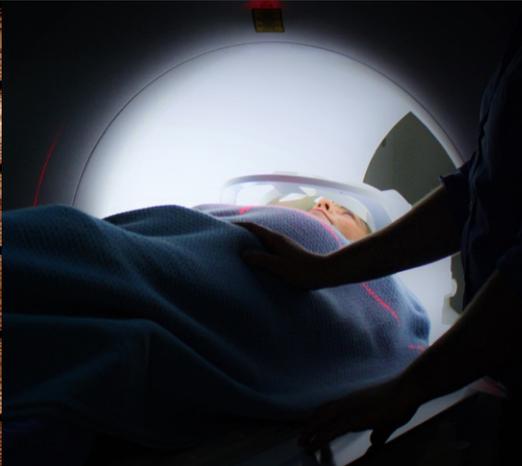




2019 2023 STRATEGY



OPEN
CONTRACTING
PARTNERSHIP



**2019
2023
STRATEGY**

**OPEN
CONTRACTING
PARTNERSHIP**

OUR BUSINESS MODEL

The \$9.5 trillion public contracting market—probably the world's largest marketplace—is neither open nor fair. It's driven by compliance and paperwork. Most governments don't know what they are buying, for how much, from whom and when.

Innovation and entrepreneurship are deferred, not rewarded. Citizens' real needs are rarely considered. Mismanagement and malfeasance are rife, undermining trust, governance and human development.

PROBLEM

SOLUTION

Supporting systemic reform to make public contracting open-by-design through:

- 1. Engagement & collaboration** among reformers in and outside government to make public contracting user-centered and goal-oriented.
- 2. Supporting open data & tools** to provide user-friendly end-to-end digitization, data and analytics.
- 3. Feedback & monitoring** so systemic data use and feedback are embedded in reforms and drive their adaptation and iteration.
- 4. Systems & cultural change**, so progress is underpinned by a culture of measurement, learning and improvement and gets institutionalized.

OCP can massively accelerate the historic shift from documents to data by catalyzing systemic reforms, helping innovations jump scale to global impact and fostering a culture of openness about the policies, tools, data and results.

OCP is the only organization working to build a global field of policy and practice to shift the status quo decisively towards openness and engagement in public contracts. We are doing this by:

- 1. Advocacy.** Changing global norms to support results-driven, responsive and open public contracting.
- 2. Implementation.** Supporting systemic, impactful implementation of reforms on the ground to show that real change is possible. We support the only **open data standard** to join up and share user-friendly information across the whole contracting process.
- 3. Community.** Achieving global scale by building a community of practitioners and practice that can deliver open contracting and share learning independently of us.
- 4. Learning.** Getting better and smarter all the time, learning and sharing what works globally.

We offer a flexible model of graded support to partners, with two main components:

- 1. Re-usable tools & products** available to all, including an Open Contracting Data Standard to join up information and make it accessible; evidence and mythbusting to advocate for open contracting; guidance on reform design; and support to embed user-centered design and feedback into contracting.
- 2. Services for a range of stakeholder groups** (government, civil society, business, media, researchers, development partners) to support and scale specific reform efforts and community-building efforts at varying intensities. We measure and share our impacts regularly at: www.open-contracting.org/why-open-contracting/learning

OPEN CONTRACTING PARTNERSHIP

TEAM & GOVERNANCE

A small, high-performance team of about 20 people distributed globally.

We are fiscally sponsored by the Fund for the City of New York and governed by a multi-stakeholder Advisory Board of renowned experts.

FUNDING & BUDGET

Annual funding is **US\$4-4.5 million** (c. 60% restricted).

Key spending areas are personnel, program activities (especially data standard support, partner implementation support, peer mentoring, research, and M&E), and travel/ events.

UNIQUE VALUE PROPOSITION

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1. EXECUTIVE SUMMARY

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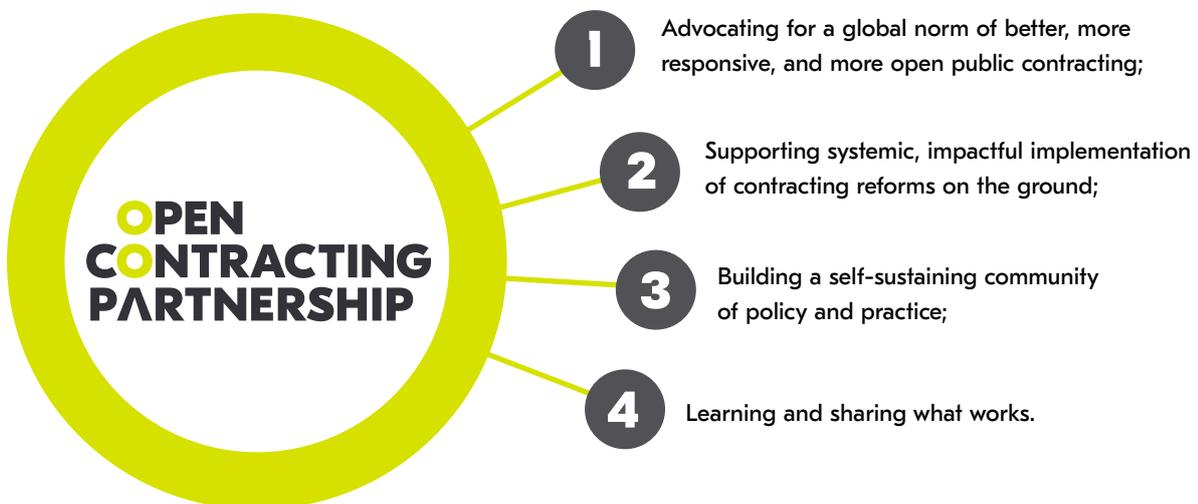
Public contracting is the largest marketplace in the world. Governments spend around \$9.5 trillion dollars a year on contracts with private companies¹: this spending is vital to deliver services to citizens, to public governance and to global development.

The Open Contracting Partnership (OCP) was launched in 2015 as a silo-busting collaboration across governments, business, and civil society to open up the entire process of planning, awarding, and delivering these contracts. We drive massively improved value for money, public integrity and service delivery by shifting government contracting from closed documents and paper-based processes to digital services that are smart, fair, efficient and 'open-by-design'.

It is now clear that open contracting, when embedded in systemic reforms and with strong leadership, can be transformational: under our first strategy, we can point to systemic impacts in countries like Colombia, Paraguay and Ukraine. Those reforms have saved billions of dollars, increased efficiency and competition, busted cartels and improved both public services and public accountability. But getting to these impacts is hard work and there are many barriers to overcome.

Fortunately, we and our great global community² are pushing through and learning all the time what's working and what's not. This strategy sets out how we hope to help reformers overcome challenges better and deliver even more impact.

Our headline aims will remain the same:



How we work toward achieving those objectives will change, as will our targets (see Annex 1 for a full list). We plan five key shifts to deliver even more impact in the future:

1 Moving from transparency to transformational change

We aren't just after transparency for its own sake: we want public contracting systems that are ten times better—10X more efficient, fairer, more responsive, and accountable—than before.

We will shift the frame of our advocacy to emphasize the transformational opportunity offered by open contracting and digitization to provide a user-centered digital service, rather than just putting paper-based processes online. We want to shift the narrative to delivering massive efficiency gains as analysis drives new insights and solutions to public problems.

We will go beyond our initial focus on making the data 'open-by-default' to encouraging the entire ecosystem of contracting policy, data, and practices to be 'open-by-design'. This means intentionally sharing information with, and fostering feedback from, other actors to get better results. It can take time to build trust and change incentives, to reach out to new constituencies and support data users who drive further improvement. Once feedback and a new way of working are embedded, they can shift the status quo in the market and defend the new way of doing business.

Our key advocacy targets over the next five years are ten new robust policy mandates to implement this vision of open contracting in target countries and five international normative statements of this vision by international institutions like the G20. Together with our ambitions on measurable systemic impact from implementing open contracting (see below), these targets will mean that others are buying into this vision of transformation, setting them on a path to the real change that we are seeking: that open contracting has a profound impact on the lives of ordinary people through better goods, works and services.

2 Supporting agile, performance-driven implementation of open contracting

We are reorienting our country interventions to make them more agile and performance-driven. We will move beyond 'just' working with procurement and contracting officials to work across ministries and to better reach line agencies and the 'problem holders in government' who aim to deliver services and measure performance more directly. We are also refreshing our engagement criteria to seek more robust political mandates for progress and to focus on specific goals, political support, capacity and a stronger connected community of users (see more in Box 6).

We will be alert to opportunities to jump scale, working with vendors of procurement systems and private sector support providers to embed the Open Contracting Data Standard (OCDS) in their products. We'll also seek a data dividend where innovations primarily for one problem empower other users to meet their needs.

One lesson we've learned is that governments won't invest in improving data quality unless they use the data themselves; so designing for government data use is a key channel for creating feedback loops that improve data quality for all users.

A focus on quality rather than quantity means that we will support fewer engagements intensively, while still leaving some room for experimentation and surprises. We expect to support around 100 low-intensity, 50 medium-intensity, and 20 high-intensity engagements per year across our partners, ratcheting our support up and down as needed to match political will and opportunity for impact (see Section 6 on our tactics for more detail).

3 Still focused on systemic impact but better at capturing progress

We have retained our ambition to drive and measure long-term, systemic changes on the ground (see [Box 5: What we mean by impact](#)).

We will secure seven new measurable systemic impacts from open contracting, in addition to the three we achieved over the course of our first strategy (for a total of ten globally).

Getting to these impacts takes time and we can do a better job of capturing progress and milestones on the way. We plan to help 30 partners report shorter-term progress from implementing open contracting, to show 'stepping stones' toward eventual impact—such as changes in behavior, processes, regulations and actions—as well as reflecting on persistent challenges and wider lessons for our community.

Adding these progress stories to our ten systemic impacts should approach a tipping point of compelling evidence to help shift the default in public contracting to being open-by-design.

4 Moving from transparency to transformational change

Our community of open contracting supporters grew significantly over our last strategy (almost 15 fold).³ However, we predominantly catered to government users in our start-up phase. We will now be investing in much more specific engagement and support for other vital members of the ecosystem, such as civil society monitors, businesses, academics, and journalists.

Based on community feedback, we have set stretching targets to deepen connections among actors, promote more uptake and use of data, and improve our partners' sense of empowerment to do open contracting themselves. We will continue to track network connections, balancing measures of the quantity of interactions with their quality. We will focus more on adoption and usefulness of our resources and how well our tools help our community to work smarter with less outside support. We have adopted new measures of data quality to shift from a focus on number of publishers to the usefulness of data to drive change.

We will also build on our successful sectoral engagement plans in infrastructure and extractives to create leadership and a demonstration effect in economically critical sectors.

5 Our staying power and building a full-service team

When we started, we planned a relatively limited life for the OCP as it gave us a real sense of mission and momentum. However, our partners have been disconcerted by it and don't want us to abandon them in the trenches any time soon. So, we plan to be more of a three-act structure, using this second cycle of our strategy to integrate all we have learned so far to ready us to jump scale and impact in our work. To that end, we will also add skills to our team to deliver on our new strategy (especially on problem-framing, community engagement, and data analytics). Our budget is currently US\$3.5 million per year. Working smarter and at scale will require approximately an extra US\$0.5-1 million per year.

**2. OUR VISION
& MISSION:
TRANSFORMING
PUBLIC
CONTRACTING**

BOX #1

Our vision & mission

Our vision: Fair and effective public contracting provides everyone, everywhere with the public goods, works and services that they need.

Our mission: Transforming public contracting so it is open-by-design, fair and efficient.

We build a global community for change and support powerful examples of what is possible when governments, businesses and citizens work together. We measure and share results from open contracting, including increased competition, better value for money, and improved efficiency, integrity and trust in public markets.

2.

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. Public contracts are vital for the management and sale of state assets too.

Yet many governments don't seem to know what they are buying and selling, for how much, and with whom they are dealing. Contracting is government's number one corruption risk (as the OECD, UNODC, and EU all agree).⁴ Bureaucracy and inefficiency are rife.

