrations also varied.
Comments on achievements under Outcome 1: 100% participation at the network meetings was not feasible. CSOs without permanent staff struggle to participate, due mainly to professional commitments of their volunteer representatives and difficulty to attend 2-3 day long events during the week. Through the trainings we collaborated with extended the reach of the project's network to 22 other CSOs, fostering its continuance beyond project duration.		



NARRATIVE REPORT

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

<p>Target:2.1 At least two new volunteers recruited after project's presentation event (total 44 volunteers)</p>	<p>Results: <i>Average 1.6 new volunteers recruited per CSO after the events</i> Some of them reported having new volunteers throughout the project, but this was not quantified.</p>	<p>Comments on Results: 12 of the 21 local partners were able to recruit at least one new volunteer. Success in this indicator appears to be correlated with the type of strategy adopted in terms of target public: those who targeted the population in the neighborhoods directly affected by the construction projects, generally poor neighborhoods, were less successful, since that public does not share the same profile as the usual volunteers that the local NGOs tends to attract.</p>
<p>Target:2.2 90% (81) of planned CSO activists (90) completed the three online training modules, bidding, contracts, and construction monitoring</p>	<p>Results: <i>Module I: 208 participants in both rounds, 122 completed (59%)</i> <i>Module II: 208 participants in both rounds, 93 completed (45%)</i> <i>Module III: 165 participants in both rounds, 77 completed (47%)</i> <i>56 participants completed all 3 modules (69% of target)</i></p>	<p>Comments on Results: In the 1st rounds of all 3 trainings, we had fewer participants than planned. Although local partners were urged several times to make an effort to register more participants, we could not reach the target of 4 participants per CSO on average. One main obstacle was that some partners had difficulty in attracting more volunteers to the project. In absolute numbers we reached or almost reached the target for each individual module. However, the number of activists to complete all 3 trainings was below target. It appears that completion rates for online courses are rather low in general, and despite efforts to motivate participants we were unable to increase them significantly.</p>
<p>Target 2.3 100% of planned trainees (24) who completed the on-site training</p>	<p>Results: <i>2-day on-site training for Modules I and II with 24 participants and 100% completion; 1-day training for Module III with 26 participants (above target)</i></p>	<p>Comments on Results: On-site trainings were very successful and above the expectations, were fundamental to strengthen the connection among CSO members.</p>

Comments on achievements under Outcome 2: Getting volunteers to work on the project was difficult for some of the CSOs, sometimes due to local political ties of potential volunteers (local associations of engineers; universities etc.). Trainings were very successful in terms of participant satisfaction and added value to the project. Therefore, we decided to extend the target public to more CSOs from the OSB network in the 2nd round of online trainings. For the Module III there were 18 attendees from other CSOs outside the project and 7 auditors from regional CGU. For the Module I and II, there were 17 attendees from other CSOs. We also reallocated savings to a 2nd round of in-site trainings. With this we extended project reach to other 22 local CSOs from the OSB network.

Outcome 3: Increased participation and collaboration between civil society and Federal



NARRATIVE REPORT

Government in elaborating, monitoring and controlling public policy for infrastructure in education

<p>Target:3.1 60% (14) of 22 CSOs completed their three segments of monitoring with support of the TB and its Technical Chamber</p>	<p>Results: <i>16 of 21 CSOs engaged in very active and regular monitoring, but only 7 managed to complete all programs for all selected construction projects</i></p>	<p>Comments on Results: Monitoring activities turned out to be more time consuming than anticipated. This was a hurdle for local CSOs, which are mainly volunteer-based, as they tend to have limited time available. Another obstacle was the fact that the number of projects selected was too large in some municipalities. For instance, we observed that some CSOs managed to regularly monitor execution for 3 or 4 construction projects simultaneously, but we had cities where 6-8 nurseries were being built in parallel, and this was a too ambitious target. Similarly, the analysis of contracting procedures was too demanding, as each procedure tends to have around 1000 to 1500 pages of documents.</p>
<p>Target: 3.2 30% increase in completion of construction in target municipalities (22) as compared to the baseline (2017)</p>	<p>Results: <i>According to data collected on two different occasions after the baseline, completion of constructions was 20.3% higher in the 2nd year of the project compared to the 1st year</i></p>	<p>Comments on Results: Baseline data was collected in June 2017, and by then 3 constructions had been completed. In April 2018, 12 projects were completed – 9 new schools in a 10-month period (0.9 completions per month). In April 2019, 25 projects were completed – 13 new projects in 12 months (1.08 per month). Completion rate in the second period was 20.3% higher.</p>

Comments on achievements under Outcome 3: Practical implementation of the monitoring methodology varied across monitoring programs. Local partners seem to have been most effective in monitoring construction works. Monitoring of bidding procedures was conducted, although in some cases it was more challenging than expected. Monitoring of contracting procedures was most challenging, and the quantitative target set revealed to be unfeasible. Nonetheless, the majority of partners were able to monitor bidding procedures, request and obtain relevant documents and follow-up on construction of most of the selected projects in their municipalities. Although increase in completion rate was below target, it appears to be a meaningful impact, especially because in the past years the program monitored has suffered severe budget cuts, which should have affected completion rates negatively.

