



ANNUAL REPORT 2018



Open Contracting Partnership

2018

ANNUAL REPORT

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Introduction: Better connections to transform public contracting

Public contracting is the world's largest marketplace. One in every three dollars spent by government is on a contract with a company; it's the bricks and mortar of public benefit where the vital goods, works, and services on which we all rely are purchased.

Yet many governments don't seem to know what they are buying and selling, for how much, and with whom they are dealing. Bureaucracy, inefficiency and malfeasance are rife.

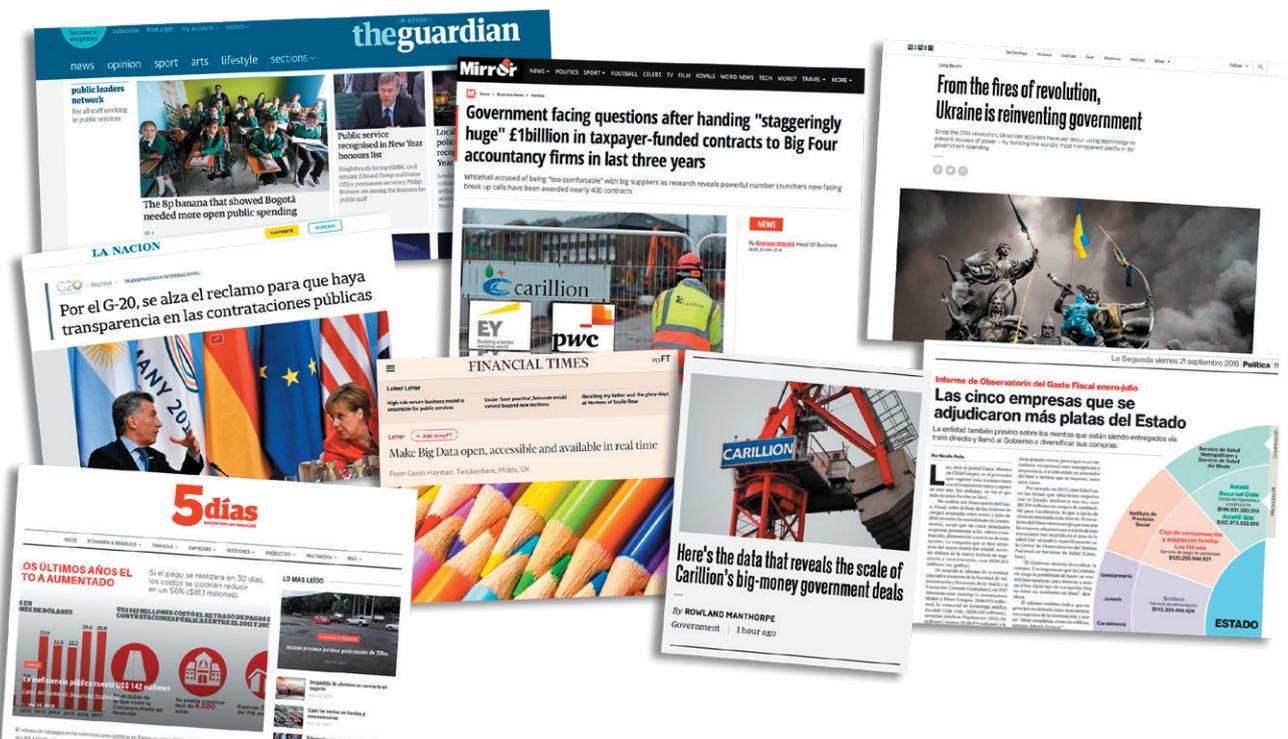
And the pace of innovation is slow. Contracting is a compliance-based chore. Transparency takes time and trouble, and government officials worry about being called out for small technical mistakes. It's easier for them to go to the same reliable old companies again and again rather than embracing innovation or taking risks.

The Open Contracting Partnership (OCP) was born to change all this. To seize the transformational opportunity of making public contracting a user-friendly digital service driven by data rather shuffling

documents and paper. We're determined to accelerate this change by driving systemic reforms, helping innovations jump scale to global impact, and fostering a culture of openness in policy, data, tools and results.

As we approach the end of our first four-year strategy cycle from 2015-2018, our community has much to be proud of: more than 50 governments have committed to foster transparency and accountability in public contracting; 19 publishers are using our data schema, the Open Contracting Data Standard, to make public contracting information more accessible, machine-readable and user-friendly, and another 20 are working on similar publishing initiatives; more than 10 decent reform programs are saving governments money, improving opportunities for businesses, and delivering better public goods, works and services to citizens.

In fact, we've met or exceeded all our targets but one: that for systemic impact. We're not afraid to take risks so we set our ambitions high and will keep on pushing for those systematic impacts where we see a new way of doing business emerging in a country.



“It takes time to bring politics, data, policy and systematic engagement together to build better connections and solve real-world problems.”

But, of course, open contracting is demanding and thoughtful work. It takes time to bring politics, data, policy and systematic engagement together to build better connections: connecting openness in data to openness to engage and collaborate; connecting advocates for transparency to problem holders in government, industry, and community groups; to go beyond compliance, connecting data analysis to solve real-world social and economic problems; connecting open contracting leaders to new adopters as mentors to scale and replicate reforms.

We’ve listened to our partners and incorporated their sage advice in our new strategy to get to even more impact in the future. Section 2 details the key lessons that we’ve heard and how we will be putting these into action in our new strategy. Section 3 documents the many promising signs of change that we’ve seen in 2018

on the way to those long-term systemic impacts that we care so much about. Section 4 highlights a packed and exciting year where we’ve launched a vast array of new tools to support our partners as well as specialist research for open contracting for infrastructure, oil and mining or busting the many myths around commercial confidentiality in public procurement. Section 5 reviews our regional and national progress in 2018. Section 6 covers our finances and how we put the generous support of our funders to best use in the year. Lastly, section 7 gives you a systematic overview not only of 2018 but our first four years.

They have been an incredible rush, fuelled by bottom-up energy of so many exceptional partners and allies. Join us for the ride as we race ahead to transformational change and even more impact in 2019 and beyond.



In Paraguay, students, some too young to vote, are tracking down funds and contracts to ensure the most run-down schools in their city are renovated and repaired. One in an exciting pipeline of stories that document our shift to reforms embedded in concrete social needs.

Our strategy



We've come a long way since we spun out of the World Bank in 2015 as a smart, silo-busting initiative to work across governments, businesses, civil society, and technologists to disrupt and transform the stolid, risk-averse world of public contracting. We've seen eager adoption of the idea of open contracting and of some of the specific tools that we support. Over 40 countries, regions, and cities are working to adopt the Open Contracting Data Standard (and some 19 of them are already publishing). But aside from impressive results in Colombia, Paraguay, and Ukraine, implementation has often fallen short. In too many cases, transparency for transparency's sake was the main driver for open contracting.

