

**Online Appendix to Accompany
“Motivating bureaucrats with non-monetary incentives when
state capacity is weak:
Evidence from large-scale field experiments in Peru”**

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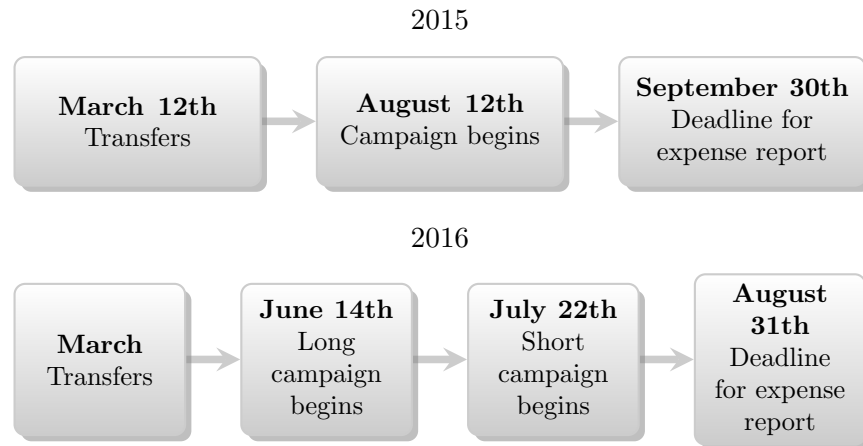
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Figure S1: SMS Content in Follow-Up Experiment in 2016

Qualitative UGEL 2,958	JORGE: Declare maintenance expenses before August 31. The rest of the schools in your UGEL are advancing. Join them too.
Quantitative UGEL 2,960	ESTHER: Declare maintenance expenses before August 31. In 2015, 78% of the schools in your UGEL did it. Join them too.
Qualitative Peru 2,960	OLGA: Declare maintenance expenses before August 31. The rest of the schools in Peru are advancing. Join them too.
Quantitative Peru 2,959	VICTOR: Declare maintenance expenses before August 31. In 2015, 90% of the schools in Peru did it. Join them too.
Parents 2,960	FERNANDO: Declare maintenance expenses before August 31. For parents, infrastructure is a priority.
Principals 2,958	GENDER: Declare maintenance expenses before August 31. For school administrators, infrastructure is a priority.
Well-being 2,959	EDGAR: Declare maintenance expenses before August 31. A school in good condition contributes to students' health.
Pride 2,959	PEDRO: Declare maintenance expenses before August 31. A school in good condition is the pride of students and teachers.
Learning 2,960	CARLOS: Declare maintenance expenses before August 31. A school in good condition enhances student learning.

Note: Number is the sample size of civil servants assigned to the corresponding treatment. Maintenance activity portion of message corresponds to the point in the cycle when the message was sent, as in the Benchmark Experiment (general activities, funds withdrawal, and expense report filing).

Figure S2: Comparison of Intervention Cycles for Benchmark and Follow-Up Experiments



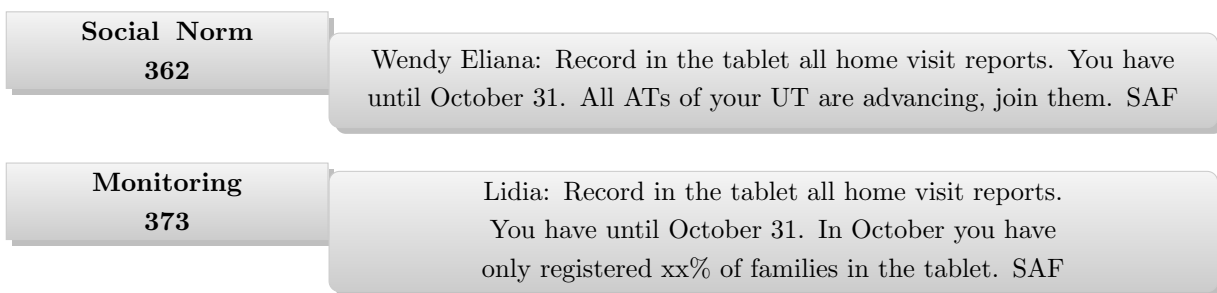
Note: Authors' elaboration. Each square represents a relevant date in the intervention cycle.

Figure S3: Timing of the External Validity Experiment. CUNA MAS Intervention



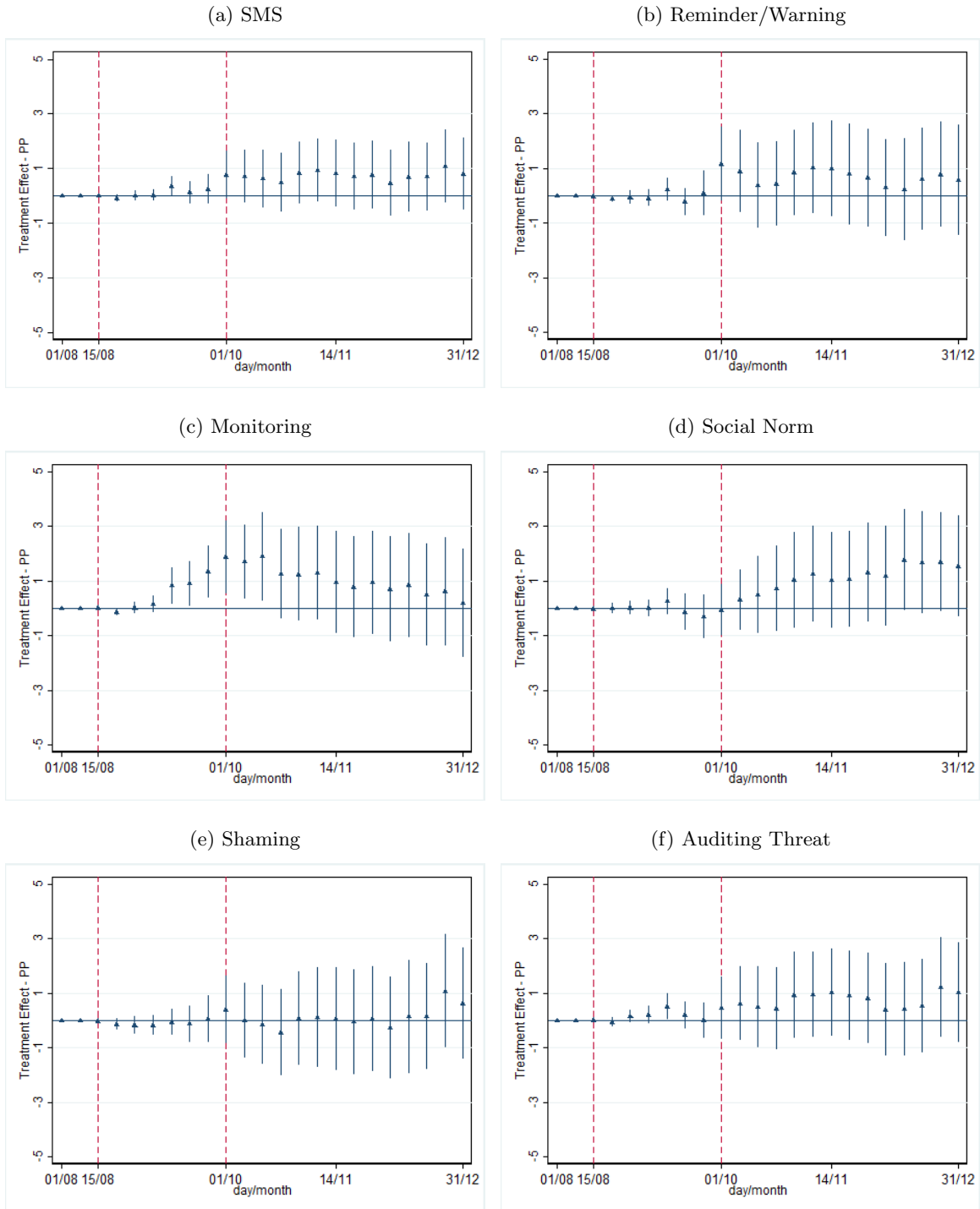
Note: Authors' elaboration. Each square represents a relevant date in the intervention cycle.

Figure S4: SMS Content in External Validity Experiment. Monthly Messages CUNA MAS



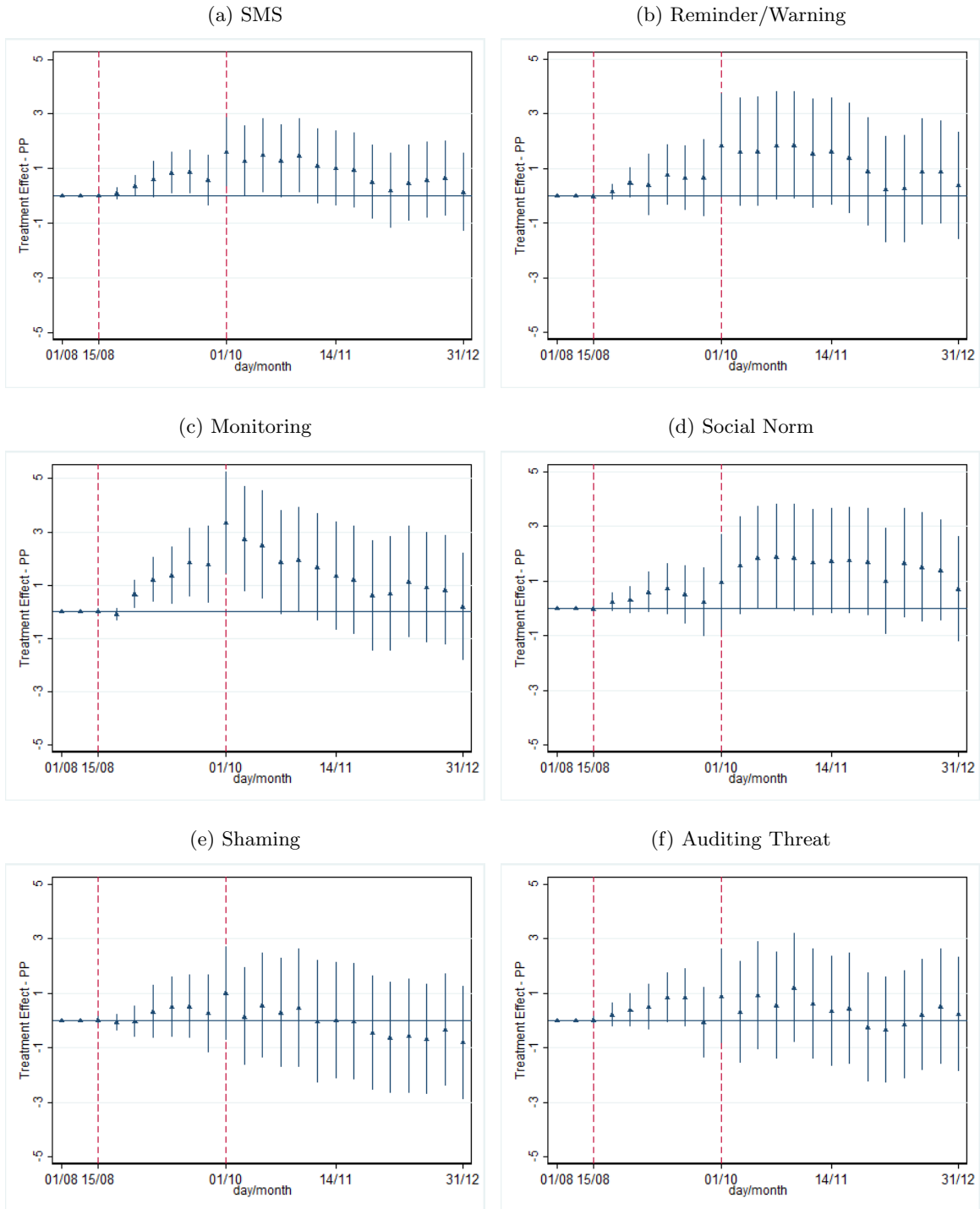
Note: Authors' elaboration. Each message includes the person's name and the deadline to comply with the activity. The rest of the content varies according to the behavioral principle to be emphasized. This example corresponds to the 2nd month of the campaign. All of the messages delivered are described in the Online Appendix (Table S4). Number is the sample size of civil servants (ATs) assigned to the corresponding treatment.

