

**GRANT APPLICATION FORM
2019 GLOBAL CALL FOR PROPOSALS**

SECTION 1. PROPOSAL BASIC INFORMATION.
Country: Brazil
Proposal title: Local alliances for smarter public spending in citizen security in Brazil
Applicant organization name <i>[Name of lead applicant responsible for signing grant agreement]</i> : VIVA RIO
Proposal duration <i>[Minimum duration 3 years/Maximum duration 5 years, estimated start date - Jan 2020]</i> 4 years: January 2020-December 2023.
Legal status <i>[Describe type of legal status as a not-for-profit civil society organization in the country where the proposal will be implemented. For more information, see the Application Guidelines]</i> Viva Rio is a not-for-profit civil society organization.
Grant amount requested: US\$500,000
Organization's average total budget in the last three years in US Dollars 2018: U\$157,998,548 2017: U\$179,348,776 2016: U\$173,764,632
Indicate share of funding amount requested as a % of the organizations' average total budget in the last three years <i>[Not to exceed 50% per Application Guidelines]</i> : 0.3%
Please confirm the grant amount requested as a share of your organization's total average budget in the last three years has been calculated using the national organization's annual audited financial statements only (and not to those of the organization's affiliates or partners around the world) Confirmed
Proven track record: please describe the organization's experience (at least 3 years) in the social accountability field, including past and ongoing projects, funding sources and website links if available. Please add any relevant information on your track record within the relevant thematic field. Viva Rio was born out of a process of citizen mobilization in response to the wave of violence that afflicted Rio de Janeiro in 1993, raising awareness, demanding and proposing more effective and participatory solutions with and from city government. Since then, Viva Rio has become one of the most important NGOs in Brazil, seeking to guarantee human rights and promote social well-being among low-income communities through projects that fight social exclusion, poverty, violence, and human rights abuses. Viva Rio has a long-standing track record of mobilizing public resources and popular participation in the design and implementation of programs for low-income, violence ridden communities in Rio de Janeiro, bridging together the voice and

interests of poor communities with the supply and demands of municipal and state level government services. In addition to proposing and implementing public programs, Viva Rio also conducts applied research and popular mobilization campaigns.

Viva Rio has implemented more than a dozen high profile programs, the description of which can be found in detail in our website: www.vivario.org.br. We have received funding from many different sources including the municipality of Rio de Janeiro, the state of Rio de Janeiro, the government of Canada, VRB, Rock in Rio and volunteering. Some of our projects include the *Organização Social da Saúde* (Social Organization of Health) in which we provide free health care in poor and violent communities. We also run, with the municipal Secretary of Health, several Psychological Attention Centers (*Centros de Atenção Psicossocial—CAPS*) targeted to alcohol and drug abusers. In Haiti, we are implementing a project for violence reduction and violence prevention, “*Martissant sem violência*” focused on participation of community members in decision making related to citizen security and peace building; and to promote income generation and reinsertion of youth and members of the community at risk of violence.

We are at a juncture in our institutional history and in our city and country context, in which we believe that new approaches to fighting violence and poverty are needed. This GPSA grant will be the perfect vehicle and partner to help us start that new path in a strong manner. In our origins, we achieved strong impacts on citizen security policies through civic mobilization, and then we gradually became more involved in implementing large programs in poor and violent communities. However, given the current political crisis and ideological polarization in Brazil, new approaches for civil society engagement on citizen security are needed.

Violence will not be reduced neither by the “iron fist” approach and repressive policies proposed by the right, nor by the social inclusion policies proposed by the left. Instead, a third, more pragmatic and evidence based path to violence reduction is possible, one that uses the science of violence reduction and the pragmatic language of cost effectiveness to engage with the public. We want to draw from our expertise in civic mobilization, and our accumulated knowledge on how to work with government, to push forward a movement that can take advantage of the municipal and state public security councils created by SUSP to advance this third path.

That is why we want to join forces with CRISP/UFMG and ICS as they are organizations that have done pioneering work in bringing together civil society and the public sector to put forward innovative and evidence based programs for violence prevention.

CRISP has pioneered in Brazil a model of joint action between civil society and public sector (Judiciary, Public Prosecutor’s Office, Police Forces, and Municipalities) in a program called “*Fica Vivo*” designed for communities with high levels of violence, and targeted to youth at risk. *Fica Vivo* is one of the best regarded and evaluated programs in Brazil. It was institutionalized at the state government level in Mina Gerais, has been working for the last 18 years, and is currently operating in 17 of the more than 800 municipalities in the state.