Public contracting is slow to change. And, let's face it, it is often a compliance-based chore. Transparency is generally seen negatively by government officials; it costs them time and trouble, and they risk getting 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.

This misses the transformational opportunity emerging as the world shifts from documents and shuffling paperwork to smarter, digital services driven by data. Improved analysis and automation offer massive efficiency gains.

The OCP can accelerate this change significantly by driving systemic reforms, helping innovations jump scale to global impact and fostering a culture of openness about the policies, tools, data, and results. We aren't after a bit more transparency: we want a transformational shift in how business is done. We want fundamental gaps in data creation, disclosure and use to be bridged. We want the experience of contracting and its performance to be much, much better. In the jargon of Silicon Valley: we want a 10 times '10X' shift.

Our vision is that fair and effective public contracting provides everyone, everywhere with the public goods, works and services that they need. For this to happen, public contracting must become 'open-by-design', so that it is:

1 User- and performance-driven

The whole contracting process (from planning to tender to award and throughout implementation) should be simple, accessible and inclusive. It should be designed with users across government, businesses, and civil society to maximize participation and efficiency by minimizing friction, paperwork, and transaction costs.

Contracting is not an end in itself. It should be designed to improve performance and deliver great results for citizens, not just on compliance and form-filling. This starts with setting goals in collaboration with citizens and vendors, and designing the procurement process to deliver those goals. Contracting data should be shared in ways that allow different actors to track and measure performance against their own goals.

3 Engineered for feedback & collaboration

Contracting systems and processes should foster and solicit feedback to drive further improvements and innovation. Anyone who might be affected by a decision should be able to provide feedback and participate at the right time. Feedback by buyers and sellers on each other will improve their interactions. Feedback from citizens and users of services helps improve delivery and builds public trust. It takes time and care to build trust and the whole approach needs to be agile, responding and adapting to changing needs and demands. Once stakeholders are bought in, incentives change and coalitions for reform can be built that can overcome vested interests.

Without us, there would still be innovations, reforms and some smart data work but they would be fragmented, disconnected and the benefits would likely accrue to technology companies and their walled gardens. Sometimes governments may not even own their own data. The OCP can decisively shift that equilibrium so that citizens ultimately benefit (see Box 2 for more on our unique added value).

The sheer scale of public contracting means we can't do it alone. We want to build a global community of policy and practice to make that jump and to help us reach a tipping point to shift the default in public contracting from closed to open.

We are in the foothills of what is possible in making a critical government function fundamentally better. Because of the scale of the transactions and the money spent, even small improvements done systematically can have a huge multiplier effect for better services, goods, and infrastructure. In this strategy, we reflect on the major impacts we have already had and how we plan to deliver even more, more consistently in future.

2 A digital service, with open data and tools for interoperability

Existing paper-based contracting methods shouldn't be taken online; the entire process should be redesigned as a user-friendly digital service. Standardized open data and tools should help:

- drive analysis and use of the information;
- facilitate interoperability across contracting, payment, budget, planning, and project management systems;
- enable automated data gathering and business analytics; and
- enable the building of interconnected, digital services.

4 Supporting systems and cultural change

We don't just need policy and technology reforms; we need a change in culture toward openness, engagement, and results. This takes time: we see open contracting as a journey rather than a single destination. The more users are engaged and the government responds to that engagement, the further and deeper insight and reform will go and the more likely that change will be embedded and defended. Improving transparency without improving accountability just doesn't cut it. It takes political leadership to embed data, monitoring, and feedback into the contracting system, decisively shifting the equilibrium of interests so ordinary people and businesses win. They then have a stake in defending progress. The OCP is uniquely positioned to lead this shift and work across the political, data and practical changes that we need to deliver this vision. Our mission, then, is to lead the charge on transforming public contracting to make it open-by-design, fairer and more efficient.

If the OCP did not exist...

Public contracting would continue to develop from a paper-driven compliance exercise to a digital one. Each country and context would go through fragmented transitions, with the global change less than the sum of its parts. Without the OCP, the public contracting sector would miss:

- **The values of openness, integrity and fairness.** No other organization puts these values at the core of public contracting, advocating for their inclusion as fundamental principles and providing practical support on their implementation, especially in light of the need to responsibly use data for artificial intelligence, machine learning, and other new technologies.
- **A focus on addressing corruption before it happens.** Although a strong community of civil society organizations is working to expose malfeasance and get stolen money returned, there are fewer actors focused on fixing the public contracting system to prevent the money being stolen in the first place. Those that are tend to work on transparency, without the cross-cutting, transformational thinking needed to decisively change the status quo. Many of them focus on national reforms, without international support to overcome inevitable blockers, barriers or to bust myths that stymie reform around topics like commercial confidentiality.
- **The vision to engage all actors around open data.** Our collaborative approach to provide actors with agency to engage is fundamental to improving contracting and ensuring the benefits accrue most to the public. Vested interests will oppose change so again, an organization who can rally the forces of change is needed, connecting national and international actors and making everyone more than the sum of their parts.
- **The coherence of a data standard.** Without an anchor organization, the open source, best practice schema of the OCDS is not yet sustainable. The sector would risk a fragmented ecosystem of 'walled gardens', lacking interoperability and shared tools. Technological innovation would proceed with smart analytics, artificial intelligence, blockchain, and new vendors, but the services offered by vendors will mostly be about compliance and efficient oversight mechanisms, not data use by civil society or journalists. The benefits of the dense 'digital exhaust' coming off contracts with excellent profiling and targeting would accrue to vendors and major contractors, rather than to the citizens whose money is being spent.
- **The open contracting community.** Our successes have come from the bottom-up energy of the governments, civil society groups, and businesses working together to transform public contracting. Without the OCP, no one is positioned to harness and amplify this energy, sharing ideas and inspiration across geographies.
- **Rapid and effective response.** Traditional models of technical assistance themselves are slow-moving, risk-averse and compliance-based. An actor like the OCP is needed to inspire and help people when a window for rapid systemic change occurs, such as after Ukraine's Maidan revolution or during Malaysia's political transition.



**3. WHERE WE
CAME FROM &
WHAT WE KNOW
NOW**

3.

The OCP became an independent organization in 2015, spun out of the World Bank, which recognized the need for 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.

Over the past four years, we've been in a period of rapid eager experimentation and iteration.⁵ We've seen rapid 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 OCDS to make information about public contracts machine-readable, accessible, and user-friendly (and some 19 of them are already publishing). Several are working to improve data quality and there is a growing community of data users both inside and outside government.

We know from our successes that open contracting can have a transformational impact. Box 3 covers three powerful examples of this from our first strategy.

BOX #3

Open contracting works!

We saw three examples of systemic impact in our first strategy cycle when politics, data and ecosystems aligned in line with our vision. Fortunately for us, this happened early in our life with the [Prozorro/Dozorro reforms in Ukraine](#). They were first and foremost a triumph of government, business and civil society working together. After the Maidan revolution in 2014, open contracting and the OCDS were put at the heart of a new Prozorro e-procurement system, leading to major savings to government (over US\$1 billion and counting) and significantly increased competition (with thousands of new suppliers now working with government). Over 80% of government contracts are now awarded to small and medium-sized enterprises (SMEs) and perceptions of corruption have been more than halved. Automated red flags and mass civic monitoring and feedback are also embedded in the system, with over 50% of problems flagged being fixed.

Ukraine is not alone. In [Bogotá, Colombia](#), the City's education secretary and the national public procurement ministry worked

together to transform the provision of over 700,000 school meals delivered each day, turning it into the highest ranked school meal program in the country and breaking up a suspected US\$22 million price-fixing scheme for fruit. Notably, opening up the process has improved competition significantly by increasing the number of providers from 12 to 55 in the first year and adding 14 suppliers that had never done business with the city before.

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. As the quality of the information shared improved, the percentage of botched and failed tenders fell, from adjustments and amendments on 19% of all contracts in 2013 to just 3% in 2016. With consistent community pressure, the allocation of funds for school facilities in the city of Ciudad del Este improved dramatically. Now, more than 80% of the most needy schools benefit, compared to fewer than 20% in 2015.

While the idea of open contracting has caught on rapidly, the wider political background has also altered. A sense of exorbitant privilege of elites who benefit so lavishly from the public purse and a reaction against crony capitalism feeds democratic populism and a clamor for strongmen who claim they can fix things. Ironically, [research](#) shows that this often leads to a new cadre of cronies in power who get rich quick off public contracts (we even created a [guidebook](#) of the red flags and scams to look out for). And the squeezing of civic space makes radical change even less likely. Meanwhile, the fallout continues from major scandals, such as the systemic corruption and influence peddling of Brazilian construction company Odebrecht, or the widening transparency gap between the standards that public and private companies are held to in delivering services to citizens. Of course, these make the success of open contracting in rebuilding trust and delivering massively improved results all the more important and have caused us to reflect on how we can deliver more impact at scale more consistently.

We know that open contracting is demanding and thoughtful work, bringing together politics, policy, data, and cultural change. Public contracting touches everything. There are many, many stakeholders to consult and coordinate. We and our partners come up against real challenges: vested interests; open washing; low capacity; lack of ambition or resources; poor data infrastructure, data quality, or use of data; poor articulation of problems; and weak contract planning and management. 'It's not complicated, it's just hard.'⁶

Fortunately, we and our great global community are pushing through and learning all the time what's working and what's not. We've had some great advice from over 50 of our partners across government, cities, businesses, civil society and technologists on how we can work smarter and better.

Here are the key insights for our new strategy from our first four years of work:

1

Transformational change requires more than transparency

Open contracting has the potential to change fundamentally how government contracting works, with huge implications for efficiency, fairness and innovation. Such transformation requires not merely opening up data on contracts or digitizing current bureaucratic, paper-based processes; experience has shown that transparency alone disappoints. We need to set our sights higher: digitally re-engineering the whole system to make it faster, better, and more agile.

2

Open contracting requires opening the whole system

To achieve transformational change, we need to expand the frame of openness: not just openness of data, but openness to engagement and collaboration during reforms, openness to measuring results and sharing learning from them and, indeed, the openness, intelligibility and clarity of the whole of the contracting process. Too often, the workflow around public contracts resembles the wiring diagram of a nuclear warhead, confusing to almost everyone concerned.

3

Goal-oriented implementation, building in openness by design

Reformers are more likely to make it through the challenges of implementing open contracting if their efforts are driven by specific problems to be solved or goals to be achieved. This means being open for a purpose—engaging government 'problem-holders' or line agencies, designing reforms around desired outcomes, and publishing information stakeholders most need to achieve those outcomes. Two of our three open contracting impact stories have a clearly articulated problem or goal. Publishing with a purpose can ensure data will be put to use, rather than pushed out of a pipe for no reason.

4

Commitments to open contracting need robust political support to sustain momentum

Implementing open contracting is not the linear process—political commitment, followed by technical implementation, leading to impact—that we imagine it to be. Some commitments are too thin, made without the support of reform coalitions that have real political power, without a clear institution mandated to carry it forward, and without budget or capacity sufficient to see the reform through. When implementation later faces technical or political hurdles, they lack the

4

drive and capacity to keep reform moving. We have learned this lesson the hard way in a number of countries where we supported strategic contracting reforms and enthusiastic reformers, only to find processes stalled because of a lack of coordination between ministries, differences between central and regional authorities, or elections and other political transitions. In Nepal, for example, procurement reforms are hostage to a wider disagreement between the central government and the regions. While the political nature of change is nothing new, we now have a rich set of experiences of the challenges specific to open contracting. They will help us to unpack the black box of political will and to think through how best to shift incentives and build coalitions of change.

5

Many implementers publish data, but need ongoing support to improve data quality and use and to see impact

We've seen a common drop-off from data publication to data use and impact, often because data quality is so poor. As one partner put it: we are winning the battle on the data standard; now we need to win the battle on quality and use. One lesson we've learned is that governments won't invest in improving data quality unless they use the data themselves; so designing for government data use is a key channel for creating feedback loops that improve data quality for all users. Beyond government, other stakeholders often need quite basic support to use data and get results.