Figure S5: Oversight Report-Benchmark Experiment



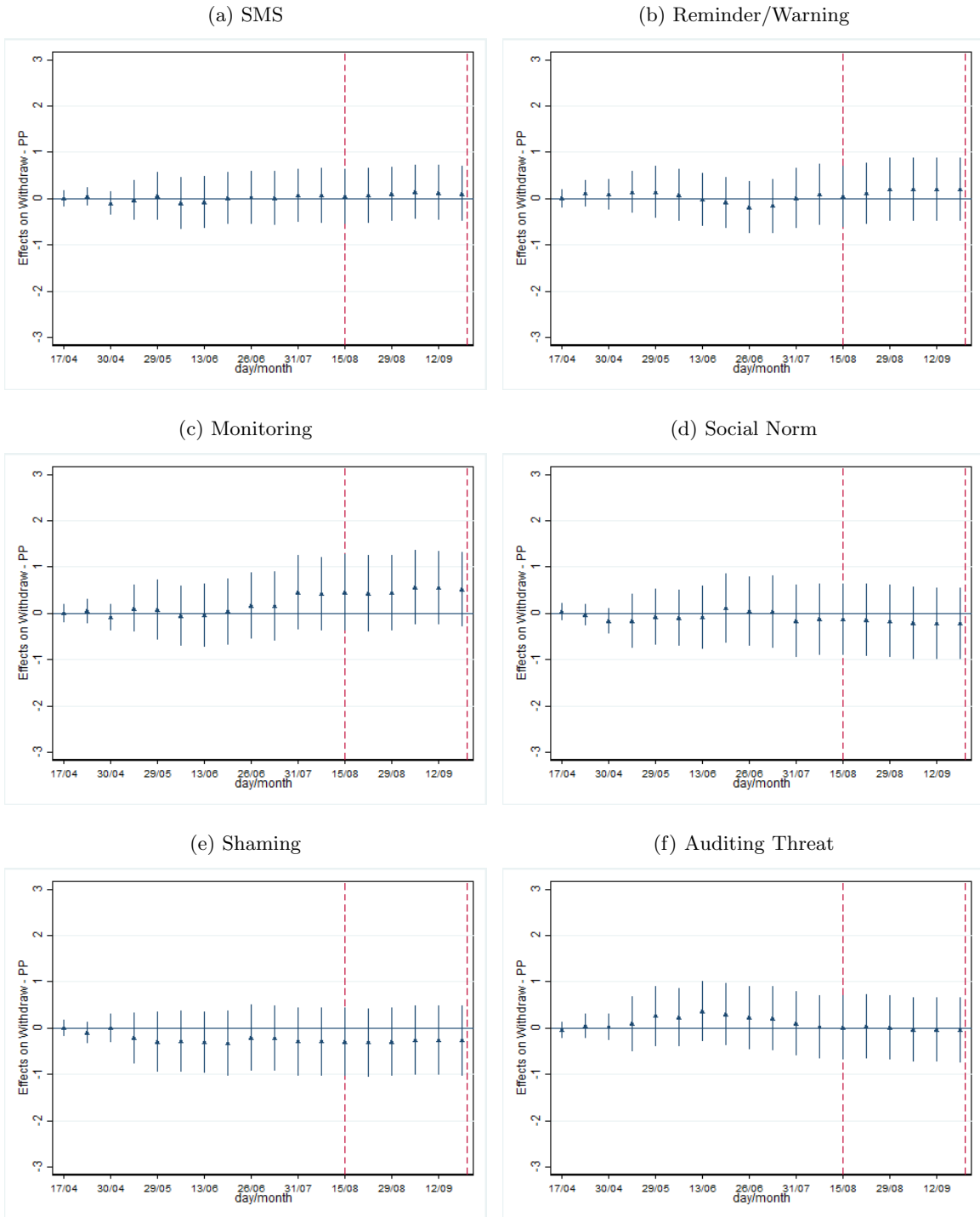
Note: Horizontal axis gives date at which the outcome was measured. Vertical axis is the treatment effect in percentage points, estimated by pooling data from all outcome periods, estimating Equation 1 with period dummy variables and one treatment dummy per period. Vertical bars represent 95% confidence intervals, where standard errors are clustered at the UGEL level. Dashed vertical lines indicate dates that SMS campaign began and ended.

Figure S6: Approved Expense Report-Benchmark Experiment



Note: Horizontal axis gives date at which the outcome was measured. Vertical axis is the treatment effect in percentage points, estimated by pooling data from all outcome periods, estimating Equation 1 with period dummy variables and one treatment dummy per period. Vertical bars represent 95% confidence intervals, where standard errors are clustered at the UGEL level. Dashed vertical lines indicate dates that SMS campaign began and ended.

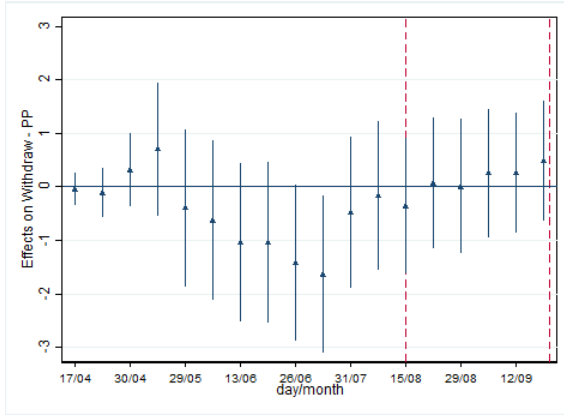
Figure S7: Withdrew Something -Benchmark Experiment



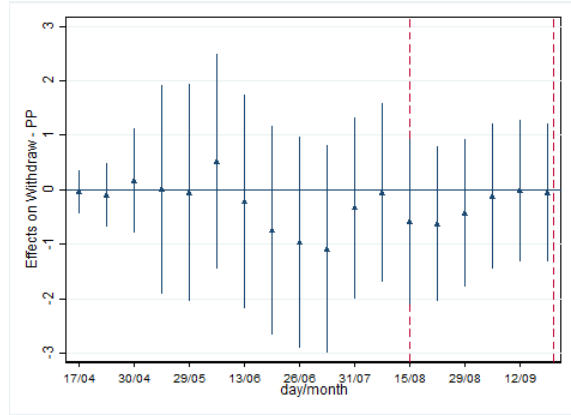
Note: Horizontal axis gives date at which the outcome was measured. Vertical axis is the treatment effect in percentage points, estimated by pooling data from all outcome periods, estimating Equation 1 with period dummy variables and one treatment dummy per period. Vertical bars represent 95% confidence intervals, where standard errors are clustered at the UGEL level. Dashed vertical lines indicate dates that SMS campaign began and ended.