Instituto Cidade Segura (ICS) has been promoting *Pactos pela Paz* (Peace Pacts) in several municipalities in the state of Rio Grande do Sul, bringing together civil society, municipal governments and other public sector institutions to design and implement evidence-based interventions that combine law enforcement and social prevention practices, and that has been achieving substantive crime reduction impacts. In addition, it has conducted a national study on the transparency of the state level public security secretaries websites.

References: please provide three contact persons that can provide references about your organization's experience.

Reference 1

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Position: Project Manager

Organization: World Vision

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Reference 2

Name: Francisco Araújo

Position: CEO

Organization: Impacto

Email: chico.b.araujo@gmail.com

Reference 3

Name: Tiago Fernandes

Position: CEO

Organization: VRB

Email: tiago@prado.capital

Proposal's partners. Include partner CSOs' names and any other types of Partners

- CRISP (*Centro de Estudos sobre Criminalidade e Segurança Pública*)
- *Instituto Cidade Segura*
- Secretary of Public Security of the state of Minas Gerais, Ceará, and/or Bahia.
- *Frente Nacional de Prefeitos* (National Federation of Mayors)
- Municipal governments
- Depending on the chosen interventions, other public sector institutions will become partners

Estimated grant amount to be shared with proposal's partner CSOs if applicable [indicate % or number]

Approximately 50% will be shared with the proposal's partner CSOs.

Indicate if the application is for a new or ongoing project.

If ongoing, please include project name, current budget, funding source(s), and weblink if available. If new, please briefly describe your existing funding sources, and how GPSA support will complement this funding.

This is a new Project, and the participating NGOs will provide cofinancing (see budget).

Applicant contact information.

Contact Name: Carlos Roberto
 Position: Project Manager
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SECTION 2. APPLICATION CONTENT.

- 1. What is the proposal's objective?** The objective must describe the intended benefits to a specific community/group of people or organizations/institutional changes that are to be realized through one or more development interventions. Please apply SMART (specific, measurable, attainable, realistic, time-bound) criteria. *[For more information, see the Application Guidelines]*

The proposal seeks to improve the quality, transparency, and accountability of public expenditures in citizen security policies in selected municipalities in Brazil through (a) civil society coalitions participating in the Municipal Councils of Public Safety, and (b) the implementation of an index to measure the "quality of public spending in citizen security".

- 2. Outcome indicators.** Please define three key project-level results indicators that will measure the achievement of the proposal's development objective, as defined above. This type of indicators are intended to measure the uptake, adoption and use of outputs by the target group within the project period. You will be asked to develop a detailed results framework if the proposal is selected.

Outcome Indicator 1: Civil Society Coalitions are formed and fully functioning in the Municipal Councils of Public Safety of 100% of targeted municipalities in the project.

Outcome Indicator 2: Municipal governments are using the index on "quality of public spending" and making it public through their websites in 100% of targeted municipalities in the project.

Outcome Indicator 3: Quality of public spending in citizen security as measured by the index has improved in at least 25% in at least 80% of the targeted municipalities.

- 3. Briefly describe the country context and the institutional and sector contexts relevant to the proposal's objectives.** Why is this proposal important in the country? What is the government doing to address the above mentioned challenges? Which public sector institutions will use the project's feedback? If you have already engaged with these public sector institutions, please explain. How are you planning to engage with public sector institutions during the project?

Improving citizen security is one of the most fundamental development challenges for Brazil. With almost sixty thousand homicides per year, Brazil concentrates approximately 10% of the total number of homicides in the world, and 42% of those occurring in Latin America and the Caribbean (UNODC, 2017).

Crime and violence reduces Brazilians welfare in multiple ways. In addition to the individual trauma and suffering to victims, it has a negative impact on economic development, social development, and good governance. Just in terms of economic development alone, the estimated cost of crime and violence in Brazil represents 3.78% of the GDP, or US\$124.3 billion in purchasing power equivalent (IDB, 2017).

