



**TO MORE
IMPACT**

OPEN CONTRACTING PARTNERSHIP

2019



Summary and highlights

We began 2019 with a new strategy and a promise to offer more customized support to those making public contracting open-by-design, fair and efficient. Thanks to the work of our awesome partners, team and donors, even against a difficult global backdrop, significant progress was made in advancing open contracting. We met or exceeded all of our targets.

New evidence of systemic impact emerged. We witnessed demonstrable progress across many countries and a high-level normative endorsement by the G7. We put our new strategy into practice, working more politically and launching major new programs such as Open Contracting Lift.

The program works with frontline 'problem holders' in government and civil society so they can create goal-driven open contracting interventions. We were blown away by the

interest in this new approach, getting three times more applications than we expected. We are now working hard to support the first five teams whose progress you can [follow here](#).

You had said we need to work more intensively with academics, data users and journalists. So we did. This resulted in major news coverage and targeted academic research that is directly driving policy change in some of our key engagements.

You'll get to read about that in this report. Latin America remains a hotbed of open contracting innovation, closely followed by Europe and Central Asia. We also saw important progress in Africa in 2019 and the beginnings of some promising partnerships in Asia.

As always, not everything went smoothly so we've reflected on our successes and setbacks. Now, it's game on to deliver the goods in 2020!

2019 IN NUMBERS



OUR TOP MOMENTS OF 2019

Open contracting efforts achieved systemic impact in **Ukraine** – this time on government assets. In a market that was opaque and a vector of cronyism and corruption, the team of innovators across civil society, government and business built the world's first online store for state assets powered by open data. This was based on the experience of ProZorro.

ProZorro.Sale earned over USD 800 million in three years using open data and fair bidding which has improved competition, revenues and public integrity.

We launched a new impact accelerator program, **Open Contracting Lift**, and chose five teams from 70 applications: the cities of **Buenos Aires**, **Mexico City**, and **New Orleans**, the National Public Procurement Service of **Ecuador** (in partnership with civil society) and Positive Initiative, a civil society organization based in **Moldova**.

The G7's Biarritz Declaration specifically encouraged open contracting in a communique on transparency in public procurement.

We collaborated with global and local partners to support the publication of many of the world's oil and mining contracts through the Extractive Industries Transparency Initiative's **new standard on contract transparency and disclosure**.

The **Red Palta** network, with our support, published a series of stories revealing the impact of shortcomings in milk procurement on economically and socially challenged communities in **Argentina**, **Colombia**, **El Salvador**, **Guatemala**, **Mexico**, **Peru** and **Uruguay**.

Spend Network, OCP and BBC Newsnight worked together to **investigate what city councils spent to provide accommodation to vulnerable teenagers**. Their findings were disturbing: the quality of care fell far short of what authorities and their contractors were expected to provide, putting young people at risk.



The government of Lviv sold these heritage properties in the city's central square for a record price through ProZorro.Sale, Ukraine's pioneering online store for state assets.

Jan

The Publish What You Pay Coalition reaffirms its engagement in multi-stakeholder initiatives of EITI, OCP and OGP.

Feb

The **Extractive Industries Transparency Initiative** Standard requires the publication of oil, gas and mining contracts and licenses in its 51 member countries from 2021 after a long global campaign by us and key partners.

Mar

We support the hosting of **Open Data Day** with over 300 events organized globally. Open contracting and money trail events were held in Bolivia, Colombia, Guatemala, Mexico City, Nigeria and Paraguay.

We co-organize and fund a meeting in Peru of **Red Palta**, the LatAm journalism network working on open contracting. Participants learn how to work with procurement data to carry out their research and share their findings. The meeting is the official launch of the network and lays foundations for its first investigation exposing shortcomings of milk procurement.

We conduct a consultation on our 2019-2023 Strategy.

Apr

We **launch** our Open Contracting for Infrastructure Data Standard (OC4IDS) on the main stage of the OECD's Infrastructure Forum.