Figure S8: Withdrew 50% -Benchmark Experiment

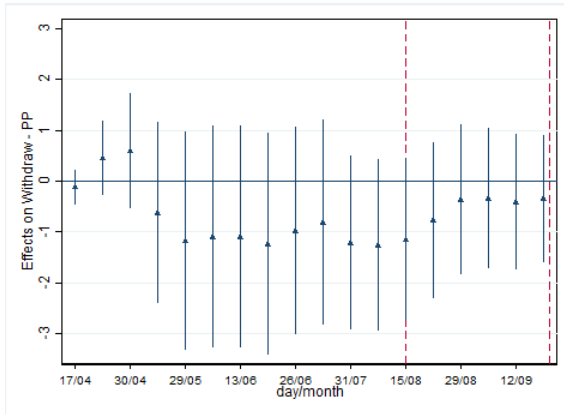
(a) SMS



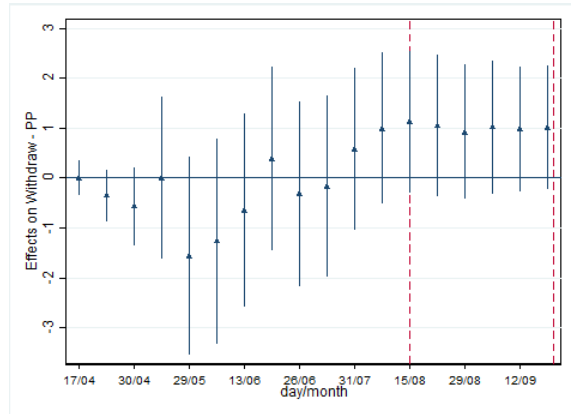
(b) Reminder/Warning



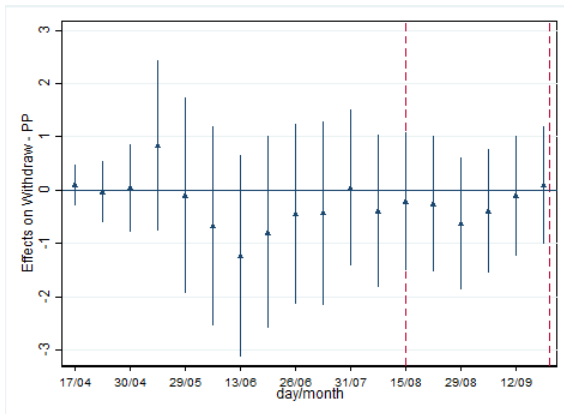
(c) Monitoring



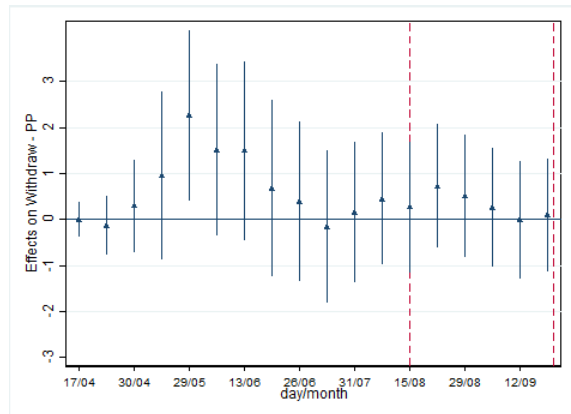
(d) Social Norm



(e) Shaming

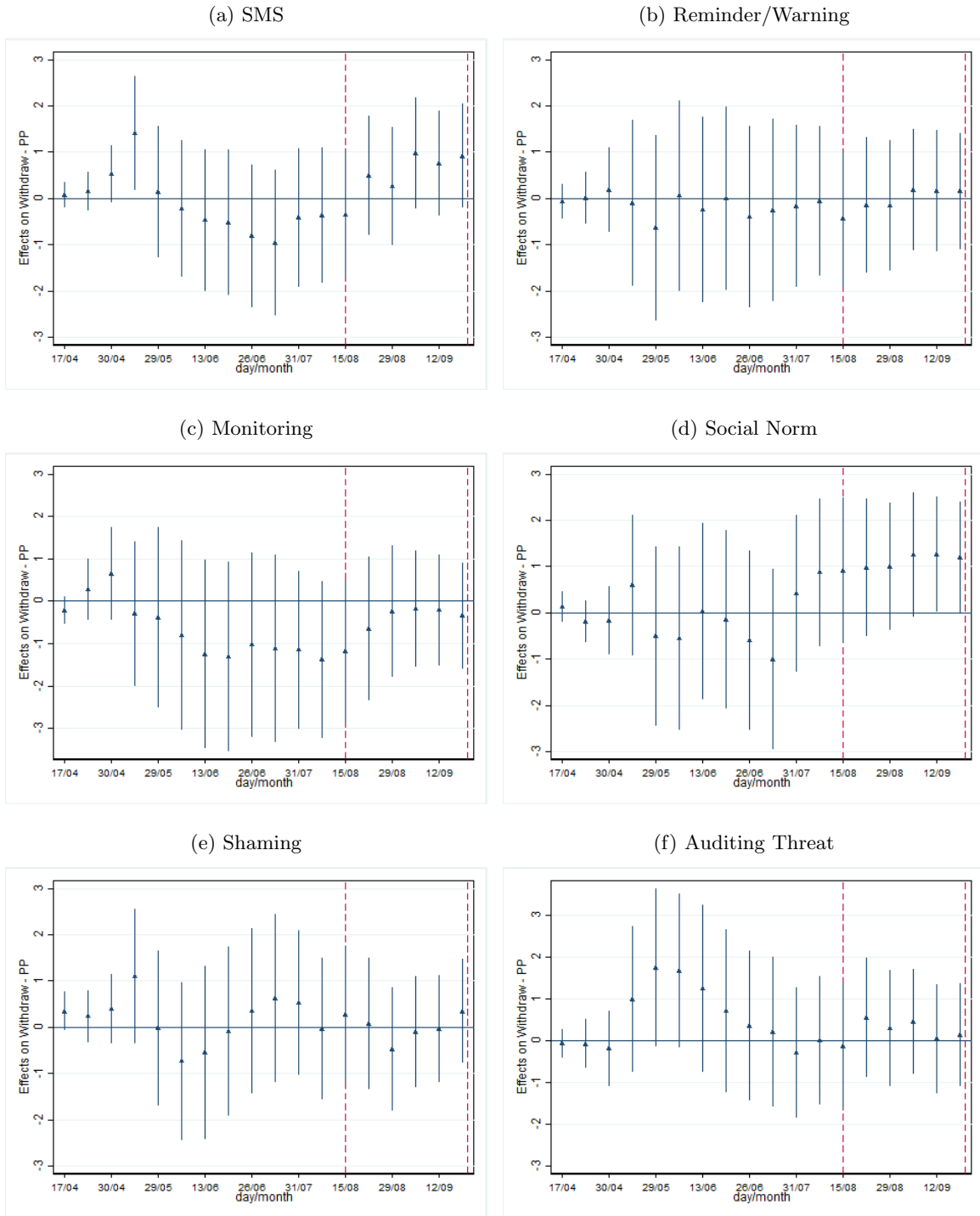


(f) Auditing Threat



Note: Horizontal axis gives date at which the outcome was measured. Vertical axis is the treatment effect in percentage points, estimated by pooling data from all outcome periods, estimating Equation 1 with period dummy variables and one treatment dummy per period. Vertical bars represent 95% confidence intervals, where standard errors are clustered at the UGEL level. Dashed vertical lines indicate dates that SMS campaign began and ended.

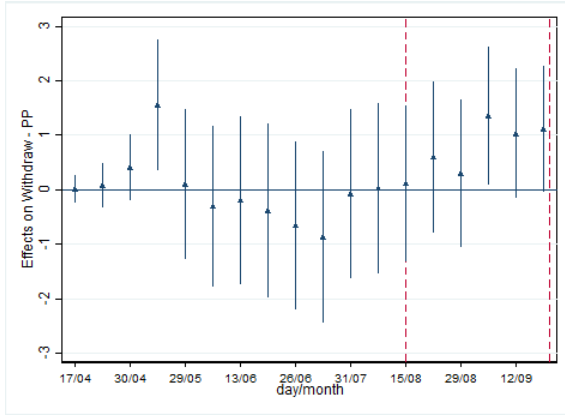
Figure S9: Withdrew 80% -Benchmark Experiment



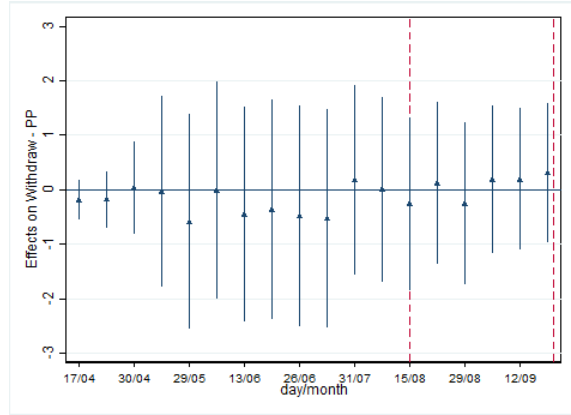
Note: Horizontal axis gives date at which the outcome was measured. Vertical axis is the treatment effect in percentage points, estimated by pooling data from all outcome periods, estimating Equation 1 with period dummy variables and one treatment dummy per period. Vertical bars represent 95% confidence intervals, where standard errors are clustered at the UGEL level. Dashed vertical lines indicate dates that SMS campaign began and ended.

Figure S10: Withdrew 95% -Benchmark Experiment

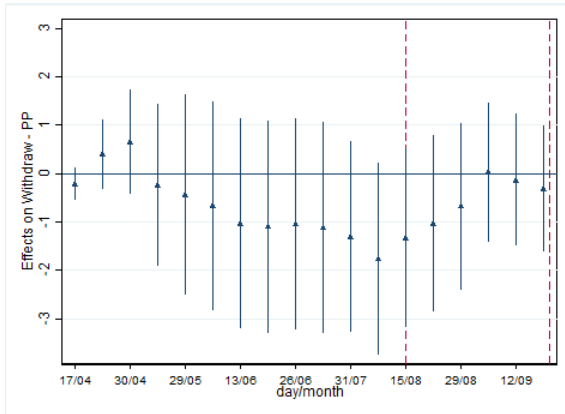
(a) SMS



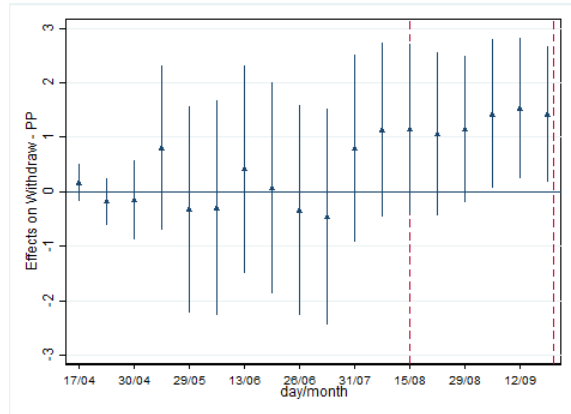
(b) Reminder/Warning



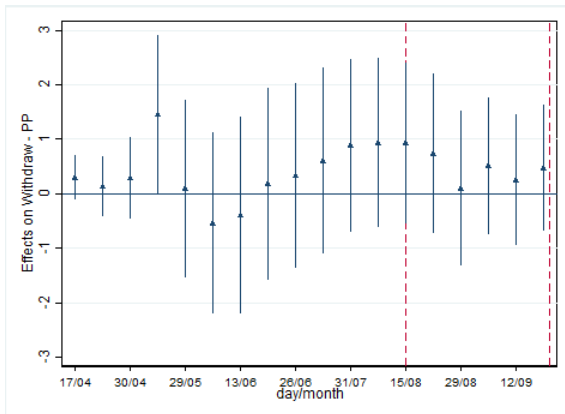
(c) Monitoring



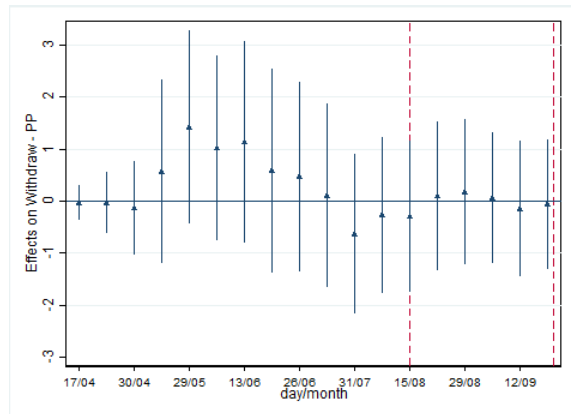
(d) Social Norm



(e) Shaming

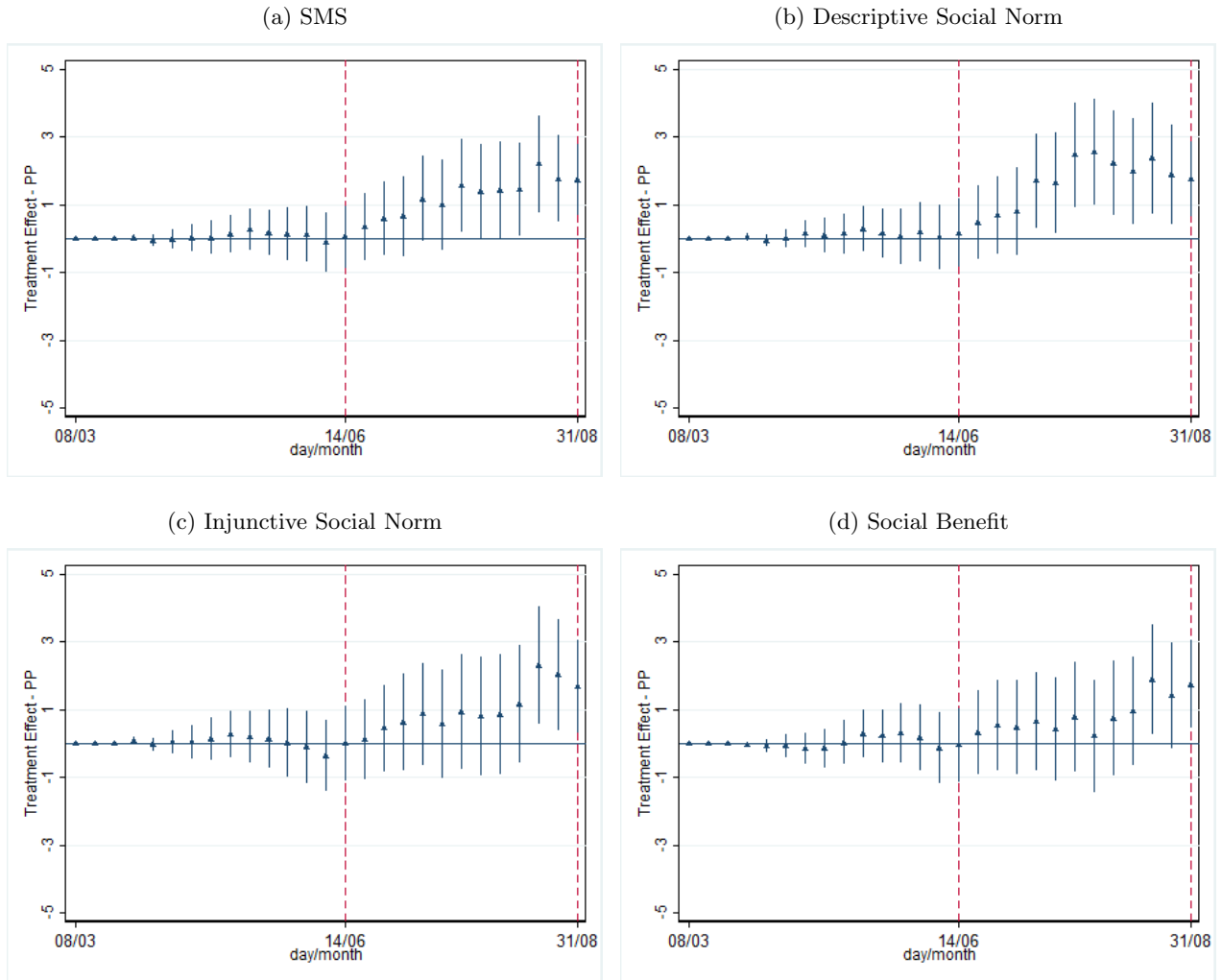


(f) Auditing Threat



Note: Horizontal axis gives date at which the outcome was measured. Vertical axis is the treatment effect in percentage points, estimated by pooling data from all outcome periods, estimating Equation 1 with period dummy variables and one treatment dummy per period. Vertical bars represent 95% confidence intervals, where standard errors are clustered at the UGEL level. Dashed vertical lines indicate dates that SMS campaign began and ended.