To improve the provision of citizen security services, Brazil needs not to spend more but to spend better. Even though security spending per capita has increased more than 50% between 2004-2015, at 313 dollars per capita in 2015 it is still lower than Argentina's 500 dollars or the median for OECD countries of 532 dollars per capita, all countries with much better security than Brazil. Better spending means prioritizing interventions that are prevention rather than reaction oriented, and evidence rather than ideologically based. It is precisely this significant aspect of better spending that this project seeks to address through a collaborative social accountability approach.

In order to address this problem, the federal government has been taking steps to improve coordination among different levels of government (which has been lacking) and rationalizing their policies. The passing of the Unified System of Public Security law (*Sistema Unico de Segurança Pública, SUSP*) which has created the Municipal Councils of Security, has represented a significant step forward, and provided an opportunity to more systematically address crime and violence while still catering to the local level. This will allow the federal government to induce a more preventive, and evidence-based security policies, and for municipalities to learn from each other on what works and what does not.

It is precisely the Municipal Councils of Public Security that will be targeted by the project and will use their feedback, as they are at the heart of a potentially innovative and more effective way of dealing with crime and violence in Brazil, which can then be scaled up at the national level. And as mentioned, CSOs in this consortium have already engaged with the Councils and pioneered in Brazil some of the most innovative and effective solutions to deal with crime and violence at the local level.

- 4. Beneficiaries.** Describe the proposal's primary and secondary beneficiaries. How will the proposal benefit poor and vulnerable groups (children, women, marginalized groups, disabled people, people living with HIV, etc.)? Will you carry out any specific activities to better understand and address these groups' needs and gaps? Please explain how).

Primary beneficiaries: The primary beneficiaries of the project will be the citizens of the targeted municipalities who, through better policies and better spending in citizen security, will see an improvement in the level and quality of citizen security and a decrease in violence.

Secondary beneficiaries: Municipal governments will benefit from the project as they will deliver more cost effective citizen security services to their constituents.

Poor communities suffer disproportionately from lack of citizen security in any given municipality. Thus, they will be certainly benefited by the project. However, in choosing the municipalities, the project will explicitly target municipalities with higher levels of violence and poverty.

- 5. What is the proposal's geographic scope?** If it is both national and sub-national, please explain and provide information that will help us to understand the proposal's geographic scope in relation to the country's total population and administrative/political organization.

The project will be focused in ten municipalities distributed across four or five states in Brazil (Minas Gerais, Ceara, Bahia, Rio de Janeiro, and Rio Grande do Sul). In two of these states, the project will engage with the state government to work in the municipalities. In the rest, the implementing NGOs will work directly with the municipal governments.

Brazil is a huge country (about the same size of the USA, and with a population of 209 million people). Despite working in ten of the more than 5000 municipalities, the project has a national ambition, as it aspires to create a national movement between civil society and government to improve the quality of public spending in citizen security policies. Since the project is built around the *Conselhos Municipais de Segurança Pública*, and these are mandated to exist nationwide, if the experiences in the proposed municipalities are successful, as they have proven to be in several municipalities, the experiences could be expanded nationwide. The municipal and state governments will be selected in a strategic manner to help disseminate the tested approach.

Two other elements would help in this ambition to scale up the project nationwide. The inclusion of the National Federation of Mayors in a Forum of dialogue around the experiences in the targeted municipalities and states; and the credibility and prestige of the NGOs that are implementing the project.

- 6. Proposal's description.** Please describe the proposed collaborative social accountability approach [See the Application Guidelines for additional guiding questions about collaborative social accountability] Be as clear as possible about how the GPSA's support will add value or make a difference to the support you're already receiving from other donors.

The policy debate on how to improve citizen security in Brazil is highly ideological and polarized, seldomly based on evidence of what works and what does not and, as a result, public security policies are poorly designed and ineffective, and security expenditures are inefficient.

This proposal wishes to reduce the lack of knowledge and incentives of the interested parties to solving this issue by improving the level of transparency, accountability, participation and quality of the debate and policies on crime and violence.

It will do this by leveraging the power of collaborative social accountability mechanisms, which aim to generate a process of constructive engagement, and co-production between state and civil society for improved public policy. In this case, this collaborative accountability will be built through the *Conselhos Municipais de Segurança Pública* (Municipal Councils on Public Safety), which are mandated by the *Sistema Unico de Segurança Pública (SUSP)* (Federal Program of Public Safety).