We are taking this lesson seriously. Learning from our first strategy cycle and the rapid iteration and experimentation, we now know the cornerstones

of our new strategy. Open contracting can have a transformational impact, but it is demanding and thoughtful work, bringing politics, policy, data, and cultural change together.

Last year, we reached out to you to understand how to support you better, with a commitment to align our new strategy around the needs of our community – whether you are the minister of public works or the civil society watchdog or an aspiring government contractor. Public contracting cuts across the whole of government. Unless power realigns behind our allies and partners, progress can easily stall. We want to ensure that open contracting reforms push through these barriers to deliver enduring change.

Here's the advice you shared with us and what we will do about it.



You said: Pick your engagements (even) better

So we will revamp our engagement criteria to include a better understanding of the local political economy to better prioritize our support and make the most of our resources.



You said: Focus more on the quality of the data and how it is used

So we will develop a more systematic approach to measure the "quality" of our data publishers and track improvements or regression. We shouldn't be enabling dumb pipes of government information for other actors to somehow mystically use to create accountability.



You said: Don't go

So we will stick around for a little longer (probably eight more years instead of four) and support our partners as their programs mature and become sustainable.



You said: Change is tough, plan better for the dips

So we will be reviewing our entire approach to ensure we help reformers reach impact and overcome political challenges, inertia and bureaucracy. One significant pivot for us will be to work more with those actors that have pressing problems they are trying to solve, be it at the city, sub-national, or federal level.

You said: Engage and support more diverse actors

So we will, with new programs to work with the private sector, media, academia, and procurement monitoring organizations.

You said: And it's not just about the data, it's the whole system

So we will explore how to increase the openness of the entire procurement system. This means focusing on improving the system itself and how to drive better reforms through change management and learning.

You said: Think about these things too...

So we will. You shared some great additional ideas that we are still mulling over. Ideas ranging from indexing and benchmarking public contracting, mentorship models, and shifting to "open by design."

Our stories

Through our stories of change, progress and data use, we explore the impact of open contracting and how data can be applied to solve specific public policy and social problems. Many of the initiatives and the inspiring people driving them are part of wider efforts to open up public procurement. While sustainable impact will take some time, the ripple effects are apparent already.

NIGERIA

Abandoned schools and health clinics scattered across Nigeria are evidence of the devastating consequences of corruption and mismanagement in the country's service delivery projects. After a long campaign by civil society to open up contracting information, which included the creation of Africa's first open contracting platform, Budeshi, we are starting to see the first fixes in education and health projects. Meanwhile, the government's own efforts are shaping up, with the procurement agency training the first of 700 agencies to publish their contracting information proactively on a national open contracting portal.



“When we went to the field with information provided by the procuring entity... we saw a lot of projects that were very different to what was on paper [and different government agencies had conflicting data]. The utility of having standards, which we have proven with Budeshi, came to the fore: [Nigeria] needs a system where things are linked up together and everybody sees everything.”

**Gift Maxwell, Chief Operating Officer,
Public and Private Development Centre**

UGANDA

In Uganda, endemic mismanagement and corruption in contracting have been obstacles to ensuring basic public services are delivered effectively to citizens. Using open contracting mapping tools, civil society organizations convinced public agencies that improving information about contracts would allow the government to work more efficiently and fix the schools, roads and other public projects that communities rely on. The public procurement agency has developed an open contracting portal designed with users in mind, and key government entities say their internal processes and efficiency are starting to improve, while citizens are more confident in discussing their needs and monitoring projects.



“For citizens to be engaged in promoting accountability for effective service delivery, they must have information related to the contracts that are being implemented in their localities.”

Edwin Muhumuza, Performance Monitoring Manager, Public Procurement and Disposal of Public Assets Authority

CHILE

Annual spending on Chile’s transactional e-procurement platform accounts for 4% of the GDP, or equivalent to US\$11 billion. The civil society-run microsite Observatorio de Compras uses open data to scrutinize competition in procurement, with findings from the platform informing the activities of a collaborative public-private working group to monitor corruption and red flags, comprised of several NGOs and the government procurement agency ChileCompra. The group’s priorities include improving integrity in the health and construction sectors, and advocating for Chile to create a beneficial ownership register.

“When you don’t have the right incentives, you don’t have a fair market.”

Jeannette von Wolfersdorff,
Executive Director, Observatorio
del Gasto Fiscal



PARAGUAY

When Paraguay began investing royalties from a hydroelectric dam in development projects, students from Ciudad del Este monitored how the funds were allocated to schools in their region. Using open contracting data with collective action, they helped neglected schools chase funding for crucial repairs, leading to a dramatically fairer distribution of funds for school facilities over the last three years, reaching 80% of the most needy schools in 2017, compared to less than 20% in 2015.



“We realized there was no way to fix this if we didn’t go beyond the individual and create something bigger; to become a platform for young leaders to take the fight on and grow in their leadership.”

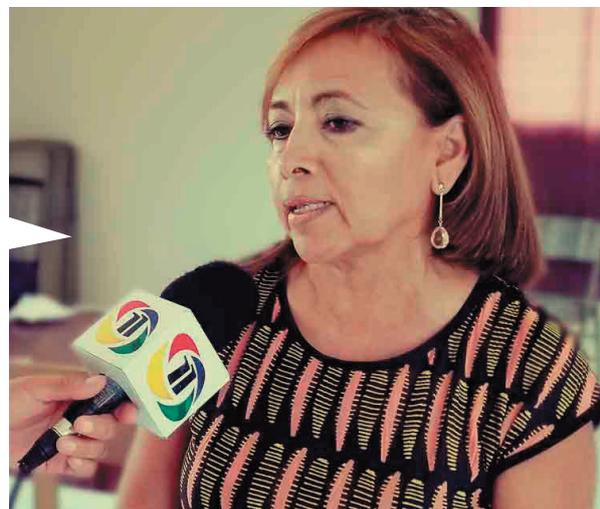
David Riveros García, CEO, reAcción

HONDURAS

In Honduras, the rapid growth in investment in large-scale infrastructure in recent years has made the sector a target for corruption and organized crime. Our partners at CoST - the Infrastructure Transparency Initiative have worked with citizen monitors, industry associations and other stakeholders to assess the quality of public infrastructure by drastically increasing the availability of project and contract data through a dedicated citizen monitoring platform that promotes active feedback. The results are shaping how infrastructure is being managed, while similar interventions are being adopted across other CoST programs globally.