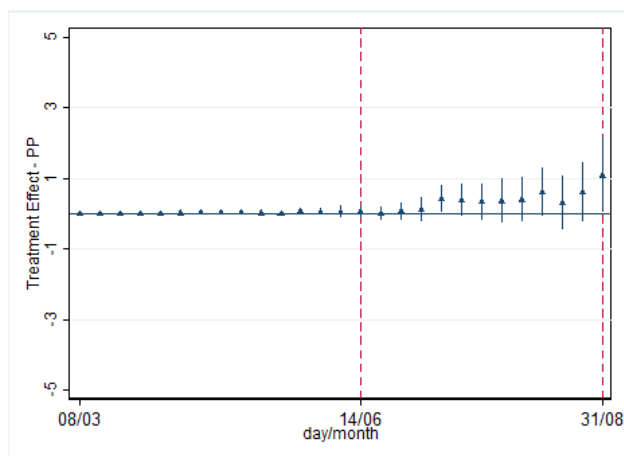
Figure S11: Expense Report-Follow-Up Experiment



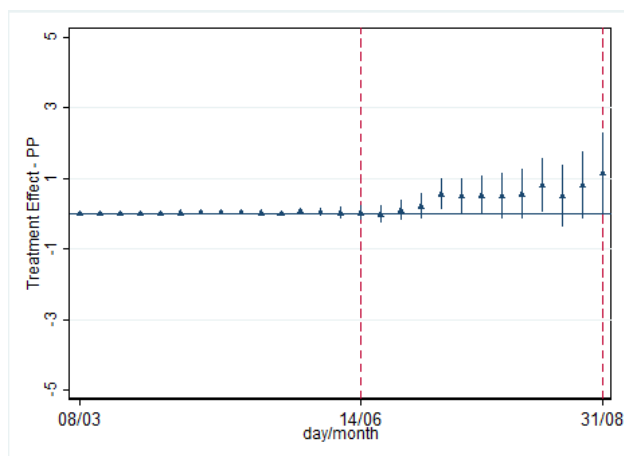
Note: Horizontal axis gives date at which the outcome was measured. Vertical axis is the treatment effect in percentage points, estimated by pooling data from all outcome periods, estimating Equation 1 with period dummy variables and one treatment dummy per period. Vertical bars represent 95% confidence intervals, where standard errors are clustered at the UGEL level. Dashed vertical lines indicate dates that SMS campaign began and ended.

Figure S12: Oversight Report-Follow-Up Experiment

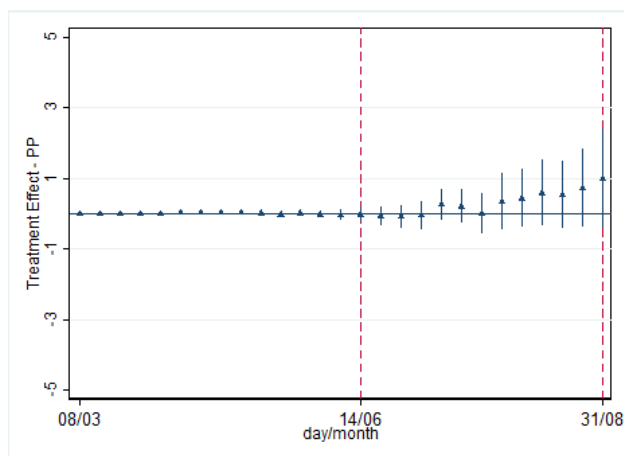
(a) SMS



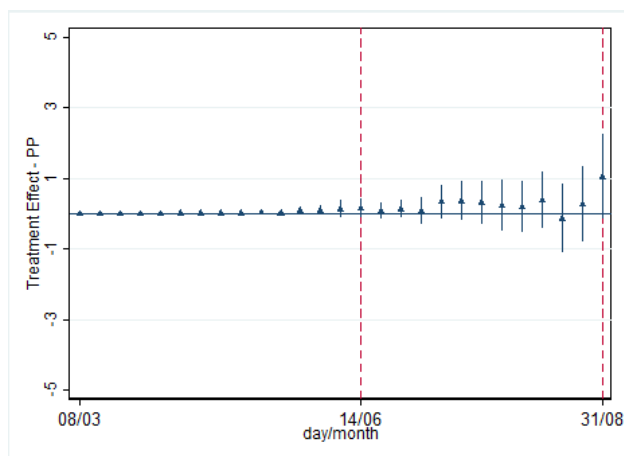
(b) Descriptive Social Norm



(c) Injunctive Social Norm

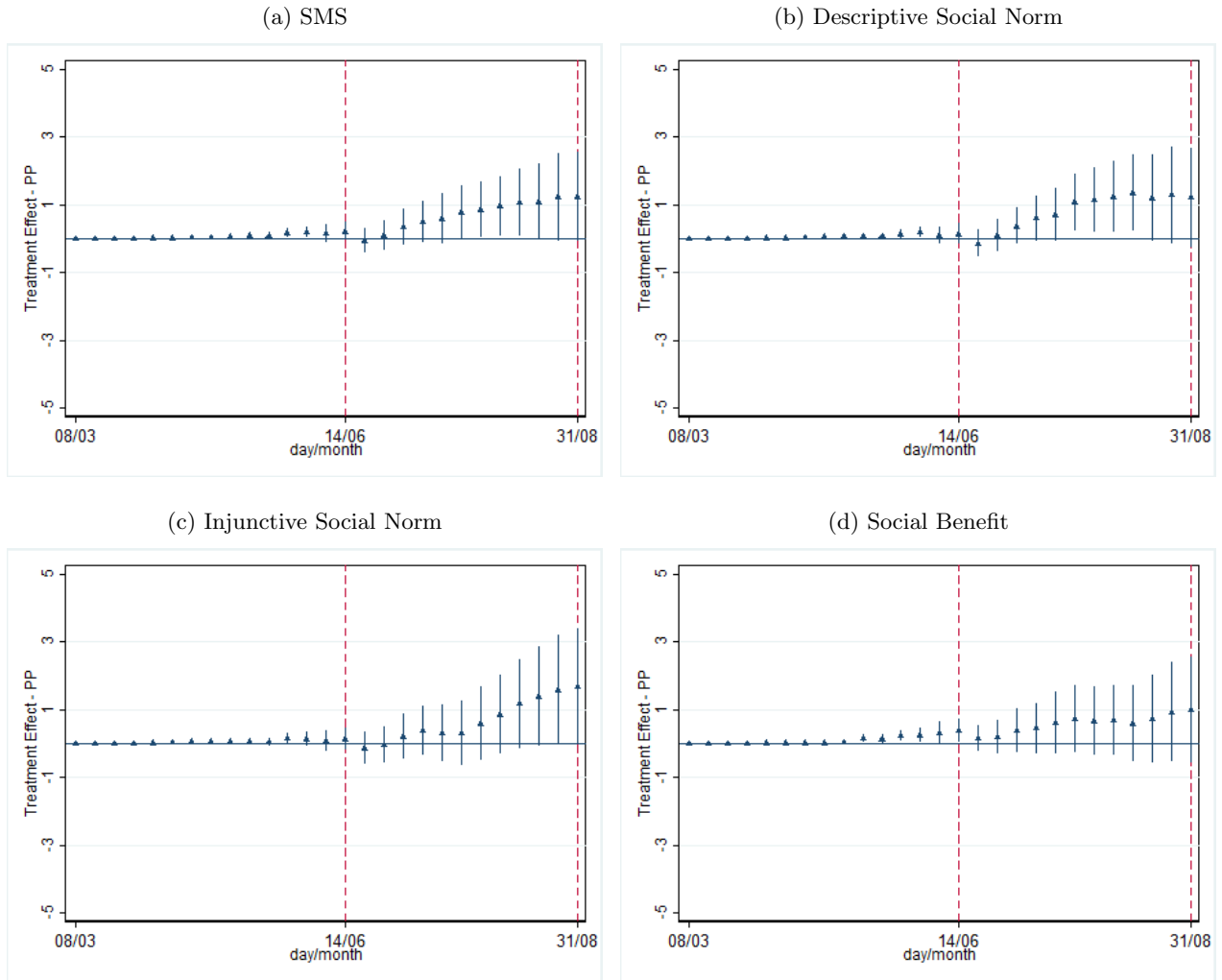


(d) Social Benefit



Note: Horizontal axis gives date at which the outcome was measured. Vertical axis is the treatment effect in percentage points, estimated by pooling data from all outcome periods, estimating Equation 1 with period dummy variables and one treatment dummy per period. Vertical bars represent 95% confidence intervals, where standard errors are clustered at the UGEL level. Dashed vertical lines indicate dates that SMS campaign began and ended.

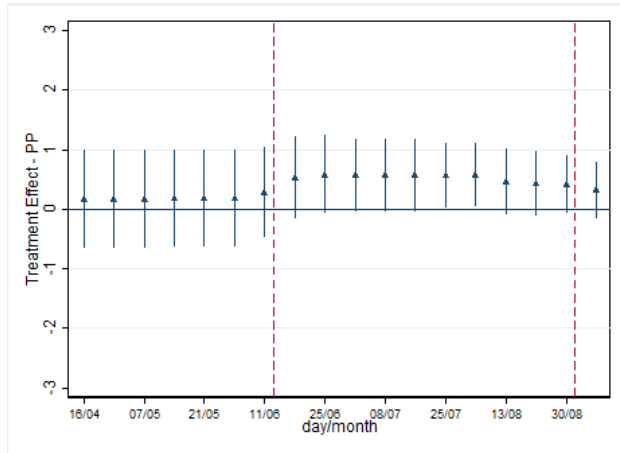
Figure S13: Approved Expense Report-Follow-Up Experiment



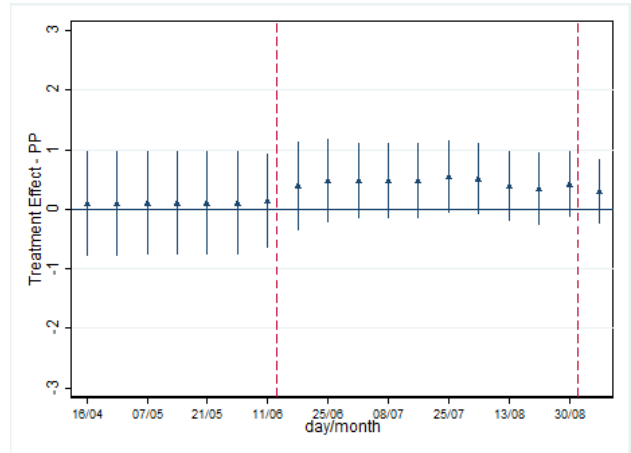
Note: Horizontal axis gives date at which the outcome was measured. Vertical axis is the treatment effect in percentage points, estimated by pooling data from all outcome periods, estimating Equation 1 with period dummy variables and one treatment dummy per period. Vertical bars represent 95% confidence intervals, where standard errors are clustered at the UGEL level. Dashed vertical lines indicate dates that SMS campaign began and ended.

