

5. BUSINESS ENVIRONMENT



FCO Strategic Programme Foreign & Commonwealth Office Global Programme Fund

PROJECT PROPOSAL FORM

| | | |
|---|---|-------|
| Project Title | Improving business environment through transparency in São Paulo State | |
| Which Programme is the funding being sought from * | Prosperity Fund | |
| Project Code * | | |
| Is the Project ODA eligible * | Yes | |
| ODA Codes * | Input Sector Code | 15122 |
| | Channel of Delivery Code | 50000 |
| | | |

Part A: To be completed by the Project Implementer

| | |
|----------------------|--|
| Project Title | Improving business environment through transparency in São Paulo State |
| Purpose | Based on UK expertise, improve business environment in São Paulo State by enhancing implementation of State's transparency programme, targeting open data management for business and civil society use and the application of effective anticorruption measures. |

**Context and
Need for the
Project**

IMPROVING BUSINESS ENVIRONMENT THROUGH TRANSPARENCY IN SÃO PAULO STATE

UK is an expert in application of transparency measures in the public and private spheres, especially targeting **open data management and corruption fighting**. **This supports to improve the business environment** in country. The project will support the implementation of the current transparency plan of São Paulo State by **i) improving the amount and quality open data available as a tool for civil business and civil society use; ii) applying efficient anti corruption measures, feeding in the SP decree which guides the implementation of the federal anti-corruption law.**

GOVERNMENT ENGAGEMENT

This project builds on the **UK-SP MoU signed between Minister Hugo Swire and Governor Alckmin** in October 2013, which sets out Transparency, among other areas as a priority for cooperation for the next years.

This is demand led by São Paulo State, which considers UK as a benchmark on open data management and anti-bribery measures. They have already been directly engaged with UK government – Cabinet Office, Serious Fraud Office and Ministry of Justice to understand what UK has to offer.

UK ADDED VALUE

UK is considered an international benchmark on open data management and anti-bribery measures.

On open data, UK has the Data.gov.uk and the Open Data Institute, a centralized website with linked databases of open data (this is the benchmark São Paulo government wants to learn from and replicate) and an institute to promote the use of open data composed of public and private funding, respectively.

Open Data has been identified as one of the 8 GREAT technologies, i.e. areas where the UK has scientific and academic expertise in.

On anti-bribery measures, UK has been one of the first countries to implement an anti-corruption law with the **UK Bribery Act as a reference for the new law recently enacted in Brazil**. The recent approval of the Brazilian Anti-Corruption Law and the Decree for its implementation, which is still underway, creates opportunities UK's expertise to be incorporated in Brazil.

GOOD TIMING

Brazil has recently passed **three laws that foster transparency**: the **Brazilian Transparency Law** (Lei Complementar 131/2009), the **Brazilian Freedom of Information Law** (Lei de Acesso à Informação – Lei 12.527/2011) and the **Brazilian Anti-Corruption Law** (Lei de Responsabilização da Pessoa Jurídica – Lei 12.846/2013). The laws are currently being implemented in federal, state and municipal level. This creates the opportunity and necessity for Brazilian government to implement and improve transparency programmes using UK expertise.

São Paulo State, being Brazil's corporate centre, will upscale the work with the private sector.

SP State has to implement the **Open Government State Decree** (Decreto Estadual 55.559/10) and

| | |
|--|--|
| | <p>Anti-Corruption State Decree, recently approved and should come into force in the first quarter of 2014, led by the SP Internal Affairs Office (CGA). The federal decree still has not been launched and there is an opportunity for the SP state to influence the content.</p> <p>The MoU with SP State, including Transparency as a priority, was signed in late 2013 and now requires establishment of specific measures for its implementation.</p> |
|--|--|

| | | | | | | |
|-------------------|--|------------------|---------------------------|--|------------|--|
| Cost | FY14/15 | £280,690 | | | | |
| | Cost to FCO | £ 130,690 | <i>Cost to Co-funders</i> | | £ 150,000 | |
| | FY 15/16 | £154,770 | | | | |
| | Cost to FCO | £ 54,770 | <i>Cost to Co-funders</i> | | £100,000 | |
| Co-Funding | <p>Yes. The project has financial and in-kind co-funding from the State of São Paulo. Financial: Partial payment of the virtual platform to be delivered and partial travel costs for mission to the UK (e.g. accommodation and/or subsistence). In-kind: Working hours of SP officials given to deliver this project throughout implementation period.</p> <p>Science and Innovation fund will also co-fund implementation of activities.</p> | | | | | |
| Timing | Planned start date: | April 2014 | Planned completion date: | | March 2016 | |