The ultimate objective is to contribute to the creation of a national movement for smarter policies in public safety, that is, policies that are based on evidence, and make a more efficient use of public resources with better results in public safety. It will seek this out using a dual strategy: (1) working with states that are already involved in working with their municipalities in improving the quality of public safety expenditures in collaboration with civil society in the Municipal Councils for Public Safety (*Ceará* in the Northeast, and *Minas Gerais* in the

Southeast); and (2) working with municipalities where NGOs associated in a consortium with Viva Rio are already making progress towards improving the quality of public safety expenditures, namely, *Rio de Janeiro*, *Rio Grande do Sul* and *Bahia*. During the project, we will also involve the participation of the *Frente Nacional de Prefeitos* (National Federation of Mayors) at the federal level in order to be able to scale up the most successful experiences to other municipalities in Brazil.

Viva Rio will work in consortium with two other NGOs, the *Centro de Estudos sobre Criminalidade de Segurança Pública (CRISP)* Center for Criminology Studies, which works since the 1980s in association with the Department of Sociology and Anthropology of the *Universidade Federal de Minas Gerais*, and with *Instituto Cidade Segura*, that works on public safety with several municipalities in *Rio Grande do Sul*. We all share a vision that a national movement involving collaboration between civil society and the state needs to be created in Brazil to improve the quality of public policies and public expenditure in public safety.

In the states, namely *Minas Gerais* and *Ceará*, and in the municipalities in *Rio de Janeiro* and *Rio Grande do Sul*, the strategy will be to support through expert facilitation the creation or strengthening of coalitions of civil society groups and individuals to be part of the *Conselhos Municipais de Segurança Pública*, organized as a *Comité ou Câmara Temática sobre Qualidade do Gasto Público*. These coalitions will include the private sector, NGOs, universities, neighborhood associations, and others.

These civil society coalitions will promote the use of targeted transparency, that is the disclosure by the municipalities of specific information (an Index) that will indicate the extent to which the security policies are based on evidence, the level of efficiency of the public expenditures in security, results-based orientation, quality of integration across sectors in the municipality, and the like. Similar successful experiences exist both in Latin America and in the USA. For example:

- the *Smart on Crime Movement* in USA was able to bring together progressives and conservatives to support less punitive criminal justice reforms using the language of cost effectiveness and evidence based policies (see Aviram, H. 2015. *Cheap on crime: Recession-era politics and the transformation of American punishment*).
- In Latin America, *Bogotá cómo vamos* and *Medellín cómo vamos* in Colombia, and *São Paulo sem medo*, in Brazil also showed the power of civic assessments of policy performance to push for improved policy decisions.
- In terms of improved public spending, the World Bank led an interesting experience in El Salvador, bringing together a diverse group of stakeholders to produce a Public Expenditure and Institutional Review (PEIR) on Security and Justice, whose recommendations were debated in a participatory manner and led to action plans and concrete policy reforms (see Harborne, Dorotinsky and Bisca, 2017).

Experts on security will create this index through technical assistance, and they will use, in part, a newly created platform on evidence-based solutions to crime and violence, and supported by the Inter-American Development Bank (IADB), which draws extensively from worldwide solutions, such as the US Department of Justice Crimesolutions (www.crimesolutions.gov), or UK College of Policing What Works Crime Reduction Toolkit (<https://whatworks.college.police.uk/toolkit/Pages/Toolkit.aspx>). This Index along with the information on how security expenditures are allocated will be posted on the municipal websites as part of active

transparency of municipalities. This index will have to be simple and easy to understand such as a “star indicator” or “numeric indicator” or “color indicator” that shows the degree to which municipalities are achieving better solutions to crime and violence.

The index will use data from both state and municipal levels. States have information systems with data on crime (geo-referenced), which is either public or could be accessed through an agreement. Municipalities have information on security public spending in at least the Secretary of Finance and the Secretary of Security or other related Secretaries which touch on issues related to security. A study with a baseline of the last 5 years in public spending in security could be developed through a task force and used by the *Conselhos Municipais de Segurança Pública* as a starting point. Questionnaires to evaluate the efficiency of expenditures in security are publicly available and will be used. Both studies and the administration of questionnaires will be implemented in coordination with the Public Municipal/State Manager (*Gestor Público Municipal*). Finally, the results-based orientation of the municipal policies in security will be obtained through the analysis of municipal programs (structure, targets, theory of change, results matrix, monitoring and evaluation, etc.), and the quality of integration of sectors will be assessed through information on programs related to crime prevention in different sectors and how well they are articulated.