Figure S14: Withdrew Something -Follow-Up Experiment

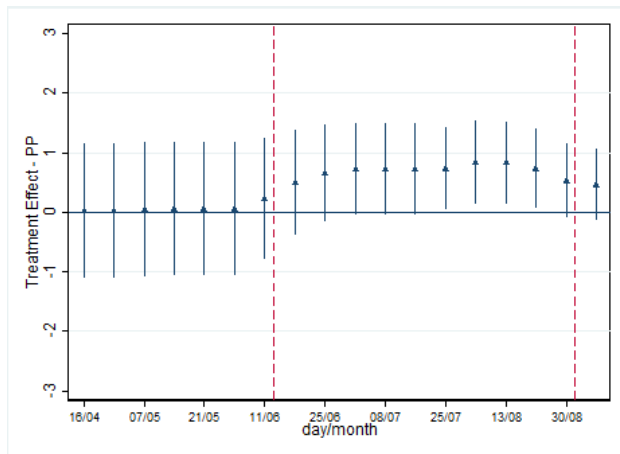
(a) SMS



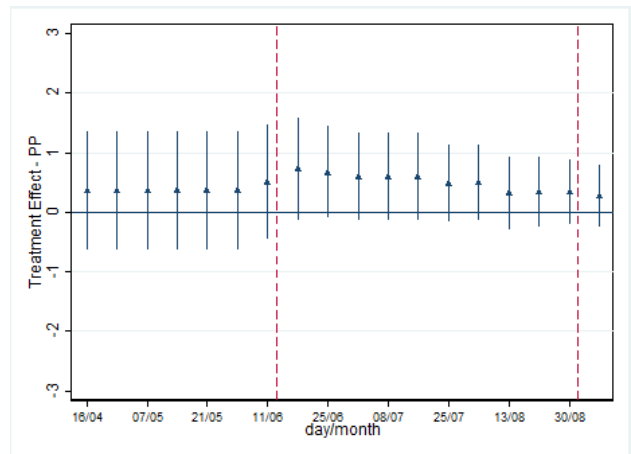
(b) Descriptive Social Norm



(c) Injunctive Social Norm



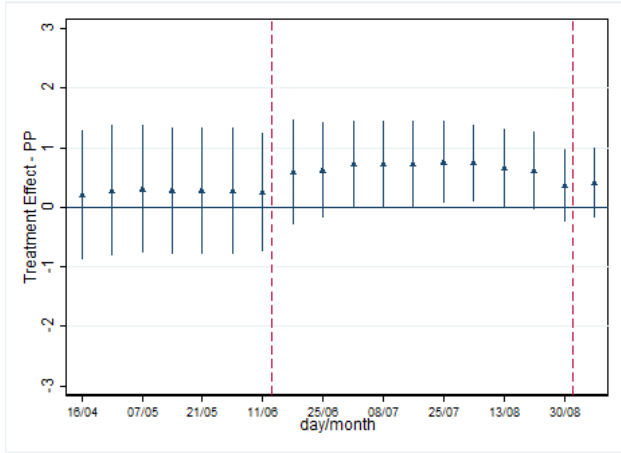
(d) Social Benefit



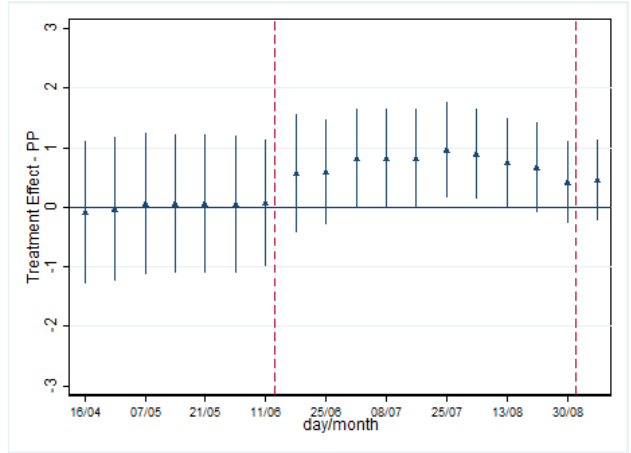
Note: Horizontal axis gives date at which the outcome was measured. Vertical axis is the treatment effect in percentage points, estimated by pooling data from all outcome periods, estimating Equation 1 with period dummy variables and one treatment dummy per period. Vertical bars represent 95% confidence intervals, where standard errors are clustered at the UGEL level. Dashed vertical lines indicate dates that SMS campaign began and ended.

Figure S15: Withdrew 50% -Follow-Up Experiment

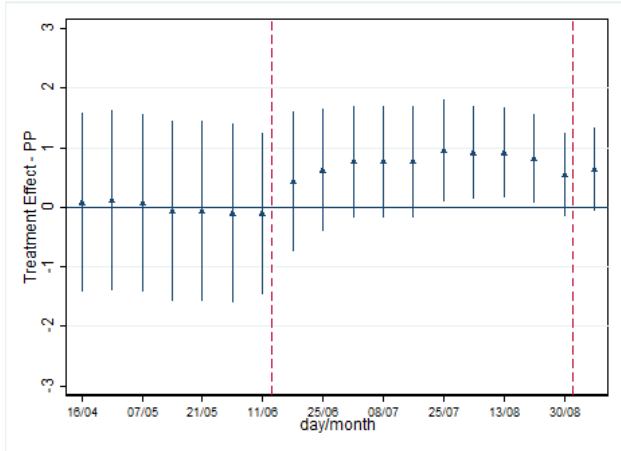
(a) SMS



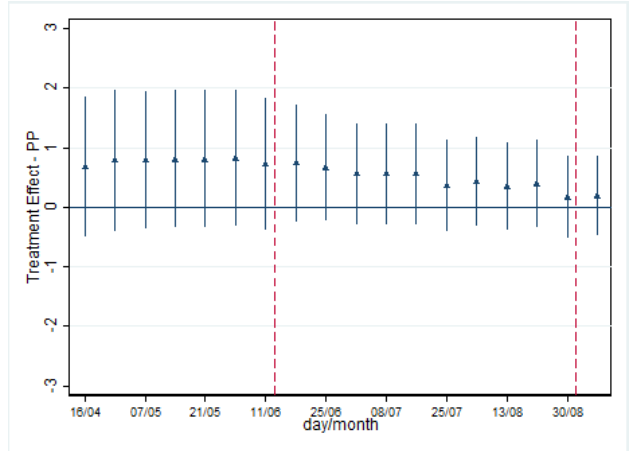
(b) Descriptive Social Norm



(c) Injunctive Social Norm



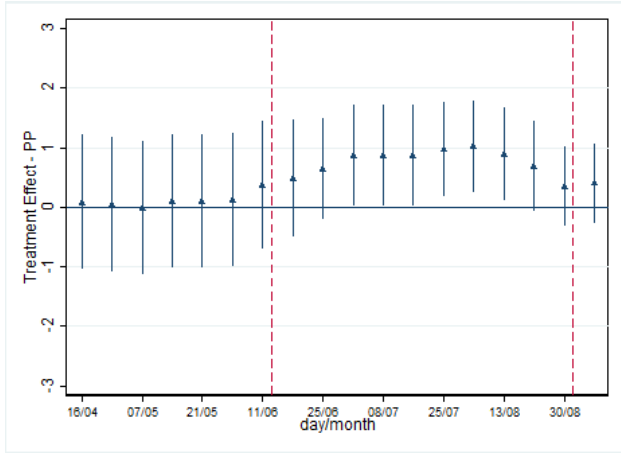
(d) Social Benefit



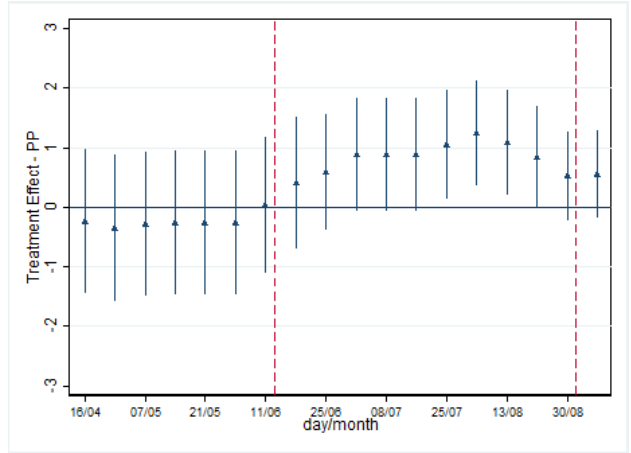
Note: Horizontal axis gives date at which the outcome was measured. Vertical axis is the treatment effect in percentage points, estimated by pooling data from all outcome periods, estimating Equation 1 with period dummy variables and one treatment dummy per period. Vertical bars represent 95% confidence intervals, where standard errors are clustered at the UGEL level. Dashed vertical lines indicate dates that SMS campaign began and ended.

