



Grant Lead: [Click here to enter text.](#)

Semi-Annual Grant Reporting Template

There are two 6-month report periods each year, ending January 31 and July 31. Please submit Part A (Narrative Report) for each grant reporting period, as indicated on your Grant Reporting Timeline. Submit Part B (Financial Report) only once each year, on the date indicated on your Grant Reporting Timeline. If you have any questions, grants@tides.org is happy to help!

Milestone Grantees: Please be sure to indicate which milestone period you are reporting on and highlight the progress you made on those benchmarks in the narrative report.

If all funds have been spent and this is your final report, please indicate this in the space below and attach a narrative summarizing the results of the grant (including progress, lessons learned, and key metrics).

All reports should be submitted at www.tidesgrantreports.org. You will need your Grant ID in order to submit your reports.

Report date (eg. July 2016): January 2017 **Milestone Period:** Period 1

Is this the final report for your grant? No (mark "YES" only if all grant funds are exhausted)

PART A: Narrative Report

Organization Information	
Name	Transparência Brasil
Address	R. Bela Cintra 409
Fiscal Year End Date	2016

Point of Contact	Name: Manoel Galdino Title: Executive-director Email Address: mgaldino@transparencia.org.br Phone #: +5511999197897
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Grant Information	
Effective Date	01/07/2016
Term (eg. 2 years)	2,5 years
Amount	R\$ 1,500,000
Big Idea	The establishment of a national network of local citizen monitoring, through the creation of an online tool to track infrastructure delivery.
Project Summary (2-3 sentences)	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. The goal is to ensure timely delivery of such works and push governments for more accountability.

Note: There are no word count minimums or maximums for the following questions, but around 50-200 words per question should work well.

Summary

What were your main objectives during this reporting period?

Scoping and designing the user experience of the app, contracting the right vendor to develop the app and its development were the main objectives.

Please summarize the progress you made on those objectives. If there are any milestone for the grant, please highlight progress you made on each benchmark.

We found quite difficult to choose an adequate vendor for the development of the app. We would tie a significant amount of the grant with the chosen vendor as well as who would develop the user experience of the app. And since it was clear to us from the beginning that an marvelous user experience will be critical to success of the app, we wanted to be sure to choose the right vendor. So, we were very fortunate as Google offered us a “Mesa”. A “Mesa” is a one-week-process, lead by the company “Mesa e Cadeira” (thus the name of the solution offered by Google to us), in which they gathered 12h specialists from different areas, including two Googlers (both from the marketing team, one specialized on Branding and another on Technology), to work full-time during five consecutive days to develop a prototype of the app, on this case. During the week, we made several decisions about what to include or not in the Minimum Viable Product (MVP). We defined the navigation flux and that there will be not login required from the user. We also changed the app name and visual language, among many others decisions that we made. The process brought us two important perspectives while developing a solution: first, as proposed by the googlers, to use the “always in beta” principle when developing our app, so that we do not lose time and money developing functionalities that we can only realize that are necessary after the end users gives us feedback. Second, the importance of user experience: the better it is, the less work we will have in the back office and, thus, the more scalable the project will become. Driven by these principles, we decided at “Mesa” that we would anticipate the launch of the app: from July 2017 (when the first milestones were supposed to be delivered), to March 2017. Also, and in line with the “always in beta” principle, there will not be a final version anymore. We propose instead a strategy of continuous improvement, with major releases from time to time. This mean that we want to change the milestones regarding the release of versions of the app. We plan now to release 3 new major versions over the time of the project, and minor improvements on an almost continuous basis over time. We also understood that with some changes in the project design we could target a much larger quantity of users without creating excessive overload in the back office. The design change is to engage volunteers with technical knowledge to validate the status of the construction works that appear to be delayed. We are currently settling partnerships with different branches of Engineers Without Borders and Regional Council of Engineering across Brazil. By the end of this January we will have settled at least ten partnerships with these organizations

Do you anticipate any major changes in the next phase of the project?

The “Mesa” process resulted not only in the development of a prototype, but also resulted in the development of our theory of change. Our theory of change is that we are creating a technological tool that will help citizens to press public officials for change in construction works with a well grounded demand. Our job is to gather information about the construction works, engage citizens to provide local information about the evolution of the construction sites and then qualify the evidence provided by citizens with technical knowledge by our partners. We thus decided that it is critical to develop an app with a marvelous user experience and to improve it in a continuous basis. We also need

to have a robust CMS that will allow our partners to properly assess and qualify the evidence provided by citizens. Thus, we decided to put more effort and resources on the technical development of the app, that will be constantly updated, and on the vital partnerships with engineers, as we want not only to tackle the problem of the abandonment of school constructions in selected cities, but to develop a solution that makes possible for citizens of any city to engage in a monitoring movement and to demand accountability directly to municipal and federal government. As discussed during the “Mesa”, this would bring changes in our milestones delivery: because the app is being built to be self-learning, there would be no need to develop training courses and workshops on local monitoring for the app to work. Also, a pressure-kit media campaign was elaborated during the “Mesa” so that we can achieve a large number of users across the country. Hence, partnering with small and medium-size NGOs is not anymore a sine qua non output for the project to achieve our defined outcome of improving civic engagement and empower communities. We will need more resources, thus, for communication. As it is fundamental to share and multiply knowledge, we will develop an API, and thus make more hackatons than we first planned. (See Milestones table annexed). Also, we are currently discussing a co-financing with the UNDEF, with possibility to focus on the community mobilization of some selected cities.