“It has definitely had a positive impact because we have seen increased interest from both national and international investors in the construction sector in Honduras.”

Miriam Varela, Chamber of Construction Industry (CHICO)



4

Milestones

- ORGANIZATION & LEARNING
- NORMS & ADVOCACY
- IMPLEMENTATION
- REPORTS, TOOLS & EVENTS

JAN

One of the UK's largest contractors, Carillion, goes bust. We show how open contracting could have helped detect the warning signs and assess the government's exposure.

Digiwhist publishes opentender.eu, a new platform providing access to contract data in Europe.

FEB

Our G20 advocacy kicks off with an open letter to Argentina's president, in which more than 25 regional organizations ask for open contracting to be a key item on the agenda.

We offer to assist the 2024 Paris Olympics organizers to implement open contracting to help meet their pledges to prevent corruption and stay on budget.

Jalisco, Mexico starts publishing open contracting data.

The European Bank for Reconstruction and Development hosts a training in London and supports Armenia, Belarus, Kazakhstan, Kyrgyz Republic, and Moldova to implement the OCDS.

MAR

We organize hackathons and rallies for Open Data Day.

We join the New York City Open Data Week with a data dive on open contracting.

The deals behind the meals: Our new impact story explores how open contracting helped transform Bogota's school meal program.

APR

The Summit of the Americas in Peru unites in a strong declaration against corruption including an ask for open data in public procurement.

Milestones

- ORGANIZATION & LEARNING
- NORMS & ADVOCACY
- IMPLEMENTATION
- REPORTS, TOOLS & EVENTS

APR

Honduras' public entity COALIANZA, which oversees public-private partnerships, publishes open contracting data in line with the PPP profile of the OCDS.

During the World Bank/IMF spring meetings, we have a public conversation with the Paraguayan minister of finance about open contracting.

At the Personal Democracy Forum in Poland, we gather 200 activists for an open contracting workshop.

We host an investigative data hack with 30 participants to put the UK's OCDS data under the microscope.

MAY

In Lagos, journalists begin using open contracting to explore pressing social problems in their city.

In Mexico City, the Inter-American Government Procurement Network's open contracting working group meets for the first time to share lessons and discuss common open contracting principles.

Uruguay starts publishing open contracting data.

JUN

We launch our five-point-plan to open contracting in infrastructure.

Together with the Sunlight Foundation, we kick off a new program exploring open contracting in US cities.

We publish a report with the Natural Resource Governance Institute on Open Contracting for Oil, Gas and Mining Rights at the Extractive Industries Transparency Initiative board meeting in Berlin.

JUL

We review the UK's efforts to implement open contracting in our Learning Insights.

In collaboration with NRGi, we organize an open bid workshop for the Ministry of Petroleum in Ghana bringing best practice from Mexico, Lebanon, and the UK.

Milestones

- ORGANIZATION & LEARNING
- NORMS & ADVOCACY
- IMPLEMENTATION
- REPORTS, TOOLS & EVENTS

JUL

Our Mythbusting Confidentiality in Public Contracting report is launched in Tbilisi.

Our community gathers at the Open Government Partnership's Global Summit in Georgia.

AUG

Afghanistan starts publishing open contracting data.

Wired UK publishes a feature on the revolutionary ProZorro open contracting reforms curbing corruption in Ukraine.

Scotland starts publishing open contracting data.

We kick off our OCDS Bounty Program to promote reusable tools and better partner documentation.

SEP

We publish trade extensions for the OCDS.

Los Angeles and Philadelphia are selected to implement our open contracting program with the Sunlight Foundation in US cities, from a competitive field of applicants.

The declaration of the Global Public Procurement Conference in Washington calls for open data in public procurement.

The International Open Data Conference offers a chance to work with our community on open data for a week, including the Open Cities Summit and our own pre-event co-organized with Hivos and ILDA.

We launch two new tools to use the OCDS for better analysis and visualization as well as Kingfisher, which helps access open contracting data.

Chile starts publishing open contracting data.

OCT

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

Milestones

- ORGANIZATION & LEARNING
- NORMS & ADVOCACY
- IMPLEMENTATION
- REPORTS, TOOLS & EVENTS

OCT

We launch our Idiot's Guide to Looting Public Procurement at the International Anti-Corruption Conference in Copenhagen.

We host a news hack with the BBC's Shared Data Unit and local news journalists in Manchester.

We publish our guidance for OCDS in the European Union.

Armenia starts publishing open contracting data.

Nigeria starts publishing open contracting data.

The Indonesian city of Bandung starts publishing open contracting data.

NOV

The Open Government Partnership Asia Pacific meeting marks an important moment, igniting high-level open contracting commitments in region.

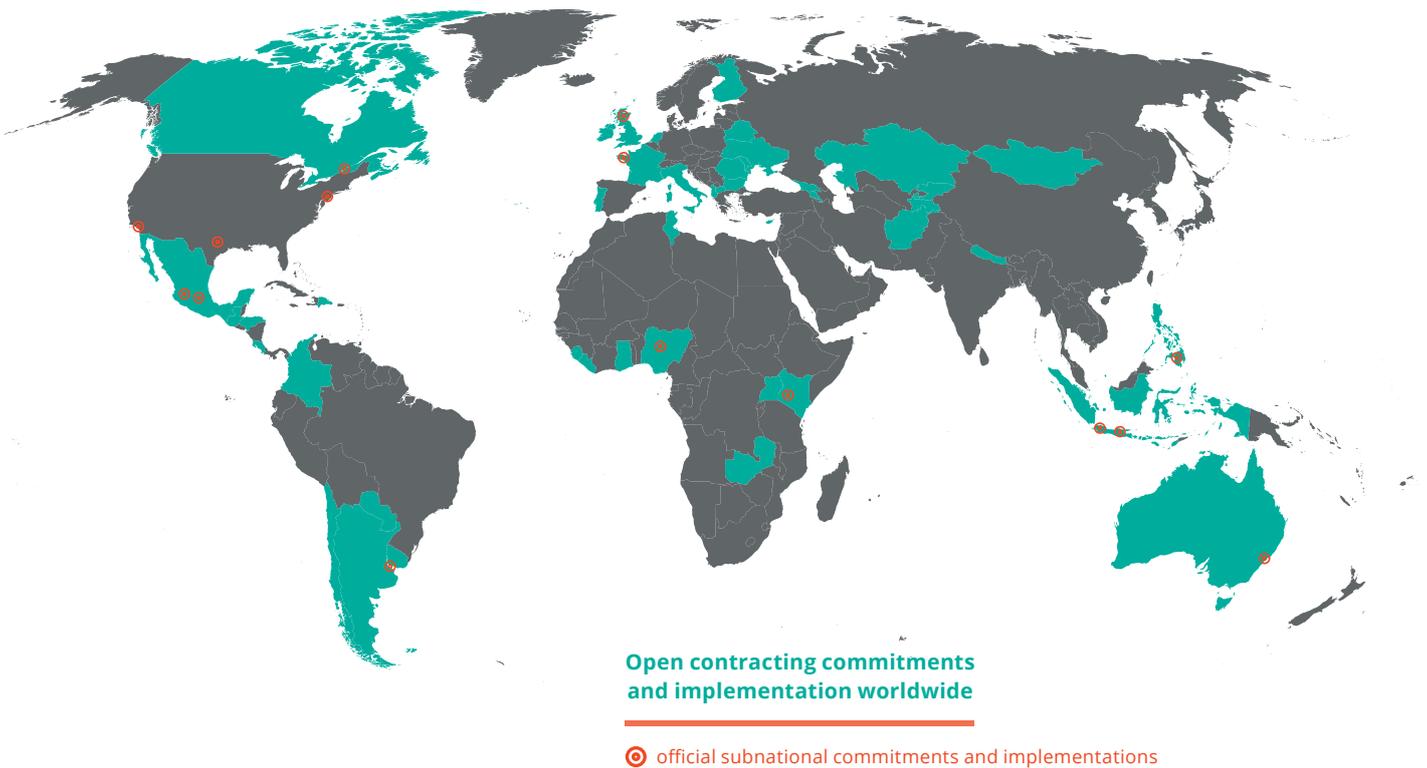
We organize a panel for the first Paris Peace Forum and a hackathon session on open contracting in major international events.