The first year of the project will be used to generate the index, with state collaboration and support, and in building civic coalitions within the councils. Civic coalitions and government will interact during the building of this index, which will be constructed using technical support from the NGOs consortium and other consultants. The first evaluation of the index in fact will not be published but will be used as a baseline for collaboration with the councils and the government and to create new municipal action plans. Starting year 2, the index will be used to evaluate performance and will be published in the municipality’s website. Technical assistance will be provided to support the state and the councils in improving the index in the following years, depending on the project’s available funds.

Facilitators will be hired in each state to provide support in the creation of civic coalitions that will participate in the *Conselhos Municipais de Segurança Pública*, and will support them in their articulation with the local governments, and will act as a “liaison” with the project. In this way, they will articulate the committee’s demands for technical assistance and will ensure its delivery when needed.

As part of the *Conselhos Municipais de Segurança Pública* dialogues between civil society and government will take place at least twice a year, and open debates will be promoted in different Forums with other relevant actors, which will revolve around the performance of municipalities based on the Indexes and the information on efficiency of expenditures in security, both of which are currently lacking. This way these experiences will promote a dialogue on security that is less antagonistic and based on ideology, and more based on evidence and information to promote better designed policies and achieve better results in the reduction of violence.

Particular emphasis will be given to assess the effectiveness of local policies to address problems of violence that affect disproportionately vulnerable groups, that is, AfroBrazilian young males who live in neighborhoods

highly affected by violence. For that, the project will choose to work with municipalities with high rates of crime and violence and will target particularly AfroBrazilian young males.

To incentivize further the behavior of municipalities in achieving better results on crime and violence policies, monetary incentives or prizes could be created, as well as mechanisms to disseminate and publicize good performers. In addition, Forums will be created to exchange experiences among the municipalities, which will favor information exchange and will further incentivize good performance.

The chosen municipalities will have different levels of experience at the start of the project, and they could use different instruments to measure public policies performance, which will help to learn from each other. For example, the state of *Minas Gerais* has already been working with CRISP on the incorporation of evidence-based policies for violence prevention, with the participation of civil society in the *Conselhos Municipais de Segurança* with good results in 17 of their municipalities and the project will support them in their scale up to other municipalities. The government of Ceará has also been preparing a similar experience with their municipalities and has shown interest in receiving support for its implementation. Minas Gerais is also developing a certification program for municipalities that achieve the requisites for good quality spending in security (they are called in Portuguese “Selos”) and Ceará would like to adopt a similar measure and also provide some financial incentives to the municipalities that reach the certified status.

The project will start with piloting two or three options, leaving space for stakeholder-driven changes and review by the end of the first year, to adjust and review the overall strategy and operational road map, provided that the main objectives of the project remain unaltered, and that suggestions are technically and not ideologically based.

The project will take advantage of the experience of CRISP and Cidade Segura which are currently implementing Fica Vivo in the state of Mina Gerais and Peace Pacts in the state of Rio Grande do Sul. CRISP has been operating Fica Vivo for more than 18 years, in 17 municipalities in Minas Gerais, which has institutionalized the program through Decree 43334 of 5/20/2003. It operates Centers for Social and Crime Prevention at the Local Level, in which they carry out activities of prevention for youth at risk in highly violent municipalities and articulate actions to achieve proximity policing bringing a higher sense of security to these municipalities. They have experience with highly effective crime prevention programs, working at local level, articulating with government authorities and community organizations, scaling up programs, and institutionalizing them. In turn, Cidade Segura has been successfully implementing Peace Pacts, for example, in the municipality of Pelotas where they are articulating several social and government initiatives to reduce crime and violence. Therefore, they can bring to bear their experience with specific crime prevention programs, working at the municipal level, and articulating social and governmental experiences.

The experiences of Viva Rio in the shantytowns of Rio de Janeiro, CRISP in the municipalities with high levels of crime in Minas Gerais, and Cidade Segura with the municipalities in Rio Grande do Sul in crime prevention, will help the current project in: (a) the selection of municipalities where they already have a long standing experience, (b) in the delivery of technical advise using their accumulated knowledge in initiatives of crime

prevention, (c) in their articulation with state agencies and policies, and (d) in the dissemination of experiences using their prestige as credible and impactful NGOs in Brazil and the world.