PLEASE ATTACH A FULL ACTIVITY BASED BUDGET (in Excel). Proposals without an activity based budget will not be considered

The Activity Based Budget must match the activities and timings set out below

| Output | Activity Description | Details | April | May | June | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Total Y1 | Total Y2 |
|--|---|--|-------|-----|---------|---------|---------|-----|-----|-----|-----|-----|-----|-----|----------|----------|
| 1. Datasets release increased in 70% by São Paulo state in a smart, accessible, manageable and plain language manner and with at least 3% of these | 1.1 Launch of project during CONACI meeting in Rio de Janeiro. (The meeting happens between August and September 2014). | 3 national airtickets SP/RJ/SP @ £230/ticket | | | | | £ 690 | | | | | | | | £ 690 | |
| | 1.2 Mapping of UK open data management methodologies and technologies, based on the Data.gov.uk website. This should target how UK establishes its open datasets and how information is linked to be tailored and replicated to SP State. | Consultancy fees for 25 days @ £150/day | | | £ 1.250 | £ 1.250 | £ 1.250 | | | | | | | | | £ 3.750 |

| | | | | | | | | | | | | | | | | | | |
|---|---|--|--|--|--|--|------------|------------|--|------------|------------|------------|------------|------------|-------------|------------|-------------|------------|
| databases linked among each other providing coherent and useful information. (Year 1 and 2). | 1.3 Design of virtual platform, considering relevant type of data (classification, standardisation and publication), how it should be displayed, type of language and others to SP State, based on results of activity 1.2. This structure will be linked to the SP Transparency Portal. | Senior consultancy fees for 105 days @ £300/day | | | | | | | | | £ 7.875 | £ 7.875 | £ 7.875 | £ 7.875 | £ 31.500 | | | |
| | 1.4 Implementation of the virtual platform at one public agency targeting one selected sector as a pilot: health, transport or education. The pilot will become a benchmark to be disseminated to other public agencies. (Co-funded by SP State). | Senior consultancy fees for 45 days @ £300/day | | | | | | | | | | | | | | | £ 13.500 | |
| 2. Channel for public consultation created, based on the UK model, to select priority data that needs to be available. (Year 1 and 2) | 2.1 Develop a public consultation structure, based on the one carried out by UK Cabinet Office to understand which type of data is most demanded from businesses and civil society. | Senior Consultancy fees for 25 days @ £300/day | | | | | £ 3.750 | £ 3.750 | | | | | | | | £ 7.500 | | |
| | 2.2 Run the structure developed with relevant sample of stakeholders identified by SP government stakeholders. | Consultancy fees for 20 days @ £150/day | | | | | | | | £ 1.500 | £ 1.500 | | | | | £ 3.000 | | |
| | 2.3 Incorporate the results of activity 2.2 in the platform developed in Output 1 for the chosen sector. | Consultancy fees for 10 days @ £150/day | | | | | | | | | | | | | | | £ 3.000 | |
| 3. Open Data management programme created to foster development of new applications (apps), which should provide new business opportunities and improve public services. (Year 2) | 3.1 Training for SP State relevant transparency-related officials by The Open Data Institute on how to create a public transparency programme concerning open data management. This programme should also target ways to spread and improve that relationship of SP State to other public agencies, private sector and civil society for the long-term. | Consultancy fees for ODI consultant for course preparation for 2 days @ £300/day | | | | | | | | | | | | | | | £ 600 | |
| | | 1 round-trip economy international airticket LDN/SP/LDN for ODI consultant @ £1,300/ticket | | | | | | | | | | | | | | | | £ 1.300 |
| | | Accommodation in SP for ODI consultant for 4 nights @ £160/night | | | | | | | | | | | | | | | | £ 640 |

