



Open Contracting Partnership

A
BREAKTHROUGH

FOR OPEN CONTRACTING
IN 2016

A breakthrough for open contracting	2
Open contracting in 2016	4
Strategy update	6
Building the field	8
Learning and research	11
Finances	13
Targets	16

Open Contracting Partnership 2017

Carey Kluttz, Gavin Hayman, Georg Neumann, Karolis Granickas, Kathrin Frauscher, Katherine Wikrent, Lindsey Marchessault, Marie Goumballa, Sierra Ramirez.
Editing: Sophie Brown. Design: Javier Daza.

A BREAKTHROUGH FOR OPEN CONTRACTING

2016 was a breakthrough year for the Open Contracting Partnership. Our organization and our work look very, very different at the end of the year from the start.

At the London Anti-Corruption Summit in May, we saw the first high-level recognition by over 40 countries and multilateral institutions that public contracts should be open by default. This was reaffirmed in the Open Government Partnership's Paris Declaration in December. This is the first time that countries have laid out a concrete vision of accessible, useable open data across the entire chain of public contracting, while connecting information across bureaucratic silos.

Commitments are nice, action is even better. Over 25 countries committed to implement the principles of open contracting in 2016 and about half of those are now actively working on implementing the Open Contracting Data Standard (OCDS). The Standard should help them provide easy access to timely, useful, joined-up information across all stages of government contracting (page 8). Our open data helpdesk supported more than 80 partners from governments, civil society and the private sector in more than 35 countries with policy and technical advice throughout the year.

Even better than activity, are results. This year, we've seen emerging evidence on the promise of open contracting to save money, improve integrity and business competition, and deliver better services. The most remarkable story comes from Ukraine, where open contracting is at the heart of a nationwide public procurement reform. The changes have saved Ukraine more than UAH 9 billion (US\$333 million) so far. Thousands of new suppliers have been encouraged to enter the market as corruption has decreased, with bidding on contracts rising too. Journalists and civil society organizations can now actively investigate fraudulent contracts with much greater ease. More victories for open contracting are emerging in Mexico City, Nigeria, Paraguay and the UK (see these use stories throughout the report).

We always aspire to build a field, not to be the field. We are delighted to see so many new actors, allies, partners and innovators join us in 2016. Colombia, France, Mexico, the UK and Ukraine — together, covering more than US\$1 trillion in public spending every year — launched the Contracting 5, a unique international sharing and learning collaboration on implementing open contracting. The Dutch not-for-profit Hivos began its major open contracting project focusing on supporting

users and advocates of contracting data in six countries around the world.

We partnered with a host of great organizations such as Transparency International, the Natural Resources Governance Initiative (NRGI) and Development Gateway on open contracting in healthcare, infrastructure, oil and mining, and climate mitigation and adaptation, as well as on red flags for corruption detection in contracting (page 11).

Over the last year, we've also made a few mistakes and learnt quite a bit about what is not working and where common challenges lie. We fess up about those on page 11.

There is a particularly vulnerable early phase when commitments can get lost as reformers meet internal resistance to change. Exploring and documenting user needs right at the start of a set of open contracting reforms is key for open contracting to result in concrete value to our partners. And it takes time to do things properly: trying to rush, jump steps or tick boxes for a quick political fix can mean

shallow reforms without real impact later. We need to make sure that we keep our focus on user needs and collaborative engagement even when rushed to meet demand.

On a personal note, I would like to also pay tribute to my awesome team. In 2016, we grew closer to our planned team size (of up to 12). It's a privilege to work with such smart, energetic and fun professionals.

So 2016 was transformational. With a refreshed plan (see page 6), new allies and rising demand, we feel motivated, curious and energized about what's ahead for us and for the field of open contracting in 2017 even against a difficult global political backdrop. We will double down to focus on the most vulnerable links in the chain turning data use into impact. As was described so well by Gilbert Sendugwa, a partner from Uganda, 2017 should see us deliver on the promise of "value for money and value for many".

Gavin Hayman, Executive Director

NIGERIA

The Public Private Development Center has used open contracting data to trace individual contracts on primary healthcare centers. For example, analyzing 40 facilities in nine states, the group found only 18 were active. Of the remaining 22, two were not locatable at all and eight were built but not functioning. Authorities are now investigating the findings. In May, based on this successful pilot, the Nigerian government pledged to implement the OCDS in health center construction and service delivery projects.

OPEN CONTRACTING IN 2016

JANUARY

- We sign an engagement agreement with the Open Government Partnership.

FEBRUARY

- Our new website goes live.
- Our report with NRGi and other allies finds contract transparency in extractives emerging as the norm.

MARCH

- We sign an engagement agreement with CoST.
- We share our ever-evolving Learning Plan.