7. PROJECT SCHEDULE CHANGES

Please outline any significant changes in the project document and any impacts on the project schedule. Explain the reasons for any changes. If a project extension was approved include here the justification for the delays in implementation.

- 2-month extension until June 2019 was requested and approved, in order to allow new activities to be conducted with budget savings.
- Implementation of communication tool for the Technical Chamber was significantly delayed and ultimately unsuccessful, due to problems with the service provider. We used other communication



NARRATIVE REPORT

channels. We do not find that TC activities or monitoring by local partners were negatively affected.

- Usage evaluation after the 3rd training was not conducted as planned, only in the general evaluation of the project in Q8.
- Publication of training manuals was also much delayed. First, we decided to wait until all materials had been reviewed. After that, we contracted out editing and design, which were also significantly delayed. After final adjustments the manuals were made available at the end of the project (Q9).
- Local stakeholder consultations slightly delayed to Q8.
- One of the semi-annual reports was much delayed, as it was a collective report with data from a parallel project, and turnover in the staff engaged in producing the report impacted highly on the publication schedule. Therefore, Milestone 3 report ended up being the 1st published report, and the 2nd report was published only in Q9.
- Closing event delayed to Q9 after project extension.

8. CONSTRAINTS OR ISSUES AFFECTING IMPLEMENTATION

Please explain any constraints or issues which have affected implementation. Please be as specific and concise as possible.

- Project was designed with activities for many outputs running in parallel, and management concentrated in only one person faced challenges to ensure that all commitments were fulfilled, although with delay in some case. Overall, many of the goals were quite ambitious and not easy to achieve given our staff and budget constraints. As result, Transparencia Brasil and, to a smaller extent, Observatorio Social do Brasil had to put its own human resources, not payed by the project, to assure that activities were successful. Just to mention one example, the extensive transfers to local CSOs and the accountability process of these transfers demanded much more than 10% of the workload of our finance officer. Therefore, we highly recommend that UNDEF reviews its policy constraints for budget on human resources.
- We had also observed limitations in the functioning of our local partners. Communication and participation in the events was more effective for those with a small hired staff. In some cases, staff turnover on their side was very detrimental to project activities. Also, we realized that more effective monitoring was only possible when they managed to recruit motivated and engaged volunteers, and not all of them succeeded in this. We helped some CSOs to forge partnerships, which was effective to get new volunteers in some cases.
- Publication of several cases analyzed by the Technical Chamber became unfeasible, as most of them involved sensitive information related to suspicions of fraud, which had to be directed to enforcement and audit authorities. Therefore, only three cases were published on the website. This also created constraints on the level of media exposure that could be given to part of our achievements. We still mention these cases in the final report, briefly and without sensitive details.

9. SUCCESSES AND ACHIEVEMENTS

Please outline the project's major successes and achievements. Be as specific and concise as possible.

- The network created for the project has helped participating CSOs to share experiences, gain



NARRATIVE REPORT

awareness of the common problems they identified with other local partners and collaborate in thinking about strategies to deal with them locally. We also identified a strong potential for a sustainable product of the project, with OSB continuing to foster and expand this group through their whole network with over 130 CSOs.

- Existing collaborations between TB, OSB and public oversight agencies such as CGU, TCU and Prosecutor's Office were strengthened through the project. New collaborations emerged from the trainings (e.g. National Council of Architecture) that can be furthered in future activities/projects.
- The capacity building program was remarkably successful in terms of the quality of the material produced and the positive feedback from participants. Especially the on-site trainings had very high added value as an opportunity for participants to learn with a very hands-on approach, in close contacts with experts but also working together with volunteers from other local CSOs. Even participants with more advanced knowledge were able to profit from the learning experience.
- According to the impact evaluation survey conducted, the project achieved the objective of strengthening local partners: the vast majority of them considered that it contributed to increase their visibility and credibility locally, to foster their institutional consolidation and to improve their work. Over 90% evaluated the legacy of the project as very useful for their future and stated that continuation of monitoring activities was very or extremely likely.
- Monitoring programs contributed with original qualitative data on the implementation of the federal school construction program at the local level, based on which we were able to produce a comprehensive final report with a detailed diagnostic of a series of problems that was presented to government officials at the closing event. The discussions during the event appear to be a meaningful starting point for TB advocacy with a range of government agencies involved in reformulating the federal program.

10. MEDIA COVERAGE AND PUBLIC OUTREACH

Please list all media coverage of project activities (newspaper, television, radio, internet), as well as the date of publication or broadcast, and relevant web links. Include key documents from this section in the list of Annexes in section 12.

News clipping on the project is compiled in Annex 13.

11. ANY OTHER REMARKS (highlights, brief anecdotes, etc.)

Our project was the runner-up in the 7th Republica Award of National Association of Federal Prosecutor's Office Attorneys, an award that acknowledges works dedicated to promoting justice and democracy in Brazil from both civil society and government. We were running in the category social responsibility.