| | | | | | | | | | | | | | | | | | | | |
|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|------------|------------|
| | | Subsistence for ODI consultant for 5 days in SP @ £50/day | | | | | | | | | | | | | | | | £ 250 | |
| | | 2 interpreters and interpretation equipment for 3 days @ £1,200/day | | | | | | | | | | | | | | | | £ 3.600 | |
| | | Consultancy fees for ODI consultant for course delivery for 3 days @ £300/day | | | | | | | | | | | | | | | | £ 900 | |
| | | Coffee-Break for 25 people @ £8/person for 3 days | | | | | | | | | | | | | | | | £ 1.200 | |
| | 3.2 Creation of programme structure as pilot with support of The Open Data Institute support to be implemented by SP State. | Consultancy fees for 5 days @ £150/day | | | | | | | | | | | | | | | | £ 750 | |
| | | SP officials fees - co-funded | | | | | | | | | | | | | | | | £ - | |
| | 3.3 Hackathon to develop new apps based on the open data displayed in outputs 1 and 2 and create the business environment for its continuation in the long-term. This will also bring the public sector closer to the private sector and civil society. (Co-funding by Science and Innovation Team). | Coffee-Break for 100 people @ £8/person for 1 day | | | | | | | | | | | | | | | | £ 1.600 | |
| | | Venue - co-funded | | | | | | | | | | | | | | | | £ - | |
| | | Structure rental (50 computers @ £50/computer, desks etc) | | | | | | | | | | | | | | | | £ 3.500 | |
| | | Consultancy fees for event prep for 25 days @ £150/day (map participants and general event coordination) | | | | | | | | | | | | | | | | | £ 3.750 |
| | | 2 interpreters and interpretation equipment for 1 day @ £1,200/day | | | | | | | | | | | | | | | | | £ 1.200 |
| 4. Brazilian Anticorruption Law implemented effectively in SP State, with improved investigation | 4.1 Technical visit to the UK of SP officials concerned with the implementation of the Anticorruption Law to meet with UK Bribery Act stakeholders, such as Serious Fraud Office and Ministry of Justice, and learn from best practices of investigation, | 6 round-trip economy international flights SP/LDN/SP for CGA officials @ £1,300/ticket | | | | | | | | | | | | | | | | £ 7.800 | |
| | | Accommodation for 5 SP officials and 1 | | | | | | | | | | | | | | | | £ 9.000 | |

| | | | | | | | | | | | | | | | |
|---|--|--|--|---------|---------|---------|---------|---------|---------|--|--|--|--|----------|---------|
| and prevention strategies, methodologies and technologies, based on the UK Bribery Act as reference. (Year 1) | implementation strategy, methodology, and technologies. | BE staff in London for 6 nights @ £180/night/person | | | | | | | | | | | | | |
| | | Subsistence for 5 SP officials for 10 days in London - co-funded by SP State | | | | | £ - | | | | | | | | £ - |
| | | Simultaneous interpreter and interpretation equipment for 5 days @ £900/day | | | | | £ 4.500 | | | | | | | | £ 4.500 |
| | | GovRisk Project Facilitator fees to liaise with SP experts, organize agenda and contract services for 30 days @ £200/day | | £ 2.400 | £ 2.400 | | £ 1.200 | | | | | | | | £ 6.000 |
| | | Expert fees to facilitate agenda, accompany delegation and write mission report for 13 days @ £300/day | | | £ 1.200 | £ 1.200 | £ 1.600 | | | | | | | | £ 4.000 |
| 4.2 Training of SP officials delivered by UK Bribery Act officials on how to implement at least two priority measures found as result of activity 4.1 and UK Bribery Act Manuals. This will also be offered to the federal government officials, SP municipality officials and other state officials. | GovRisk Expert for Course Preparation fees - production of material, course preparation and facilitation- for 20 days @ £500/day | | | | | | £ 2.000 | £ 3.000 | £ 5.000 | | | | | £ 10.000 | |
| | MOJ Expert Course Preparation fees - production of material | | | | | | | £ 800 | £ 800 | | | | | £ 1.600 | |
| | COLP Expert Course Preparation fees - production of material | | | | | | | £ 800 | £ 800 | | | | | £ 1.600 | |
| | SFO Expert Course Preparation fees - production of materials | | | | | | | £ 800 | £ 800 | | | | | £ 1.600 | |