The Honduran procurement agency starts publishing **OCDS data** on its goods, services and electronic catalog.

Colombia starts to use tender document templates for public works to increase competition in infrastructure.

May

The contracting data of infrastructure projects in Colombia are mapped to OCDS, including Bogota metro (USD 4.4 billion) and the 4G road PPP program (USD 17 billion).

We launch our new strategy – and new logo – at a packed event with friends and partners at the OGP Summit in Ottawa, where we also host and speak at many sessions.

Working with our international partners, such as the Asian Development Bank, World Bank, Global Infrastructure Hub and others, we host the **Global Infrastructure Governance Roundtable** in Seoul to build a stronger global alliance to improve infrastructure governance with open contracting at its centre.

We release **OCDS 1.1.4**, which includes many improvements and fixes, and sets us up to more quickly and easily improve the documentation in the future.

We assess the Federal Government of **Australia's** OCDS data via its contracting portal, AusTender. They started publishing in December 2018 as part of Australia's Open Government Partnership commitment.

The City of Buenos Aires presents their **OCDS publication** at Argentina Abierta in Argentina.

We join the **Global Engineering Congress** Steering Committee, the global engineering community's initiative to put the Sustainable Development Goals at the heart of engineering projects. Greater openness and accountability is a key part of this work.

Jun

Georgia's State Procurement Agency publishes OCDS for the first time.

Afghanistan improves its data quality. They have been publishing OCDS since 2018.

The **Extractive Industries Transparency Initiative** Standard contract disclosure requirement is ratified at the conference.

The **G20 Compendium of Good Practices for Promoting Integrity and Transparency in Infrastructure Development** actively endorses open contracting principles and the Open Contracting for Infrastructure Data Standard as crucial for countering corruption and enabling the delivery of quality infrastructure.

Jul

We work with the Taiwanese President's office to host an international hackathon in Taiwan, based around open contracting themed projects. Solutions built by participants included a **red flags tool** (Cartelogy team, Malaysia), an **environmental risk mitigation tool for infrastructure** (CoST Honduras team), an **infrastructure location planning tool** (MasTeam, Malaysia), and a tender planning tool for vendors (Infrastructure Partnerships Australia).

Aug

The **G7's Biarritz Declaration** specifically encourages open contracting in a communique on transparency in public procurement.

Red Palta publishes its first cross regional **investigation into milk procurement** in seven Latin American countries.

Sep

Centro de Desarrollo Sostenible **succeeds** the Latin American Open Data Initiative to staff the Latin American OCDS Helpdesk.

We publish major updates to the **OCDS for EU profile** and begin supporting its implementation.

Georgia State Procurement Agency publishes OCDS for the first time.

Dhangadhi (Nepal) publishes OCDS for the first time.

We publish a progress story on **open contracting reforms in the Kyrgyz Republic**, summarizing their achievements and giving recommendations on how to proceed with their data work.

Oct

In a historic step towards transparency, the US House of Representatives **passes a landmark bipartisan bill** to put an end to corruption and crime enabled by anonymous companies, much thanks to the efforts of the FACT Coalition (including Global Witness) and US civil society.

5 new reusable tools were successfully documented under the **OCDS Bounty Program**.

The National Procurement Commission of Sri Lanka explicitly incorporates open contracting into its **National Procurement Guidelines** to promote greater efficiency, enhanced competition and better value for money.

We celebrate the **building of reusable open contracting tools** by our community such as TowerBuilder and QuienEsQuien by (continued below)

Nov

Eduard Martín-Borregón, Java Open Contracting Data Standard Validator by Mihai Postelnicu, OpenContractr by Patrick Enaholo and Contract Execution Monitor Tool by Rodrigo Parra.

OCDS Toucan, a new tool to support OCDS data use in your browser, is launched.

We publish **our new impact story** on ProZorro.Sale, Ukraine's state asset sales reform.