Figure S16: Withdrew 80% -Follow-Up Experiment

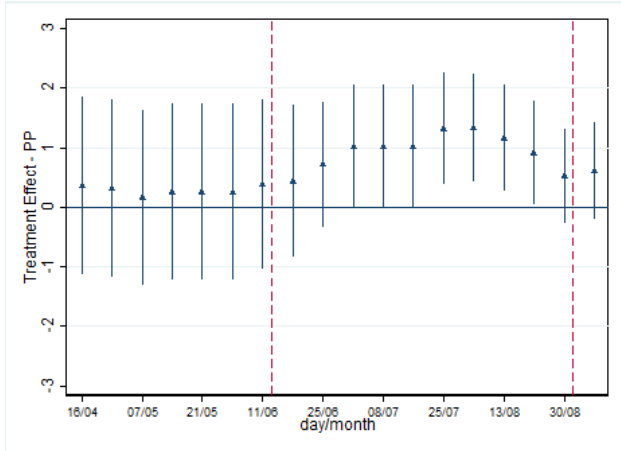
(a) SMS



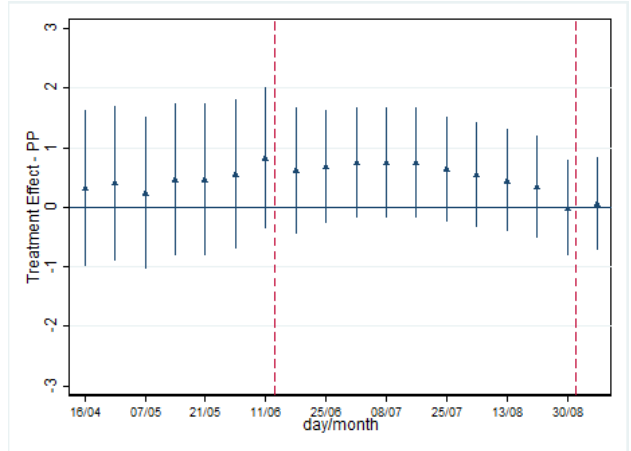
(b) Descriptive Social Norm



(c) Injunctive Social Norm



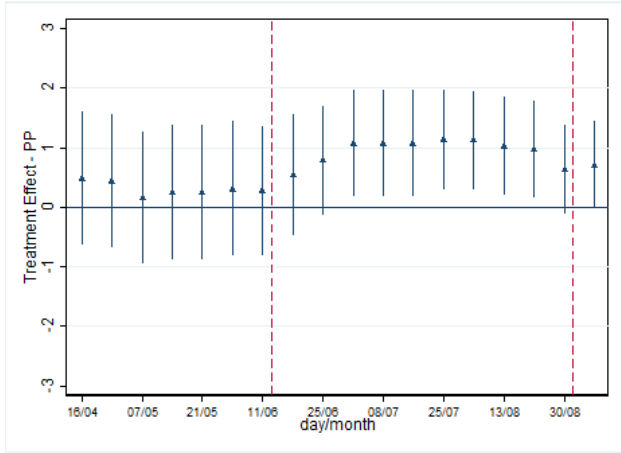
(d) Social Benefit



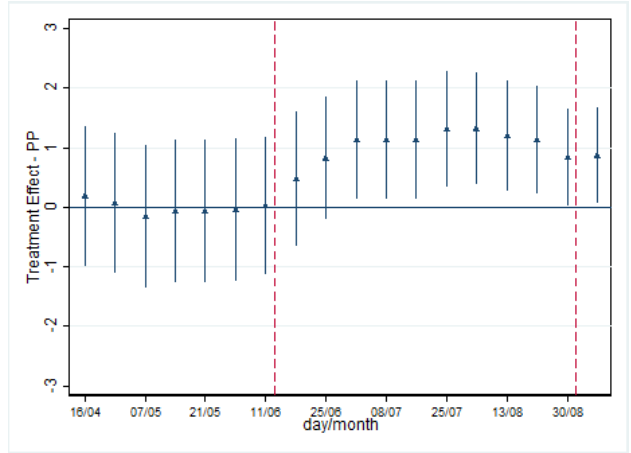
Note: Horizontal axis gives date at which the outcome was measured. Vertical axis is the treatment effect in percentage points, estimated by pooling data from all outcome periods, estimating Equation 1 with period dummy variables and one treatment dummy per period. Vertical bars represent 95% confidence intervals, where standard errors are clustered at the UGEL level. Dashed vertical lines indicate dates that SMS campaign began and ended.

Figure S17: Withdrew 95% -Follow-Up Experiment

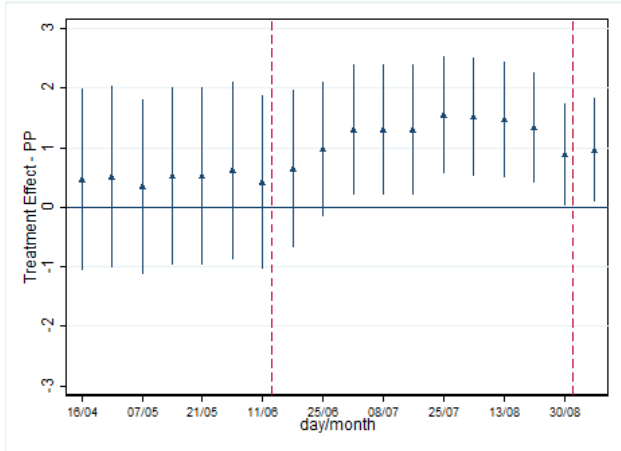
(a) SMS



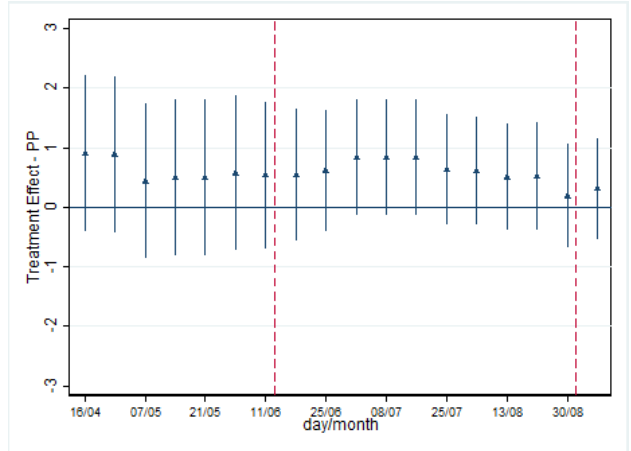
(b) Descriptive Social Norm



(c) Injunctive Social Norm



(d) Social Benefit



Note: Horizontal axis gives date at which the outcome was measured. Vertical axis is the treatment effect in percentage points, estimated by pooling data from all outcome periods, estimating Equation 1 with period dummy variables and one treatment dummy per period. Vertical bars represent 95% confidence intervals, where standard errors are clustered at the UGEL level. Dashed vertical lines indicate dates that SMS campaign began and ended.

Table S1. Full List of Variable Definitions

Variable	Definition
Panel A: Pre-treatment Outcomes	
Submitted to Maintenance Committee at Week 20	Percentage of schools that had formed a maintenance committee at week 20 after the maintenance funds had been assigned.
Submitted to Oversight Committee at Week 20	Percentage of schools that had formed an oversight committee at week 20 after the maintenance funds had been assigned.
Submitted Technical Form at Week 20	Percentage of schools that had submitted a technical form to their corresponding UGEL at week 20 after the maintenance funds had been assigned.
Submitted Commitment Act at Week 20	Percentage of schools that had submitted a commitment act at week 20 after the maintenance funds had been assigned.
Submitted Expense Report at Week 20	Percentage of schools that had submitted an expense report at week 20 after the maintenance funds had been assigned.
Submitted Oversight Report at Week 20	Percentage of schools that had submitted an oversight report at week 20 after the maintenance funds had been assigned.
With Approved Expense Report at Week 20	Percentage of schools that had their expenses report approved by their corresponding UGEL at week 20 after the maintenance funds had been assigned.
Bank Balance at 26/06/2016	Bank Balance at 26/06/2016.
Panel B: Outcomes	
Submitted Commitment Act at Week 30	Percentage of schools that had submitted a commitment act at week 30 after the maintenance funds had been assigned.
Submitted Expense Report at Week 30	Percentage of schools that had submitted an expense report at week 30 after the maintenance funds had been assigned.
Submitted Oversight Report at Week 30	Percentage of schools that had submitted an oversight report at week 30 after the maintenance funds had been assigned.
With Approved Expense Report at Week 30	Percentage of schools that had their expense report approved by their corresponding UGEL at week 30 after the maintenance funds had been assigned.
Withdrew Something	Percentage of maintenance civil servants who withdrew any positive amount from the assigned funds.
Withdrew 50%	Percentage of maintenance civil servants who withdrew at least 50% from the assigned funds.
Withdrew 80%	Percentage of maintenance civil servants who withdrew at least 80% from the assigned funds.
Withdrew 95%	Percentage of maintenance civil servants who withdrew at least 95% from the assigned funds.
Withdrew 99%	Percentage of maintenance civil servants who withdrew at least 99% from the assigned funds.

Table S1. Full List of Variable Definitions (Continued)

Variable	Definition
Panel C: Maintenance CS Characteristics	
Sex	Dummy that takes the value of 1 if the chosen maintenance civil servant is male and 0 otherwise.
Age	Age of the chosen maintenance civil servant.
Appointed Maintenance CS	Dummy that takes the value of 1 if the maintenance civil servant was appointed and 0 otherwise.
Hired Maintenance CS	Dummy that takes the value of 1 if the maintenance civil servant was hired and 0 otherwise.
Allocation Transfer	Total amount of money that was allocated to the maintenance civil servant.
Panel D: School Characteristics	
Classrooms	Total number of classrooms in the school.
Students	Total number of students in the school.
Bathroom Connected to Public Drainage System	Dummy that takes the value of 1 if the school's bathrooms were connected to the public drainage system and 0 otherwise.
Bathroom Connected to Septic Tank	Dummy that takes the value of 1 if the school's bathrooms were connected to a septic tank and 0 otherwise.
Bathroom Connected to a Black Well	Dummy that takes the value of 1 if the school's bathrooms were connected to a black well and 0 otherwise.
Bathroom Connected to River, Ditch or Canal	Dummy that takes the value of 1 if the school's bathrooms were connected to a river, ditch or canal and 0 otherwise.
No Bathroom	Dummy that takes the value of 1 if the school didn't have bathrooms and 0 otherwise.
Total Land Area	Total school area in squared meters.
Fully fenced	Dummy that takes the value of 1 if the school was fully fenced and 0 otherwise.
Partially Fenced	Dummy that takes the value of 1 if the school had a partial fence and 0 otherwise.
Unfenced	Dummy that takes the value of 1 if the school was unfenced and 0 otherwise.
Number Educ-Admin Spaces	Total number of educative/administrative spaces (classrooms, computer rooms, laboratories, workshops, libraries, teacher's rooms and gyms).
Number of Buildings	Total number of independent buildings or pavilions in the school where an independent building or pavilion is defined to be an edification with one or more classrooms with common walls and/or roofs distributed among one or more floors.
Average Leaks in Pavilions	Average number of leaks, fissures and cracks in the classrooms.
Average Leaks	Average number of leaks in the classrooms.

Table S1. Full List of Variable Definitions (Continued)

Variable	Definition
Panel E: District Characteristics	
Altitude	Altitude of the district measured in meters above the sea level.
Area	Dummy that takes the value of 1 if the district is located in a rural area and 0 otherwise.
Electricity	Dummy that takes the value of 1 if the district has access to electricity.
Public Drinking Water Network	Dummy that takes the value of 1 if the district has a drinking water network.
Public Drainage Network	Dummy that takes the value of 1 if the district has a drainage network.
Internet Cafe	Dummy that takes the value of 1 if the district has access to internet.
Bank Branch	Dummy that takes the value of 1 if there is a banking institution in the district.
Panel F: Treatments	
SMS	Dummy that takes the value of 1 if the maintenance civil servant received any kind of SMS message.
Reminder/Warning	Dummy that takes the value of 1 if the maintenance civil servant received an SMS message of the Reminder/Warning type.
Social Norm	Dummy that takes the value of 1 if the maintenance civil servant received an SMS message of the Social Norm type.
Monitoring	Dummy that takes the value of 1 if the maintenance civil servant received an SMS message of the Monitoring type.
Shaming	Dummy that takes the value of 1 if the maintenance civil servant received an SMS message of the Shaming type.
Auditing Threat	Dummy that takes the value of 1 if the maintenance civil servant received an SMS message of the Auditing Threat type.