6

The global open contracting community needs a broad and diverse range of actors, each of whom have their own needs

As a community builder, we find success by linking and leveraging other initiatives. We support larger partners to incorporate open contracting into their work, and engage a wide range of practitioners and researchers, from journalists and academics to activists and business leaders. Those communities in turn each have their own needs for support, guidance, and tools. Now that we have a basic suite of products and services, we can better differentiate both our advocacy and support to meet people where they are, rather than expecting them to come to us. We support our partners to further refine and adapt tools to reach their target audiences and embed our philosophy and approach into professional and academic curricula. Based on feedback from our partners, in this strategy we will prioritize civil society activists interested in planning and contract monitoring, academics, journalists, and businesses (as cheerleaders for systems reform and as users and vendors of the information). Mindful of the challenges in sustaining that work, we will seek to embed a mandate and resources for them to continue to participate in monitoring after initial capacity-building support moves on. We have set a clear target to monitor if partners get additional funding to this end.

7

Measurement teaches us more when it tracks progress milestones along the way to impact

Our impact goal is measurable, systemic change. The journey to systemic impact (where we can measure specific elements at the end of our 'theory of change') takes time. We've rightly focused on that destination but we think we can do a better job of measuring and sharing milestones and steps on the way to impact. Though progress is not always linear, we see common markers: clear problem identification; stakeholder engagement; improved data infrastructure; data quality and completeness; improved consultation, monitoring, and feedback loops; and hopefully, impact on key performance indicators (such as more school meals delivered with superior ingredients at a better price).

These insights (summarized in Table 1) are central to our new strategy. The next section lays out our high level goals and the key things that we are changing in our work in response to these lessons.

TABLE #1

Key shifts in our new strategy

FROM (in 2015-2018 strategy)	TO (in 2019-2023 strategy)
1. Moving from transparency to transformational change	
Emphasis on transparency	Emphasis on transformational change
Making data 'open by default'	Making the whole system 'open by design'
2. Supporting agile, performance-driven implementation of open contracting	
Support on data publication	Support for problem- and goal-oriented interventions
'Thin' commitments	'Robust' mandate with assigned responsibility and resources
Engagement criteria focused around coalitions of the willing and demonstration effect	Engagement criteria focused around political and grassroots support, capacity, resources and problem framing
Supporting many innovators through helpdesk or external support through showcase projects	Graded investment dependent on problem framing, progress and results
Counting publishers to OCDS	Measuring quality and usefulness
3. Better at capturing progress	
Impact or nothing	Measuring progress + impact
4. More tailored support for more diverse open contracting practitioners	
General guidance and test programs focused on OCDS and ecosystems around contracting agencies	Direct OCP engagement and tailored user support targeting civil society, vendors, businesspeople, journalists and academia
Measurement based on growth of network and connections	Focus on growing confidence to re-use tools and to go it alone
5. Tuning our organization	
Near-term closedown	Longer life span
Working through consultants and helpdesks	More in-house capacity to provide consistent support to partners, especially on data, training and results-based contracting. But still becoming a smaller part of a growing community.



**4. STRATEGY:
OUR OBJECTIVES &
THEORY OF CHANGE**

4.

The OCP helps open contracting to thrive through:

1 Advocacy

Changing global norms to support results-driven, responsive and open public contracting.

2 Implementation

Supporting systemic, impactful implementation of reforms on the ground to show that real change is possible (which includes implementation of the Open Contracting Data Standard to produce systemic insights to drive those reforms).

3 Community building

Building a community of practitioners that can deliver open contracting and share learning independently of us.

4 Learning

Promoting learning and evidence about what works beyond OCP, in support of the other three objectives (and forming the 'connective tissue' between them).

D iagram 1 summarizes our theory of change: how these four areas fit together to help deliver our vision and the changes that we expect to see on the way.

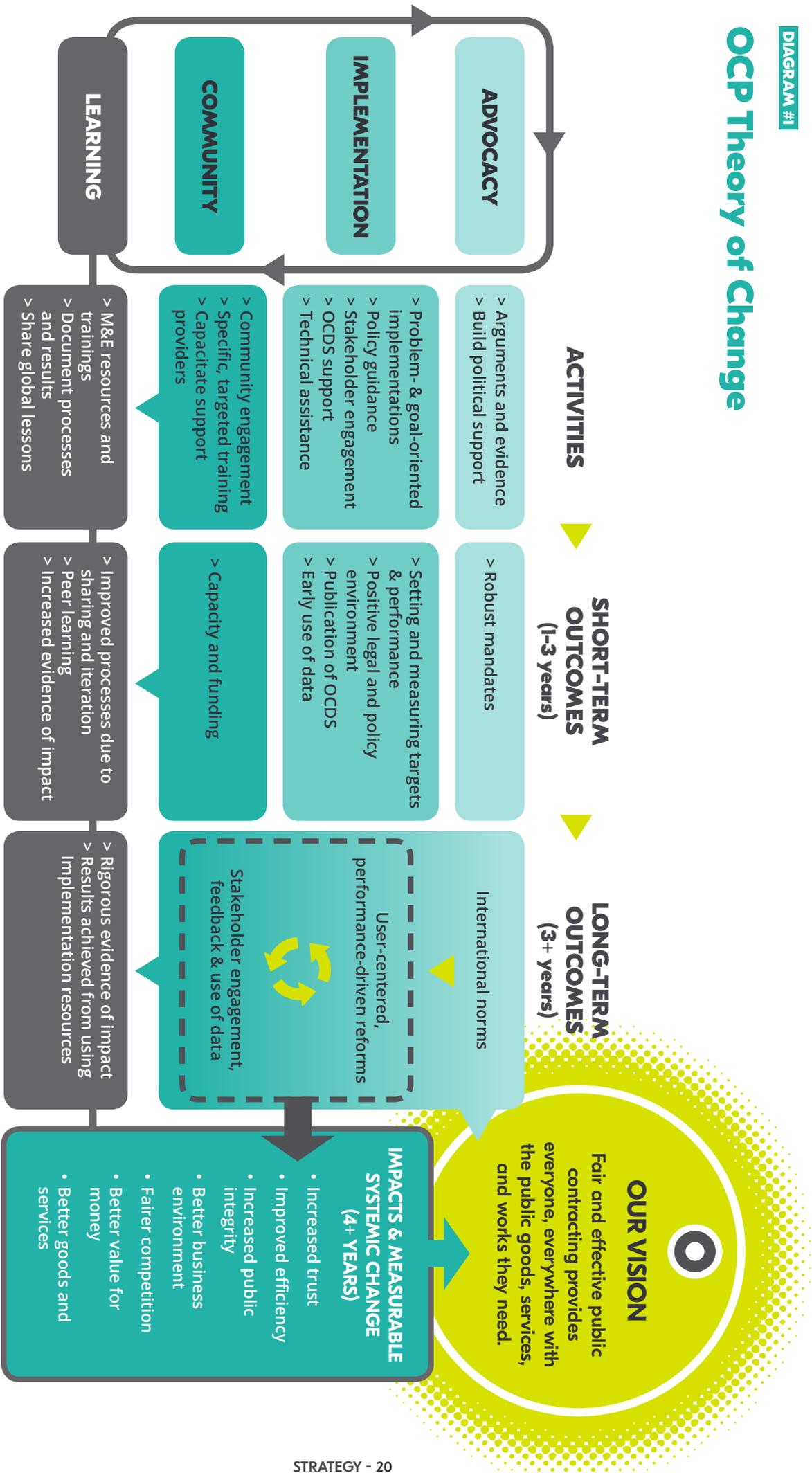
Advocacy from both us and our partners helps build political support and robust mandates for change. As local changes succeed, and as the evidence of the positive impact mounts, momentum should build for wider changes in global norms. These then act as positive enablers for more local reforms.

Under implementation, we support great examples of open contracting locally by mobilizing key stakeholders, helping them set goals and supporting use of the OCDS to generate better information to drive further insight and feedback. We also support partners to set up feedback and engagement loops across government with business and civic actors, and to institutionalize their interactions. Over time, these should combine to drive systemic local reforms.

Meanwhile, our community-building support should improve our partners' capacity to engage on the ground and to use open contracting data, and develop a richer ecosystem of supporters, knowledge and tools.

A stronger community for change that consumes and acts on new information should, over time, lead to the systemic impacts that we hope to measure in this strategy. We've drawn this relationship as a repeated interaction in the diagram. It takes time for trust to build and for engagement to become regularized. The more users feel that they are heard, the greater their incentives to engage. Incentives for government to engage improve when they can see the benefits and as new constituencies emerge—such as small businesses previously shut out of public contracting—who can support reforms and defend the progress made so far. As openness, monitoring and feedback are embedded in the system, the equilibrium of interests should decisively shift to drive longer-term impacts (the arrow in the bottom left of the diagram). In turn, ordinary people and businesses, who benefit from these changes, have an interest in defending them.

OCP Theory of Change



Learning (both our own and that of our community) underpins and reinforces each of our other objectives. Change is never linear. We expect to experience setbacks and upsets. Learning will help us capture the high water mark so future progress on implementation, advocacy and community building can start from an improved baseline. It can also accelerate progress in other countries. Over time, it will connect national to international reforms and helps our cumulative impacts, changing norms and growing community to achieve our vision of transforming the world.

And, of course, our four goals are mutually reinforcing. When we provide direct support to partners on implementation, they join the global community of actors who can support implementation. Our advocacy creates an enabling environment for implementation, fostering wider support and better arguments to overcome objections. As the community grows and partners get smarter, so improved knowledge about what works drives better implementation. It creates more evidence for stronger advocacy too.

That is the plan: the rest of this section explains in more detail how we will drive this theory of change and how we are implementing the lessons from our first strategy to get to impact more reliably. We've also set specific targets for milestones along this theory of change to ensure we are going in the right direction in Section 5.

4.1 Objective 1: Change the global norm from closed to open

The OCP promotes adoption of the principles and practice of open contracting through smart, targeted advocacy and communications. At the global level, we focus on normative standard-setting organizations, such as the G20 and OECD, and multilateral development banks, and on leveraging global reform initiatives like the Open Government Partnership (and help them make sure their support for open contracting is targeted effectively, involves different users and is well integrated into wider programming). We also support local champions from government agencies, companies and civil society organizations, and campaigns for legal and policy reforms that can be an example for others. Lastly, we develop expert arguments and evidence to address barriers to change such as concerns over commercial sensitivity or collusion (for example in our [confidentiality mythbusting report](#)).

Our advocacy will see a shift in framing from our prior strategy to this new one. Over the last four years, we have been advocating for public contracting to become more transparent. The thicket of money, power, and vested interests in public contracting made disclosure the right place to start. But it would be the wrong place to stop.

To get to a contracting service that is ten times better, we will focus on making the whole process of public contracting open-by-design. For example, improving the data flow to and about small businesses doesn't matter if government doesn't change the way that it plans and structures contracts, or if it doesn't reduce paperwork and barriers to entry. Moreover, conversations framed around transparency and anti-corruption can set up a defensive, compliance-based conversation that can unintentionally narrow the market and deter innovation. If governments merely transfer bureaucratic, paper-based models of contracting online, they miss a transformational opportunity to digitally re-engineer the whole process to make it much faster, better, and more impactful.

So we will reframe our advocacy to highlight the transformational opportunity arising from more effective, user-centered services (especially if they can be digitized) rather than a paper-based, compliance-centered one.

4.2 Objective 2: Support systemic, impactful implementation of reforms on the ground

We work on the ground with partners across government, business, and civil society to catalyze and assist specific local reforms at the city, regional and national level. To achieve scale, we seek to work with and through others so that interventions can be replicated and lessons and tools can be shared.

During our first strategy cycle, we did this through: ① a helpdesk for publishers of open contracting data; ② catalytic support to get reforms going or to overcome a specific barrier; and ③ longer-term, sustained support to showcase projects that offer exceptional opportunities for impact or learning.

