ANNUAL REPORT
2017

Serving up transparency and change in public contracting

Open Contracting Partnership

ANNUAL
REPORT
2017

CONTENTS

1.
Doubling down on scale and impact

2017 ended with a huge headrush for us. We held our first global gathering, bringing together 200 of the best and brightest open contracting innovators from more than 35 countries. It was evident from the constant hum of conversations and crackling energy of problem-solving and ideas, that this community has big plans for 2018. We can't wait to be a part of them! You can see a short, snappy summary of the event on page 9, and the remarkable roster of commitments and ideas in the full conference report online.

Open contracting is about the shift of power from deals behind closed doors to business in the open. It is not just a technocratic fix, but about how things are done at the center of government. This means integrating open data and better civic and business feedback into long-term strategic improvements in the public contracting process.

People are at the heart of open contracting, so 2018 will be all about them: the head of the procurement agency in Paraguay driving reform and setting aside resources and time to increase efficiency; the mayor in Bogotá standing up against power and vested interests to do what's right; the data journalist in Moldova shining a light on public mismanagement; the Colombian start-up that seizes a new business opportunity after observing a fair chance to win business from government; and the civil society activists, in Mexico, Nigeria and Ukraine, using data to make their voices heard and improve public services. These are the people who inspire us to do more and to work even harder.

More than 30 countries and cities around the world are engaged in projects or have made a government commitment to open contracting. It is hard and thoughtful work. Public contracting touches everything. There are a myriad of government sectors to coordinate, bureaucratic fiefdoms to navigate, silos to break up, and many vested interests to overcome.

Our focus for 2017 was to convert the evident wave of demand for open contracting into credible actions and first steps on this road. We adjusted our approach to provide more catalytic support to reformers, particularly during the early stages of an agency's adoption of open contracting, when reforms are especially vulnerable as the system starts pushing back. We sought out and supported mid-level practitioners responsible for implementation, conducted assessments, surfaced user needs, offered tools and guidance, and connected allies both inside and outside of government. You can see a full list of our impacts and organizational key performance indicators for 2017 on page 18.

First, the good news:

1. There are new, inspiring stories about how change is possible from countries in which we work: open contracting helped to break up a suspected US$22 million price-fixing scheme and reliably provide more than 900,000 high-quality meals for school children each day in Bogotá, Colombia. The founder of one of the school meal program's 54 new suppliers (up from 12), a company called Dipsa that delivers peanuts and dried fruit to the city, told us that she hopes open contracting will become the norm in all Colombian cities. In Paraguay, open contracting data helped expose fraud and cronyism in the education sector, leading to a new ministerial team and better rules on value for money in basic goods and services. This is in addition to the amazing stories coming from Ukraine where competition has grown, such that unique suppliers for each procuring entity have increased by nearly 50%, and a network of more than 20 civil society organizations has clocked over 5,000 monitoring reports.

2. We saw seven new government agencies publish to the Open Contracting Data Standard (OCDS), including agencies in Georgia, Nepal and Uganda.

Six new feedback loops were developed between civil society and government agencies, ensuring contracting information is being used to address relevant issues. Seven new reusable tools building on OCDS data were created, including a set of targeted dashboards by Development Gateway, an OCDS profile for PPPs, and the platform Open Opps. Details of data innovations, hacks and tools can be found on page 12 and in our targets.

3. Achieving lasting impact means working with, and empowering, others to build capacity and scale, so we prioritized projects that equipped our allies to do open contracting independently. We also set out to facilitate and support opportunities for new funding, partnerships and projects.

4. Our field has doubled in size and connections between partners have deepened. In 2017, 13 organizations who had never worked on open contracting launched their first projects or programs. At least eight new funding streams were established. 11 additional companies can now provide OCDS support independently of the Open Contracting Partnership (OCP). We were blown away by the 88 creative and inspiring solutions that emerged from our Open Contracting Innovation Challenge (we'd expected about 20 if we were lucky!)

We also faced some challenges and a couple of missteps in 2017:

1. Most governments seem driven by outputs rather than outcomes. Many of our government partners implementing open contracting and/or the OCDS see a virtue in transparency for its own sake rather than being motivated by clear public efficiency indicators, or by clear objectives that they measure and report on publicly: surprisingly this is the case among OECD and well as non-OECD partners. We are learning to be very insistent about this at the start of our engagement and are refocusing our guidance to start with use cases and performance indicators to embed this with our partners. See more on that guidance on page 13.

2. Results from our first global partner survey were great in terms of the OCP's added value and expertise, but they highlighted important areas for improvement. We aren't yet empowering partners to do the things that they want with less outside help, nor do people feel we are bringing all the right allies to the table, especially from business and journalism. So we are going to double down on these areas in 2018 and measure how we are doing. Key to our progress will be helping partners to position their work in systemic policy change rather than just working on data, and moving them beyond relying on support from our free helpdesk.

3. As the number of publishers and users of the OCDS has risen, our focus has moved beyond how to publish data to consider the quality of what is released. Publishing to the OCDS should not be a box to be ticked, nor a pass-or-fail, but rather a process of continuous improvement. Open contracting efforts will disappoint when the data are of poor quality, or when they don't measurably improve the contracting process. In the worst case, "openwashing" will encourage cynicism.

We are thinking about how best to rejig our approach and guidance to reinforce this shifted focus, and nudge governments into embedding better processes and policies. Being the OCP, we would like to find a radical, transparent, data-driven and automated approach. In the spring, we'll likely look for help to design a tool or suite of tools to assist our community in assessing continually both quality and quantity of an OCDS data feed.

4. Given the sheer diversity and breadth of open contracting now, we feel the diversity of our team and Advisory Board should catch up. We shifted from being a Washington-based team to being a multipolar one in 2017. This year should see us go global with team members in Latin America, and perhaps Africa and Asia.