| | | | | | | | | | | | | | | | |
|--|---|--|--|--|--|--|--|---------|---------|---------|--|--|--|---------|--|
| | NCA Expert Course Preparation Fees - production of materials | | | | | | | £ 500 | £ 500 | | | | | £ 1.000 | |
| | Translation of tailor-made course materials | | | | | | | £ 2.000 | | | | | | £ 2.000 | |
| | Printing of Material for 100 delegates - co-funded by SP State | | | | | | | £ - | | | | | | £ - | |
| | 7 round-trip economy international flight tickets LDN/SP/LDN @ £1,300/ticket for Experts and Facilitators | | | | | | | | £ 9.100 | | | | | £ 9.100 | |
| | Domestic Transport in SP for UK Experts for 5 days | | | | | | | | £ 200 | | | | | £ 200 | |
| | Subsistence for 5 days for Experts @ £40/day/expert | | | | | | | | £ 1.400 | | | | | £ 1.400 | |
| | Accommodation in SP for 7 Experts for 5 nights @ £160/night/person | | | | | | | | £ 5.600 | | | | | £ 5.600 | |
| | Simultaneous translation with equipment for 4 days @£1,200/day | | | | | | | | £ 4.800 | | | | | £ 4.800 | |
| | Coffee-Break for 100 people @ £8/person for 4 days | | | | | | | | £ 6.400 | | | | | £ 6.400 | |
| | Venue - co-funded by SP State | | | | | | | | £ - | | | | | £ - | |
| | IT System - co-funded by SP State | | | | | | | | £ - | | | | | £ - | |
| | Senior team of experts for course delivery x 4 days (GovRisk, MOJ, SFO, NCA, COLP) | | | | | | | | £ 7.500 | £ 7.500 | | | | | |

| | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--|---|---|--|--|--|--|--|--|--|--|--|--|--|-------|-------|--|-------|--|--|--|---------|--|-------|---------|
| | 4.3 Development of action plan with at least 10 recommendations for implementation of the results found in activities 4.1 and 4.2. The recommendations will be incorporated to the activities for implementation of the SP Anticorruption Decree, led by CGA. | Senior Researcher fees for 6 days @ £300/day | | | | | | | | | | | | | £ 900 | £ 900 | | | | | | £ 1.800 | | | |
| | | Translation of document | | | | | | | | | | | | | | | | £ 300 | | | | | | £ 300 | |
| 5. SP-UK Transparency Action Plan created and disseminated based on UK Public Transparency Policy and gathering outcomes from outputs 1 to 4. (Year 2) | 5.1 Development of a Transparency Action Plan between SP State and UK agencies to formalize the long-term bilateral cooperation on the transparency agenda, building on the final deliverables of the project. This should be in accordance with the SP-UK MoU signed in 2013. | Consultancy fees for GovRisk Expert to create joint Action Plan for 3 days @£300/day | | | | | | | | | | | | | | | | | | | | | | £ 900 | |
| | | Consultancy fees for W3C Expert to create joint Action Plan for 15 days @ £300/day | | | | | | | | | | | | | | | | | | | | | | | £ 4.500 |
| | 5.2 National dissemination event of the results during CONACI meeting with high level British and Brazilian stakeholders of the project results and kick-off of joint Action Plan developed in activity 5.1. This should encourage other States to follow SP's benchmark. | 1 international economy round-trip airticket LDN/RJ/LDN to GovRisk Expert to participate in CONACI meeting @ £1,300/ticket | | | | | | | | | | | | | | | | | | | | | | | £ 1.300 |
| | | 3 national round-trip airtickets SP/RJ/SP for SP officials @ £230/ticket | | | | | | | | | | | | | | | | | | | | | | | £ 690 |
| | | Accommodation for 1 GovRisk Expert in RJ for 2 nights @ £160/night | | | | | | | | | | | | | | | | | | | | | | | £ 320 |
| | | Subsistence for 1 GovRisk Expert for 3 days @ £40/day | | | | | | | | | | | | | | | | | | | | | | | £ 120 |
| | | Consultancy fees for 1 GovRisk Expert for 2 days @ £300/day | | | | | | | | | | | | | | | | | | | | | | | £ 600 |
| | | 5.3 Regional dissemination event concerning Latin America countries to launch the results of the project and UK-Brazil cooperation on transparency. | 6 round-trip international economic airtickets SP/MX/SP @ £800/ticket | | | | | | | | | | | | | | | | | | | | | | |