Sustained implementation of open contracting takes time and rarely proceeds on a smooth, linear path. We need to plan for more flexible engagement over longer periods of time. There will be dips and setbacks along the way, so we feel we can tailor our support better to what can be accomplished at that point in time. And we need to focus more on offering political and tactical support to help reformers better overcome barriers and sustain progress.

For our 2019-2023 strategy, we will:

1

Offer more flexible assistance, graded to shifting conditions on the ground

We'll continue to offer light-touch helpdesk support to nearly everyone who asks. However, we will retire our fast-start catalytic support and our 'big bang' showcase-and-learning approach, in favor of a model that ratchets support up as political commitment builds and implementation progresses (and ratchets it down when opportunities fade). This will be guided by our new engagement criteria (see next point) and should allow us to respond to new opportunities that arise and provide sustained assistance in cases where we need to be involved for the long haul. We explain this shift in more detail in Section 6 on our tactics.

2

Focus more on politics and improving our engagement criteria

Understanding the political context and incentives for different actors is a key lesson from our first strategy. We have revised our engagement criteria to include an assessment of the political economy, reform leadership and the wider ecosystem to help determine whether the OCP should invest resources (we talk more about these in Section 6 too). We will update our assessments over time, in collaboration with partners, to shape the nature of engagement itself and improve the incentives for other actors to engage with us and our partners. For high intensity support requests, we will look for a more robust mandate for change from stakeholders and partners both within the government and outside. These could include a public political commitment, a defined mandate for a particular institution for reform, and clearly earmarked resources. Acknowledging political factors also means considering the impact of election cycles and seeking to institutionalize reforms before the political winds shift.

3

Take a performance- or goal-driven approach to implementation

We've learnt that open contracting interventions work best when they are driven by specific problems to be solved or goals to be achieved. So we will prioritize supporting these interventions, seeking to work more directly with 'problem-holders' in and outside government who have a pressing problem to be solved, who can work in an impact-focused way, and who can influence the development of open contracting and quality of data.

Of course, we will still need to involve procurement agencies to avoid duplication and creating new data silos but, done right, this should ensure that government users have a clear stake in the application and quality of the data. This, in turn, should encourage improved quality and

evidence-based policy interventions as a result of using that data. Setting strategic goals is not easy or common in public contracting so we will work to develop the skill set in partners and in our own team too.

4

Encourage rapid piloting/prototyping to deliver early wins, build a constituency for data use, and refine processes in response to user needs

In our desire to shift the equilibrium, we've often encouraged partners to implement system-wide reforms but that can attract too much flak too soon. It's easy to get excited and fail big. We will now take a more iterative approach, seeking successful and meaningful implementation before looking at scaling. We now think that it is better to get one service or program contracted and delivered right, rather than get an entire country to, say, use OCDS without any of the accompanying changes. Prototyping is also key to supporting our insight that unless government directly uses open contracting data and tools to improve their work, they won't care about its quality or support feedback loops.

5

Test longer-term support such as peer mentorship and fellowships

We will also test and scale new forms of longer-term partner support such as a peer support and a mentorship or fellowship program. Sometimes, what reformers need most is to discuss their problems with someone who has faced or is facing similar challenges. Engaging past implementers to assist the next cohort will also help us build a stronger network and scale faster.

The implication of this shift for our implementation work is that we will support fewer, deeper engagements, while still leaving some room for experimentation and surprises.⁷

4.2.1 Stewardship of the OCDS

One of our greatest contributions to innovation in public contracting so far has been the OCDS, a global best-practice schema to make all the data and documents from public contracting machine-readable, accessible and user-friendly. (See [Box 4](#) for more on the standard and the value it adds to open contracting.)

Under our previous strategy, we successfully supported over 26 government agencies to publish OCDS data, which is being used, for example, to track tenders and awards for businesses, to monitor contract implementation, to automate red flags to investigate questionable awards, to analyze the impacts of late payments, and to measure the efficiency of government buyers.

The standard is a valuable tool, but it is a means to an end. We are committed to supporting better data quality, more use of data, and taking a data-driven approach to designing reforms rather than just encouraging data publication.

People like the OCDS, our publication support, and our helpdesk model, but want to see us doing more to support data use and improve data quality. So we have set new targets tracking both of these. We will count the users of the data and only count OCDS publications that meet a minimum quality level, that involve government use and are regularly updated. This means that our baselines may change but that outputs we are measuring can be meaningfully used. We will also report on those publishers that have improved or deteriorated in their publication. We will frame this about open contracting being an iterative journey and use this approach to foster learning and improved engagement rather than just a race to tick boxes.

We will work more with OCDS data users including those in government, the private sector, civil society, media and academia (and we plan to add more data analysis skills to the team to this end). We will develop new guidance on using data (web tutorials, training activities etc.) and we will take a more diagnostic approach to our engagements to show, rather than tell, why current systems could be better. We will also explore and experiment with partners on documenting new and innovative approaches to using OCDS data, such as artificial intelligence.

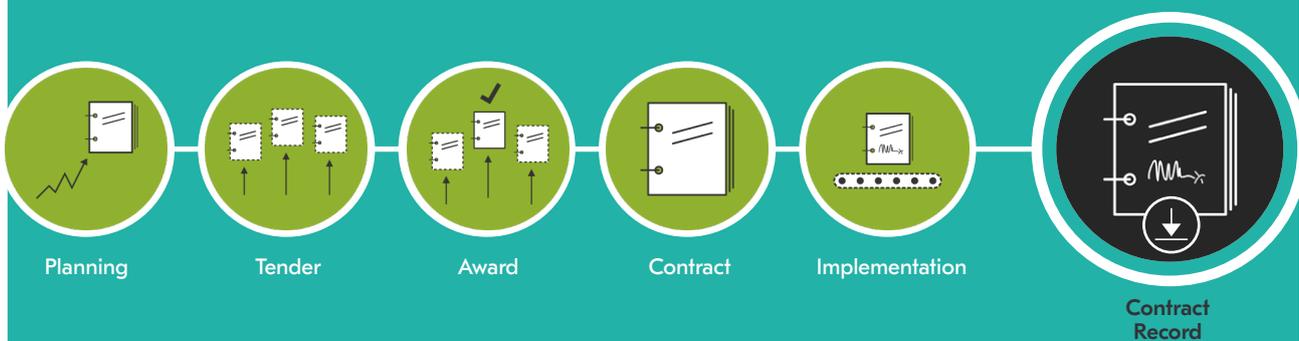
Finally, we will continue to develop the standard itself, together with the community. We will continue to upgrade the OCDS and make improvements to its documentation so that it can continue to meet the evolving needs of the growing field. We will also develop and improve our library of self-service learning and guidance materials for the community, including in low-tech environments.

In this way, we hope to leverage the OCDS as an integral diagnostic tool to then measure outcomes and impacts from public procurement reform and start a conversation about radical improvements.

BOX #4

The Open Contracting Data Standard

The Open Contracting Data Standard (OCDS) enables disclosure of data and documents at all stages of the contracting process by defining a common data schema to make that information open, accessible and user-friendly.



It is structured to track the complete flow of information across the public contracting process—from planning to tender to award to implementation of contracts—using unique IDs to link information across different datasets within government. It enables users and partners around the world to publish shareable, re-usable, machine-readable data, to join that data with their own information, and to create tools to analyze or share that data.

It was developed from matching best practices in disclosure of contracting information with key use cases such as tracking value for money, public integrity, service delivery and competition. Full documentation and details on the schema are at: http://standard.open-contracting.org/latest/en/getting_started/.

4.3 Objective 3: Build a self-sustaining community of policy and practice

Getting impact across the trillions of dollars spent on public contracting each year means that we have to work through others to achieve real scale. Fostering a global community of organizations and professionals who work on open contracting, and acting as a hub for growing knowledge and learning for the community, has always been an integral part of our mission. We need to involve our core audience of government reformers, but also:

- Companies, civil society organizations (CSOs), and technical experts that provide support services in terms of technical and change management to country reformers;
- Funders, multilaterals, bilaterals and other initiatives that encourage and finance open contracting reforms;
- Media and CSOs seeking to use contracting information and tell powerful stories;
- Academia and more technical CSOs wanting to analyze information and understand what's working and what isn't;
- Businesses and business associations and initiatives that advocate for open contracting.

Up to now, much of our community-building effort has been focused on supporting and equipping implementing organizations and global advocacy partners. Thanks to this effort, the number of vendors, funders, and partners supporting open contracting projects has grown significantly, as have the connections among these organizations. But, based on our [2017 community survey](#), there is clearly more that we can do.

Partners told us that they wanted more differentiated forms of support to meet them where they are; more adaptable, self-service tools; and more help with connections (especially to business and journalists). So we will invest in developing tools and services to meet their needs.

We will ramp up tailored engagement and support programs for four additional audiences whose engagement is important for a strong open contracting ecosystem. With our partners, we will:

- 1 Empower CSOs to work on open contracting, be it in advocacy, data publication, monitoring, etc.;**
- 2 Encourage and equip journalists to accurately report on contracting data;**
- 3 Support academics who want to analyze open contracting data and assess the impacts of open contracting;**
- 4 Engage businesses as both vendors of information and as advocates for simple, fair contracting processes.**

Engaging with these actors will require adding to the OCP team's skills and capacity, particularly in the areas of training, community engagement, and communication. We set clear targets on empowerment and engagement of these communities in [Section 5](#) and provide much more detail on our tactics to involve them in [Section 6](#).

4.4 Objective 4: Learn and share what works (and what doesn't)

Open contracting is new, exciting, and at the cutting edge of what is possible with digital government. There is no one perfect system and we are all still learning about its potential. We've infused learning into all levels of our operation, starting with ourselves as individuals, then as an organization, and to our own programs and finally to the whole community.

We regularly publish our own lessons, celebrating our hits and fessing up on our misses (see www.open-contracting.org/learning for examples). We regularly convene events to support the learning of others, including country implementers and global community actors.

We focused on tracking measurable systemic impacts from open contracting in our first strategy. Many of our partners and allies aren't used to articulating and measuring impact at a systemic level. And it can take several years to realize some of the impacts of open contracting.

In future, we will pay special attention to helping partners set up results frameworks that go beyond impact or nothing, to better track intermediate progress and milestones, such as clear problem identification, stakeholder engagement, improved data infrastructure, data quality and completeness, improved consultation, monitoring, feedback loops that will get us towards impact.

We will continue to refine the way we distill lessons and course corrections from our engagements. We will also share these lessons in more channels to meet practitioners where they are rather than waiting for them to come to us, exploring new storytelling models to unlock knowledge gained across the community better.

We will also be more vocal about the obstacles to real progress when we can't get to impact. [This worked well when we scaled back our engagement with the UK while still leaving the door open.](#)

In line with a greater focus on problem-driven implementations, we will explore packaging problem-focused content to reach new user groups. For example, lessons from Bogotá's experience improving its school meal program through open contracting and results-based procurement are already informing a similar process in Philadelphia; if that goes well, we could introduce issue-specific guidance on school meals to scale the approach.

4.4.1 Sector-specific programs

Open contracting holds particular promise to improve sectors where public contracts are central to the business models (and are a regular topic of debate in boardrooms), and where there is sufficient specialist expertise, knowledge transfer and a potential for successes to inspire transformational change elsewhere. In those sectors, more intensive support can help our theory of change propagate rapidly.

We have already launched programs in extractives (oil and mining) and infrastructure, with specific knowledge and advocacy products for both sectors. We plan to deepen these engagements, to get to a sustained change in industry-specific behavior (such as the normalization of publishing contracts in the extractive sector), and then leverage businesses as cheerleaders and as proof that change is possible. In each case, we plan to work with expert sector-specific partners such as the Natural Resource Governance Institute, Publish What You Pay, and the Extractive Industries Transparency Initiative for the extractives; and CoST - the Infrastructure Transparency Initiative and the Global Infrastructure Hub for infrastructure. We will also target global businesses and expert departments in international financial institutions.