For 2018, we see a wealth of new opportunities for country-level impact, improving support tools and resources, and building and strengthening the field. Thanks to new, long-term funding for country-level innovation from the UK's Department for International Development (DFID) and from the BHP Billiton Foundation, we can invest even further in supporting local reformers, entrepreneurs and changemakers.

We are keeping a particular eye on Mexico, Nepal and Uganda, which started releasing OCDS data at the end of the year and where there are dynamic coalitions of local actors in difficult and challenging environments. In addition, we were impressed by the prize-winning innovations around public procurement in Nigeria. We'll continue to work with them and our many other partners to improve the data, drive engagement, embed open contracting in strategic policy reforms and measure the impact.

We are also excited by the critical mass of opportunities and innovation in Latin America, with Argentina being at the center of the world stage hosting the G20 – with infrastructure as a key theme – and the International Open Data Conference. We will work with our partners on harnessing the energy in the region, especially with our regional helpdesk – staffed by the Latin American Open Data Initiative (ILDA) – and have hired a manager to oversee our engagements in the region.

For global change, the European Bank for Reconstruction and Development (EBRD) is emerging as a major strategic champion, supporting open contracting in over five countries. We are especially thrilled about the new EU reforms announced at the end of 2017 that will encourage all its member states to build full public registers of contracts and implement end-to-end procurement systems supporting the use of the OCDS.

The OGP's global summit in July in Georgia will provide an opportune moment to reflect on how to develop commitments that lead to results. The Contracting 5, now technically six with the inclusion of Argentina, and hosted by France, may provide new models for how to expand open contracting. As global events go, open contracting may just be what the 2024 Olympics in Paris needs.

We also have a host of research and investments, which began last year, that will be released early in 2018. These include the culmination of our two-year-long research unpicking the myths around commercial confidentiality in public contracting, our research with the Natural Resource Governance Institute on open contracting in the oil and mining business, and our work with the Construction Sector Transparency Initiative on an infrastructure open data standard.

We are stoked and ready to step up our game again for even greater impact and implementation as the year proceeds. By the end of 2018, we will be crafting a completely refreshed 2019-2022 strategy to make open contracting sustainable (and hopefully put ourselves at the OCP out of business). The only way we will do that is by building a legion of empowered users, businesses and officials for whom openness is central to effective, efficient and accountable government. Our success as the OCP will be built on the success of others, so 2018 is really centered on you all.
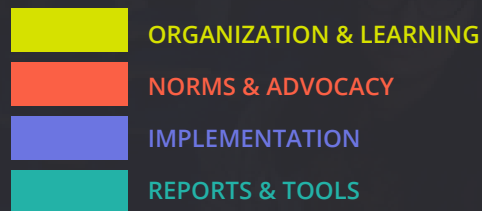
Gavin Hayman
#thefutureisopen

2017 saw real impacts from open contracting in Paraguay including social activism, government accountability and improved tendering.

2.

A timeline of open contracting in 2017

JAN

We launch a report with Transparency International on open contracting in the health sector.

In research with the Sunlight Foundation, we look at what works for American cities.

FEB

We support Ukraine in recommending open contracting to the World Trade Organization at the Agreement on Government Procurement (GPA) meetings in Geneva.

We co-organize Nepal's first open contracting hackathon.

We re-establish our partnership with the new Director General of the Nigerian Bureau of Public Procurement.

MAR

We partner with the Latin American Open Data Initiative (ILDA) to establish a helpdesk for Latin America.

Open it to fix it: our second impact story features Nigeria's progress and adoption of open contracting.

APR

We kickstart collaborations with new partners in Central and Eastern Europe at a workshop on open contracting at the Personal Democracy Forum in Poland.

We publish a working paper on connecting the IATI Standard and the OCDS.

We launch the first Open Contracting Innovation Challenge, together with the Open Data Institute, asking for pioneering ideas to solve corruption in public procurement.

2. Open contracting in 2017

APR

We participate in the Hivos Regional Sprints in Latin America and Asia to support local civil society partners to define their visions for open contracting projects.

Open contracting and OCDS are included in the resolutions of both the Africa High-Level Procurement Forum and the Africa e-Government Procurement Forum.

MAY

The B20 makes recommendations to the G20 that refer to using open contracting in infrastructure projects.

The Anti-Corruption Working Group of the OGP publishes a brief on recommendations for open contracting commitments.

In an open letter, 50 organizations from Africa, including us, send a message to German Chancellor Merkel that open contracting is key for sustainable development.

We hold a training and co-working session for our team and all helpdesk members in Manchester.

JUN

The Open Contracting Data Standard is upgraded to version 1.1.

The Australian state of New South Wales publishes open contracting data.

The incubation phase of our Open Contracting Innovation Challenge begins, with six finalists and a Government Innovation Award winner, chosen from 88 applications (we expected 20).

JUL

The Open Data Charter publishes guidance for open data for anti-corruption and makes recommendations for open contracting.

In Germany, the G20 commits to fighting corruption in public contracts, as highlighted in the Leader's Declaration.

We reinforce our partnership with the Afghan National Procurement Authority and Integrity Watch Afghanistan, along with the World Bank Group, on a two-week visit to Afghanistan.

ORGANIZATION & LEARNING   **NORMS & ADVOCACY**   **IMPLEMENTATION**   **REPORTS & TOOLS**

AUG

We run our first technical training for Latin American procurement officials during Abrelatam/Condatos in Costa Rica.

Georgia and Zambia start publishing open contracting data.

SEP

We hold an innovation challenge in Mexico City: "Your city, your data."

The 10th International Conference of Information Commissioners issue a resolution on access to information in public services that strongly supports the principles of open contracting.

French President Macron highlights the Contracting 5 as a model for country collaboration at the UN General Assembly in New York.

We publish our third impact story highlighting the transparency alchemists from Paraguay.

We hold the first technical training for European vendors in Tbilisi, Georgia.

OCT

The Inter-American Network for Government Procurement (RICG) launches an open contracting working group.

The European Commission suggests better and more accessible data can improve public procurement across Europe, proposing new e-forms and publicly available contract registers.