| | | | | | | | | | | | | | | | | |
|--|--|---|--------|------------|------------|------------|-------------|------------|-------------|-------------|-------------|------------|------------|------------|--------------|-------------|
| | | 2 international round-trip economic airticket @1,000/ticket | | | | | | | | | | | | | | £ 2.000 |
| | | Accommodation for 8 representatives in Mexico (4 SP, 2 W3C and 2 GovRisk) for 3 nights @ £170/night | | | | | | | | | | | | | | £ 510 |
| | | Consultancy fees for 2 senior experts (GovRisk and W3C) for 2 days @ £300/day | | | | | | | | | | | | | | £ 1.200 |
| | | Consultancy fees for 2 experts (GovRisk and W3C) for 2 days @ £150/day | | | | | | | | | | | | | | £ 600 |
| | | Subsistence for 4 representatives @ £40/day for 4 days - co-funded by SP State | | | | | | | | | | | | | | £ 640 |
| Overhead Costs for GovRisk to deliver Output 4 | | | | £ 750 | £ 750 | £ 500 | £ 500 | £ 750 | £ 1.000 | £ 1.000 | £ 500 | £ 500 | £ 500 | £ 1.000 | £ 7.750 | |
| Monitoring Costs | | | | | | | £ 800 | | | | | | | | £ 800 | £ 800 |
| TOTAL | | | £ - | £ 4.400 | £ 5.600 | £ 2.950 | £ 29.840 | £ 6.500 | £ 10.400 | £ 53.275 | £ 16.775 | £ 9.275 | £ 8.675 | £ 1.000 | £ 133.690 | £ 54.770 |

Will the Implementing Partner be sub-contracting any other agencies to carry out elements of the project activities?

Yes. The Implementing Partner will follow FCO Procurement Guidelines.

| | |
|--|---|
| <p>Implementing Agency</p> | <ul style="list-style-type: none"> • Fundação do Desenvolvimento Administrativo – Fundap, located at rua Cristiano Viana, 428, Cerqueira César, Cep: 05411-902, tel: 3066-5660, contact through http://novo.fundap.sp.gov.br/contato.asp, • W3CBrasil – World Wide Web Consortium Escritório Brasil, Av. das Nações Unidas, 11.541, 2º floor. São Paulo, SP - Brazil Tel: (11) 5509-3511, CEP 04578-000, email: vagner@nic.br, website • GovRisk – The International Governance and Risk Institute |
| <p>Country or countries covered</p> | <p>Brazil</p> |
| <p>Have you bid for funding from the FCO in the past three years?</p> | <p>No. It is the first time working with this implementer. Brazilian implementer was recommended by beneficiary and UK implementer was recommended by work in other posts.</p> |
| | |

| Project Plan | | | | |
|---|--|--|---|---|
| Purpose/Objective: | | | | |
| <p>Based on UK expertise, improve business environment in São Paulo State by enhancing implementation of State's transparency programme, targeting open data management for business and civil society use and the application of effective anticorruption measures.</p> | | | | |
| Indicator(s) | Baseline | Sources | Milestones | Target & Date |
| <p>1. Based on UK standards, São Paulo State Transparency Programme working with twice-broader organised datasets in at least one selected sector (health, transport or education) counting with civil society and business participation.</p> <p>2. Brazilian Anticorruption Law implementation in State of São Paulo using similar UK Bribery Act measures.</p> | <p>1. São Paulo State does not have properly organised open data and does not know civil society and business data requirements.</p> <p>2. São Paulo State has decree in place to implement the law but still needs more investigation and corruption prevention strategies.</p> | <p>(Governo Aberto SP Transparência SP, e-sic and Obudsman periodic reports). Transparency Index (http://indicedetranparencia.com/)</p> <p>São Paulo State Anticorruption Decree.</p> | <p>1. 1st Quarterly Report – June/2014 2. 2nd Quarterly Report – September/2014 3. 3rd Quarterly Report – December/2014 4. Completion Report – up to June/2014</p> | <p>1. Twice more open and at least 3% linked datasets in at least one sector and disseminated to business and civil society by end of project.</p> <p>2. Decree being implemented by CGA using UK Bribery Act strategies by end of project.</p> |

Output 1:

Datasets release increased in 70% by São Paulo state in a smart, accessible, manageable and plain language manner and with at least 3% of these databases linked among each other providing coherent and useful information.

An amplified, linked, and easily accessible database, the information will be available in a simpler and faster way to be used for improvement of public administration and business opportunities. The pilot should be run with a database of at least one out of the three sectors: health, transport, and education. The pilot will be able to be replicated to the other sectors. This data will support the improvement of SP Transparency Portal, based on Data.gov.uk as a benchmark. (Year 1 and 2).