APRIL

- We join a new project to build a global register of beneficial owners and develop a “standard” for disclosing information.
- We celebrate a host of African innovations and open contracting leaders at the OGP regional summit in South Africa.

There are no trade secrets in public contracts. Winning business through an open contracting process is not altruism, it's good business.”

– Mo Ibrahim
Founder of Celtel and philanthropist



MAY

- At the London Anti-Corruption Summit 40 countries agree on a pathbreaking commitment to make public procurement “open by default” and 14 countries make new OCDS commitments.
- ProZorro wins the World Procurement Award for procurement excellence in the public sector.

JUNE

- Mexico City launches its open contracting platform Contratos Abiertos.
- Moldova launches its open contracting pilot website.
- We kick off the OCDS upgrade process.

JULY

- We refresh our strategy to adapt to the rapidly growing interest in open contracting.
- Mexico pilots open contracting for public-private partnerships (PPPs) through the multibillion-dollar telecommunications project RedCompartida.

AUGUST

- Colombia publishes OCDS data.
- We start our investigation on confidentiality in public contracting.
- In Ukraine, the open contracting platform ProZorro becomes the default e-procurement system for the whole country.

SEPTEMBER

- 10 countries meet at Wilton Park to discuss next steps for putting their Anticorruption Summit commitments into practice.
- We sign an engagement agreement with civil society and the National Procurement Authority in Afghanistan.
- We launch our showcase and learning project in Nepal.
- We kick off our first catalytic support project with a visit to Nigeria.

OCTOBER

- Over 80 open contracting practitioners share experiences at the International Open Data Conference in Madrid.

NOVEMBER

- DoZorro, a civil society monitoring platform of public contracts, is launched in Ukraine.
- We initiate a showcase and learning project with the UK who begins publishing OCDS data.
- We publish our first data analytics report on identifying corruption risks in partnership with Development Gateway.

DECEMBER

- Open public procurement is a key commitment of the OGP Paris Declaration.
- Colombia, France, Mexico, the UK and Ukraine launch the Contracting 5.
- 25 countries make new open contracting commitments in their OGP action plans.
- 5 subnational regions and cities commit to open contracting.
- The ProZorro team from Ukraine win the 2016 Open Government Award.
- Hivos and Article 19 launch an open contracting assessment of 15 countries.
- OCDS becomes available in French.

STRATEGY UPDATE

The change in scale and demand for our work during 2016, especially after the London Anti-Corruption Summit, has encouraged us to step back, reflect on and adapt our strategy.

Two years into our 2015-2018 strategy, we have learnt a lot about:

- **The common pitfalls.** We better understand the key steps needed to implement open contracting projects and the common challenges. For example, there is a particularly vulnerable early phase when commitments can get lost as reformers meet internal resistance to change.
- **Focusing on user needs.** We have found that understanding and documenting user needs right at the start of open contracting reforms is key to ensuring this approach results in concrete value to our partners. Open contracting works best when a set of performance indicators that partners really care about are baked in: it shouldn't be about transparency for transparency's sake.
- **Taking time to do things properly.** It takes longer to reach the level of impact in an agency or country than we originally anticipated. It takes time to implement the Open Contracting Data Standard in a meaningful way that engages users and

closes feedback loops. Trying to rush, jump steps or tick boxes can lead to shallow reforms without real impact later.

- **The journey being as important as the destination.** We want to stay focused on user needs and collaborative engagement as we work towards meeting the surging demand from our allies and partners.

As a result, we've adapted the way we work, especially to:

1. **Offer better catalytic support, earlier.** We must convert rising demand and commitments into tangible results so that citizens, businesses and government see the benefits from more openness in public contracting. We have refined our three key activities — advocacy, implementation and learning — to provide better support to reformers in crucial phases of implementation and to integrate impact and learning indicators from the start, based around our new seven step support model.
2. **Scale more effectively.** We plan to “productize” our services and guidance so that they can be replicated, adapted and scaled up more easily by others. In 2017, we will roll out resources like standardized assessments, draft workplans, vendor terms of reference, and lists of monitoring and

evaluation (M&E) indicators for different use cases, as well as a suite of basic open contracting visualization and analysis tools.

3. **Double down on our efforts to build the field, not to be the field.** Getting impact across the trillions of dollars spent on public contracting each year means we must work

through others to achieve real scale. We are going to be much more intentional about building the capacities of other organizations to deliver on open contracting. We will prioritize projects that equip our allies to do open contracting independently. This is reflected in our revised targets (see page 16).

PARAGUAY

In Paraguay, water and tea contracts with the Ministry of Education and Culture were cancelled after journalists used open contracting data to uncover systematic overpricing. These findings were one piece in a crisis of unfulfilled and fraudulent contracts to renovate school infrastructure that triggered protests by students and ultimately led to the resignation of the education minister.