The Sinar Project from Malaysia wins the Open Contracting Innovation Challenge, Nigeria's Bureau of Public Procurement receives the Government Innovation Award.

Uganda starts publishing open contracting data.

Nigeria's Bureau of Public Procurement releases its new Nigerian Open Contracting Portal, with input from civil society organizations.

We publish our first partner feedback report on our work.

2.

Open contracting in 2017

NOV

Mexico starts publishing open contracting data.

Nepal's Public Procurement Monitoring Office launches its open contracting website.

With Hivos, CoST, The B Team and Article 19, we gather 200 innovators and champions at OCGlobal17 in Amsterdam.

Argentina joins the Contracting 5.

We publish our research into use cases: Using it, not losing it, over procurement data.

We update our online guidance for governments working on publishing open contracting data.

DEC

Throughout 2017, more than 10 countries make new or renewed commitments to open contracting.

We sign a Memorandum of Understanding with *Région Bretagne* in France, officially launching our pilot project with Brittany and the French national government.

In Brussels, we close a successful year working with the EBRD to bring open contracting to more than five countries in Eastern Europe and Northern Africa.

In Ukraine, monitoring of public procurement becomes mandatory for all contracts by law.

«*Open contracting is no technocratic fix. It strikes at the very heart of politics. It threatens powerful networks of corruption.*»

Sanjay Pradhan, CEO, Open Government Partnership

3.

Open Contracting 2017: celebrating progress and learning

Government contracting is better, smarter and fairer when citizens and businesses are actively involved. Open contracting can improve lives everywhere. It is vital to modernizing government, fighting corruption, reforming markets and fostering business innovation and entrepreneurship.

So, on 28-29 November 2017, around 200 of the best and brightest innovators from government, civil society, business, media, academia, civic technologists and international institutions came together to share what's hot, what's not and how open data and user engagement can drive a transformation in public contracting.

New reform efforts, projects, platforms, lessons and impact were discussed by a vibrant field of practitioners who share the goal of revolutionizing government contracting. In addition to countless new collaborations, initiatives and ideas, these overarching themes emerged:

- Open contracting is not only about procurement, but about better social policy and service delivery that make a difference to "ordinary" citizens.

- Celebrating the next wave of open contracting impact stories – crucial to showing this issue is at the core of sustainable reforms – from Paraguay and Colombia.

- An understanding that open contracting goes far beyond just opening up data, to opening the systems and processes behind public spending, and creating long-term change in power structures.

- The private sector has a strong interest in leveling the playing field for doing business with government. But the open contracting community must develop better arguments and opportunities to involve it in actively advocating for open contracting.

- Finally, the need to increase quality, iterate implementation and stay credible.

More than a dozen tangible initiatives to advance open contracting were developed or announced at the meeting, in areas that include:

- **Broadening coalitions for change**, with a specific focus on Europe, Latin America, corruption in contracting, and the Paris Summer Olympics in 2024.

© Judith Quax

- **Engaging the private sector**, especially in Kenya.

- **New resources, grants and other opportunities**, including access to the International Association for Contract and Commercial Management's training course, extending procurement reporting to contract registers supported by the European Commission, investigative partnership grants for journalists and civil society from Hivos, a second innovation challenge run by Hivos and the OCP, and assistance from Open Opps transforming data to OCDS.

- **New guidance, methodologies and tools**, such as a profile of the OCDS for infrastructure from CoST and the OCP, a research agenda for data-driven advocacy, and a methodology for assessing procurement systems by the World Bank.

Our conference report describes these outcomes and initiatives in more detail.

4. Learning and feedback

One of our key priorities is to build the field, not be the field. We launched our first field survey in 2017 to determine how we are doing. Partnering with Keystone Accountability, a leading social feedback organization, we went directly to our stakeholders to learn what we can do better to help them accelerate their open contracting work. We are doing a number of things well (and should do more of them), and have several opportunities to improve our efforts.

«Partners see us as a valuable, credible organization that leads the global agenda around public contracting»

You can read the full report here. Partners see us as a valuable, credible organization that leads the global agenda around public contracting, and gave us a very high net promoter score (i.e. would recommend others to work with us). The OCDS is seen as a key tool, whilst our communications and learning events also received high marks.

In terms of improvements, we learned that we need to do more work to diversify the network, particularly by bringing more journalists and businesses into the conversation. We also need to build and provide more in-kind support to partners so they feel they can then lead open contracting interventions on their own.

We have already used these insights to inform our plans for 2018 and beyond. We aspire to be a learning organization, measuring and analyzing the impact of both open contracting and us as an organization. Providing thoughtful opportunities for our partners to give ongoing feedback is key to this approach, so throughout 2018 we will deploy a number of smaller, more focused surveys that will dig deeper into these results, and measure how we are improving. And we will carry on sharing what we learn with the open contracting community, to strengthen the work of implementers and reformers around the globe.

5.

Building the field: status of open contracting worldwide

Open contracting commitments and implementation worldwide

⊙ official subnational commitments and implementations

Across the world, over 30 countries are at work implementing open contracting or the OCDS. In 2017, seven government agencies published OCDS data for the first time, including New South Wales in Australia, Georgia, Mexico, Moldova, Nepal, Uganda, and Zambia. In Mexico, besides new open contracting data at the federal level, Mexico's Institute for Access to Information has started publishing open contracting data. In addition, six new feedback processes were developed between civil society and government agencies to ensure that contracting information is used to fix pertinent issues.

This has kept our helpdesk busy. In total, we supported 120 partners (both government and nongovernment) from 48 countries, cities, the EU and other alliances

worldwide with policy and technical advice in 2017. We are now working with the Latin American Open Data Initiative (ILDA) to provide support to the many Spanish-speaking users of the OCDS. We have also translated the schema and its documentation into French, and translation has begun in Russian.

We've improved our implementation guidance and resources as well, starting with our new interactive seven steps guide to implementing open contracting (available at www.open-contracting.org/implement) and a number of tools, templates and guidance documents along those steps.