Beyond extractives and infrastructure, we are considering a global health and pharmaceuticals sector strategy in conjunction with Transparency International and, possibly, the World Health Organization. We will also explore more sustained work and OCDS extensions to cover the sale of state assets, building on powerful results demonstrated by taking an open contracting approach to this in Ukraine.



**5. WHAT WE
WILL ACHIEVE**

5.

We push ourselves to measure systemic changes beyond where most governments, funders, and civil society groups focus.

In our last strategy, we planned for 30 commitments to open contracting, 20 publishers of open contracting data, 10 decent reform programs and five measurable, systemic impacts from 2015-2018.

We've exceeded the commitments and the publishers in our strategic targets, but we've fallen short on impacts (we are at three of five). It's those real, systemic changes that we most care about, so it's critical we get there.

BOX #5

What we mean by impact

We set a high bar for measuring impact, which is why we sometimes fall short. For us, real impact means significant, widespread, documented change where we can show both a shift in behavior and the outcomes of that shift in terms of competition, savings, better services, and/or improvement in governance or public trust. We can see impact within a single government agency or across multiple agencies, as long as the change occurs across a large number of projects. Because these are significant changes, they take longer than outcomes and are usually seen two to five

years (or more) after an intervention begins. To count as impact, we must be able to verify the quantitative results through rigorous evaluative measurement such as hard data analysis.

And, of course, that impact should be attributable to some combination of our four cornerstones of open contracting: 1) user-centered design of reforms; 2) open contracting data in a machine-readable format that's free for use and re-use; 3) cross-sectoral engagement and feedback; and 4) learning, sharing, and iteration.

Examples of impact include:

- Increased accountability and increased level of trust by business and citizens in the public contracting system
- Increased public integrity
- Increased market opportunity for businesses, including reduced entry costs
- Increased internal efficiency and lower administrative burden
- Increased value for money
- Improved quality of public goods and services

We've seen three compelling examples of impact in our community so far (out of the target of five that we set ourselves in our first strategy) in:

- [Ukraine](#)
- [Paraguay](#)
- [Colombia](#)

We talk more about these impacts in Box 3.

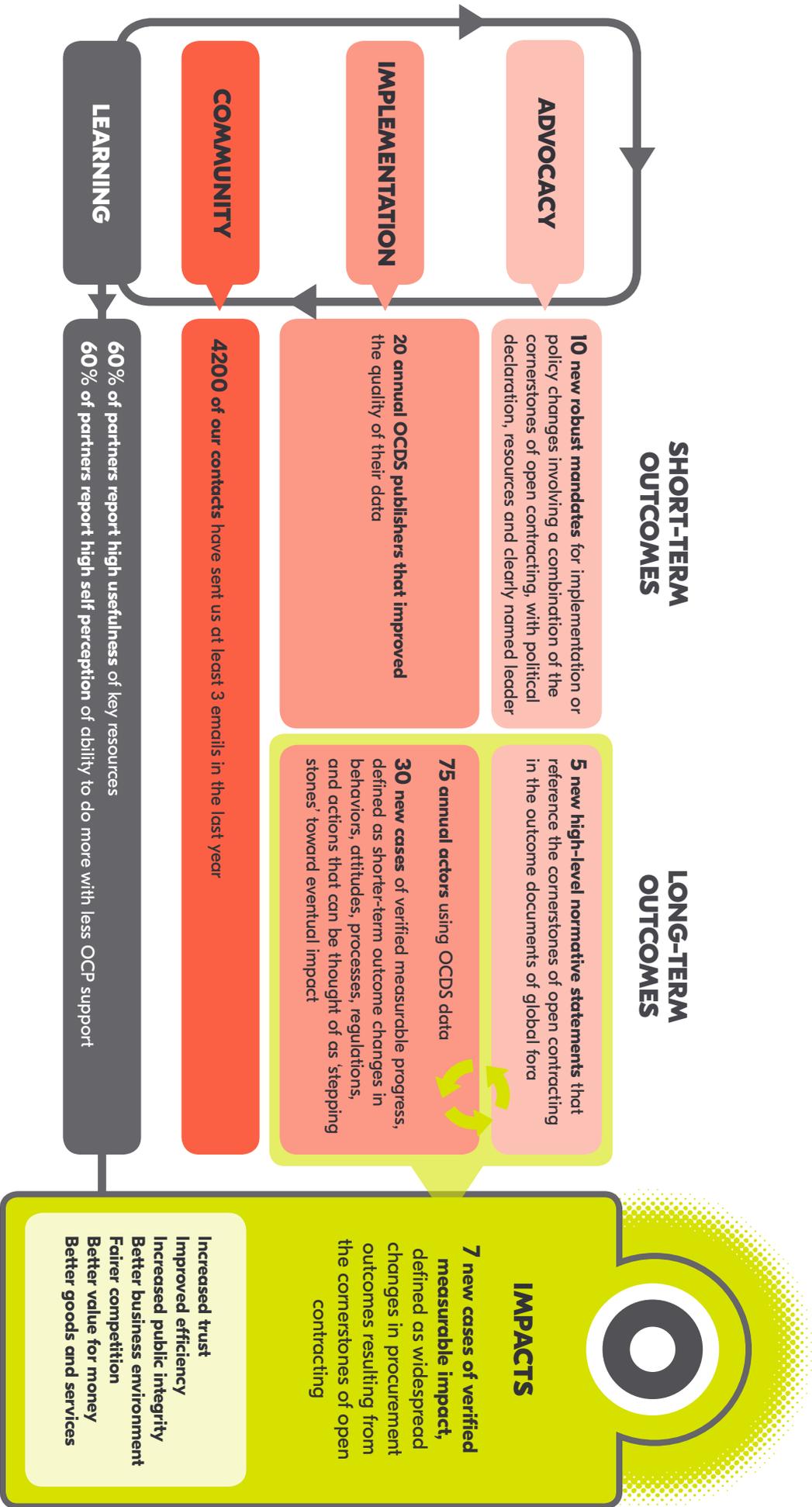
Under this new strategy, we plan to achieve five new measurable systemic changes through open contracting as well as making up for the two we missed from our first strategy, for a total of seven. This will allow us to point to ten systemic impacts of open contracting by the end of this cycle.

We've also set several indicators with concrete targets that will help us measure progress towards this goal. We've mapped these indicators to the four strategies in our theory of change in Diagram 2.

Additionally, we have set a longer list of monitored indicators without targets to tell us if we are going in the right direction. These are things that we are often asked about—such as number of OGP commitments to open contracting—that are helpful to know but not central to our theory of change. A robust political mandate for change, involving clear leadership, clearly identified resources, a clear problem statement and stakeholder engagement, meanwhile, is a target as it is central to our theory of change. You can see a full list of both our targets and our monitored indicators in Annex 2.

As ever, we will report publicly on all our targets—including the longer list of indicators as well as the shorter list of 'harder' targets—in quarterly updates at: www.open-contracting.org/learning.

OCP five-year targets



SHORT-TERM OUTCOMES

LONG-TERM OUTCOMES

ADVOCACY

10 new robust mandates for implementation or policy changes involving a combination of the cornerstones of open contracting, with political declaration, resources and clearly named leader

IMPLEMENTATION

20 annual OCDS publishers that improved the quality of their data

COMMUNITY

4200 of our contacts have sent us at least 3 emails in the last year

LEARNING

60% of partners report high usefulness of key resources
60% of partners report high self perception of ability to do more with less OCP support

5 new high-level normative statements that reference the cornerstones of open contracting in the outcome documents of global fora

75 annual actors using OCDS data

30 new cases of verified measurable progress, defined as shorter-term outcome changes in behaviors, attitudes, processes, regulations, and actions that can be thought of as 'stepping stones' toward eventual impact

IMPACTS

7 new cases of verified measurable impact, defined as widespread changes in procurement outcomes resulting from the cornerstones of open contracting

- Increased trust
- Improved efficiency
- Increased public integrity
- Better business environment
- Fairer competition
- Better value for money
- Better goods and services



**6. TACTICS:
TURNING OUR
STRATEGY INTO
ACTION**

6.

Our goal is that front-line reformers and partners will be able to lead open contracting work with as little direct support from us as possible. The products and services we offer are means to that end, and are responsive to the changing needs of the community. This section outlines how we will support our partners; we go into greater detail in Annex 2 as we have had a lot of interest from partners for a breakdown of all the ways that we can help them.

Our core approach is a model of graded support, ratcheting our engagement and support up or down in response to changing needs and opportunities. It should allow us to deeply support a few engagements, maximizing their chances of impact, while nurturing a range of potential breakthroughs with lighter support to diverse actors.

Through this model of graded support, we will supply a host of both services and products.

Services require specific interventions from us. They range from low-intensity (e.g. simple helpdesk support on using OCDS data) to medium-intensity (e.g. commenting on draft legislation or convening regional/global events) to high-intensity (e.g. targeted trainings and workshops). Annex 2.1 describes these services for each of our main target groups (government reformers, civil society, businesses, media, researchers, and international development partners like the World Bank) and provides concrete examples.

Products are designed to be used by partners with minimal support. These include red flags analytics; data validation, visualization, and quality tools; use case guidance; and technical mapping. Annex 2.2 details these 'self-serve' goods, tools, and other products.

Our products and services cover the whole range of our work, including advocacy, communications and storytelling, implementation, technical planning, problem framing, implementation of the OCDS, use of data, convening and engaging stakeholders, and setting and measuring targets.

Although the Annex divides our products and services, many of our interventions use a mix of both and address multiple strategic goals. For example, working with partners on implementation also builds the capacity of our community and generates learning that can drive advocacy. Likewise, helping a government set a performance target for implementation generates learning and also supports advocacy from civic activists to hold the government accountable.

The direct services that we offer our partners are constrained both by our own resources, and also by our goal of building the community of other support providers. We believe the optimal mix is to provide approximately 100 low-intensity, 50 medium-intensity, and 20 high-intensity services per year, in addition to maintaining and updating our re-usable products.

Emphasizing lower-intensity services and products will help stoke reforms across multiple contexts, while keeping our most intensive efforts focused on the most high-value opportunities. Our low-level support also provides gateways to more sustained support from other vendors or local organizations—*crowding in* their support, rather than *crowding it out*.

We have set detailed engagement criteria to guide our investments (see Box 6 for more), though we recognize this is as much art as science. We want to see progress to justify continued support, but we will remain alert to opportunities where encouragement and a push could help kick-start an impactful collaboration.

BOX #6

Our engagement criteria

When there is a request or opportunity for OCP to deploy higher intensity support (funding, consultants, in person training and support), we will assess the opportunity according to the following investment criteria:

- 1. Clear goal:** To what extent is there a SMART (Specific, Measurable, Achievable, Relevant, Time-Bound) goal that our implementing counterparts (government and/or non-government) are trying to achieve through open contracting, including addressing specific problems or tied to specific social results?
- 2. Mandate:** To what extent is there a robust, specific, and actionable political mandate, clear leadership, action plan, and/or compliance mechanism, to help achieve the goal?
- 3. Political buy-in:** To what extent are there influential government and non-government actors who are willing to spend their political capital and other needed resources to achieve the goal?
- 4. Resources:** Are there clearly identified resources (especially money) backing the implementation?
- 5. Skills:** To what extent do actors have the knowledge and skills—public contracting and/or sector-specific, and data-related technical—to achieve the goal?
- 6. Collaboration:** To what extent are actors willing and capable of working together to meet the goal?
- 7. Opposition:** To what extent is there opposition to the goal?
- 8. Learning:** To what extent might this implementation help us, our partners and the wider global community to learn and improve our work and to advance global advocacy?



**7. OUR ORGANIZATION:
FIT FOR PURPOSE**

7.

This final section reflects on how the OCP needs to change itself to respond to the demands of our partners and our new strategy. It covers how we can further improve our organization, our resources and finances, our fabulous team and our governance to be as adroit and impactful as possible.

When we formed, it was very motivating to have a clear end date: we proposed to put ourselves out of business by building a global community of policy and practice on open contracting. We set an ambitious timeline to shut down after eight years, with one strategy cycle to learn and another to scale.

Our partners aren't so keen on this limited life. They want us alongside them in their work, in the trenches, especially given the long-haul journey of getting to systemic reform.