UKRAINE

Imagine a cold winter in snowy Kyiv. Residents of an apartment building were left literally freezing in their homes when contracted repair works to improve insulation never materialized. The allocated UAH 200,000 (US\$7500) for the contract was paid nonetheless. But thanks to data published through Ukraine's pathbreaking open contracting platform ProZorro, the local group Anticorruption Headquarter was able to track, report and push for the repairs to happen.

BUILDING THE FIELD

In the past two years, we have helped 10 countries and cities to start sharing accessible, useful and timely data using the Open Contracting Data Standard. Colombia, Mexico City's Department of Finance, the Mexican Communication and Transport Ministry and the New International Airport for Mexico City, Moldova, Ukraine, and the UK have joined Canada, the city of Montreal and Paraguay in publishing open contracting data.

Our helpdesk has been busy assisting more than 80 partners in civil society, government and the private sector from more than 35 countries. We have developed new tools and resources for publishers including [draft API specification](#) and an [OCDS extension creator](#). The team has also built a comprehensive tool inventory, consolidating experiences from seven countries. [This collection](#), developed as part of the OGP Toolbox, shares the most useful tools for open contracting. The standard is now available in French in addition to Spanish and we are finalizing plans for a helpdesk hub to assist Spanish-speaking implementers in Latin America.

We're excited to see new tools built on top of open contracting data, such as a monitoring dashboard created by Development Gateway for the government of Vietnam. Open Opps is another platform that has used the OCDS to

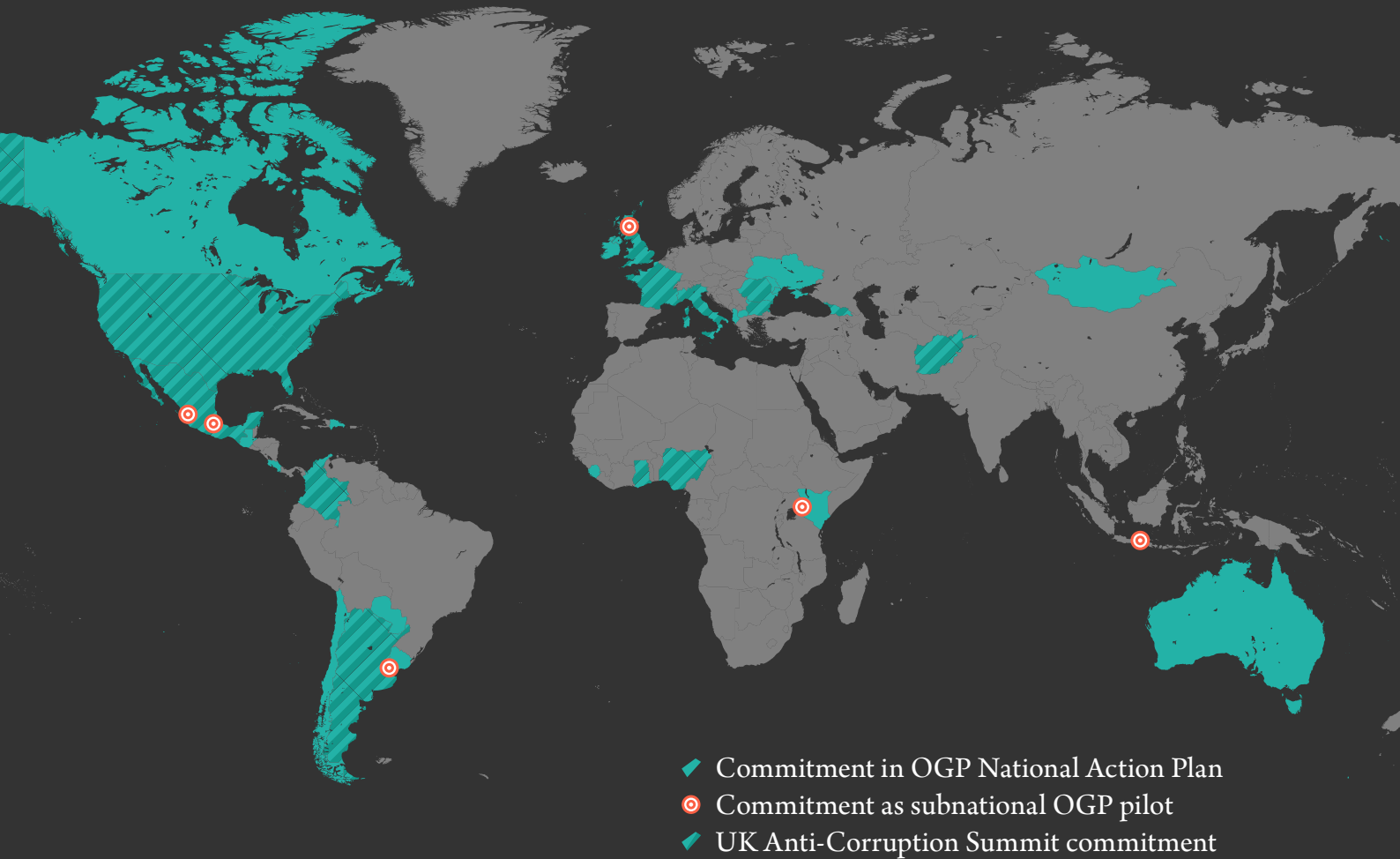
pull in records from countries across the globe. These are the kind of innovative uses of data we look forward to seeing more of in 2017.