The OCDS underwent its first significant update to version 1.1 to address some of the feedback we

received from our early implementers, and provide a better way to handle extensions for additional data. Our validator tool and mapping templates were updated to support multiple versions of the standard and to report on deprecated fields in version 1.1.

The use of this published data was one of our priorities for 2017. As a result, we built on our 2016 Red flags for integrity report in our "Using it, not losing it" use case guidance, report, and mapping. These demonstrate new ways to effectively use open contracting data for greater value for money, market opportunities, integrity and service delivery, and were developed after an assessment of user needs to pinpoint the real guidance and tools the field needs to make better use of open contracting data.

Priority uses for open contracting have been expanded to address demands by EU directives as well as demands from users in areas such as trade and construction. In partnership with the EBRD, we are developing a set of extensions and mappings to ensure that all the disclosure requirements of the WTO's General Procurement Agreement and the UNCITRAL model law can be met using OCDS. We are also collaborating with the Infrastructure Transparency Initiative to ensure the standard satisfies needs relating to infrastructure projects.

Finally, we'll work to further link contracting data along the procurement process to information on budgets and spending, building on the innovative work of Mexico's Transparencia Presupuestaria team on budget data and of Paraguay on spending data.

Showcase and Learning projects

Our Showcase and Learning projects are distinct, longer-terms initiatives shaped around very specific user needs. We invest time and resources in these projects to bring together coalitions of partners and measure particular impacts of open contracting.
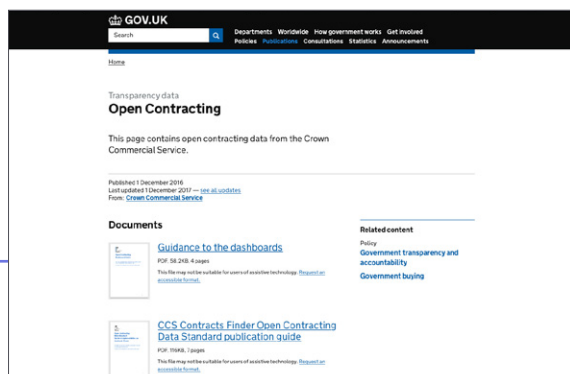
UK

The UK has made significant progress in implementing the OCDS through its Contracts Finder platform. The platform now publishes company identifiers and has more than 22,000 registered suppliers. Almost two-thirds of these are SMEs, a 53% increase since the beginning of 2017. Around 200 suppliers sign up to use the platform every week. We will continue to work with partners on the completeness of this data. This is especially important after the UK prime minister wrote to all her government departments at the end of 2017 reminding them of their obligations to publish timely open data on their contracts and payments, and the implosion of major public contractor Carillion.
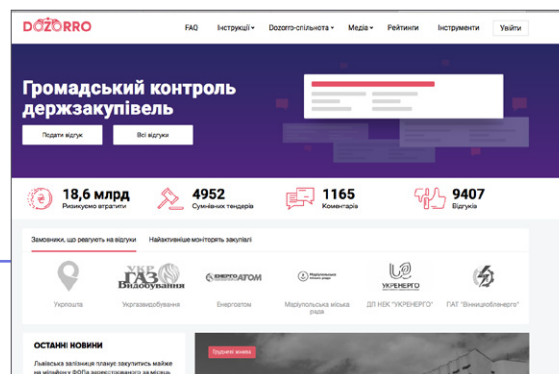
Ukraine

Evaluating impact and ongoing monitoring have been the focus of our support for Ukraine's ProZorro reform. In its first six months, the Dozorro watchdog community grew to more than 20 organizations who identified over 5,000 irregularities in procurement procedures, using the civil society monitoring platform www.dozorro. org. Half of these complaints have been resolved, with tenders amended in over 1200 cases, as well as 22 criminal charges and 79 other sanctions issued. In late 2017, after relentless campaigning by our civil society allies, Ukraine's parliament adopted a pioneering law (4738-d) that mandates using Prozorro and data in procurement monitoring activities, including corruption risk indicator tools.

Mexico City

After two years of support, our project in Mexico City came to a close with the public challenge "Your City, Your Data." The challenge incentivized the use of the data published by the city and was organized in collaboration with Transparencia Mexicana. We learned a great deal during those two years: up-to-date, user-friendly, quality data is equally as important as publishing in itself; and involving potential users of the data early on is important to go beyond publishing for transparency's sake and towards meaningful, impactful, and sustainable open contracting efforts.
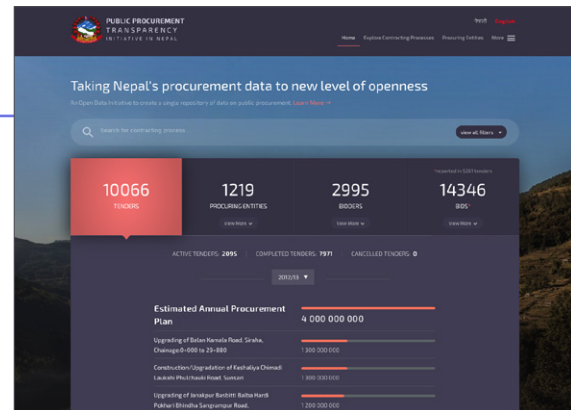
Nepal

We supported Nepal's Public Procurement Monitoring Office to publish and visualize procurement data at http://ppip.gov.np/. Working with the local CSO Cahurast, we piloted the use of available data to monitor five local construction projects. The ecosystem of users has grown to include Kathmandu University faculty and students, Cahurast, Open Nepal, and members of parliament. Using the newly available data is our priority in 2018. We will continue the monitoring program and explore opportunities with students at Kathmandu University, CSOs, journalists, and companies.

Evaluation of our Showcase and Learning projects

This year, we worked with the Open Government Institute (OGI), an evaluation organization that focuses on impact measurement in the open government world, to evaluate three of our Showcase and Learning projects. OGI took a hard look at how we execute our implementation and monitoring, evaluation and learning (MEL) strategies to help us make improvements.