DEC

Promoting open contracting is at the core of a new report on the UK's public procurement by the Institute for Government.

Implementing open contracting

Who is implementing open contracting globally?



Regional summaries

Asia Pacific

Major political changes in Asia in 2018 have created exciting opportunities to open up public contracting. High-level commitments have been made by Indonesia, and Malaysia, which is keen to clean up the legacy of the previous government. We look forward to working with groups like the Sinar Project and the Institute for Democracy and Economic Affairs (IDEAS) to make sure those commitments are followed through. Actors from Australia to Thailand are picking up steam. Afghanistan has started publishing open contracting data, despite a challenging environment, as has the Indonesian city of Bandung. In Nepal, one of the first Asian countries to adopt open contracting, tensions between federal level and the regions has slowed down implementation. We're now working with the Dhangadhi region, which has agreed to experiment with us and reform the way they govern and monitor infrastructure procurement. Many reformers are just starting to engage with open contracting; the next year will show if these early commitments will turn into meaningful actions. We see potential and will try to help partners who are serious about progress to get results.

Regional summaries

Africa

This year, the most encouraging progress in Africa emerged from Nigeria and Uganda. In Nigeria, the Bureau of Public Procurement has started to publish data through its NOCOPO platform and the efforts by civil society, coordinated by the Public and Private Development Centre, are beginning to drive the first concrete fixes in schools and health clinics. But we haven't seen a systematic roll out of open contracting yet.

Uganda's government has also started publishing open contracting data and, despite technical challenges, is seeing changes in efficiency and competition, while working with the African Freedom of Information Centre to address issues raised by citizen monitors. After progress in Zambia stalled amid strong political resistance to reforms, we are discussing how we can help country actors to move forward. We've seen high-level commitments, from Kenya and Ghana as well as subnational governments in Kenya and Nigeria. Open contracting is a key issue being pushed forward by civil society activists from Cameroon to Malawi to South Africa. We're ready to help turn these opportunities into results.

“Many countries still struggle with the transition from commitments to implementing credible reforms, focusing too much on publishing data and less on using it for analysis and monitoring.”

North America

Progress has been slow in North America, but there have been some promising recent developments. Canada's new action plan focuses on expanding open contracting to the full procurement cycle, after a weak commitment initially, and we hope the next global summit in Ottawa will serve as a push to reinvigorate one of our earliest publishers of open contracting data. In the US, we are collaborating with the Sunlight Foundation to bring open contracting to Los Angeles and Philadelphia, where we'll explore how to solve specific policy issues, such as improving food procurement.

Europe

Ukraine's powerful transformation of public contracting continues and its ProZorro model for more open public procurement practices has been adopted by Moldova.

The EU Commission has taken note and embarked on a project to improve the standardization and validation of procurement data in the region, for closer alignment to the OCDS. We have developed OCDS Extensions to facilitate transformation between EU procurement data and the OCDS. The Commission is also promoting member states to publish complete contract records (from planning to implementation) in national contract registers. We have developed draft guidance on how the OCDS can be used to fulfill the objectives of these registers and we are collaborating with the EU and European Bank for Reconstruction and Development (EBRD) to identify a partner country with which to pilot the approach.

Implementation in France has been slower than expected, and Scotland has outpaced the UK, which has been held back by weak political leadership on open contracting. Interest is growing in an open contracting approach for the City of Paris and the Paris 2024 Olympics. In the Balkans, a new cluster of countries is beginning to engage with open contracting, including Bosnia and Herzegovina, Kosovo, and Serbia. With support from our partners at the EBRD, Armenia has started publishing open contracting data. Belarus, Georgia, Kazakhstan, and Kyrgyzstan have been working hard on integrating open contracting in their procurement systems.

Latin America

Latin America continues to be a hub of open contracting activity, at the regional, national and subnational level. Open contracting efforts in Colombia and Paraguay have expanded on the back of earlier successes, while new data use projects by civil society are emerging in Argentina, Chile, Guatemala, Mexico and Uruguay. Many countries, however, still struggle with the transition from commitments to implementing credible reforms, focusing too much on publishing data in the OCDS and less on using it for analysis and monitoring. Elections throughout the region have slowed down some progress at the political level. But we're encouraged by the many new partners and cross-country networks that are engaging with open contracting, such as the region's open contracting working group at the Inter-American Government Procurement Network, the Latin American Open Data Program, which emerged from the Summit of the Americas with an open contracting component, and a network of data journalism organizations keen on analyzing contracting data.

New focus area: Infrastructure

Infrastructure has been a hot topic at many of 2018's global meetings, leading with the G20. It's easy to see why: building schools, hospitals, airports, bridges and roads can make a huge difference to economies and citizens' lives. As part of our new five-point-plan to open contracting in infrastructure, we're working

on developing better data on infrastructure projects, supporting high-level implementation, producing more robust evidence, devising new strategies to involve the private sector, and setting up open contracting principles for infrastructure at the global and regional levels.