| Indicator(s) | Baseline | Sources | Milestones | Target & Date |
|--|--|---|--|--|
| Number of datasets available and linked data in at least one selected sector (health, transport or education) following the UKData.gov.uk model. | Data is available but it is not publicly displayed in a user-friendly manner and is not linked, making difficult for interested parties to create results out of these data. | Secretariat for Planning and Regional Development | November/2014 – Mapping of UK methodologies completed. October/2015- Virtual Platform designed, tested and starting implementation. | 70% increase in datasets available with at least 3% linked data by end of project. |
| Activities linked to Output 1 | <p>1.1 Launch of project during CONACI meeting in Rio de Janeiro. (The meeting happens between August and September 2014).</p> <p>1.2 Mapping of UK open data management methodologies and technologies, based on the Data.gov.uk website. This should target how UK establishes its open datasets and how information is linked to be tailored and replicated to SP State.</p> <p>1.3 Design of virtual platform, considering relevant type of data (classification, standardisation and publication), how it should be displayed, type of language and others to SP State, based on results of activity 1.2. This structure will be linked to the SP Transparency Portal.</p> <p>1.4 Implementation of the virtual platform at one public agency targeting one selected sector as a pilot: health, transport or education. The pilot will become a benchmark to be disseminated to other public agencies. (Co-funded by SP State).</p> | | | |

Output 2:

Channel for public consultation created, based on the UK model, to select priority data that needs to be available.

This consultation will be directed to businesses and civil society to understand their demands on the type of priority data that should be available in the short term. This should create an effective means of communication between the public and private sectors, supporting the delivery of more efficient public services. This channel will feed in to the SP Transparency Portal. (Years 1 and 2).

| Indicator(s) | Baseline | Sources | Milestones | Target & Date |
|--|--|--|--|--|
| Collection of business and civil society priorities and demands using the public consultation channel created. | SP State does not have a framework for public consultation on data priorities. | Secretariat for Planning and Regional Development. | <p>August/2014 – Consultation structure developed.</p> <p>December/2014 – Consultation results collected.</p> <p>May/2015 – Selected data available for use.</p> | Effective consultation channel in place with collected data by end of Year 1 (March 2015) and data in use by May/2015. |
| Activities linked to Output 2 | <p>2.1 Develop a public consultation structure, based on the one carried out by UK Cabinet Office¹ to understand which type of data is most demanded from businesses and civil society.</p> <p>2.2 Run the structure developed with relevant sample of stakeholders identified by SP government stakeholders.</p> <p>2.3 Incorporate the results of activity 2.2 in the platform developed in Output 1 for the chosen sector.</p> | | | |

Output 3:

Open Data management programme created to foster development of new applications (apps), which should provide new business opportunities and improve public services.

The programme will use outcomes of outputs 1 and 2 to feed in the structure and main sector to be targeted. The UK benchmark used as reference is The Open Data Institute. (Year 2).

¹ Examples are: <https://www.gov.uk/government/consultations/making-open-data-real>

| Indicator(s) | Baseline | Sources | Milestones | Target & Date |
|--|---|--|---|---|
| Number of business and civil society aware of the new open data improvements and the new Open Data management programme. | SP State does not have a structured plan targeting the creation of business out of open data. | Secretariat for Planning and Regional Development. | <p>May/2015 – SP officials trained.</p> <p>July/2015 – SP State Transparency pilot programme structured.</p> <p>September/2015 – Business and civil society aware of the programme through Hackathon.</p> | Sector business (health, transportation or education) and civil society aware of the programme and benefits by September/2015 |
| Activities linked to Output 3 | <p>3.1 Training for SP State relevant transparency-related officials by The Open Data Institute on how to create a public transparency programme concerning open data management. This programme should also target ways to spread and improve that relationship of SP State to other public agencies, private sector and civil society for the long-term.</p> <p>3.2 Creation of programme structure as pilot with support of The Open Data Institute Support to be implemented by SP State.</p> <p>3.3 Hackathon to develop new apps based on the open data displayed in outputs 1 and 2 and create the business environment for its continuation in the long-term. This will also bring the public sector closer to the private sector and civil society. (Co-funding by Science and Innovation Team).</p> | | | |
| <p>Output 4:</p> <p>Brazilian Anticorruption Law implemented effectively in SP State, with improved investigation and prevention strategies, methodologies and technologies, based on the UK Bribery Act as reference.</p> <p>This will target the improvement of measures and techniques for implementation of the SP decree, developed and coordinated by SP Internal Affairs Office (CGA), created as action plan for the effective implementation of the anticorruption law. (Year 1).</p> | | | | |
| Indicator(s) | Baseline | Sources | Milestones | Target & Date |