SHOWCASE PROJECTS

We are delighted to announce two new showcase and learning projects. The UK, led by the Crown Commercial Service, has redeveloped its contract portal Contracts Finder to provide in-depth understanding on opportunities for companies and increase transparency to citizens. The online tool publishes open data on more than 50,000 contracts. We look forward to exploring how small businesses can most benefit from this information, and how to make the procurement process as open and accountable as possible. In Nepal, after a devastating earthquake in 2015, the government now faces a complex task to collect, standardize, and open up meaningful contract data, with a keen interest in understanding how monitoring can improve the effectiveness and integrity of reconstruction efforts and service delivery.

Our project in Mexico City is making good progress. Mexico City published its first open contracting data — now covering 158 contracts and MXN 262 million (more than US\$12 million) — and held its first

GLOBAL COMMITMENTS TO OPEN CONTRACTING



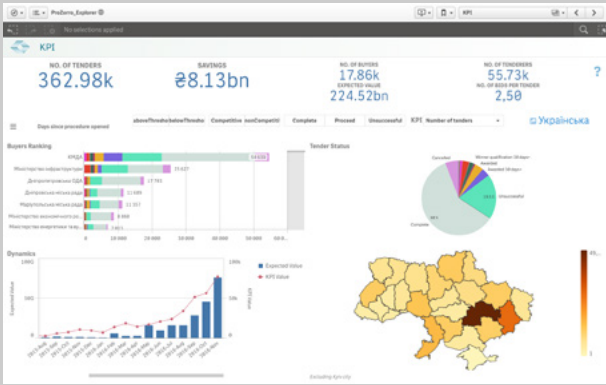
roundtable with civil society to discuss how to best use the information.

Ukraine's ProZorro has arguably been the poster child of open contracting. It won an international procurement award in May and the Open Government award at the OGP Summit in December. The team behind the system — which became mandatory for all public procurement in August — is now focusing on building stronger feedback loops and opportunities for civil society monitoring.

Nigeria's civil society contracting monitoring tool Budeshi is being expanded to Uganda

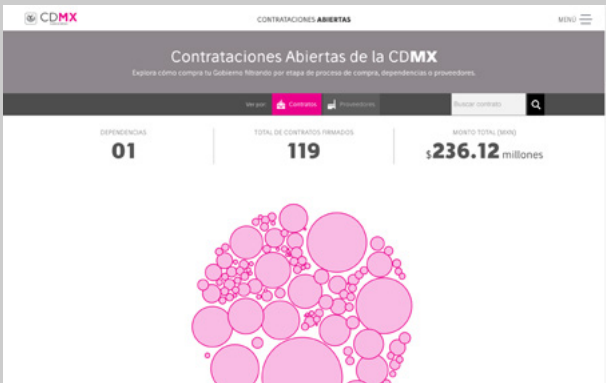
and Malawi. Meanwhile, the data published so far has helped initiate a conversation with Nigeria's Bureau of Public Procurement about making government contracts more transparent from the start. And we're using the Budeshi platform to publish our own contracts.

In Mexico, in collaboration with the World Bank and the Mexican government, we are developing an extension to the OCDS that is tailored to public-private partnerships, starting with the multibillion-dollar telecommunications project RedCompartida, as well as providing data on Mexico City's huge new airport project.



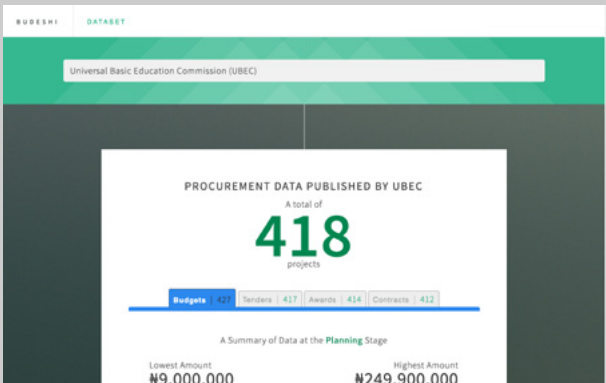
UKRAINE

Open contracting is at the heart of a new e-procurement system saving the government a fortune and increasing business participation.