Developing the Open Contracting Data Standard

Increasingly, data quality and completeness have emerged as barriers to data use, so we've added these as metrics of success in publishing. We're also working with partners to develop automated processes for measuring and providing feedback to publishers on their data quality. Our new tool [OCDS Kingfisher](#) automatically collects available open contracting data from all known publishers. To promote the reuse of tools built using the OCDS, we launched a [Bounty Program](#). There are now over 40 open contracting tools in our [directory](#).

We've also expanded the utility of the OCDS to address different and more complex contracting processes, such as guidance on using the OCDS in the [European Union](#) and an extension for trade for the [Agreement on Government Procurement](#). We are working with partners such as GIFT and Open Knowledge on the link to budget data, as well as with CoST on open contracting for infrastructure.

Finally, the community around the data standard has grown and strengthened. We've been supporting partners and publishers from more than 100 countries and are continuously improving documentation, developing tools and upgrades.

Governance and finances

We have diversified our Advisory Board with three new members: Seember Nyager, formerly with Public and Private Development Centre in Nigeria and now with Google West Africa, Rudi Borrmann, from the Ministry of Modernisation in Argentina, and Sally Hughes, Chief Executive Officer for the International Association for Contract and Commercial Management (IACCM), who represents a global network of over 70,000 frontline private sector contracting experts. More information on our Advisory Board, management, and governance is available on our website at: www.open-contracting.org/governance.

Finances

As we are fiscally-sponsored by the Fund for the City of New York, our audited year-end financial statements follow the Fund's calendar year from 1 October to 30 September.

In 2018, our total revenue was \$4.9 million thanks to generous support from Laura and John Arnold, the Bay & Paul Foundations, the BHP Foundation, the UK's Department for International Development and its Prosperity Fund, Hivos, Luminate (previously Omidyar Network) and the William and Flora Hewlett Foundation. We also had retained revenues carried over from FY17 to FY18 of \$547,000.

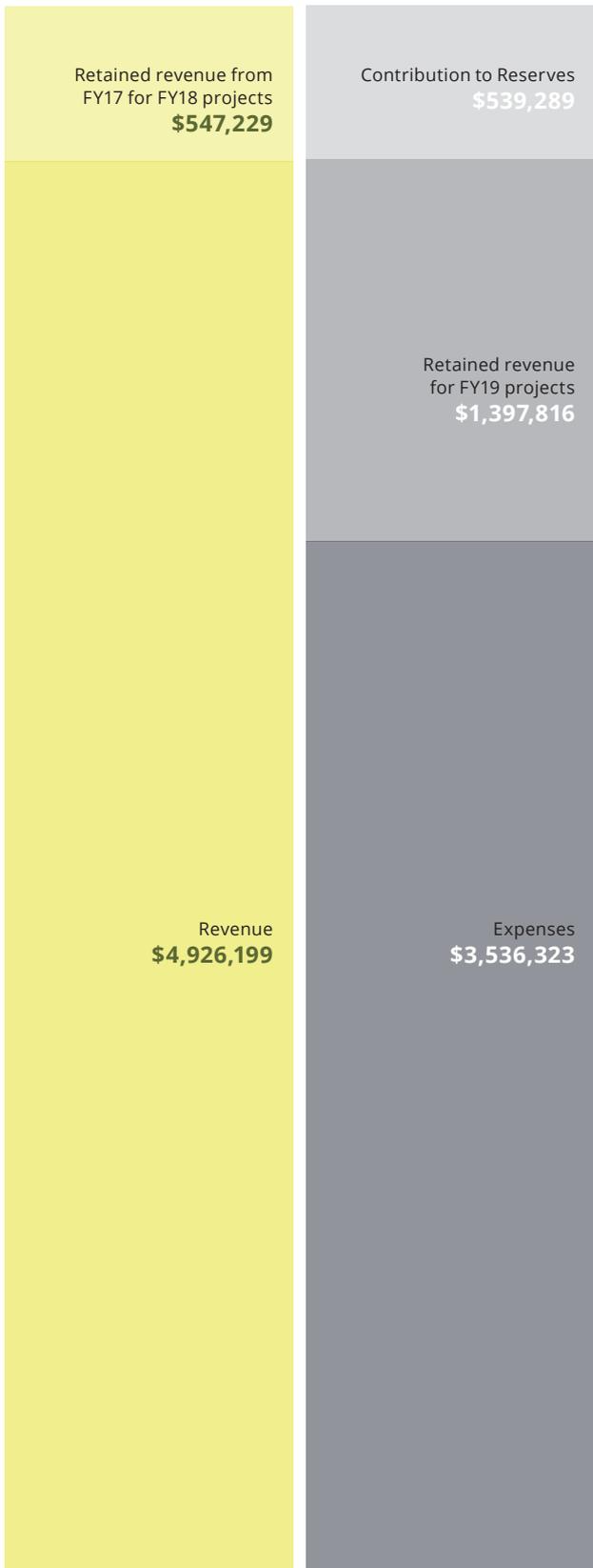
Our total 2018 expenditures were \$3.5 million, against a budget projection of \$3.6 million (meaning we spent 98% of our budget). The two largest expense line items in FY18 were our program activities (\$1.3 million) and personnel (\$1.2 million). In accordance with our Advisory Board's Reserves Policy, we put aside \$540,000, bringing our total reserves to \$904,000, which represents about three months of operating costs (in line with guidance on non-profit governance in the US and the UK).

One of our largest grants arrived near the end of FY18 so we retained a significant amount of that income (about \$1.4 million) for future program activities in FY19. In total, our planned expenditures for FY19 will be \$4.3 million on revenues of \$4.3 million, a 21% increase on FY18. We expect to spend more on staff and program activities, in response to growing opportunities across the globe and demand from donors.