| | | | | |
|--|--|---|--|---|
| <p>Implementation of strategies and methodologies in the SP State Anticorruption Decree using UK Bribery Act investigation and prevention methodologies as reference.</p> | <p>The SP State Anticorruption Decree stills needs improvement on investigation and prevention methodologies.</p> | <p>São Paulo Internal Affairs Office – CGA.</p> | <p>December/2014 – SP officials trained on UK Bribery Act methodologies. March/2015 – Policy recommendations delivered to SP State.</p> | <p>100 SP officials trained and Brazilian Anticorruption Law implemented considering at least 20 UK Bribery Act investigation methodologies by the end of Year 1.</p> |
| <p>Activities linked to Output 4</p> | <p>4.1 Technical visit to the UK of SP officials concerned with the implementation of the Anticorruption Law to meet with UK Bribery Act stakeholders, such as Serious Fraud Office and Ministry of Justice, and learn from best practices of investigation, implementation strategy, methodology, and technologies.</p> <p>4.2 Training of SP officials delivered by UK Bribery Act officials on how to implement at least two priority measures found as result of activity 4.1 and UK Bribery Act Manuals. This will also be offered to the federal government officials, SP municipality officials and other state officials.</p> <p>4.3 Development of action plan with at least 10 recommendations for implementation of the results found in activities 4.1 and 4.2. The recommendations will be incorporated to the activities for implementation of the SP Anticorruption Decree, led by CGA.</p> | | | |
| <p>Output 5:</p> <p>SP-UK Transparency Action Plan created and disseminated based on UK Public Transparency Policy² and gathering outcomes from outputs 1 to 4. This will serve as a reference document for implementation of the UK-São Paulo MoU³ to ensure implementation of the long-term cooperation between SP State and UK on Transparency. The Action Plan will be agreed between SP and UK. (Year 2).</p> | | | | |
| <p>Indicator(s)</p> | <p>Baseline</p> | <p>Sources</p> | <p>Milestones</p> | <p>Target & Date</p> |
| <p>Establishment of an SP-UK Action Plan.</p> | <p>SP State has a Transparency Action Plan but wants to have UK expertise to maximize the benefits of the current programme.</p> | <p>Secretariat for Planning and Regional Development; São Paulo Internal Affairs Office – CGA;</p> | <p>September/2014 – Project Launch. October/2015 – National dissemination. December/2015 –</p> | <p>SP-UK Transparency Action Plan agreed for implementation and disseminated by the end of</p> |

² “Improving the transparency and accountability of government and its services” policy. Available at: <https://www.gov.uk/government/policies/improving-the-transparency-and-accountability-of-government-and-its-services>

³ The MoU with State of SP was signed in October 2013 between Minister Hugo Swire and SP Governor Geraldo Alckmin. Transparency was considered a priority in the MoU.

| | | | | |
|-------------------------------|--|--|-------------------------|----------|
| | | Office of Foreign Affairs of the State of São Paulo. | Regional dissemination. | project. |
| Activities linked to Output 5 | <p>5.1 Development of a Transparency Action Plan between SP State and UK agencies to formalize the long-term bilateral cooperation on the transparency agenda, building on the final deliverables of the project. This should be in accordance with the SP-UK MoU signed in 2013.</p> <p>5.2 National dissemination event of the results during CONACI and CONSAD meeting with high level British and Brazilian stakeholders of the project results and kick-off of joint Action Plan developed in activity 5.1. This should encourage other States to follow SP's benchmark.</p> <p>5.3 Regional dissemination event concerning Latin America countries to launch the results of the project and UK-Brazil cooperation on transparency.</p> | | | |
| Sustainability | The delivered programmes, reports and capacity buildings will be incorporated to the Transparency State Programme, concerning Open Data Management and Corruption Fighting, and will be improved and used after the project. The project deliveries fit in the laws (Transparency, Freedom of Information and Anti Bribery) São Paulo State needs to implement. | | | |
| Monitoring | <ol style="list-style-type: none"> 1. Budget Based Workplan: monthly update; carried out by implementer. 2. Financial Reports: monthly update; carried out by implementer. 3. Monitoring Visits: each two months; carried out by post. 4. Quarterly Progress Report: each three months; carried out by implementer and beneficiary. 5. Completion Report: up to 3 months after project termination; carried out by implementer with post quality check. 6. Board Meetings: biannually; post and programme team in London. | | | |