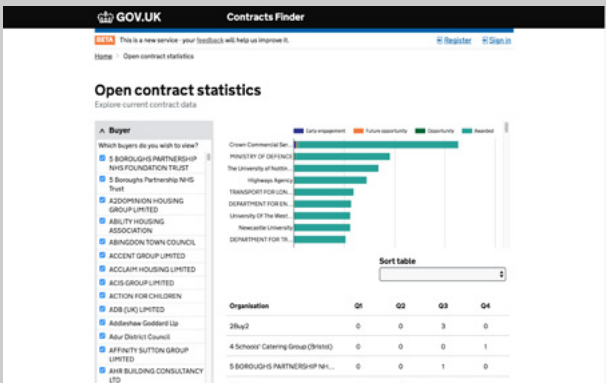
MEXICO CITY

8.8 million residents can explore what, how and from whom the government is buying, from planning to implementation of contracts.



NIGERIA

Civil society connects health and education budgets with contracts and tracks delivery using OCDS.



UK

Business, especially SMEs, can access detailed statistics on all current and future tender opportunities through an OCDS platform.

LEARNING AND RESEARCH

If 2016 was about converting documents to data and making contracting open by default, our big theme for 2017 is about the emerging impact from that work. Learning and evidence are critical to our broader goals of building global norms and strengthening on-the-ground implementation of open contracting.

Highlights from our monitoring, evaluation and learning activities from 2016 include:

- Launching our detailed Learning Plan in the spring. Since then, we've focused on setting up our learning infrastructure of indicators and baselines covering different topics, actors, practices and systems.
- Helping our partners measure progress on key open contracting use cases such as improving the delivery of goods and services, reducing corruption or improving value for money. We learnt that publishers struggled with tracking impact, and with linking impact to "use cases". We have focused our efforts on building capacities in project teams and developing better guidance for monitoring and evaluating open contracting interventions.
- Developing a global guidance study on risk and corruption in procurement with support from the Laura and John Arnold Foundation. Looking at best practices with experts, we developed guidelines on some of the key metrics and methodologies to flag suspicious procurement behavior and tender characteristics using OCDS-like data. We provided practical examples of red flag calculations, as well as advice on how to localize and measure red flags.
- Working with Development Gateway to build a basic analytical dashboard tool for partners. We want to link up integrity experts across the field; spark knowledge sharing and joint product development; while also giving countries the tools they need to begin analyzing their own data and develop better analytics in future.
- Kicking off our research project on confidentiality in public contracting. The first round of research, which included dozens of interviews, produced insights that will inform a series of roundtables planned for 2017, engaging businesses, lawyers and others in busting the myth of commercial confidentiality.
- Commissioning joint research on sector-specific open contracting with Transparency International's global healthcare and climate programs, and with the Natural Resource Governance Institute on contract transparency in the extractive industries.



We organized two major open contracting specific peer-learning sessions: at Wilton Park in September and at the International Open Data Conference in Madrid in October. We got very good feedback from participants at both workshops in terms of sharing what is working and overcoming challenges. We held open contracting learning sessions at other events such as the OGP Independent Review Mechanism global training event and at the OGP Global Summit in Paris and regional summits in South Africa and Uruguay, the What Works Cities learning conference, the Code for America Summit, ConDatos in Bogota, the TransparencyCamp Europe in Amsterdam, the UNDP Eurasia open data event in Istanbul, the International Anti-Corruption Conference in Panama, and targeted training sessions with TI's European procurement practitioners and the USAID Anticorruption Working Group.

UK

The platform OpenOpps.com pulls in, shares and analyzes tender data from across the globe. This repository of open contracting information can be used to find tenders and investigate irregularities, while also serving as a commercial website that helps businesses find opportunities to trade with government. As of December 2016, the platform has collected more than 5 million documents from over 90 countries, while offering over 45,000 live opportunities which can be accessed for free.

FINANCES

We make all our financial reports and updates available regularly on the website. Here are the highlights from 2016.