So, we are planning to stick around for a little longer. The OCP will be more of a three-act structure. This strategy covers the difficult middle part of the story, where the initial excitement wears off and the challenges multiply before they are, we hope, triumphantly overcome in the third act.

7.1 Team capacity and growth

We want to 'build the community, not be the community', so we remain committed to maintaining a small, high-performing team that is serious about working with and through others. We are now a team of about 15. Our hub is in Washington, DC but we are a diverse, globally distributed staff, close to the regional action across North and South America, Europe and Africa. You can see full details of our team at www.open-contracting.org/about/team

To achieve the goals laid out in this strategy, we anticipate growing to a staff of about 20 people. We plan to hire staff who specialize in performance-driven contracting, business engagement, data analysis and who have expertise in extractives and infrastructure. In addition, we want to add extra capacity in our team for training, community building, monitoring and evaluation, and communication to better inspire and empower our partners to take their own open contracting ambitions forward.

With our network of partners growing so fast, we can grow the OCP team to support them and still be a smaller part of the community overall so this objective shouldn't conflict with our focus on building the community to put ourselves out of business.

7.2 A learning organization

Solid internal learning systems are central to our mission to share and celebrate what works (and what doesn't) and to help make open contracting interventions even better in the future. Having tough conversations about successes and failures allows us to extract critical information to help us be smarter in our own work and better support our community.

As a learning organization, we continually search out ways to achieve impact even more reliably, but also to improve how we learn so we get smarter over time. We cycle across 'doing to reflecting to adapting', creating space and setting aside time for critical analysis and adaptive management. This includes:

- Quarterly rapid reflections to track progress against our strategic targets and raise concerns about our progress
- Regular strategy meetings between the leadership team and regional leads to co-develop strategies to overcome implementation challenges
- Regular all-hands meetings to ensure teamwide understanding of key opportunities and critical lessons learned
- Sessions such as 'fail fairs' that allow all team members to take a deep dive into challenging cases and see how we could have done even better

We also promote skill-building opportunities and professional development for individual team members, feeding directly into (and drawing from) the programmatic and community-learning described in Section 4.4.

7.3 Funding & budget

Our budget and spending for 2018 were \$3.6 million. In 2019, we anticipate expenses of about \$4.13 million. We project that our budget will grow to \$4.52 million in 2020 and \$4.77 million in 2021 as we bring on additional staff (as described in section 7.1). It will then remain fairly stable through 2023. You can see a summary of our year-by-year spending plans in Annex 3.

Personnel costs account for nearly half of our budget and almost all of the anticipated budget increases. The next biggest part of our budget is for program implementation, which includes investments in direct implementation, community support to partners, maintenance and support for implementation of the OCDS, peer mentoring, research, and monitoring and evaluation. Much of our advocacy is done by our own team, although we do reserve some funds for travel and targeted research to help strengthen our arguments.

Our travel and events budget (c. \$0.5 million annually) covers convening of national partners to shape in-country programs and learning events for our global partner community. We do our best to minimize travel expenses by piggybacking on other global events such as the Open Government Partnership Summits or the World Procurement Forum.

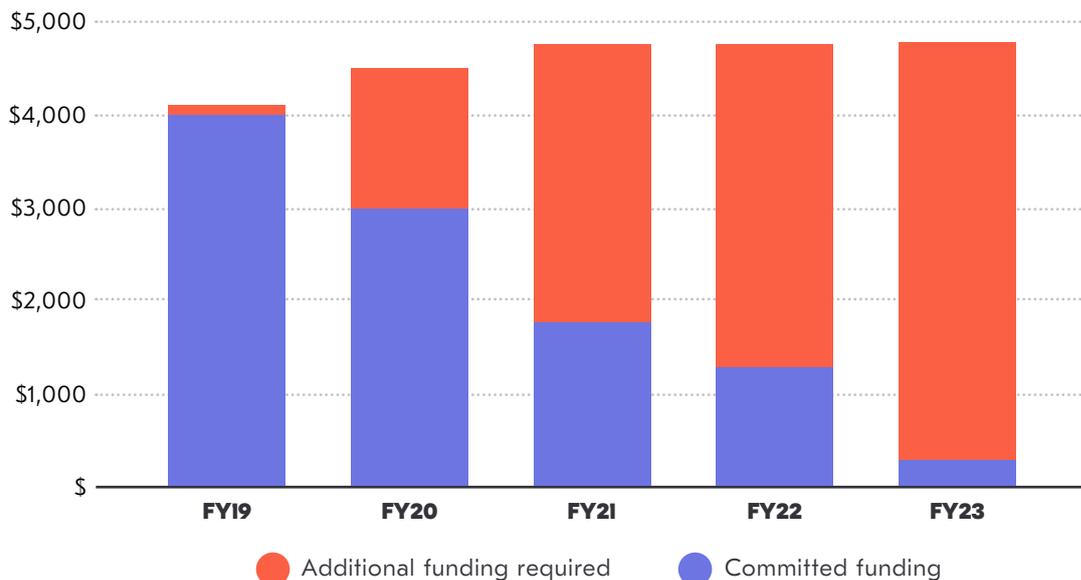
In line with guidance from our Advisory Board and non-profit best practice, we will continue to keep a reserve of three months' operating expenses to enhance our sustainability and enable us to deal with any unplanned events. Our overheads remain low, at about 11%, which includes the 9% fee that we pay our fiscal sponsor.

The OCP has had generous support from long-term funders during its first four years from Luminate (previously the Omidyar Network), the BHP Foundation, the UK Department for International Development, Laura and John Arnold, Hivos, and the Hewlett, Open Society, and Bay and Paul Foundations. Our funders have already committed \$12.9 million towards implementing this new strategy. We need to raise an additional \$12.7 million to meet our anticipated expenses of \$25.6 million over the next five years. In line with guidance from our Advisory Board, we strive to have a balance of 60% restricted to 40% unrestricted funding.

Diagram 3, below, shows this funding requirement over the next five years.

DIAGRAM #3

OCP five-year funding targets



We are optimistic about raising the needed funds. Several of our current large grants will have ended by the 2021 financial year, but we hope to renew them, as we are meeting or exceeding our grant-specific targets and have good relationships with our funders. However, if we were to fall short on our fundraising, we would revise our spending down and keep our budget at around \$4 million annually, delaying hiring more team members. That will postpone some of the important shifts that we hope to make and may require a re-evaluation of our targets.

7.4 Our culture & values

We work together across continents, countries, and time zones. So we always strive for open, respectful, and kind communication and collaboration. We hold to values that allow us to be our best, individually and collectively, and to be bold, open and curious about how we can best change the world. We try to recruit people who adhere to these values and fit our organizational culture of collaboration, learning and experimentation. And, we don't shrink from holding ourselves accountable when we fall short.

Our values

Our values are:



Open: What we expect from government, we apply to ourselves too. We openly and honestly share what we are doing, from contracts and finances to programmatic progress and challenges. We are also open to new ideas and collaborations. We ensure that our events and organizational processes are inclusive and everyone feels invited to participate. We recognize that this involves going the extra mile and taking a longer road to impact than just working with governments; but it also makes the results more robust and sustainable.



Bold: To reach our ambitious goals for transforming the world's largest marketplace, we have to be bold. We push for transformational change (open-by-design) rather than being content with incremental or superficial improvements (data publication) and low-hanging fruit. We call out the myths and hold people accountable. We are steadfast and courageous without being insensitive or inflexible.



Curious: To influence vested interests and change the status quo, we have to be creative. We take chances on new approaches and new ideas. We explore new ways to solve problems and build new collaborations and alliances. We create space for testing, failure and adaptation. We run with our winners, fess up and learn from our mistakes, and report on what we learned on the way.

We work collaboratively and respectfully with all our partners. We don't have all the answers and learn so much from our brilliant community. We invest heavily in co-design, user research and collaboration. We regularly ask for honest feedback and listen to what we could do better and what our community needs too. You can see examples of that both around our community building ([here](#)) and our strategy ([here](#)). We are always up for an adventure and don't shy away from risky projects if they are innovative and have high potential for impact.

Finally, we hope to do our work in a fun way, taking time to celebrate our own and our partners' successes. It's a long road to strategic global change, and the journey is better with a little chagrin, humility and humor on the way.

7.5 A learning organization

To keep our infrastructure lean, we operate under a fiscal sponsorship model. This mechanism, commonly used in the United States, allows nonprofits to operate under the fiscal and administrative oversight of a larger, specialist nonprofit foundation, while maintaining programmatic autonomy. Organizations use this mechanism to operate without establishing a new legal identity and to access the foundation's support for compliance, book-keeping, reporting and other administrative services.

Our fiscal sponsor is the Fund for the City of New York (FCNY), one of the oldest and best-known sponsors founded by the Ford Foundation and others in the 1960s. Contributing to global civic innovation is one of the pillars of FCNY's mission, and we are one of their major international programs in this area. As a program of FCNY, the OCP's administrative processes are designed to meet the highest regulatory and transparency standards. In addition, we also implement our own best practice policies around public openness, vendor contracting, employee remuneration, accumulation of reserves, conflicts of interest, anti-bribery and safeguarding.

Fiscal sponsorship is currently working well for us but we also intend to explore the option of becoming an independent organization if it results in a significant reduction in our costs, as fiscal sponsors charge a percentage service fee.

Throughout this strategy, we will work with our Advisory Board to check that our governance remains exemplary and that our fiscal sponsorship model adds value.

7.5.1 Our Advisory Board

Our Advisory Board is a multi-stakeholder body made up of renowned, diverse individuals from across government, the private sector, civil society, the technology sector and development organizations. The Advisory Board has a strong and committed Chair and Vice Chair.

The Advisory Board approves our strategy, our budgets and our finances, reviews the performance of our Executive Director and sets policies under which the OCP operates (in addition to those set by FCNY). It meets twice a year, and on a regular basis in its subcommittees.

[A list of our wonderful Board members can be found online here.](#)

7.6 How we work with others

We see working with and through others as essential to building a global community for open contracting. This will create the multiplier effect needed to achieve global scale and shift the default in public contracting.

Our model involves providing support to a wide variety of partners including government, civil society, development partners, the private sector, researchers and the media around the globe. The specific support we offer and the conditions upon which we offer them are laid out in Annex 2 on our tactics.

Many of our tools and programs are available for everybody; but more intensive support (which requires deployment of OCP funding or intensive staff or consultant time) are offered according to our engagement criteria (see Section 6 on our tactics for these). These criteria are geared towards identifying projects that will strengthen the entire community and/or demonstrate measurable impacts on the ground.

When we work with partners, our goal is to equip them to integrate open contracting into their work. One of our targets is that 75% of our partners report that we have supported them to become more independent and confident to perform open contracting interventions. We also monitor the funding and support that our partners get for sustaining and expanding their open contracting efforts.

There is a significant dividend in sharing learning with other support providers to build the entire community. We actively collaborate on programs with multilateral and bilateral development partners, implementing organizations and consultants who can then support their networks. As these actors gain confidence and resources, we can then step back and help others reach scale, adding more partners into our global community. We especially hope to accelerate this process with a new peer support program.

Lastly, we help our own technical vendors to develop new products and business lines based on services and products that they build for us. We have seen this work particularly successfully for vendors supporting OCDS implementation in electronic government procurement programs: at least five private sector companies have significantly increased their portfolios thanks to collaborations with us.

7.7 Risks

We know that our performance as an organization is subject to multiple risks affecting staff safety, finances, reputation, and program delivery. The key risks that we seek to mitigate are detailed in [our organizational risk register](#), which is regularly reviewed and updated by the Advisory Board. Here we highlight the two main strategic risks that lie at the heart of our theory of change and how we intend to mitigate them.

The first risk we run is that open contracting reforms don't result in measurable impacts or positive outcomes on the ground. If we can't show that more open, digitized and responsive contracting ultimately leads to improvements that make life better for government officials, businesses and citizens, we will have failed. Our new strategy, including our team, services and products, are set up to help reformers achieve impact. We have specific organizational targets for impact and progress stories, which we will review quarterly to make needed adjustments in our operations.