| Risks | Risk | Impact Low/ Medium/ High | Like- lihood L/M/H | Management <i>How will the risk be managed and monitored, what are the mitigating actions, and who is the risk owner</i> | Escalation Point <i>At what stage will the management of this risk need to be escalated to a more senior colleague and/or flagged to London</i> |
|--------------|---|--|----------------------------------|---|---|
| | 2014 elections stop implementation of the Transparency Programme. | H | M | The programme is incorporated in the State's multiyear plan with an action plan to be delivered until 2016. This creates a safer environment for implementation of the project. Furthermore, the Transparency Programme should be implemented regardless of change in government as transparency and corruption will remain | New elected government signals unexpected changes in the Transparency Programme. |

| | | | | | |
|--|--|---|---|--|---|
| | | | | political issues. | |
| | Brazilian public agencies do not commit to opening their data in a more effective way. | M | L | SP Secretariat already has good engagement of the agencies and they have to implement open data based on the Brazilian Transparency Law, Freedom of Information Law and the Open Government State Decree (Decreto Estadual 55.559/10). | Agencies become resistant or delaying more than expected to provide the necessary data. |
| | SP public agencies and companies do not implement corruption fighting measures. | M | L | SP public agencies and companies have to implement these measures based on the Brazilian anticorruption law and decree led by CGA. Companies are already engaged with CGA and their engagement in the project will also be in early stage. | SP public agencies start resisting or show no interest in the delivered reports/capacity buildings. |
| | UK counterparts do not engage in the project. | M | M | Post has good relationship with the relevant British stakeholders. SP State already had direct contact with British counterparts. The MoU signed reinforces the UK-Brazil joint work on transparency. British counterparts will be involved in the project from the beginning. | UK counterparts do not reply to requests within the expected time. |

| Stakeholders | Stakeholders | Interest L/M/H | Influence L/M/H | Engagement / Communications plan (How to engage, how often and who by/who to) | Owner |
|--------------|--|-------------------|--------------------|---|---|
| | Secretariat for Planning and Regional Development; | H | H | The Secretariat for Planning and Regional Development is already engaged in the project as one of the main beneficiaries. The project was a demand led by them. | Roberto Meizi Agune Sílvio Aquino (Post) Helen Jamieson (Post) |
| | São Paulo Internal Affairs Office – CGA; | H | H | São Paulo Internal Affairs Office is already engaged in the project as one of the main beneficiaries. The | Raphael Soré Sílvio Aquino (Post) Helen |

| | | | | | |
|--|--|----------|----------|--|--|
| | | | | project was a demand led by them. | Jamieson (Post) |
| | Office of Foreign Affairs of the State of São Paulo | H | M | Office of Foreign Affairs of the State of São Paulo is already engaged in the project as one of the main beneficiaries. The project was a demand led by them. | Sulimara Takahashi Sílvio Aquino (Post) Helen Jamieson (Post) |
| | Transparency Council of the SP Public Administration | M | M | Secretariat for Planning and Regional Development, São Paulo Internal Affairs Office will liaise with Transparency Council SP participate validation committees and project events. | Edson Vismona |
| | SEADE Foundation (tied to the Secretariat for Planning and Regional Development) | M | M | SEADE is officially tied to the Secretariat for Planning and Regional Development. The Secretariat will engage with the Foundation to co-work in the project since beginning of the project. | Vivaldo Luiz Conti |
| | Administrative Development Foundation (FUNDAP) | M | M | The Secretariat will engage with the Foundation to co-work in the project since beginning of the project. | Margara Raquel Cunha |
| | General Comptroller's Office – CGU | H | M | Post will engage with CGU in the beginning of the project and require their input and participation in specific points, such as trainings, events and federal level dissemination. | Sílvio Aquino (Post) |
| | Internal Control National Council – CONACI | M | L | Secretariat for Planning and Regional Development, São Paulo Internal Affairs Office and Post will liaise with CONACI members and participate in CONACI meetings to disseminate project results. | Gustavo Ungaro |
| | Open Data National Institute (INDA) (tied to Ministry of Planning). | H | M | Post will liaise with INDA for participation in report feedbacks and validations, events and to disseminate project results. | Sílvio Aquino (Post) |

| | |
|--|--|
| Beneficiary Groups | <p>São Paulo State Government</p> <p>General Comptrollers Office</p> <p>Council on Public Transparency</p> <p>Open Data National Institute</p> <p>Internal Control National Council</p> |
| | |
| Signature of Implementing Agency Lead Contact | <p><i>Caroline Burrell</i> – W3C</p> <p><i>Mark Wilcock</i> – GovRisk</p> <p><i>Margara Raquel Cunha</i> - Fundap</p> |
| Date | <p>14/03/2014</p> |