By examining the impact, effectiveness, and sustainability of our projects in Mexico City, Nepal and Ukraine, OGI's evaluation report provides a comprehensive analysis of what we are doing well and ways we can improve our approach. It finds that we are well-respected by our partners. We are seen as an organization that is flexible and knowledgeable; a connector among open contracting communities. We have successfully created a culture of learning, analyzing and measuring impact. Our projects have achieved many of their planned deliverables, and have "a very positive trajectory for achieving" all of them.

That said, we can still do a better job of thoughtfully engaging stakeholder groups earlier in the process, particularly those from civil society and the private sector. We should also consider strategically expanding and improving our capacity-building efforts to improve projects, while contributing to long-term sustainability.

OGI's evaluation also shows the open contracting community is strengthening and gaining momentum, confirming our decision to make field-building a key priority in the coming years.

6. Our finances

As a project of the Fund for the City of New York, our year-end financial statements follow the Fund's calendar year from 1 October to 30 September. Here are the highlights for 2017 and a brief outlook for 2018.

In 2017, we raised $1.8 million in new funds, bringing our total income to $4.16 million thanks to generous support from Development Gateway, the EBRD, DFID, Hivos, the Omidyar Network, the Open Society Foundation, and the William and Flora Hewlett Foundation.

Some of that income ($547,000) arrived at the end of one fiscal year to support activities in the next and was thus "carried over" as retained earnings for program activities in the following year. Our total 2017 expenditures were $3.25 million, against a budget projection of $3.1 million. In accordance with our Board's Reserves Policy, we put aside a modest reserve of $365,000, which represents about one and a half months of full operating costs. We plan to do the same in 2018, taking our total reserves to $819,000 (or three months) which is in line with guidance on non-profit governance in the US.

Our slight overspend on our budget relates to our major global event, OCGlobal17 in Amsterdam. We partnered with others, but we also exclusively covered various expenses that were essential to the event's success, including a facilitation team.

We also slightly overspent on travel during the year and on country implementation support, including our technical helpdesks. We did this with the approval of our Advisory Board to meet soaring demand from our partners. We underspent on research and advocacy relative to our budget, but we feel we got the trade-off right whilst still making good progress in these areas.
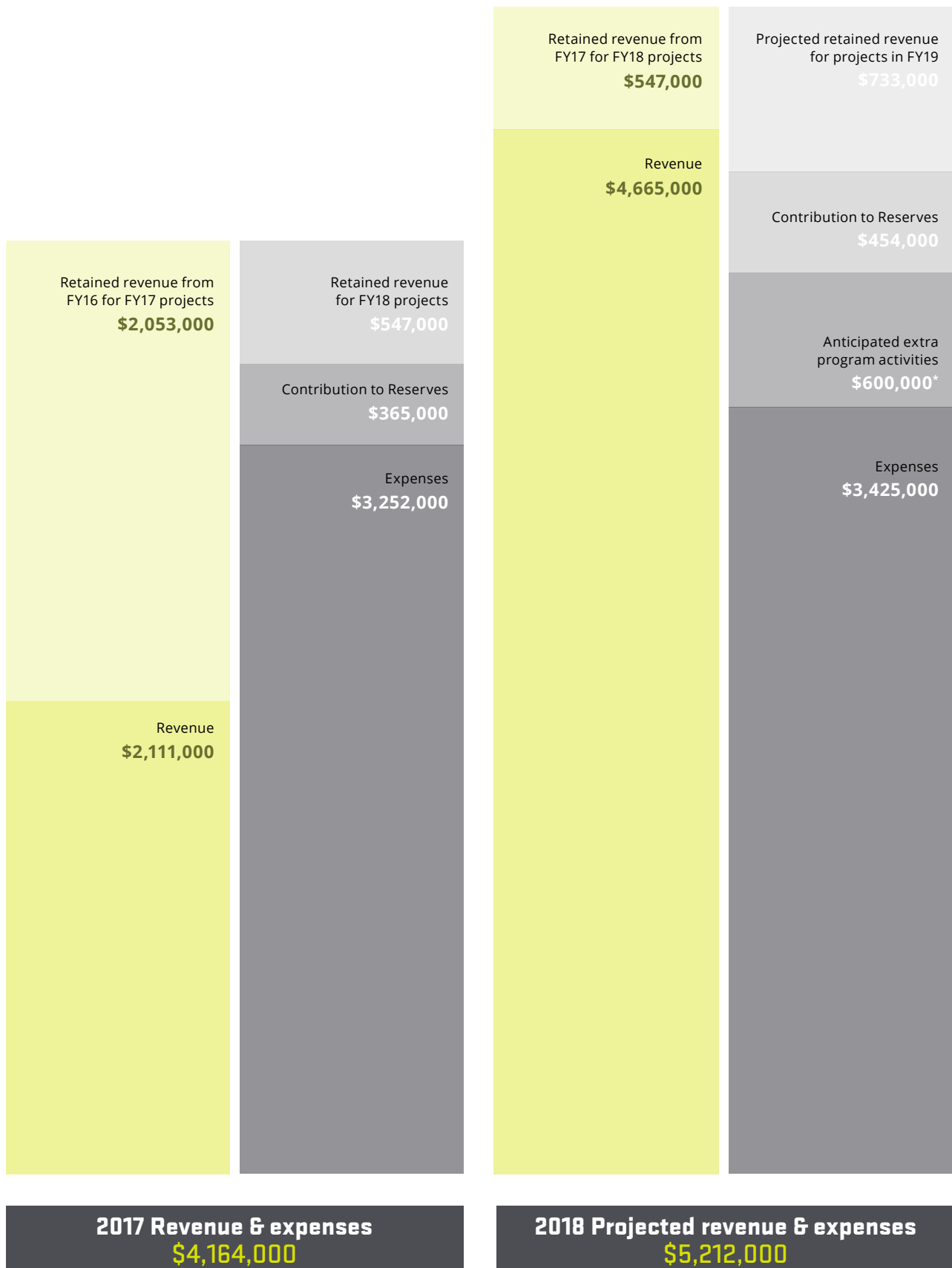
Although our total expenditure exceeded our original budget by 3%, we enter 2018 in a good financial state with a total income of $4.67 million.