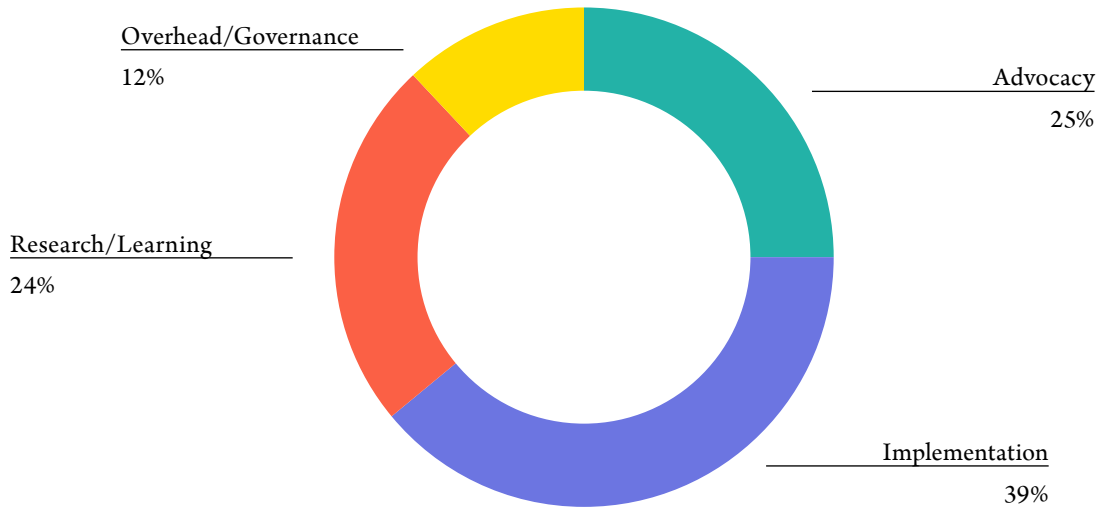
In 2016, we raised \$2.69 million in new funds bringing our assets to \$4.27 million. Thanks especially to generous support from the John and Laura Arnold Foundation and Hivos, we were able to meet a funding challenge set by Omidyar Network to unlock \$1 million in matched funds. While we fell short on our overall fundraising goal, we stayed within our spending budget of \$2.65 million in 2016 and were able to increase our carryover to the next financial year so we feel that we are in good shape. We receive some large tranches of funding towards the end of our financial year, running from 1 October to 30 September. This means we have a large carryover from financial year to financial year.

Our original budget for program activities was \$999,220. We had a slight underspend at \$871,816 due to delays in starting some of our collaborations. We also modestly underspent on staff as we recruited new team members later than planned. Another difference was in

planned research spending: we commissioned joint research on all the topics that we expected albeit as shared research led by other organizations. This worked well for field-building but it meant that the work was cheaper than planned and focused on general use case research rather than on data-heavy and expensive extensions to the OCDS.

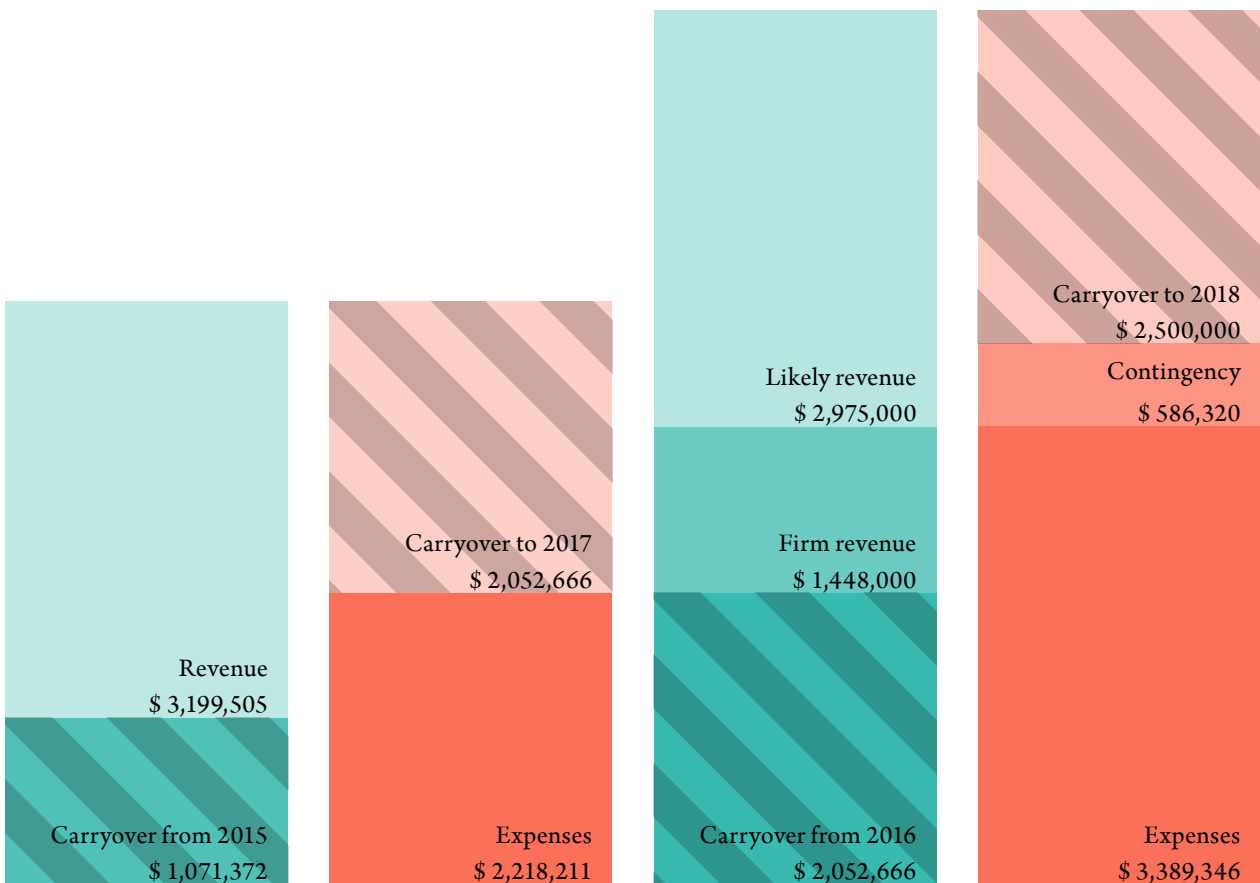
We maintained our five star top rating from Transparify for being open about our funding.