The NGO consortium will also take advantage of this project to produce some evaluations of specific interventions so as to generate further local knowledge on what works and what does not. CRISP has a long-standing track record in the field of impact evaluations in criminology and the project will leverage their experience in the Knowledge and Learning Component.

Finally, the project seeks to sustain and institutionalize these social accountability mechanisms in the municipalities in which it will work. For that, the facilitators of the project in each state will work with both civic coalitions and local governments to create a collaborative environment and dialogue. Second, it will find mechanisms to incentivize governments to improve their performance, through either economic or non economic rewards, so that the use of the index becomes instrumental in getting these rewards. Third, both Viva Rio and CRISP already have experiences with the institutionalization of programs which will be used by the project to develop effective mechanisms to achieve it.

- 7. Components & Activities.** Please define the proposal's main components and under each component the main planned activities. Briefly explain the logic behind the proposed implementation design and sequence. Please note that all GPSA-supported projects include one Knowledge & Learning component [See the Application Guidelines]

The project will have three main components: (1) Mobilization, coalition building, and advocacy; (2) Technical Assistance; and (3) Knowledge and Learning.

Component 1. Mobilization, coalition building and advocacy: This component will focus on (a) mobilizing civil society actors to create coalitions that will be part of the *Conselhos Municipais de Segurança Pública* (Public Security Municipal Councils) and form the Committee on Quality of Citizen Security Public Spending; (b) advocating to Municipal governments and other public actors about evidence-based solutions to crime and violence prevention; (c) bringing together the public sector and civil society to act on the improvement of the quality of public policies and public spending in citizen security; organization of state level seminars and one national Conference.

Activities will include: hiring and training one coalition builder facilitator per each of the four states, organizing workshops at the municipal level, developing media products, etc.

Component 2. Technical Assistance: This component will focus on providing technical advice to (a) create an index which expresses the quality of public spending in citizen security, and which will be easy to interpret by citizens (e.g. UV index scale, 5 star car safety, 5 star health and safety in restaurants in California, etc.); (b) to create a tool kit for the use of the index; and (c) to provide technical advice as requested by municipal governments and coalitions to elaborate municipal plans with evidence-based crime prevention solutions.

Activities will include: Hiring of consultants to provide technical assistance to governments and coalitions as requested; and for the preparation of the index and the toolkit.

Component 3. Knowledge and Learning: This component will be dedicated to evaluate the project. In addition, some impact evaluations will be set up for specific interventions to provide further evidence of what works and what does not.

Activities will include: supervising/hiring researchers to carry out the impact evaluations; and the organization of a National Conference.

8. Sustainability. In which ways will the proposed implementation approach be sustained overtime, after the project's closing? Please also explain how the approach will be expanded or scaled up. [*See the Application Guidelines*]

The project will be developed within the municipal institutional set up and once the process of implementing the index, evaluating municipalities, and discussing policies becomes routine, it is anticipated that it will be easier to institutionalize it, in particular where it has achieved good results.

Working with state governments to implement the project in their municipalities will naturally help in its scale up and institutionalization. As for the other municipalities, in *Rio de Janeiro* and *Rio Grande do Sul*, the dissemination of results through state workshops and a national Forum will help with the national scale up. And the partnership with the National Federation of Mayors could help with the institutionalization.

9. Risks. Please identify and briefly describe the main risks to achieving the proposal's objectives. Risk types include but are not limited to: political/governance, macroeconomic, sector strategies and policies, technical design of project, institutional capacity for implementation and sustainability, fiduciary, environment and social, and stakeholders. Please describe all that apply. For each type of risk, please include 1-2 sentences with the measures proposed for mitigating it.

Political/governance: The main risks are political: 1) The polarization of the debate on crime and violence poses a challenge in the implementation of the project. The project in itself will be a mitigation measure as it is designed to shift the discussion towards evidence-based solutions and objective performance indicators; 2) the political will of the mayors can also be a challenge as their participation is key to the success of the Municipal Councils. For that reason, the project will work in municipalities that request the assistance of the project, meaning that the mayor is already on board; and 3) municipalities will hold elections in October of 2020 which means that the Mayor's party can change and possibly its willingness to participate in the project. To mitigate this risk, the project will do advocacy with all major parties competing in the election to anticipate any possible resistance, and when possible choose municipalities where the outcome of the election is less uncertain.