We have been awarded four new grants: a one-year grant from the Bay and Paul Foundations, a two -year grant from the Omidyar Network and two longer-term grants from DFID and the BHP Billiton Foundation.

In response to rising demand for open contracting reforms globally, DFID's multi-year grant will allow us to support open contracting innovators – reformers from government, business, and civil society – by providing technical advice, capacity development, advocacy for global norm-setting, peer-learning and field-building. The BHP Billiton Foundation's funding will go towards helping to improve service delivery, value for money, public integrity and business competition from public spending in resource-rich countries.

We expect to spend slightly more on staff and program activities in 2018, in response to growing opportunities across the globe and demand from donors. We expect to hire two to three new senior program managers to enhance our impact in Latin America, Africa and Asia, capping our team at 15 for the future.

6. Our finances

Retained revenue from FY16 for FY17 projects
$2,053,000

Revenue
$2,111,000

Retained revenue for FY18 projects
$547,000

Contribution to Reserves
$365,000

Expenses
$3,252,000

Retained revenue from FY17 for FY18 projects
$547,000

Revenue
$4,665,000

Projected retained revenue for projects in FY19
$733,000

Contribution to Reserves
$454,000

Anticipated extra program activities
$600,000*

Expenses
$3,425,000

2017 Revenue & expenses
$4,164,000

2018 Projected revenue & expenses
$5,212,000

* Subject to donor and advisory board approval

6.
Our finances

2017 Expenses $3,252,000
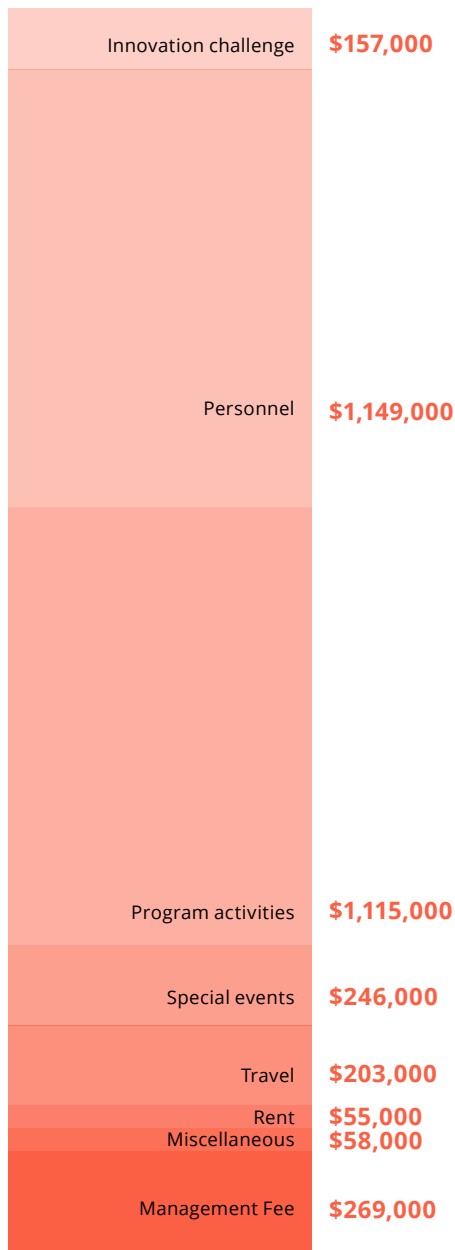
Category	Amount
Innovation challenge	$157,000
Personnel	$1,149,000
Program activities	$1,115,000
Special events	$246,000
Travel	$203,000
Rent	$55,000
Miscellaneous	$58,000
Management Fee	$269,000
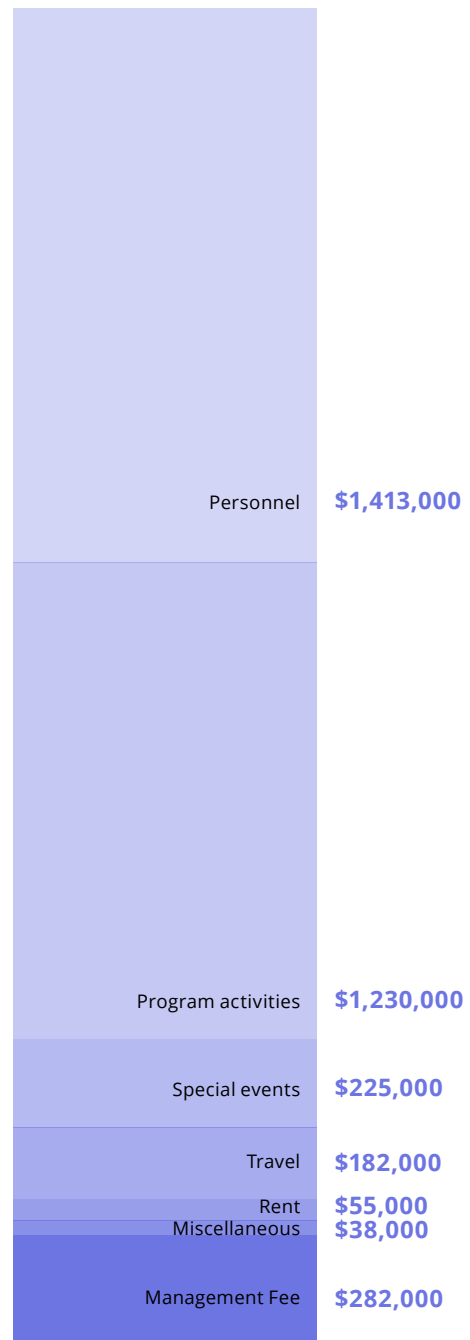
2018 Planned expenses $3,425,000