We also started to disclose our own contracting information. We collaborated with the makers of Budeshi in Nigeria to publish all our contracts for the 2016 financial year in OCDS format and have begun to use the tool from the planning stage of contracts onwards. The exercise has been really instructive. We found a couple of contracts had been misallocated to us by our fiscal sponsor, and a couple of minor financial discrepancies. We also recognized that we need to improve our own procedures as we had too many sole-source contracts in the rush to get work started. We launched our [Open Contracting Policy](#) to this end.



2016 EXPENSES BY ACTIVITY*

*Calculated on non-personnel costs for 2016 with rent reallocated proportionately



2016 REVENUE AND EXPENSES \$ 4,270,877

2017 REVENUE AND EXPENSES \$ 6,475,666

TARGETS

Measuring how well we're doing is core to our work. We include a full report of our progress towards our targets by 2018 here. In line with our strategy refresh, we have also retooled some of our strategic goals. These are some of the notable changes:

- We have more than doubled our target for country endorsements and for the adoption of open contracting (from 14 to 30).
- We plan to assist more countries with better implementation, especially through providing catalytic “fast start” support in the early stages of implementation.
- We have doubled our target for adoption of the Open Contracting Data Standard to 20 countries in this strategy cycle. We imagine that 10 of these will produce higher quality data that is fully structured and reusable.
- We have doubled our target for measurable impacts from open contracting to six countries.
- We have set ourselves a new target to double our network.
- We want partners to be excited and energized by working with us. We have set a target that 30 field partners clearly report that the OCP has added significant value to their work and 10 organizations start new programs on open contracting.
- We will focus on better monitoring and evaluation to complement our focus on learning. Extending our work beyond our own Showcase and Learning projects to harvest outcomes and evidence across the field, we anticipate that an additional 10 organizations will do research on open contracting; and we will hold at least 20 peer-learning sessions, with a high level of satisfaction from our partners, by the end of 2018.

IMPLEMENTATION OF THE OPEN CONTRACTING DATA STANDARD

Objective	2016 Target	2016 Achieved	Details	2018 Target	Current total
New government agencies use OCDS	4	6	Colombia Compra Eficiente (Colombia) Public Procurement Agency (Moldova) Mexico City Airport Group (Mexico) Ministry of Communications and Transport (Mexico) Department of Finance (Mexico City), Crown Commercial Services (UK)	20	10
Validation of OCDS data to 3 star level	2	2	ProZorro (Ukraine) Department of Finance (Mexico City)	10	3
Re-usable OCDS tools, applications and processes	1	5	Moldova Open Contracting Portal, EDCA Input and Visualisation Tools, Open Contracting Explorer, CDMX Portal	10	8
OCDS sector extensions piloted or implemented	1	0	PPP sector extension in development with Red Compartida project of Ministry of Communication and Transportation in Mexico (SCT) in partnership with World Bank.	4	0
Growing OCDS user community: mailing list	Baseline Dec 2016	Baseline completed	Baseline of 226 members of data standard list	300	226
Growing OCDS user community: participants	Baseline Dec 2016	Average attendees: 13	Community calls (topic & attendees): API specification: 19 Linked data: 7 Upgrade: 9 Infrastructure: 17	To be decided	13
Companies/ organizations that can provide OCDS support	10	12		15	12

OTHER IMPLEMENTATION

Objective	2016 Target	2016 Achieved	Details	2018 Target	Current total
New Showcase & Learning projects	2	2	Nepal, UK	6	4
Publishers reporting measurable impact on use cases	1	1	Ukraine, via DoZorro (civil society monitoring public integrity) and bi.prozorro (business intelligence for savings and competition)	6	1
Formalized feedback processes	2	2	New Ukrainian procurement law includes complaint mechanism; Nigeria's Universal Basic Education Commission	8	2
Documented support plans for catalytic support engagements	4	2	Nigeria Afghanistan	14	2