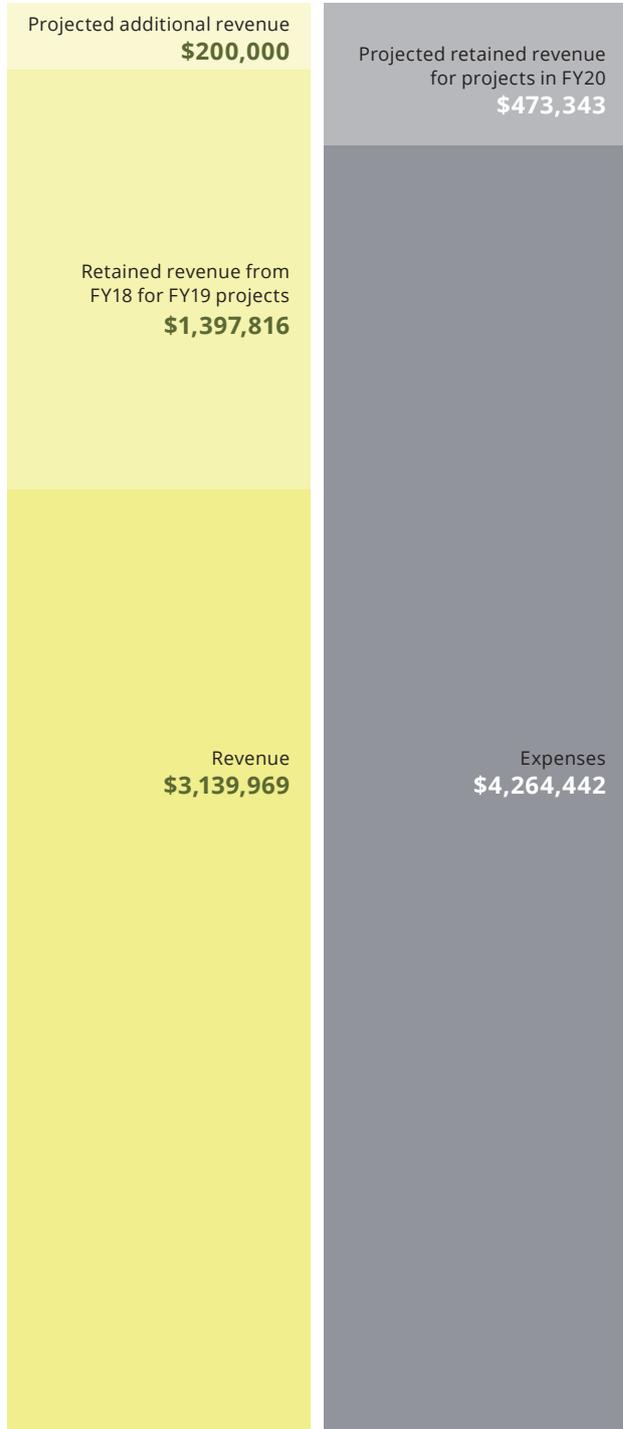
With committed revenues of \$3.1 million from our funders and \$1.4 million in revenues brought forward from FY18 we are in a healthy financial position to fund our FY19 expenditures.



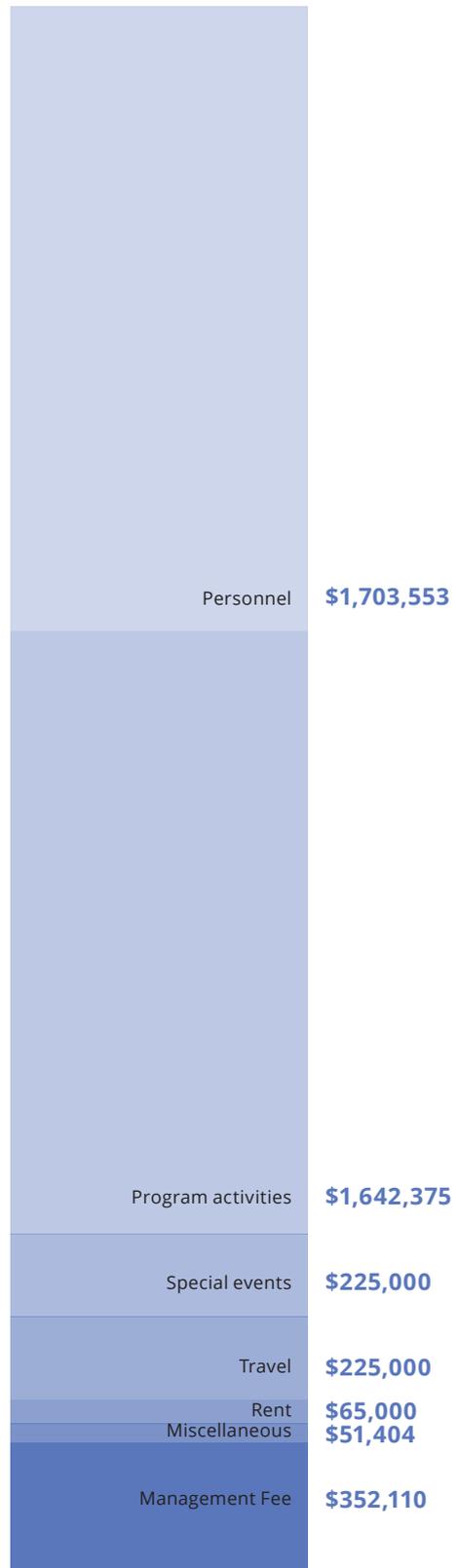
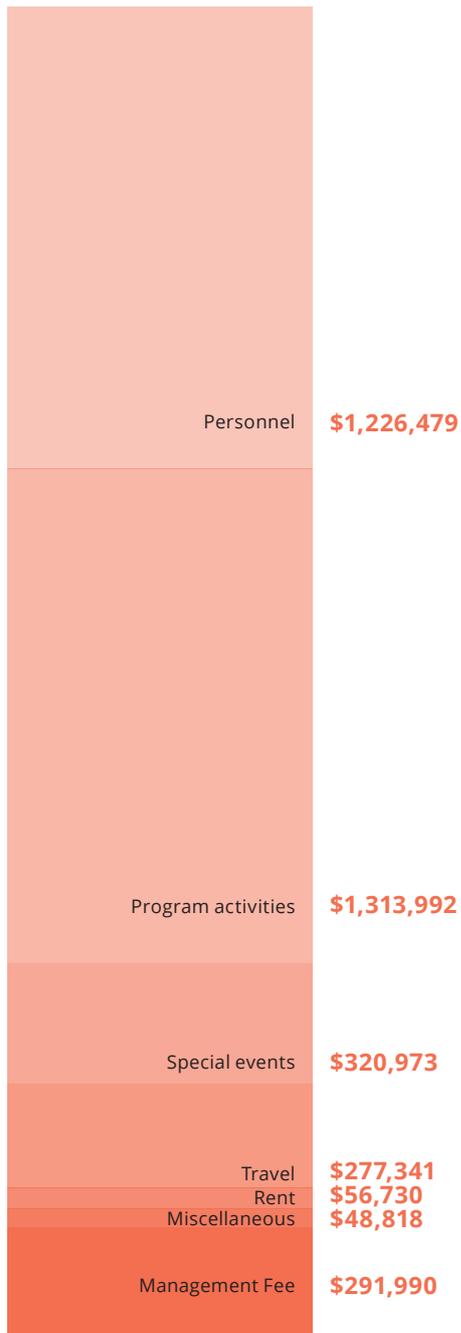
We spend a lot of time digging through government finances - here are ours.