Category	Amount
Personnel	$1,413,000
Program activities	$1,230,000
Special events	$225,000
Travel	$182,000
Rent	$55,000
Miscellaneous	$38,000
Management Fee	$282,000

In 2016, we started to publish all our contracts in OCDS format and began to use the tool from the planning stage of contracts onwards. In 2017, we published contracts from the planning stage to contract stage. The process has been instructive and demanding. We did not always publish contracts in a timely fashion as the workload got heavier for our operations personnel, which is comprised of one staff member who is also responsible for our finances and other administrative duties. We have decided to hire a data entry officer who will upload contracts more regularly. We revised our Open Contracting Policy by increasing our sole source threshold from $15,000 to $25,000 in line with advice from our Advisory Board and we will now publish all contracts in the planning phase, not just the ones above the threshold.

7. Reporting on our targets

Rigorously measuring and tracking our work is a core aspect of who we are as an organization. Here's the update on our 2017 organizational targets and results:

- We significantly increased our ambitions at the end of 2016 and we've been able to maintain that new trajectory in 2017. We are watching the pipeline of publishers carefully and are focusing on more catalytic interventions to make sure commitments turn into action. We had one new publisher fewer than we had hoped for 2017, but remain on course to meet our overall target by 2018.

- We did not launch a new Showcase and Learning project in 2017 as expected. We preferred to maximize the impact and learning from our current ones, although we are keeping an eye on some exciting prospects for 2018. Instead, we put the time and effort into more catalytic support for a broader range of allies and projects. This should help boost our pipeline of publishers and users for 2018.

- On global advocacy, we have been awaiting the outcome from the OECD's new Methodology for Assessing Procurement Systems all year as it is an important opportunity to embed open contracting in a global framework. However, the methodology has still not been released. We saw a reference to open contracting at the G20 and a very clear endorsement of our approach by the Conference of Information Commissioners statement on open contracting in contracted out public services.

- There are many new tools using the OCDS and lots of positive feedback on our sharing and learning events, including our global conference, so we remain on track on those metrics. Although we saw positive gains in all our social media, we didn't reach the growth that we wanted.

- Our new funding was lower than our target, but that was because major new long-term funding arrived at the end of our 2017 financial year and will appear instead in 2018.

GLOBAL NORMS

OBJECTIVE	2017 TARGET	2017 REACHED	DETAILS	2018 TARGET	CURRENT TOTAL
Advocacy asks	1	1	Conference of Information Commissioners statement on open contracting in contracted out public services	5	6
OGP National Action Plans or similar commitments	5	6	Argentina; Liberia; Costa Rica; Colombia; Finland; European Commission	30	35
Key influencers adopt open contracting arguments	10%	14%	14% of our key influencers have utilized OCP messages and resources in public fora	15%	14%

IMPLEMENTATION OF OPEN CONTRACTING DATA STANDARD

OBJECTIVE	2017 TARGET	2017 REACHED	DETAILS	2018 TARGET	CURRENT TOTAL
New government agencies use OCDS	8	7	New South Wales (Australia); Public Procurement Authority (Zambia); State Procurement Agency (Georgia); Secretaria de la Función Pública / Secretaría de Hacienda y Crédito Público (Mexico); Public Procurement and Disposal of Public Assets Authority (Uganda); Instituto Nacional de Transparencia, Acceso a la Información y Protección de Datos Personales (Mexico); Public Procurement Monitoring Office (Nepal);	20	17
Validation of OCDS data to 3 star level	3	3	Public Procurement Authority (Zambia); Public Procurement Monitoring Office (Nepal); National Directorate of Public Contracts (Paraguay)	10	6
Re-usable OCDS tools, applications and processes	4	7	OpenOpps; OCDS Show (for PPPs); Development Gateway Monitoring and Evaluation (M&E) Dashboard; Development Gateway Corruption Risk Dashboard; Development Gateway jOCDS validator; Mexico Procurement Dashboard; OCDSearch	10	15
OCDS guidance packages developed for specific sectors	1	1	OCDS for PPPs profile	2	1
Companies/ organizations that can provide OCDS support	5	11	Data Activi.st (France); AFIC (Uganda); New Wave Technologies (Uganda); DataPathAnalytics (Ukraine); Market Planet (Poland); Beeg Eye Ltd (UK); HG (Uruguay); e-Commerce Center (Kazakhstan); uStudio Design (Ukraine); Everis (Barcelona); Turkoglu Ltd (Turkey)	20	23
Volume and source of help desk requests	200 requests from 40 countries	642 requests from 50 countries	From 120 partners	Steadily increase to 620 requests from 50 countries	642 from 74
Growing OCDS user community: mailing list	250	268		300	268
Growing OCDS user community: participants in community calls	15 avg / call	45 avg / call	Tools call = 49; Introducing OCDS Version 1.1 calls: English (37) + Spanish (27) = 64; Focusing on OCDS use cases calls: English (24) + Spanish (cancelled) = 24;	20 avg / call	45 avg / call

OTHER IMPLEMENTATION

OBJECTIVE	2017 TARGET	2017 REACHED	DETAILS	2018 TARGET	CURRENT TOTAL
New Showcase & Learning projects	1	0		6	4
Publishers reporting measurable impact on use cases	2	2	Paraguay; Colombia	5	3
Formalized feedback processes	3	6	Dozorro (Ukraine); MOU Uganda AFIC with PPDA; MOU Afghanistan IWA with NPA; MOU ICW with govt (Indonesia); MOU Bojonegoro Institute with govt (Indonesia); Kaduna State Nigeria MOU with PPDC	8	8
Documented support plans	3	9	Mexico; Argentina; Uganda; Italy; Chile; Austin (USA); Colombia; Brittany (France); Albania	10	11