Table S2. SMS in the Benchmark Experiment

	Treatment	SMS
Maintenance Activities	Reminder/Warning	YRMA: REMEMBER, perform maintenance activities according to the file registered in Wasichay. For more details, visit www.pronied.gob.pe .
	Monitoring	LUCILA: Perform maintenance activities according to the file registered in Wasichay. You have pending activities.
	Social Norm	BENJAMIN: Perform maintenance activities according to the file registered in Wasichay. The rest of schools in your UGEL are advancing. You are behind.
	Shaming	ADRIAN: Perform maintenance activities according to the file registered in Wasichay. We will publish the names of schools and civil servants that do not comply.
	Auditing Threat	KARINA: Perform maintenance activities according to the file registered in Wasichay. We will visit your school to supervise activities.
Withdrawal of Allocation Transfer	Reminder/Warning	YRMA: REMEMBER, withdraw the allocated transfer for maintenance. For more details consult the specialist of your UGEL.
	Monitoring	LUCILA: Withdraw the allocated transfer for maintenance.
	Social Norm	BENJAMIN: Withdraw the allocated transfer for maintenance. 89% of schools in your UGEL have already withdrawn the allocated amount. You are behind.
	Shaming	ADRIAN: Withdraw the allocated transfer for maintenance. We will publish the names of schools and civil servants that do not comply.
	Auditing Threat	KARINA: Withdraw the allocated transfer for maintenance. We will visit your school to supervise activities.
Declare Expenditure	Reminder/Warning	YRMA: ALERT! Declare maintenance expenses before September 30th. For more details consult the specialist of your UGEL.
	Monitoring	LUCILA: Declare maintenance expenses before September 30th. You have S/.2000 still undeclared in the Wasichay system.
	Social Norm	BENJAMIN: Declare maintenance expenses before September 30th. The rest of the schools in your UGEL are advancing. You are behind.
	Shaming	ADRIAN: Declare maintenance expenses before September 30th. We will publish the names of schools and civil servants that do not.
	Auditing Threat	KARINA: Declare maintenance expenses before September 30th. We will visit your school to supervise activities.
Declare all the Allocated Transfer	Reminder/Warning	YRMA: URGENT! Declare all the allocated transfer before September 30th. For more details consult the specialist of your UGEL.
	Monitoring	LUCILA: Declare all the allocated transfer before September 30th. You have S/.2000 without declaring in the Wasichay system.
	Social Norm	BENJAMIN: Declare all the allocated transfer before September 30th. The rest of schools in your UGEL are advancing. You are behind.
	Shaming	ADRIAN: Declare all the allocated transfer before September 30th. We will publish the names of schools and civil servants that do not comply.
	Auditing Threat	KARINA: Declare all the allocated transfer before September 30th. We will visit your school to supervise activities.

Note: The compliance percentages and bank balance amounts are examples. Actual messages corresponded to each civil servant's case.

Table S3. SMS in the Follow-Up Experiment

	Treatment	SMS
Maintenance Activities	Qualitative UGEL	JORGE: Performs maintenance actions according to the file registered in Wasichay. The rest of the schools of your UGEL are advancing. Add yourself too.
	Quantitative UGEL	ESTHER: Perform maintenance actions according to the file registered in Wasichay. In 2015, 78% of schools in your UGEL did it. Join them too.
	Qualitative Peru	OLGA: Perform maintenance actions according to the file registered in Wasichay. The rest of the schools in Peru are advancing. Join them too.
	Quantitative Peru	VICTOR: Perform maintenance actions according to the file registered in Wasichay. In 2015, 90% of schools in Peru did it. Join them too.
	Parents	FERNANDO: Perform maintenance actions according to the file registered in Wasichay. For parents, infrastructure is a priority.
	Principals	GENDER: Perform maintenance actions according to the file registered in Wasichay. For school administrators, infrastructure is a priority.
	Well-being	EDGAR: Perform maintenance actions according to the file registered in Wasichay. A school in good condition contributes to student health.
	Pride	PEDRO: Perform maintenance actions according to the file registered in Wasichay. A school in good condition is the pride of students and teachers.
	Learning	CARLOS: Perform maintenance actions according to the file registered in Wasichay. A school in good condition enhances student learning.
Withdrawal of Allocated Transfer	Qualitative UGEL	JORGE: Withdraw all the allocated transfer for maintenance of your school. The rest of the schools of your UGEL are advancing. Join them too.
	Quantitative UGEL	ESTHER: Withdraw all the allocated transfer for maintenance of your school. In 2015, 94% of schools in your UGEL did it. Join them too.
	Qualitative Peru	OLGA: Withdraw all the allocated transfer for maintenance of your school. The rest of the schools in Peru are advancing. Join them too.
	Quantitative Peru	VICTOR: Withdraw all the allocated transfer for maintenance of your school. In 2015, 89% of schools in Peru did it. Join them too.
	Parents	FERNANDO: Withdraw all the allocated transfer for maintenance of your school. For parents, infrastructure is a priority.
	Principals	GENDER: Withdraw all the allocated transfer for maintenance of your school. For school administrators, infrastructure is a priority.
	Well-being	EDGAR: Withdraw all the allocated transfer for maintenance of your school. A school in good condition contributes to student health.
	Pride	PEDRO: Withdraw all the allocated transfer for maintenance of your IE. A school in good condition is the pride of students and teachers.
	Learning	CARLOS: Withdraw all the allocated transfer for maintenance of your school. A school in good condition favors student learning.

Table S3. SMS in the Follow-Up Experiment (Continued)

	Treatment	SMS
Declare Expenditure	Qualitative UGEL	JORGE: Declare maintenance expenses before August 31. The rest of the schools in your UGEL are advancing. Join them too.
	Quantitative UGEL	ESTHER: Declare maintenance expenses before August 31. In 2015, 78% of schools in your UGEL did it. Join them too.
	Qualitative Peru	OLGA: Declare maintenance expenses before August 31. The rest of the schools in Peru are advancing. Join them too.
	Quantitative Peru	VICTOR: Declare maintenance expenses before August 31. In 2015, 90% of schools in Peru did it. Join them too.
	Parents	FERNANDO: Declare maintenance expenses before August 31. For parents, infrastructure is a priority.
	Principals	GENDER: Declare maintenance expenses before August 31. For school administrators, infrastructure is a priority.
	Well-being	EDGAR: Declare maintenance expenses before August 31. A school in good condition contributes to student health.
	Pride	PEDRO: Declare maintenance expenses before August 31. A school in good condition is the pride of students and teachers.
	Learning	CARLOS: Declare maintenance expenses before August 31. A school in good condition enhances student learning.
Declare all the Allocated Transfer	Qualitative UGEL	JORGE: Declare all the allocated transfer before August 31. The rest of the schools of your UGEL are advancing. Join them too.
	Quantitative UGEL	ESTHER: Declare all the allocated transfer before August 31. In 2015, 78% of schools in your UGEL did it. Join them too.
	Qualitative Peru	OLGA: Declare all the allocated transfer before August 31. The rest of the schools in Peru are advancing. Join them too.
	Quantitative Peru	VICTOR: Declare all the allocated transfer before August 31. In 2015, 90% of schools in Peru did it. Join them too.
	Parents	FERNANDO: Declare all the allocated transfer before August 31. For parents, infrastructure is a priority.
	Principals	GENDER: Declare all the allocated transfer before August 31. For school administrators, infrastructure is a priority. PRONIED
	Well-being	EDGAR: Declare all the allocated transfer before August 31. A school in good condition contributes to student health.
	Pride	PEDRO: Declare all the allocated transfer before August 31. A school in good condition is the pride of students and teachers.
	Learning	CARLOS: Declare all the allocated transfer before August 31. A school in good condition enhances student learning. PRONIED

Note: The compliance percentages and bank balance amounts are examples. Actual messages corresponded to each civil servant's case.

Table S4. SMS in External Validity (CUNA MAS) Experiment

	Treatment	SMS
Planning Meeting Sep/Oct/Nov/Jun 12th	Social Norm	Wendy Eliana: At the planning meeting, record in the tablet the visit reports to date. All ATs in your UT are advancing, join them. SAF
	Monitoring	Lidia: At the planning meeting, record in the tablet the visit reports to date. In October you only registered xx% of families in the tablet. SAF
Reminder Deadline Sep/Oct/Nov/Jun 21st	Social Norm	Wendy Eliana: Record in the tablet all home visit reports. You have until October 31. All ATs in your UT are advancing, join them. SAF
	Monitoring	Lidia: Record in the tablet all home visit reports. You have until October 31. In October you only registered xx% of families in the tablet. SAF
Reminder Deadline Sep/Oct/Nov/Jun 26th	Social Norm	Wendy Eliana: Record in the tablet all home visit reports. You have until October 31. All ATs in your UT are advancing, join them. SAF
	Monitoring	Lidia: Record in the tablet all home visit reports. You have until October 31. In October you only registered xx% of families in the tablet. SAF

Note: Authors' elaboration.

Table S5. Descriptive Statistics for Follow-Up Experiment 2016

Variables	Mean	Std. Dev.	Min	Max	N
<i>Pre-treatment Outcomes</i>					
Submitted to Maintenance Committee at Week 15	0.883	0.321	0	1	31,947
Submitted to Oversight Committee at Week 15	0.882	0.322	0	1	31,947
Submitted Technical Form at Week 15	0.767	0.422	0	1	31,947
Submitted Commitment Act at week 15	0.742	0.438	0	1	31,947
Submitted Expense Report at Week 15	0.108	0.310	0	1	31,947
Submitted Oversight Report at Week 15	0.006	0.075	0	1	31,947
With Approved Expense Report at Week 15	0.013	0.114	0	1	31,947
Bank Balance at 14/05/2016	2,691	3,929	0	30,010	29,923
Bank Balance at 11/06/2016	1,554	3,182	0	30,015	31,733
<i>Outcomes</i>					
Submitted Commitment Act at Week 43	0.903	0.296	0	1	31,947
Submitted Expense Report at Week 43	0.821	0.384	0	1	31,947
Submitted Oversight Report at Week 43	0.183	0.386	0	1	31,947
With Approved Expenses Report at Week 43	0.402	0.490	0	1	31,947
Withdrew Something	0.9651	0.1836	0	1	31,947
Withdrew 50%	0.9376	0.2419	0	1	31,947
Withdrew 80%	0.9206	0.2703	0	1	31,947
Withdrew 95%	0.9096	0.2867	0	1	31,947
Withdrew 99%	0.9061	0.2917	0	1	31,947
<i>Maintenance CS Characteristics</i>					
Sex (% Men)	0.463	0.499	0	1	30,296
Age	44.0	12.5	0	116.4	31,947
Allocation Transfer	6,981	3,770	0	30,000	31,947
<i>School Characteristics</i>					
Classrooms	4.9	5.5	1	76	31,947
Students	85.2	575.1	0	83,032	24,268
Bathroom Connected to Public Drainage System	0.341	0.474	0	1	31,947
Bathroom Connected to Septic Tank	0.241	0.428	0	1	31,947
Bathroom Connected to a Black Well	0.271	0.444	0	1	31,947
Bathroom Connected to River, Ditch or Canal	0.029	0.169	0	1	31,947
No Bathroom	0.068	0.252	0	1	31,947
Total Land Area	6,526	55,689	0	7,381,000	31,947
Fully Fenced	0.295	0.456	0	1	31,947
Partially Fenced	0.242	0.428	0	1	31,947
Unfenced	0.412	0.492	0	1	31,947
Number Educ-Admin Spaces	7.1	8.4	0	191	31,947
Number of Buildings	2.0	2.1	0	49	31,947
Average Leaks in Pavilions	1.1	1.4	0	40	31,947
Average Leaks	1.0	1.3	0	25	31,947
<i>District Characteristics</i>					
Altitude	2,044	1,464	0	5,131	31,947
Area (% Rural)	0.348	0.476	0	1	31,947
Electricity	0.810	0.393	0	1	30,344
Public Drinking Water Network	0.646	0.478	0	1	30,343
Public Drainage Network	0.366	0.482	0	1	30,336
Internet Cafe	0.208	0.406	0	1	30,340
Bank Branch	0.098	0.298	0	1	30,342

Note: Author's elaboration based on MINEDU's administrative records. The table reports the means, standard deviations, minimum and maximum values, and the sample size. Sample includes all maintenance civil servants who had not submitted their expense report at the beginning of the SMS campaign.