The second risk is that, instead of building a field of practitioners who are motivated and able to advance open contracting, we become the implementer of last resort and become the community rather than building it externally. To mitigate this risk, we have made community building an explicit objective in our new strategy, with measurable targets and dedicated products and services. We will also regularly measure how we are empowering our partners and adapt our approach based on their feedback to make sure they are gaining the agency and confidence to put us out of business.

**8. CONCLUSION:
THE FUTURE IS OPEN**

8.

It's been a great first four years for the Open Contracting Partnership. We've been thrilled by the diversity and the energy of our partners from over 30 different countries. We've built a world class team and seen rapid adoption of some of our key tools like the Open Contracting Data Standard. We've seen the transformational impact when politics, open data and systemic change in public practices align. We also made mistakes and learned a lot on the way.

Our new strategy builds on our successes and our lessons. We've adapted, and improved our model so we can more effectively and consistently bring together the elements needed for systemic change. We can't wait to get to work and to help lead decisive change in the world's largest marketplace to deliver better goods, works and services for all of us.

For public contracting, for your government's dollars and dealmaking, #TheFutureIsOpen.





ANNEX I:
STRATEGY TARGETS

ANNEX 1

A complete list of all the targets under our previous strategy and our new targets and the methodologies to calculate them can be found online at www.open-contracting.org/learning.

SECTION A

Our goals and targets 2019-2023

By the end of 2023, we want to see:

OVERARCHING IMPACT GOAL

- **7 new cases of verified measurable impact**, defined as widespread changes in contracting outcomes resulting from implementing the cornerstones⁸ of open contracting

Targets

ADVOCACY

- **5 new high-level normative statements** supporting open contracting that reference key principles of open contracting
- **10 new robust mandates** for implementation or policy changes involving a combination of the cornerstones of open contracting, with a clear, high-level political declaration, direct leadership, goals and resources and timeline

IMPLEMENTATION

- **30 new cases of verified measurable progress** from implementing open contracting. These will be written up by OCP documenting shorter-term outcome changes in behaviors, attitudes, processes, regulations and actions that may be the 'stepping stones' toward eventual impact.
- **75 annual actors** using OCDS data
- **20 annual OCDS publishers** that improved quality of their data

COMMUNITY

- **4200 of our contacts** send us at least 3 emails over the last year (measured yearly)

LEARNING

- **60% of partners report high self perception of ability** to do more with less OCP support (measured yearly)
- **60% of partners report high usefulness** of key resources (measured yearly)

SECTION B

Monitored indicators

Targets	
ADVOCACY	<ul style="list-style-type: none">• Number of lighter commitments to open contracting that might lack political declaration, goals, resources, timeline, and/or clearly defined leader• Number of high-level and local media mentions
IMPLEMENTATION	<ul style="list-style-type: none">• Number of new cases of verified data use. These will be written up by OCP documenting short-term, initial progress in a goal-oriented implementation.• Annual number of OCDS tools and methodologies that are re-used• Number of unique publishers of OCDS data• Number of helpdesk requests, disaggregated by new/sustained engagement and geographic location
COMMUNITY	<ul style="list-style-type: none">• Number of new non-OCP project/programs/organizations that get funding• Network average interconnectivity• Number of people and organizations in our wider network who engage in open contracting conversations
LEARNING	<ul style="list-style-type: none">• Survey averages across sessions, workshops, and events held in which OCP had a principal role in shaping agenda and delivering event• Average number of accesses to key OCP resources
ORGANIZATION	<ul style="list-style-type: none">• Credibility and usefulness of OCP, as per net promoter score• Number of low, medium, and high intensity OCP interventions• Percent of new hires that show geographic, cultural, or sectoral diversity

**ANNEX 2: OCP
TACTICS, PRODUCTS
AND SERVICES**

ANNEX 2

As described in Section 6, we will achieve our strategic objectives through a flexible model of graded support to partners. We offer a range of direct support services across high, medium and low intensities (described in Annex 2.1), as well as a menu of self-service products (described in Annex 2.2).

2.1 Services for our community

This section aims to help partners understand our potential scope of services. Though we have set this out by major groups of stakeholders, we approach our engagements as collaborations, bringing together multiple actors and rarely working with any group in isolation. The lists of low, medium and high service options are illustrative and will be adapted over time to meet changing needs.

Governments: We want governments to transform public contracting from an opaque, compliance-driven exercise to a strategic function that is digital, collaborative, and highly effective. Critically, we want government actors to consume the data that they generate from open contracting interventions so that they care about its quality and consistency.

We work with governments toward these goals by offering guidance, tools, and evidence (see Table 2 on the next page). At the most basic level, we provide free helpdesk support for OCDS publication, and data use and general tools, guides and materials to assist with implementing reforms. At a slightly higher level of engagement, we review existing materials and protocols and offer bespoke advice on specific aspects of the reform process. Our most intensive engagements include convening multi-stakeholder collaborations, designing collaboration and monitoring mechanisms, and helping to hire consultants to support implementation. We also support partners with arguments and evidence, help to set goals and measure progress against them, and showcase their lessons and impacts.

Our graded support model means that we invest more as government partners demonstrate commitment to working collaboratively with other stakeholders and as they deliver on their commitments. We will also use advocacy, feedback, and cheerleading with international partners to 'push' governments to make more progress when we see that they are stuck.

- For example, in Ukraine we supported the Ministry of Economic Development and Trade, the Prozorro procurement team, Transparency International (TI) Ukraine and other stakeholders to collaborate on systemic procurement reforms. We are proud of the value we added to that unique coalition: providing unstinting technical support around using the OCDS as the heart of their new system (which saved about 12-18 months on the project). We also advised on draft legislation, and helped design models and methodologies for monitoring by civil society, business, and government oversight institutions. We directly funded and helped secure funding from Omidyar Network (now Luminate) and others. We also supported TI Ukraine with building and implementing their DoZorro mass citizen feedback platform. Lastly, we offered international showcasing and fostered political support when reforms came under attack by vested interests. These various forms of support helped to embed the reforms for longer-term success.

TABLE 2

OCP's services to governments

Intensity of engagement	Types of support offered
<p style="text-align: center;">LOW</p>	<ul style="list-style-type: none"> • Simple helpdesk requests (less than 3 hours) for OCDS publication and data use by government • Signposting to guidance and resources • Basic advocacy on why open contracting matters
<p style="text-align: center;">MEDIUM</p>	<ul style="list-style-type: none"> • Comments on draft legislation, TORs, project documents, briefing notes for decision makers • Co-design and/or comments on project plans • Policy and legislation support and guidance • Articulating political commitments and mandates (including OGP) • Feedback on progress and areas for improvement • Regional and global shared learnings (virtual and in person) • Bespoke advocacy on why open contracting matters
<p style="text-align: center;">HIGH</p>	<ul style="list-style-type: none"> • Workshops and trainings on problem identification, stakeholder collaboration, data publication, monitoring, etc. • Peer support and fellowship • Embedding technical support and internal capacity through hiring of consultants • Help to develop budget/funding proposals • Documentation and MEL support • Specific advocacy missions, including bespoke local campaigning and documentation

Civil society: We want local civil society to work with government on reform projects and to be empowered to monitor public contracting and see their recommendations result in policy changes and improved outcomes.

We support global and local CSOs to undertake their own open contracting advocacy and monitoring efforts. We offer advocacy advice and help with research to build the case for change and will explore better channels to reach local changemakers including simpler, better targeted online content. When we see consistent patterns of opposition, such as concerns about commercial confidentiality, we invest in specific new expert advice and also concentrate our international 'firepower' on those areas.

We know the use of data can be a barrier for civil society organizations, so we intentionally build low-tech, light-touch tools and training. We also offer helpdesk support to help local CSOs to use OCDS data and provide feedback on the tools they develop.

We support local CSOs with fundraising strategies and share learning of arguments, tools and methodologies across contexts. In some cases we fund development of specific monitoring projects where it will help to improve contracting outcomes or serve as a re-usable lesson or tool for the community. We also cheerlead for and showcase the work of these partners internationally and join with them in tag team advocacy, working together and separately, to push government counterparts.

We are mindful that local civil society can be vulnerable. So we also seek to mobilize international actors to cheerlead for local reforms (see below) and mobilize other actors supporting civic space when needed.

At the global level, we help players such as Transparency International, the Natural Resource Governance Institute, the Publish What You Pay coalition, the ONE campaign or multi-stakeholder initiatives, such as the Open Government Partnership, CoST - the Infrastructure Transparency Initiative, or the Extractive Industries Transparency Initiative, to deliver on their open contracting agendas. In most cases, we provide strategic collaboration on joint interventions, joint expert research to counter particular blocks, and sometimes train their local teams to help with open contracting interventions.

In this new phase of our work, we will focus on moving beyond open government advocacy groups to issue- or service-focused groups who'll see open contracting as a way to deliver better goods and services. We will provide them with advice on using open results-driven contracting strategies to achieve their goals (e.g. better schools, infrastructure, or medical care) and link them to other actors working on contracting.

For example, in Nigeria, we have supported civil society groups, journalists and university staff and students to lead advocacy for and implementation of open contracting. Initially publishing contracts accessed through Freedom of Information requests, the Budeshi (Hausa for "open it") coalition has become a standout example in Africa of the power of joining up user-friendly, accessible information on contracting through an open contracting approach. CSOs such as the Public and Private Development Centre have used and analyzed this information to identify irregularities in contracting processes, verified on the ground through dedicated community monitors, and engaged with government entities and contractors to resolve these issues. They have also been able to use Budeshi to prove the value of formal adoption of the OCDS to the federal government, collaborating with the Bureau of Public Procurement as they develop and roll out the NOCOPO Federal Open Contracting initiative, as well as in several states.

TABLE 3

OCP's services for civil society organizations

Intensity of engagement	Types of support offered
<p style="text-align: center;">LOW</p>	<ul style="list-style-type: none"> • Simple helpdesk support to use OCDS data and feedback on tools • Signposting to guidance and resources • Advice on making a case for change
<p style="text-align: center;">MEDIUM</p>	<ul style="list-style-type: none"> • Supporting civil society partners to develop fundraising strategies and proposals • Help to design demonstration and/or monitoring projects • Regional and global shared learnings (virtual and in person) • Helpdesk support to develop sector specific OCDS guidance resources and documentation • Coworking to craft a case for change
<p style="text-align: center;">HIGH</p>	<ul style="list-style-type: none"> • Training and workshops • Funding to support specific advocacy, research, monitoring, and demonstrative efforts • Peer-coaching and mentorship • Supporting extended engagement with government and private sector on open contracting reforms, including strategy, 'tag team' advocacy and specific advocacy campaigning • Tag team national and international advocacy for change

Businesses: We want businesses to advocate for open contracting with government—from huge multinationals who may see open contracting as an indicator for investment, to small women- or minority-owned businesses who can better prepare and succeed in doing business with governments. We also want support providers, e-solutions providers, and aggregators to build businesses using OCDS data.

We see four business audiences that we need to engage:

1. Suppliers to government, who we need to get onside with reforms;
2. Businesses that would like to become suppliers to government;
3. Businesses that provide contracting services, advice and implementation support to government; and
4. Infomediaries who work with data and could consume OCDS and other content to produce new services for others.

The first two categories are likely best reached through business associations. The second two may involve more direct engagement and support to specific companies.

To influence government suppliers, we engage with global business alliances, such as the International Association for Contract and Commercial Management (the IACCM) or the International Council on Mining and Metals, to shift the industry consensus to support open contracting and the publication of government contracts. We collaborate with the Emerging Markets Investors Alliance to bring awareness of contracting and procurement risks and need for open contracting to investors, especially in complex, long-term infrastructure projects. We work with the B Team business leaders to make open contracting a key workstream in their efforts to improve how business is done.