10. Implementation arrangements and partnerships. Please explain the proposal's implementation scheme, including each partners' main roles and responsibilities. Provide 1-2 sentences about the partner(s) organization's experience. Please indicate how are you planning to engage with public sector institutions during project implementation, including collaboration/cooperation arrangements.

The three NGOs that are partnering in this project have highly complementary skills and expertise not only at the substantive/technical level, but also in terms of project management and geographic outreach.

- Viva Rio is the leading NGO responsible for coordinating the project, which matches its strong track record of contract management, as well as its combination of advocacy and service provision. In addition to project coordinating, it will be responsible for supporting 2 or 3 municipalities in the metropolitan area of Rio de Janeiro, where it has deep contacts and networks; as well as 2-3 municipalities in the fourth state.
- CRISP is a practice-oriented academic think tank that has pioneered one of the most successful evidence based citizen security programs in Brazil (*Fica Vivo*), an example of the type of interventions to be promoted in the Municipal Councils. Its strong analytical/academic/quantitative skills will be essential in developing the Index. It will be responsible for the impact evaluation efforts, and for project activities in 2-3 municipalities in Minas Gerais, as well as close coordination with the state government program for violence prevention.
- Instituto Cidade Segura (ICS) is one of the NGOs with more experience in working with municipal governments on citizen security issues (both directly through ICS as well as from its previous experience of the Executive Director and the Director of Violence Prevention). Its *Pactos pela Paz* (Peace Pacts) in several municipalities in the state of *Rio Grande do Sul* have allowed them to successfully implement several evidence-based programs (parenting, socio emotional skills, hot spot policing, etc.)

Memorandum of Understanding between the partner NGOs and each of the participating state and municipal governments will be signed.

11. **Budget.** Describe the proposal's main types of expenses, including estimated breakdown for each component by category and a brief explanation. If the proposal is pre-selected, you will be asked to prepare a detailed budget.

For each component, please break down the expenses in the following categories:

Items	Description	Value
Coordinator (1)*	US\$ 2750 per month * 42 months	\$115,500
Facilitators (4)*	US\$ 1500 per month * 32 months * 4	\$192,000
Travel costs	US\$100 per month *32 * 5	\$16,000
National Conference	coffee breaks	\$25,000
Media products	website, toolkit	\$40,000
Impact Evaluation	supervision of MA or PhD student	\$11,500
Taxes	20%	\$100,000
Total GPSA		\$500,000
Supervision	participation in meetings, trips, etc	\$40,000
Technical Assistance	development of toolkit content	\$100,000
Researcher	MA or PhD student UFMG/UFRJ/UFRGS	\$20,000
Office space and supplies	rent of space, services, supplies	\$40,000
Fundraising efforts		\$300,000
CO-FUNDING SUBTOTAL		\$500,000
TOTAL BUDGET		\$1,000,000

Note: *includes labor taxes and contributions

12. Project team. Please provide a brief description of the team behind this proposal, including if you already have identified the future project director or manager, and other key positions, time dedication and main responsibilities. If there are positions yet to be recruited, please indicate so. Also explain your expectations in terms of distribution of labor and coordination with any partner CSO(s).

Viva Rio:

Rubem Cesar Fernandes: Ph.D. in History (Columbia University), founder of Viva Rio.

Carlos Roberto Fernandes: MA in Public Administration, *Fundação Getulio Vargas/2011*, 10 years of experience as project manager.

Marília Rocha: Sociologist, *Instituto de Filosofia e Ciências Sociais – UFRJ*. Worked many years in the public sector and NGOs. Ex Technical Advisor in the Municipal Secretary of Health and Civil Defense, and the Coordinator of Social Organizations/COSC.

Fernanda Mattos: Master in History (UFF/RJ). Since 2001 works with social projects in Viva Rio.

CRISP:

Bráulio Figueiredo Alves da Silva: MA and PhD in Sociology, Universidade Federal de Minas Gerais (UFMG). Postgraduate specialization in Quantitative Analysis at the University of Texas at Austin. Adjunct Professor and Researcher of both CRISP and Quantitative Social Science Research Center at the Departamento de Sociologia, UFMG. Has published extensively on issues of public security, evidence based policing, spatial analysis, public security policies and urban space.

Instituto Cidade Segura:

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