12. ANNEXES: DOCUMENTS, MATERIALS AND PUBLICATIONS

Please LIST and ATTACH all documents, materials and publications mentioned in section 5 and 10 as well as any other relevant information regarding project implementation (e.g. curriculum outline, training evaluation, conference/workshop programs and reports, pictures of events, press clippings, etc.). These documents can either be sent by email or on a disc by post (as part of the project costs).



NARRATIVE REPORT

List all annexes with a numerical reference linking them to the relevant output:

- Annex 1_Network meetings_reports and participants (Output 1.1)
- Annex 2_Baseline survey_updated (Output 1.2)
- Annex 3_Sample of analyses by Technical Chamber (Output 1.3)
- Annex 4_Example of online course contents (Output 1.4)
- Annex 5_Outreach event_Selected photos (Output 2.1)
- Annex 6_Mod I course plan_2nd round (Output 2.2)
- Link to short video of 1st on-site training: http://bit.ly/shortvideo_Gravatai (Outputs 2.2 and 2.3)
- Link to short video of 2nd on-site training: http://bit.ly/shortvideo_Florianopolis (Outputs 2.2 and 2.3)
- Annex 7_Mod II course plan_2nd round (Output 2.3)
- Annex 8_Mod III course plan_2nd round (Output 2.4)
- Annex 9_Sample monitoring reports (Outputs 3.2)
- Annex 10_Stakeholder consultations_Selected photos (Output 3.4)
- Link to 1st report: http://bit.ly/OT_report_1 (Output 3.5)
- Link to 2nd report: http://bit.ly/OT_report_2 (Output 3.5)
- Annex 11_Closing event_program (Output 3.6)
- Annex 12_Closing event_attendance (Output 3.6)
- Link to posts on our Facebook page: <https://www.facebook.com/brasil.transparencia/> (Output 3.6)
- Link to blog post on closing event: http://bit.ly/blog_post_closing_event (Output 3.6)
- Annex 13_Clipping

13. IMPACT STORY

Please draft a story (1 page max) that could potentially be published on UNDEF's website or used for other purposes. This story should highlight a CONCRETE positive impact emanating from the project. It can be a change brought about as a result of the project (e.g. a legal reform that the project advocated for; citizens monitoring local government investments for the first time etc.) or a personal story (e.g. young woman runs for local elections after youth leadership training; local journalist reporting on corruption issue leads to a solution etc.)

Project funded by Undef decreased construction works costs by 74% — more than US\$ 300,000.00 — in a Brazilian municipality.

In 2017, the Brazilian municipality of Araucária — a town in the southern state of Paraná — started three public procurement processes seeking to hire companies to build three nurseries. As part of the project “Obra Transparent”, funded by UNDEF, these construction works (from a total of 135 in twenty municipalities) were singled out to be monitored by a local Civil Society Organization (CSO), Observatório Social de Araucária (OSA).

The aim of the project was to increase the monitoring capacity of nurseries and school construction works by local CSOs. Transparência Brasil and Observatório Social do Brasil — the implementing agencies —



NARRATIVE REPORT

partnered up and developed a monitoring methodology to assess the adequacy of those procurement procedures and a tool to support local CSOs with the technical expertise of engineers and attorneys. As part of the analysis by the technical experts, they visited the 3 planned construction sites, together with volunteers from OSA. The aim was to check whether the construction plans were consistent with the physical conditions observed on site.

As a result of the on-site analyses conducted by the consulting engineers and OSA, Transparência Brasil and Observatório Social do Brasil found that high-cost contention walls included in the construction plans were unnecessary or could be replaced by low-cost solutions through adjustments in the construction project. Originally, the contentions walls would cost R\$ 1,577,338.57 (US\$ 419,504.9, at the current exchange rate). As a result, Transparência Brasil and Observatório Social do Brasil submitted their findings to the Brazilian Supreme Audit Institution, Tribunal de Contas da União (TCU). After examining the evidence presented, TCU recommended that the bidding process should be redone, and construction plans were to be redesigned, now using more cost-effective solutions for the contention walls. In the new bidding process, their cost plummeted to R\$ 416,883.17 (US\$ 110,873.2), a reduction of US\$ 308,631.7 – 74% less. To give a sense of the impact on the budget of the municipality, the amount saved on these three constructions alone represents about 3% of all capital investments of Araucária in 2018.

This means that, in a single municipality, the project resulted in more economy for the government than the whole cost of the project for UNDEF (US\$ 220,000.00). This is the clearest impact of the project, but certainly not the only one. Several others followed, albeit harder to quantify, such as improvement in the quality of the construction works delivered, increased capacity of local CSOs to keep monitoring construction works, the establishment of a network of CSOs and strengthening of volunteering in the CSOs.

14. SIGNATURE

Implementing Agency

Name and Title of the organizational head: Manoel Galdino Pereira Neto, Executive Director

Signature:

Manoel Galdino Pereira Neto

Date: 29/07/2019

Do you have any objection to this report, or part of it, being published?

Yes No