Challenges Faced & Lessons Learned

We believe in learning from failure. Did you encounter any challenges or make any mistakes during the reporting period? How did you address them?

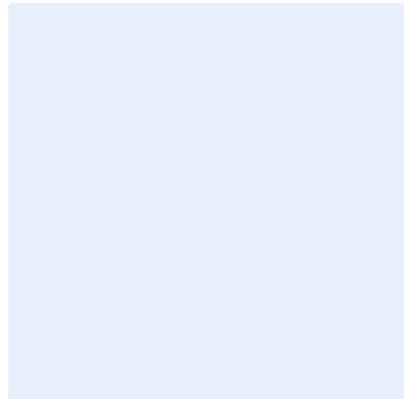
We postponed our decision of contracting developers because we wanted to build the perfect app, so that we needed the perfect developers. As mentioned above, we learned to make and launch always a Beta version and improve with feedback of user experience.

Googler Engagement & Press

If applicable, please include any press hits, awards / accolades, pictures, video or testimonials.

When we applied for the Google Impact Challenge, we had a clear idea of the problem of school and nurseries construction delays and what would involve to solve it. We also knew that we could not make the mistake of adding a lot of features to the app during the development of its first version. What we did not know was how to go from there to a define an MVP. An MVP required that we made decisions about what was critical and what was not. And depending on what we would decide, we would go in one direction or another. And would mean tying resources and time into a direction that could prove to be wrong headed. It was also necessary to assess among several possible vendors who would be able to deliver technical excellence at a good price, and making this assess of vendors is a difficult task. The end result of all

this difficult decision process was an analysis-paralysis, in which we kept gathering information about several vendors, considering the possibility of hiring a consultant to use design thinking in our project, but never making a decision in one direction or another. The “Mesa” helped us to overcome this difficulty and in making decisions. We learned that it may be helpful to gather the team and keep them focused only in making critical decisions about the project, without being bothered with other activities, in a short period of time. We also learned to avoid making too many decisions at an early phase of the project, go for the real MVP, launch it and learn with real experience of citizens using the app. We also learned to develop a theory of change, which was super helpful to define the app critical path, i.e., what was critical to the first release of the app.



Did any Googlers (Google.org staff or otherwise) contribute to your project during the reporting period?

Yes. Kim Farrel and Thiago Avancini, during the “Mesa”, were critical to the decisions behind the app development and the marketing strategy that we plan to use in the next months.

What’s one thing that Google could do to better support your project or organization?

One key issue in our project decision is scalability. And one way for the project be scalable is to use the proper technological solution. During the “Mesa”, Googlers suggested that to use material design, which reduced the time of development of our app. They also suggested that we could use Google image recognition solution to avoid the need of filtering the content (images) produced by the end users. However, solutions like that cost a lot of money and the more successful the project (more users using the ap), the more costly will be to use such solutions. Google could provide some subside or discount if we use such technologies, specially if the project is successful. It would be ironic if we have to sacale back it because of its success and the increased technological cost associated with it.

Growth

During this reporting period, did the Google.org grant help secure partners, projects, or funding that might not otherwise have been possible? If so, please explain. Yes

First and foremost, Google funded the “Mesa” process that helped us to overcome our analysis-paralysis and define the app MVP. Without this funding we would not be able to afford the Mesa. It was also helpful to be able to use material design to develop the prototype of the app faster. Secondly, the repercussion of the prize was very important to settle partnerships with the government. The General Ombudsman of the Union requested a meeting with us to assure a partnership. It also facilitated to schedule a first meeting with the Accounting Court of the Union: when I mentioned the Google.org grant, she realized she knew about the project. Generally, it also give us a kind of certification, specially with organizations that might not know Transparência Brasil, like some branches of Engineering without Borders and Regional Councils of Engineers.

PART B: Financial Report

[Please complete Part B only once each year; there's no need to complete it for every reporting cycle.]

Note: Part B allows us to learn about quantitative indicators of progress and your financial status.

Results

In the tables below, we're interested in quantitative measures of performance. Please list any metrics that your organization regularly tracks that are indicative of your progress on the project - there's no need to create anything new! However, if the metrics originally agreed to no longer apply, please feel free to list "N/A" and then include any new metrics that now should be included (see example below).

Please explain any differences between the expected and actual results:

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Metric	Expected Results: Year 1	Actual Results: Year 1	Expected Results: Year 2	Actual Results: Year 2	Expected Results: Year 3	Actual Results: Year 3
[Add key indicator here. Feel free to add more rows if needed]						
[Example] Solar lamps sold	100,000	90,000	500,000	n/a	800,000	n/a
[Example] New markets entered	n/a	n/a	2 new countries	2 new countries	4 new countries	5 new countries



Financial Report

For the following three questions, we're interested in how you are spending the grant funds. Please report using the currency in your original grant agreement.

To give us an overview of your spending, please fill out the attached financial template for the entire grant term to date, including all previous periods.

Please confirm that the following is correct:

- Funds were used for purposes stated in the Grant Agreement. Yes]
- All Terms and Conditions of the grant were met. Yes