2018 Revenue & expenses
\$5,473,428



2019 Projected revenue & expenses
\$4,737,785



2018 Expenses \$3,536,323

2019 Planned expenses \$4,264,442

Reporting on our targets

We care a lot about rigorously measuring and tracking progress in our work – and learning from our misses. This year also marks the close of the first strategy cycle and much of what we've learned from our first four years will inform our new strategy. Here's a quick look at how we did with regards to our 2018 and four-year targets:

- Global norms:** We've met all our targets we set to change the global norm of open contracting from closed to open. In 2018, we secured strong open contracting references at the international level. We also saw an impressive number of country commitments – more than 10 in 2018 and more than 50 over our full strategy cycle, exceeding our ambitions. However, few of them delivered meaningful results. This insight was a key driver to rethink our strategy and prioritize those commitments that have the resources and willpower behind them to ensure they have the potential for impact.
- Implementation:** Here's where we've been coming short. We didn't have any new documented impact in 2018, although the systemic impact we'd seen in Ukraine, Colombia and Paraguay has been expanding. We also missed our target for feedback loops in 2018 (although meeting our four-year target). Our new strategy will focus on accelerating impact by prioritizing cities and countries with real commitment and a problem- or target-focused approach. We'll also track and document use, early results and collaboration between stakeholders more systematically.
- Field-building:** It's been thrilling to see how many new organizations and funders took on open contracting over the past four years. In 2018 and over the entire strategy cycle, we have met or exceeded all of our targets. In 2018 we saw 24 new organization begin to work on open contracting, bringing us to an impressive total of 47 (we anticipated 20). In total, we now have 16 funders supporting open contracting projects. Going forward, we will balance a wider, more diverse community, including journalists and researchers with deliberate efforts to strengthen relationships with key partners.
- Open Contracting Data Standard (OCDS):** With nine new publishers, we've well exceeded our 2018 target of six new publishers. We also overshot our four-year target where we now have 26 government agencies publishing (we had aimed for 20). We have seen an uptick in companies providing technical support last year, reaching a total of 29 since we started (we expected 20). While we overshot our four-year target of reusable tools, applications and processes that consume OCDS data (18 while we expected 10), only three were built in 2018 (we had anticipated five). For our next strategy, we have new targets focused on improving data quality and use.
- Learning and evidence:** We have met all our four-year targets and nearly all of our 2018 goals. We hoped that we or our partners could have developed more resources, tools or guidance. However, we can point to a continuous increase in the use of materials we've developed. In our new strategy, we will shift our focus from the outputs of our capacity building efforts to the medium- and long-term results of a more capacitated and empowered field.
- Communications:** We have seen our reach increase throughout the strategy cycle and met all four-year targets. Open contracting has established itself firmly within the open government and open data discourse, as well as in the local and international news spaces. We, however, had two misses in 2018 – both our website and social media traffic expanded slower than we expected, partly because we dedicated less time and resources to generating more engagement. In our new strategy, we will explore how to reach out to a wider and more diverse audience beyond our immediate community.
- Organization:** We achieved our four-year and annual targets. We met our funding goal and also made progress on publishing our own open contracting data after falling behind last year. Going forward we envision to grow our team to about 20 people and have an annual budget around \$4.5 million.

GLOBAL NORMS

OBJECTIVE	2018 TARGET	2018 REACHED	DETAILS	2015-2018 STRATEGY TOTAL	ACHIEVED
Advocacy asks	1	2	Lima Summit Declaration OECD MAPS	5	8
OGP National Action Plans or similar commitments	5	13	Afghanistan, Australia, Chile, Canada, France, Georgia, Honduras, Indonesia, Kyrgyz Republic, Moldova, Netherlands, Portugal, UK. Subnational commitments by Austin, USA; South Kotabatu, Philippines; Kaduna, Nigeria are not counted in this category.	30	48
Key influencers adopt open contracting arguments	15%	26%	26% of our key influencers have utilized OCP messages and resources in public fora.	15%	26%

IMPLEMENTATION OF OPEN CONTRACTING DATA STANDARD

New government agencies use OCDS	6	9	National Procurement Authority (Afghanistan) Armenian e-Procurement System (Armenia) Integrated Resources Management System (Bandung, Indonesia) Chile Compra (Chile) Comisión para la Formación de la Alianza Público-Privada (Honduras) Secretary of Planning, Administration, and Finance (Jalisco, Mexico) Bureau of Public Procurement (Nigeria) Scottish Procurement and Commercial Directorate (Scotland) Agencia de Compras y Contrataciones del Estado (Uruguay)	20	26
Validation of OCDS data to 3 star level	3	4	Chile Compra (Chile) Secretary of Planning, Administration, and Finance (Jalisco, Mexico) Secretaría de Hacienda y Crédito Público/Secretaría de la Función Pública (Mexico) Agencia de Compras y Contrataciones del Estado (Uruguay)	10	10
Reusable OCDS tools, applications and processes	5	3	OpenTender (Digiwhist) Vue sur les contrats (FFunction) OCDS Kingfisher	10	18
OCDS guidance packages developed for specific sectors	1	2	OCDS for the Agreement on Government Procurement (GPA) OCDS for the European Union (EU)	2	3

IMPLEMENTATION OF OPEN CONTRACTING DATA STANDARD

OBJECTIVE	2018 TARGET	2018 REACHED	DETAILS	2015-2018 STRATEGY TOTAL	ACHIEVED
Companies/ organizations that can provide OCDS support	5	7	Codium (Paraguay) Layertech (Philippines) Proactis (Scotland) Open Data Manchester (Manchester) Aninver (Spain) Seidor (Chile) Datlab (European Commission)	20	30
Volume and source of help desk requests	300 requests from 50 partners/publishers	449 requests from 110 partners/publishers	We responded to 110 partners and publishers in 2018.	Steadily increase to 620 requests from 50 partners/publishers	642 from 74 partners/publishers
Growing OCDS user community: mailing list	300	295		300	295
Growing OCDS user community: participants in community calls	20 avg / call	38 avg / call	We had three community calls in English and Spanish during 2018 on extensions, working with OCDS data and publication policies.	20 avg / call	38 avg / call

OTHER IMPLEMENTATION

Publishers reporting measurable impact on use cases	2	0		5	3
Formalized feedback processes	3	1	Hivos Makeni County MOU	8	9
New Showcase & Learning projects	5	0		6	4
Documented support plans	4	5	Scotland; Australia; Los Angeles; Philadelphia; Paris/Olympics	10	16