GLOBAL NORM

Objective	2016 Target	2016 Achieved	Details	2018 Target	Current total
Advocacy asks	2	3	London Anti-Corruption Summit Communiqué, Contracting 5 Declaration, OGP 2016 Paris Declaration	5	5
OGP National Action Plans or similar commitments	18	27	Country commitments from London Anti-Corruption Summit for OCDS implementation: (11) New OGP commitments: (11) New sub-national commitments: (5)	30	30
Key influencers adopt open contracting arguments	5% of our influencers	16%	16% of our key influencers have utilized our messages and resources in public fora	15%	16%

FIELD-BUILDING

Objective	2016 Target	2016 Achieved	Details	2018 Target	Current total
Positive feedback from “field partners” on effectiveness of OCP support			Field survey to be conducted in early 2017	35	0
Organizations starting new open contracting projects	Baseline set as of Dec 2016	10	Baseline as of December 2016: NRGI, Hivos, B-Team, CoST, Transparency International Secretariat, Transparency International UK, EBRD, Development Gateway, World Bank, GIZ	15	10
Organizations expanding their open contracting programs	1	1	Hivos has included open contracting in a project related to HIV	5	1
Funders begin or increase funding to open contracting projects not run by the OCP	2	4	Foreign Commonwealth Office, Omidyar Network, USAID, World Bank	7	4
New communities in the OCP network	3+	3 additional, 9 total	Network analysis completed Jan 2017	15	9
Engagement progress in the field			User groups and engagement ladders to be defined by end of Q1 2017. At least 60% of identified actors deepen their engagement by 2018	>60%	
Level of connection between actors and organizations in the open contracting field increases	Set baseline	Baseline set	Connectivity measured at 7.2 degrees in 2015 and 9.7 in 2016 (growth of 35%)		35% growth from baseline

LEARNING AND EVIDENCE

Objective	2016 Target	2016 Achieved	Details	2018 Target	Current total
Learning convening: Number of learning sessions	5	15	OGP Global Summit, IRM training event and regional meetings in Africa and Latin America; IODC; Hivos open contracting program training; Transparency Camp Europe; What Works Cities conference; Code for America Summit; UNDP Eurasia Data for Development Results Conference; Con-Datos; USAID Anti-Corruption Working Group session,; TI regional practitioners training; IACC; Wilton Park: Implementing Anti-Corruption Summit commitments on transparency in public procurement	20	15
Learning convening: Effectiveness of learning sessions	Set baseline	Complete	Baseline: 4 sessions analyzed	Overall high level of satisfaction	
Use of implementation guidance			No target for 2016, outreach to be launched in 2017	15	
Implementation resources developed: by OCP	2	6	OCDS Merge OCDS Tabulate COVE Validator tool Extension tool & registry Updated mapping templates 7 Steps Guidance	9	6
Implementation resources developed: with or by partners	3	2	Anti-corruption Guide developed with Development Gateway, Kiev School of Economics and others; Policy Guidelines for Municipal Open Contracting, with Sunlight Foundation	12	2

COMMUNICATIONS

Objective	2016 Target	2016 Achieved	Details	2018 Target
Website		1	Launched in Feb 2016	
Traffic increase	2x traffic to website from developing countries vs 2015	26,095 74%	Total number of sessions increased by 94% to 59,313. Total number of users by 61% to 32,696. Sessions by developing countries increased by 74%. (If revised for unusual spike of visitors from Russia in October 2015, increase would be 106%).	Steady increase
Social Media	35%	54% Engagement 53% -119%	Followers increased to 4,346. Average monthly mentions increase to 126, an increase of 54% over average from May to December 2015 (85). Average monthly impressions increase to 112k or 119%, up from 51k over average from May to Dec.	Steady escalation
Share of Voice	Increase Share of Voice in news, blog, and Twitter to 25%	58%	Baseline for first quarter in 2016: 24% (News: 7%, Blogs: 43%, Twitter: 23%) December 2016: 58% (News: 76%, Blogs: 63%, Twitter: 34%)	50%
Substantive engagement	60%	67%	Revised key influencers list for 2016 to a total of 176 (down from 194)	80%
Traditional media	2x mentions compared to 2015 (5)	13		Main-streaming of open contracting in media

ORGANIZATION

Objective	2016 Target	2016 Achieved	Details	2018 Target	Current total
Fundraising	\$US4m raised	US\$ 2.69m	Hivos \$595k, GIZ \$70k, OSF \$350k, DfID \$233k, Sunlight Foundation \$20k, Foreign Commonwealth Office of Great Britain Cote d'Ivoire \$17k.	US\$11m	US\$5.74
	Diversification of Funding	Yes	Carry-over from 2015 fundraising \$400k, matching fund from Omidyar Network \$1m		
Governance	Disclose our historic contracts	1	Contracts disclosed at www.open-contracting.org/contracts		