Table S6. Descriptive Statistics for External Validity experiment

Variables	Mean	Std. Dev.	Min	Max	N
<i>Panel A: Pre-treatment Outcomes</i>					
Compliance - August	0.669	0.369	0	1	1,113
<i>Panel B: Outcomes</i>					
Compliance - September	0.663	0.367	0	1	1,090
Compliance - October	0.660	0.394	0	1	1,075
Compliance - November	0.697	0.361	0	1	1,075
Compliance - December	0.730	0.376	0	1	1,075
Compliance - January	0.759	0.326	0	1	1,058
<i>Panel C: Civil Servant Characteristics</i>					
Sex (% Men)	0.432	0.496	0	1	1,116
Experience at CUNA MAS (years)	0.583	0.493	0	1	1,116
Postgraduate	0.192	0.394	0	1	1,116
Graduate	0.635	0.482	0	1	1,116
Technician	0.051	0.220	0	1	1,116
Another level of study	0.069	0.254	0	1	1,116
Language - Aimara	0.010	0.099	0	1	1,116
Language - Spanish	0.665	0.472	0	1	1,116
Amazonian language	0.004	0.067	0	1	1,116
Language -Quechua	0.264	0.441	0	1	1,116
Identified - Province	0.279	0.449	0	1	1,116
Identified - Coast	0.036	0.186	0	1	1,116
Identified - Jungle	0.111	0.314	0	1	1,116
Identified -Sierra	0.518	0.500	0	1	1,116
Not Peruvian	0.004	0.060	0	1	1,116
<i>Panel D: Living Conditions</i>					
Stereo	0.675	0.469	0	1	1,116
Television	0.874	0.332	0	1	1,116
Computer	0.748	0.434	0	1	1,116
Washing machine	0.252	0.434	0	1	1,116
Bicycle	0.211	0.409	0	1	1,116
<i>Panel E: CUNA MAS Program</i>					
How many CS record the information?	7.1	2.6	1	10	1,057
Has SAF delivered you a tablet?	0.905	0.293	0	1	1,116
Functional tablet	0.877	0.328	0	1	1,116

Note: Author's elaboration based on CUNA MAS's administrative records and a survey designed for this study. The table reports the means, standard deviations, minimum and maximum values, and the sample size.

Table S7. Randomization Balance Analysis for Follow-Up Experiment 2016

Variables	Control	Descriptive Social Norm	Injunctive Social Norm	Social Benefit	Joint Hypothesis
<i>Panel A: Pre-treatment Outcomes</i>					
Submitted to Maintenance Committee at Week 15	0.888 (0.004)	0.885 (0.003)	0.877 (0.004)	0.883 (0.003)	0.271
Submitted to Oversight Committee at Week 15	0.887 (0.004)	0.884 (0.003)	0.875 (0.004)	0.882 (0.003)	0.215
Submitted Technical Form at Week 15	0.769 (0.006)	0.772 (0.004)	0.764 (0.006)	0.763 (0.005)	0.467
Submitted Commitment Act at Week 15	0.743 (0.006)	0.748 (0.004)	0.739 (0.006)	0.735 (0.005)	0.178
Submitted Expense Report at Week 15	0.107 (0.004)	0.109 (0.003)	0.107 (0.004)	0.107 (0.003)	0.966
Submitted Oversight Report to the Week 15	0.005 (0.001)	0.005 (0.001)	0.005 (0.001)	0.007 (0.001)	0.468
With Approved Expense Report at Week 15	0.011 (0.001)	0.013 (0.001)	0.013 (0.001)	0.015 (0.001)	0.253
Bank Balance at 14/05	2670.5 (54.644)	2725.2 (37.522)	2619.5 (51.839)	2704.1 (43.763)	0.406
Bank Balance at 11/06	1556.3 (43.494)	1568.7 (29.240)	1539.4 (41.168)	1541.6 (34.386)	0.917
<i>Panel B: Maintenance CS Characteristics</i>					
Sex (% Men)	0.465 (0.007)	0.465 (0.005)	0.454 (0.007)	0.466 (0.005)	0.481
Age	44.1 (0.169)	43.8 (0.117)	44.0 (0.160)	44.1 (0.132)	0.186
Allocation Transfer	6973.8 (51.716)	6976.5 (34.602)	6974.1 (49.112)	6997.9 (40.010)	0.972
<i>Panel C: School Characteristics</i>					
Classrooms	4.9 (0.077)	4.9 (0.050)	4.9 (0.071)	4.9 (0.058)	0.756
Students	79.4 (2.537)	83.4 (2.678)	94.7 (14.341)	84.6 (5.269)	0.516
Bathroom Connected to Public Drainage System	0.345 (0.007)	0.338 (0.004)	0.34 (0.006)	0.342 (0.005)	0.793
Bathroom Connected to Septic Tank	0.232 (0.006)	0.241 (0.004)	0.248 (0.006)	0.242 (0.005)	0.274
Bathroom Connected to a Black Well	0.272 (0.006)	0.272 (0.004)	0.272 (0.006)	0.267 (0.005)	0.881
Bathroom Connected to River, Ditch or Canal	0.031 (0.002)	0.03 (0.002)	0.027 (0.002)	0.029 (0.002)	0.654
No Bathroom	0.069 (0.003)	0.07 (0.002)	0.065 (0.003)	0.068 (0.003)	0.594
Total Land Area	6133.0 (493.965)	6427.8 (342.430)	6214.4 (494.118)	7099.4 (923.863)	0.699
Fully Fenced	0.303 (0.006)	0.298 (0.004)	0.296 (0.006)	0.287 (0.005)	0.196
Partially Fenced	0.246 (0.006)	0.233 (0.004)	0.246 (0.006)	0.249 (0.005)	0.033
Unfenced	0.4 (0.007)	0.419 (0.005)	0.411 (0.006)	0.411 (0.005)	0.137
Number Educ-Admin Spaces	7.2 (0.116)	7.1 (0.076)	7.1 (0.112)	7.1 (0.089)	0.936
Number of Buildings	2.0 (0.029)	2.0 (0.019)	2.0 (0.029)	2.1 (0.023)	0.588
Average Leaks in Pavilions	1.1 (0.021)	1.1 (0.013)	1.1 (0.018)	1.1 (0.016)	0.827
Average Leaks	1.0 (0.018)	1.0 (0.012)	1.0 (0.017)	1.0 (0.015)	0.32

Table S7. Randomization Balance Analysis for Follow-Up Experiment 2016 (Continued)

Variables	Control	Descriptive Social Norm	Injunctive Social Norm	Social Benefit	Joint Hypothesis
<i>Panel D: District Characteristics</i>					
Altitude	2053.3 (20.100)	2039.9 (13.411)	2035.6 (19.047)	2050.2 (15.589)	0.883
Area (% Rural)	0.354 (0.007)	0.347 (0.004)	0.344 (0.006)	0.349 (0.005)	0.734
Electricity	0.812 (0.005)	0.806 (0.004)	0.807 (0.005)	0.814 (0.004)	0.501
Public Drinking Water Network	0.640 (0.007)	0.643 (0.005)	0.646 (0.006)	0.653 (0.005)	0.408
Public Drainage Network	0.370 (0.007)	0.363 (0.005)	0.363 (0.006)	0.369 (0.005)	0.706
Internet Cafe	0.203 (0.006)	0.209 (0.004)	0.208 (0.005)	0.210 (0.004)	0.791
Bank Branch	0.099 (0.004)	0.101 (0.003)	0.093 (0.004)	0.097 (0.003)	0.411
Observations	5,325	11,833	5,916	8,873	

Note: Authors' elaboration. Sample includes all maintenance civil servants who had not submitted their expense report at the beginning of the SMS campaign. For each treatment arm, means and standard errors are reported for each pre-treatment variable. Final column is the p-value for the test of equality of means across all groups. Table S1 in the Online Appendix contains the variables' full definitions.

Table S8. Randomization Balance Analysis for External Validity Experiment

	(1)	(2)	(3)	(4)
Variable	Control	Social Norm	Monitoring	Joint Hypothesis
<i>Panel A: Pre-treatment Outcomes</i>				
Compliance - August	0.683 (0.024)	0.664 (0.024)	0.657 (0.025)	0.739
<i>Panel B: Civil Servant Characteristics</i>				
Sex (% Men)	0.410 (0.035)	0.433 (0.035)	0.453 (0.035)	0.688
Experience at CUNA MAS (years)	0.595 (0.035)	0.576 (0.035)	0.579 (0.034)	0.916
Postgraduate	0.195 (0.028)	0.219 (0.029)	0.163 (0.025)	0.318
Graduate	0.608 (0.034)	0.652 (0.033)	0.648 (0.033)	0.598
Technician	0.062 (0.016)	0.028 (0.011)	0.061 (0.016)	0.100
Another level of study	0.065 (0.017)	0.076 (0.019)	0.067 (0.018)	0.902
Language - Aimara	0.010 (0.008)	0.008 (0.006)	0.011 (0.008)	0.968
Language - Spanish	0.639 (0.034)	0.697 (0.033)	0.661 (0.034)	0.467
Amazonian language	0.005 (0.004)	0.003 (0.003)	0.005 (0.005)	0.841
Language -Quechua	0.270 (0.031)	0.261 (0.032)	0.261 (0.031)	0.974
Identified - Province	0.252 (0.030)	0.287 (0.032)	0.299 (0.032)	0.541
Identified - Coast	0.026 (0.010)	0.039 (0.014)	0.043 (0.014)	0.562
Identified - Jungle	0.094 (0.019)	0.129 (0.023)	0.112 (0.021)	0.480
Identified -Sierra	0.553 (0.035)	0.514 (0.035)	0.485 (0.035)	0.387
Not Peruvian	0.005 (0.005)	0.006 (0.006)	0.000 (0.000)	0.367
<i>Panel C: Living Conditions</i>				
Stereo	0.691 (0.032)	0.646 (0.033)	0.685 (0.033)	0.574
Television	0.857 (0.024)	0.893 (0.021)	0.872 (0.024)	0.527
Computer	0.706 (0.032)	0.764 (0.030)	0.776 (0.030)	0.237
Washing machine	0.255 (0.031)	0.264 (0.030)	0.237 (0.029)	0.811
Bicycle	0.216 (0.030)	0.222 (0.029)	0.197 (0.027)	0.814
<i>Panel D: CUNA MAS Program</i>				
How many CS record the information?	7.316 (0.183)	7.000 (0.182)	7.011 (0.193)	0.390
Has SAF delivered you a tablet?	0.875 (0.024)	0.930 (0.019)	0.912 (0.020)	0.196
Functional tablet	0.834 (0.026)	0.919 (0.020)	0.883 (0.022)	0.034
Observations	385	356	375	

Note: Authors' elaboration. For each treatment arm, means and standard errors are reported for each pre-treatment variable. Final column is the p-value for the test of equality of means across all groups.

Table S9. Lee (2009) Bounds-Withdrawal of Maintenance Funds in the Benchmark Experiment

	(1)	(2)	(3)	(4)	(5)
Variable	Withdraw Something	Withdraw 50%	Withdraw 80%	Withdraw 95%	Withdraw 99%
SMS	0.043 (0.081)	0.534 (0.463)	0.916* (0.485)	1.048** (0.523)	1.458** (0.572)
<i>Lower</i>	0.043 (0.083)	0.531 (0.400)	0.911** (0.432)	1.037** (0.460)	1.463*** (0.478)
<i>Upper</i>	0.092 (0.091)	0.579 (0.402)	0.960** (0.434)	1.085** (0.461)	1.512*** (0.479)
Control mean	99.693	92.546	91.097	89.783	88.743
Controls	No	No	No	No	No
Observations	21.012	21.012	21.012	21.012	21.012

Note: Bounds are for outcomes indicated in each column and give Lee bounds under extreme assumptions about excess attrition in the National Bank data. Robust standard errors clustered at the UGEL level in parentheses. ***, ** and * indicate statistical significance at the 1%, 5% and 10% respectively.