We provide guidance and support to technical service providers so they can offer their clients OCDS implementation services and business intelligence and monitoring solutions. For example, we began working with Data Path Analytics when it was a group of volunteers in Ukraine developing business intelligence and monitoring methodologies. Since we showcased the firm, it has worked closely with the European Bank for Reconstruction and Development (EBRD) and others to provide OCDS implementation and monitoring support in Armenia, Kyrgyz Republic, Moldova, Serbia and other countries. Electronic procurement solutions providers like European Dynamics, Vortal and SAP Ariba have also been working with us to scope and implement the OCDS in new e-procurement systems in Honduras, Canada, Zambia, and elsewhere.

We can do a better job of mobilizing the second segment (aspiring contractors) and the third (government reform hand-holders) and will invest in specific efforts to do this as an important part of this strategy. Our sector-specific strategies can also help create a wider demonstration effect here.

TABLE 4

OCP's services for businesses

Intensity of engagement	Types of support offered
<p style="text-align: center;">LOW</p>	<ul style="list-style-type: none"> • Signposting for support providers, e-solutions providers, and aggregators seeking to build businesses using OCDS • Basic advocacy on why open contracting matters
<p style="text-align: center;">MEDIUM</p>	<ul style="list-style-type: none"> • Invitation and sponsorship to regional and global events • Regional and global shared learnings (virtual and in person)
<p style="text-align: center;">HIGH</p>	<ul style="list-style-type: none"> • Support to participate in regional and global events • Targeted trainings, workshops and data dives • Peer coaching and mentoring, communications, and development of use and impact stories • Workshops and training to engage business in open contracting advocacy, feedback on reforms, monitoring and complaints

Media: Given their unique responsibility to report on how governments use public funds, journalists are, potentially, one of the most important users of data and information on public contracting. We support journalists to use open contracting data by signposting to potential stories and helping them to work with data to shape their stories. We want to empower journalists to both hold government accountable and track the performance and service delivery from public contracts.

- We have been trialing this approach in the UK, including providing relevant background to Wired UK on the [Carillion bankruptcy](#) story and breaking a story on the contracts between the [Big Four accountancy firms](#) and the UK government in the Daily Mirror. To introduce open contracting and train journalists in the use of data, we've explored different formats and fora, such as hackathons with the BBC. In Argentina, the data newsroom at La Nación and a civil society organization have worked together in a year-long investigation to highlight [the cost of medicines purchased by the government in Argentina](#). And a new network of Latin American data-driven news organizations is forming to focus on public contracting. Building on these efforts will help us to better shine a light on the shady dealings behind public contracting, and encourage accountability in government buying.

TABLE 5

OCP's services for media

Intensity of engagement	Types of support offered
<p style="text-align: center;">LOW</p>	<ul style="list-style-type: none"> • Signposting to OCDS data and potential stories • Offering comments on stories
<p style="text-align: center;">MEDIUM</p>	<ul style="list-style-type: none"> • Support in designing investigations • Outreach to craft and tell stories
<p style="text-align: center;">HIGH</p>	<ul style="list-style-type: none"> • Workshops, training, data dives • Support on data analysis • Collaboration on investigations • Grants and fellowships • Peer coaching and mentoring

Researchers: We want reforms to focus on solving problems through a data-driven approach. Researchers and academics are key to this, as they can do comprehensive analyses and make detailed policy recommendations to address issues.

- We support researchers to design problem-driven research and to convert their analytical findings into policy recommendations to government. We also support researchers to measure the impact of reforms. For example, we have supported academic institutions in Ukraine and Nepal to measure progress and the impacts of open contracting reforms. Under this strategy, we intend to deepen ties with academic institutions and researchers to use open contracting data to identify areas in need of reform and to evaluate the impact of reform efforts. Lastly, we want to provide digestible and accessible content to allow open contracting to be integrated into curricula and modules taught for professional development.

TABLE 6

OCP's services for researchers

Intensity of engagement	Types of support offered
<p style="text-align: center;">LOW</p>	<ul style="list-style-type: none"> • Signposting to datasets, tools, resources and guidance
<p style="text-align: center;">MEDIUM</p>	<ul style="list-style-type: none"> • Support in designing and executing research projects • Assistance in locating data
<p style="text-align: center;">HIGH</p>	<ul style="list-style-type: none"> • Workshops and training • Funding, coaching and mentorship • Assistance in analyzing data

Development partners and funders: Multilateral and bilateral partners are crucial to bring open contracting to scale. They can provide normative imperatives, incentives, technical advice, tools and financing for open contracting reforms. Funders, such as global and national foundations as well as governmental donors, can finance organizations working on open contracting at the local or global level. Both play an important norm-building role, advocating for open contracting in global and regional fora and facilitating connections and learning across grantees and other organizations.

The OCP helps development partners to incorporate open contracting into their work by offering specialized guidance and sharing what works on the ground.

- For example, we work closely with the EBRD and World Bank on their open contracting interventions, helping with specific Terms of Reference (TORs), guidance, and project implementation toolkits. This not only supports their implementation and helps link disbursements and program documentation to benchmarks on open contracting progress indicators, but also ensures their interventions are impact-focused and build a stronger ecosystem for change.

We have always encouraged our funders to support local organizations working on open contracting and not just the OCP directly. Luminate and the William and Flora Hewlett Foundation, for example, were crucial early funders of the OCP who then expanded their open contracting portfolios to also fund organizations in Africa, Latin America and the US. This deepened and scaled open contracting projects, and generated valuable lessons for their wider network of grantees.

TABLE 7

OCP's services for development partners

Intensity of engagement	Types of support offered
<p style="text-align: center;">LOW</p>	<ul style="list-style-type: none"> • Guidance on projects or organizations that could help advance open contracting • Advice on how to advance open contracting in specific contexts
<p style="text-align: center;">MEDIUM</p>	<ul style="list-style-type: none"> • Regional and global shared learnings (virtual and in person) • Technical assistance on project design, monitoring and evaluation
<p style="text-align: center;">HIGH</p>	<ul style="list-style-type: none"> • Workshops and trainings • Technical assistance on results-based contracting, multi-stakeholder collaboration and monitoring

2.2 Products, tools and guidance

In addition to our hands-on support, we offer a set of self-serve products, tools and guidance, that can be used and re-used by many different stakeholders with minimal support.

Table 8 below summarizes key goods in each of our work streams: advocacy, implementation (for both reform design and management, and data publication and use), and community building and learning. Over time, we expect to see more partners using, refining and adapting these tools themselves to reach new target audiences (with great existing examples from Hivos and Transparency International's Open Contracting for Health program).

This list will continue to expand, as we build and improve public goods for our community. We also offer a bounties program to encourage others to build high quality re-usable tools.

TABLE 8

Activity	OCP products
<p>Advocacy to change global norms</p>	<ul style="list-style-type: none"> • Arguments, evidence and asks for open contracting reforms (such as our Mythbusting Confidentiality report on evidence to overcome common objections to publishing more contracting information) • Advocacy training modules, workshops and materials that can be re-used • Materials on the business case for open contracting and actions that companies and business associations can take • Resources on specific, relevant anti-corruption, open government, good governance issues, and advice on best practices, including legislative guidance (although we stop short of drafting specific legislation)
<p>Implementation: reform design and management</p>	<ul style="list-style-type: none"> • Guidance on designing user-centered and result-based reform programs, including assistance with consultations, milestones and progress indicators • Open Contracting Global Principles for formulating reform programs • Tools and methodologies to identify problems, to assess the quality of published information, and to develop open contracting demonstration projects • Toolkits for assessing existing procurement processes and areas for improvements • Legislative guidance to ensure rules are simple, clear and are designed to improve openness and efficiency of planning, award, and implementation of public contracting • Guidance on specific results-driven open contracting reforms aimed at alleviating specific problems, such as addressing deficient school meals, pharmaceutical stockouts, infrastructure cost-overruns, small and medium-sized enterprise (SME) and minority and women-owned business enterprise (MWBE) participation • Guidance on establishing stakeholder consultation, complaints mechanisms, and feedback loops, including public engagement in planning phase; citizen monitoring of service delivery; and creating and using feedback loops with procuring entities and oversight authorities • Workshop and training materials that can be re-used
<p>Implementation: data publication and use</p>	<ul style="list-style-type: none"> • The Open Contracting Data Standard and accompanying tools and guidance for publishers • Tools and guidance to access and analyze OCDS data • Tools to convert OCDS data into tabular formats most useful for different research priorities • Step by step guidance to use OCDS with different software • Advice on monitoring methodologies, templates and tools that can be adapted • Guidance, templates and tools to assist with investigations and analysis • Workshop and training materials that can be re-used
<p>Community building and learning</p>	<ul style="list-style-type: none"> • Stories about open contracting projects, approaches, challenges and tools • Case studies of how actors in particular contexts have used open contracting data to secure better outcomes • Guidance on use cases, goal setting, and milestones toward impact • Monitoring and evaluation methodologies and tools that can be adapted to different contexts and sectors • Workshop materials and activities on goal and target setting, and indicator calculation



ANNEX 3:
EXPENDITURE
PROJECTIONS

ANNEX 3

Expenditure projections

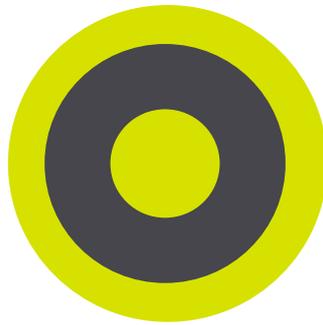
EXPENSES (\$)	2019	2020	2021	2022	2023	TOTAL
Personnel ⁹	1,873,353	2,202,488	2,353,199	2,353,890	2,355,044	11,137,974
Program activities & implementation support	1,349,000	1,363,436	1,448,968	1,449,394	1,450,104	7,060,902
Travel & events	450,000	459,585	459,180	459,315	459,540	2,287,620
Miscellaneous expenses	5,100	5,617	6,122	6,124	6,127	29,091
Overhead	111,304	113,675	113,575	113,608	113,664	565,825
FCNY management & administration fee	340,988	373,032	394,294	394,410	394,603	1,897,327
TOTAL EXPENSES	4,129,745	4,517,832	4,775,338	4,776,742	4,779,081	22,978,738

References

1. Kenny, C. November 2014. Publishing Government Contracts: Addressing Concerns and Easing Implementation. Center for Global Development, Washington D.C. <http://bit.ly/2uab6rM>
2. We use the term “community” broadly to include: government reformers, frontline public contracting authorities, businesses winning or competing for public contracts, infomediary businesses tracking public contracts, vendors selling tech solutions to government, civil society activists, community monitors, journalists, academics, public service delivery and monitoring organizations and interested citizen beneficiaries of contracts.
3. We had 485 total actors present in our top 10 communities in 2015 (a community is defined according to our network analysis as an interconnected group who are more regularly communicating with each other than with those outside). Our most recent calculation shows this number has risen to 7160, an almost 15 fold increase.
4. For more, see: [OECD’s Public Procurement resources](#); UN Office of Drugs and Crime, “[Guidebook on anti-corruption in public procurement and the management of public finances](#)”, 2013 (page 1); European Commission “[EU Anti-Corruption Report](#)”, 2014 (page 21).
5. We publish our organizational targets and KPIs every quarter. [See here](#).
6. To paraphrase Michael Slaby, Obama 2008’s chief technology officer. www.theatlantic.com/technology/archive/2012/11/when-the-nerds-go-marching-in/265325/
7. We have restricted funding for some of our engagements, which are determined from a list of prospects where impact is most likely.
8. These are: 1) performance- and user-centered design of reforms; 2) providing open data in a machine-readable format that’s free for use and re-use; 3) cross-sectoral engagement and feedback; and 4) learning, sharing, and iteration
9. This included the long term service agreements that we have with international staff.

OUR VISION

Fair and effective public contracting provides everyone, everywhere with the public goods, services, and works they need.



OUR MISSION

Transforming public contracting so it is open-by-design, fair and efficient.

We build a global community for change and support powerful examples of what is possible when governments, businesses and citizens work together. We measure and share results from open contracting, including increased competition, better value for money, and improved efficiency, integrity and trust in public markets.

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PARTNERSHIP**