FIELD-BUILDING

OBJECTIVE	2017 TARGET	2017 REACHED	DETAILS	2018 TARGET	CURRENT TOTAL
Positive feedback from "field partners" on effectiveness of OCP support	15	23	23 reported feeling empowered to move the agenda forward; 21 reported increased knowledge and capacity from learning events; 27 reported increase in knowledge and capacity based on use of guidance resources	35	23
Organizations starting new open contracting projects	5	13	Cahurast; Sinar Project; OCD Lab; Association of Industrial Automation Enterprises of Ukraine (AIAEU); Civica Digital; Spaceship Labs; TI BiH; Poder Ciudadano; TI Sierra Leone; CONNECTAS; Poder MX (since 2016); Kiev School of Economics; Open North	20	23
Organizations expanding their open contracting programs	2	1	AFIC OC working group expanding, includes action plans from Uganda, Nigeria, Ghana, South Africa, Malawi, Kenya	5	2
Funders begin or increase funding to open contracting projects not run by the OCP	2	8	Hewlett; Twaweza; Omidyar; EBRD; OGP AC working group; MacArthur; IDRC; European Commission	7	12
Top 10 communities deepen, doubling in size.	50% increase in number of actors in top 10 communities		To be calculated in early 2018	1542	771

7. Reporting on our targets

Network size (based on email exchange analysis)	Network grows by at least 800		To be calculated in early 2018	Doubles from 2016 baseline (reaching approximately 3000)	**1380**

LEARNING AND EVIDENCE

OBJECTIVE	2017 TARGET	2017 REACHED	DETAILS	2018 TARGET	CURRENT TOTAL
Learning convening: Number of learning sessions	**7**	**15**	#OCGlobal17; Mexico City Civil Society Challenge Event; Condatos workshop in Costa Rica; UNDP workshop in Istanbul; Confidentiality roundtable in UK; Gdansk (PDF); 2 Hivos sprints (Guatemala, Jakarta); SPLC in Denver; C5 meeting in Paris; OGP West Africa training; Amsterdam Hivos technical training; Georgia datafest Oct 2017; OGP Argentina side event on translation; ChileCompra training	**20**	**30**
Learning convening: Effectiveness of learning sessions	**90%** satisfied **70%** report learning something new that they will use in their work	Met	#OCGlobal17: 92% said event met or exceeded expectations (satisfaction); Condatos Technical Workshop: 100% learned something new; EU & GPA workshop: 80% learned something new; Hivos Amsterdam: 100% learned something new, 70% felt session met objectives	Overall high level of satisfaction	
Use of implementation guidance	**5**	**5**	AFIC (Uganda) used Use case guide in training for PPDA and civil society; also used mapping template in 2016 report; Hivos use of assessment methodology in 16 countries; UK Foreign Commonwealth Office use of assessment methodology in 5 countries; OCDSearch project used the OCP maintained repository of sample data in developing their tool; DG using Use Case Guide and MEL framework template	**15**	**5**
Implementation resources developed: by OCP	**2**	**9**	Spreadsheet input template; French mapping template; Creating and managing extensions slide deck; OCDS in a day + Releases & records exercise; OCDS Upgrade four-pager; Sample data scripts; Updated 1.1 mapping template & guidance in English & Spanish; Using it, not losing it, over procurement data; Flatten Tool	**9**	**17**
Implementation resources developed: with or by partners	**4**	**6**	BTeam guidance for Private Sector; OC for Health; World Bank & European Dynamics EGP toolbox; OGP ACWG recommendations; Ukraine Best Practices Index; Development Gateway validator tool	**12**	**8**

7. Reporting on our targets

COMMUNICATIONS

OBJECTIVE	2017 TARGET	2017 REACHED	DETAILS	2018 TARGET
Share of voice	Increase share of voice in news, blog, and Twitter to **35%**	**61%**	On average, we achieved a share of voice of 46% in social media, 58% in select global news media, and 78% in leading blogs related to our issue.	**50%**
High-level international mentions	**1.5x** mentions in international media (total of 15 new)	**17**	Guardian on Nigeria, Colombia + Op-ed in This is Africa; Aidpreneur podcast + CIPE podcasts; Apolitico introduction to open contracting; high-level editorials in Telam & Excelsior; data investigation in Animal Politico (MX); Reuters Trust; The Diplomat; The Initium; The Hill; The Hindu; El Tiempo; El País; ZDNet	Mainstreaming of open contracting in international media
Traditional media	Country-level coverage where we are active	**260**	Good coverage for our priority countries (Colombia, Mexico, Nigeria, some in UK, Ukraine, Nepal)	Mainstreaming of open contracting in media
Social media	**50%** greater follower/ community over last year	**31%**	Increase of average engagement rate (1.4 from 0.9).	Steady escalation
Substantive engagement with top influencers	**70%** of group	**86%**		**86%** of group
Traffic increase	**50%**	**72%**	In developing countries, we grew our traffic by 72% due to an strong increase in countries such as Mexico, Nigeria, Paraguay, Philippines, and Ukraine. Overall, we increased our traffic by 48%.	Steady increase

ORGANIZATION

OBJECTIVE	2017 TARGET	2017 REACHED	DETAILS	2018 TARGET	CURRENT TOTAL
Fundraising	**US$3m** raised	**US$1.89m**	$350,000 OSF 3 $950,000 Hewlett $56,000 EBRD Contract $8,000 Web Foundation Contract $26,000 Development Gateway Contract $11,000 Hivos $500,000 ON disbursement metrics grant	**US$11m**	**US$7.58m**
Governance	Real time disclosure of our own contracts	Miss	The process has been instructive and demanding, and ended up exceeding the current capacity of our operations personnel. In 2018, we will hire someone who will focus on data entry and regularly uploading contracts.		

GET IN TOUCH

The Open Contracting Partnership connects governments, civil society and business to open up and transform public contracting so that it is smarter, better, and fairer.

www.open-contracting.org
@opencontracting
info@open-contracting.org

Open Contracting Partnership