FIELD-BUILDING

OBJECTIVE	2018 TARGET	2018 REACHED	DETAILS	2015-2018 STRATEGY TOTAL	ACHIEVED
Positive feedback from “field partners” on effectiveness of OCP support	20	Met	We shifted how we measured this metric in 2018, now using our post-event surveys. Average score against our five satisfaction questions on post-survey events: 8.26. Almost all respondents across our surveys (sample size of 304) reported high satisfaction with our events and gains in learning and empowerment.	35	Met
Organizations starting new open contracting projects	5	24	Somos Más (Colombia); Transparencia por Colombia (Colombia); Misión de Observación Electoral (Colombia); Burócratas (Colombia); Licitamatic (Colombia); Alerta la obra (Colombia); Controla tu gobierno (Mexico); ACIJ (Argentina); La Nación Data (Argentina); Chequeado (Argentina); Aga Khan University (Uganda); Lexis Nexis (Malaysia); BBC Data Unit (UK); La Diaria (Uruguay); Civico Uruguay (Uruguay); Chile Transparente (Chile); King’s College in Kathmandu (Nepal); Datasketch (Colombia); Fundación Multitudes (Chile); Observatorio Fiscal (Chile); DG Regio; Sunlight Open Cities (US); Open Data Manchester (UK); Philippines Center for Investigative Journalism	20	47
Organizations expanding their open contracting programs	2	6	UNDP Serbia; GIZ South Africa; CoST Panama; TI UK (OC4Health); GDS FCO Prosperity Fund; EBRD	5	8
Funders begin or increase funding to open contracting projects not run by the OCP	3	4	National Endowment for Democracy; OCDS-IDS project in Nusa Tenggara Barat, Indonesia (SEA Prosperity Fund); Prosperity Fund, Colombia; Hewlett, Uganda	7	16
Level of connection between actors and organizations in the OC field increases	20% increase from 2017	32% increase from 2017	14.1 is a 32% increase from 10.7 in 2017	30% increase from 2016 baseline of 771	45% increase since 2016)
Top 10 communities deepen, doubling in size	50% increase in number of actors in top 10 communities from 2017 (7160)	9702	9702 is only a 36% increase from 7160 in 2017	Doubles from 2016 baseline of 771	9702 (1258% increase since baseline)
Network size (based on email exchange analysis)	Network grows by at least 800 from 2017 (5336 in 2017)	Decrease by 79 people	5257 is a 1.5% decrease from 5336 in 2017	Doubles from 2016 baseline of 1380	5257 (387% increase since baseline)

LEARNING AND EVIDENCE

OBJECTIVE	2018 TARGET	2018 REACHED	DETAILS	2015-2018 STRATEGY TOTAL	ACHIEVED
Learning convening: Number of learning sessions	8	26	Honduras training; Uruguay DataCamp; IODC; Abrelatam; OGP Korea Deep Dive workshop; Korea Hivos Support Providers; OGP Georgia Summit session; Lisbon eGP; BBC Data Unit hack; Journocoders; RICG open contracting workshop; Crown Agents training; Lithuania seminar; BiH seminar; OCDS training in Mexico City; OAS event in Mexico City; OCDS training in Colombia; Ghana EI workshop; AFIC OCWG workshop; Side session during PDF Poland's Open Spending event; Mexico City Open Data Day event; NYC Open Data Day event; Colombia Open Data Day event; Messina workshop; UK Hackathon; EBRD (OCDS for eGP)	20	56
Learning convening: Effectiveness of learning sessions	90% satisfied 80% report learning something new that they will use in their work	Met	Average score against our five satisfaction questions on post-survey events: 8.26. Almost all respondents across our surveys (sample size of 304) reported high satisfaction with our events and gains in learning and empowerment.	Overall high level of satisfaction	Met
Use of implementation guidance	10	18	QuintaGroup, OpenOpps using EU guidance; Nigeria using e-GP guidance; Mapping templates completed in 10 countries (Afghanistan; Bojonegoro (Indonesia); Buenos Aires (Argentina); Colombia; Costa Rica; Ghana; Guatemala; Honduras; Kyrgyz Republic; Malawi); OCDS for e-GP used by Bosnia to develop e-GP system; OCDS for e-GP used by Lithuania to develop e-GP system; Legislative drafting guidelines draft used by Kosovo PPRC for developing publication regulation; Red flag work inspired Cahurast to develop red flags and dashboard through YI in Nepal; Paris city hall came with pieces of OCDS documentation printed out	15	23
Implementation resources developed: by OCP	3	11	OCDS 1.1 Codelist Mapping Template; Open Contracting Tools Directory; Manual: R for OCDS; Idiot's Guide to Looting Public Procurement and Getting Rich Quickly; OCDS 1.1 Building Blocks Resource Guide; Visualizing OCDS with Kibana; Mythbusting report; OCDS for e-GP specs; Publication plan template; From JSON to visualization: Analysis and process guidance for OCDS data; OCDS Kit	9	28
Implementation resources developed: with or by partners	5	3	WBG-led, CoST Honduras- developed report on PPP process in Honduras; OC in EI with NRG; Datasketch Red Flags resource	12	11

COMMUNICATIONS

OBJECTIVE	2018 TARGET	2018 REACHED	DETAILS	2015-2018 STRATEGY TOTAL	ACHIEVED
Share of Voice	Increase share of voice in news, blog, and Twitter to 35%	68%	On average, we achieved a Share of Voice of 51% in social media, 67% in selected global news media, and 81% in leading blogs related to our issue.	50%	68%
High-level international mentions	20	21	WIRED Ukraine; Apolitical; Public Finance International; WEF blog on Mythbusting; Globe & Mail; La Nación; L'Express; InsightCrime; FT; GovInsider; Washington Post; Mirror; Independent; El Tiempo; The Economist; FT; Wired UK; La Nación; The Hill; El Economista; Forbes	Main-streaming of open contracting in international media	
Traditional media	Country-level coverage where we are active	354	Good coverage for our priority countries (Argentina, Chile, Colombia, Honduras, Italy, Mexico, Nigeria, UK, Ukraine, Nepal)	Main-streaming of open contracting in media	
Social media	50% greater follower/ community over last year	33%	Slow down in our follower increase. Maintained average engagement rate at 1.4.	Steady escalation	
Substantive engagement with top influencers	80% of group	80%		80% of group	
Traffic increase	50%	41%	Miss in increasing visits from developing countries. 24% increase for all users. 40% increase in page views and time spent on our website.	Steady increase	

ORGANIZATION

Fundraising	US\$1m raised	US\$ 12.849m	0.296 USD Prosperity Fund (2 years) 0.079 Hivos II 1.850 Omidyar Network 6.763 BHP 0.025 Bay Foundation 2.836 DFID 2 1.000 Fidelity Charitable Trust (John and Laura Arnold)	US\$ 11m	US\$ 20.43m
Governance	Real time disclosure of our own contracts	Met	www.open-contracting.org/contracts		



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