We launch our **learning circles program** – an opportunity for our network to share and learn from peers on online calls.

With the help of our colleagues at EBRD and the WTO GPA, we realize that implementing OCDS can improve performance under the GPA Agreement. We compile **new guidance** to make the case.

Argentina's Road Agency (Dirección Nacional de Vialidad) publishes OCDS data on road procurement, including valuable project and spending information, along with visualizations on their **new portal**.

INAI (Mexico's access to information agency) releases their **open source tool "Contrataciones Abiertas"** to support subnational governments to become OCDS publishers.

Makueni County in Kenya starts publishing OCDS data, with the support of Development Gateway and Hivos, a great example for other counties and municipalities interested

in opening up their procurement information.

The government, private sector and civil society of Moldova gather to discuss the **progress and challenges** of the national procurement reform and e-procurement system MTender.

The Ministry of Finance of the Kyrgyz Republic **publishes an open API** for its e-procurement system. We are working together with EBRD to make it OCDS-compliant and promote data use by the government, civil society, and business.

We formalize our cooperation with the Sustainable Infrastructure Foundation on **SOURCE**, the project preparation platform for quality infrastructure led by multilateral development banks. Our partnership will integrate OC4IDS with SOURCE to help bring about systemic change in the way governments run their infrastructure projects.

Portugal starts publishing OCDS through Instituto dos Mercados Públicos, do Imobiliário e da Construção (IMPIC) at dados.gov.pt

Dec



We work with an awesome community of changemakers and innovators.

Here are some of their highlights from 2019.

In **Chile**, where costly public goods and services fuelled unrest this year, we supported reformers in government and civil society to improve the transparency and performance of government contracts, especially in essential medicines tenders. **Observatorio Fiscal**, a civil society organization used the available data to expose conflicts of interest and abuse of direct contracting. This has led to personnel and policy changes including a limit on sole sourcing.

In **Malaysia**, after an unprecedented transfer of power to a new reformist coalition, **the prime minister publicly committed to open contracting**. We have been actively supporting the Malaysian Administrative Modernisation and Planning Unit to complete two Open Contracting Data Standard demonstration projects around red flags and infrastructure planning.

In **Uganda**, civil society led by the Africa Freedom of Information Centre has driven reforms forward, collaborating with government

agencies, especially the Public Procurement and Disposal of Public Assets Authority, even in a difficult environment. We are now seeing **early evidence of increased competitiveness in the number of bids that the road agency (UNRA) receives**.

In the city of Ciudad del Este in **Paraguay**, open data analysis and student monitoring carried out by **reAcción** has led to important changes in school-related procurement processes, and **more than 80% of the most needy schools now receive funding, compared to fewer than 20% in 2015**.

In **Honduras**, partners are using civic monitoring to **track and improve infrastructure projects**, driving fixes and policy improvements. They've used open contracting data to analyze the road maintenance fund (Fondo Vial) to root out and correct corrupt or inefficient contracts.



In the **Kyrgyz Republic**, more and better quality open contracting data has driven performance and audit improvements, led to early signs of increased small business engagement, and contributed to great investigative journalism exposing public misspending.

In **Moldova**, a new transparent public procurement system based on the Open Contracting Data Standard **helped save 14% on competitive tenders (some USD 27.5 million) and the number of suppliers increased by 30%** in a year. An OCP survey of procuring entities and bidders showed that 70% of respondents found the system useful for their work.

In **Mexico**, **PODER** used our Bounty Program to make their Tower Builder tool easier to reuse, and it was adopted by the Para La Vida project in Guatemala.

In **Nigeria**, open contracting is increasingly taking root at the subnational level, especially in Kaduna state, building on the federal-level momentum.

In the **European Union**, developments around the new Open Data Directive inspired civil society, academics and businesses to call for more and better open procurement data within the member states.

Here are the blogs and resources you liked most.

- 1 The Open Contracting Data Standard** – the ever-green home for our data standard, tools and guidance.
- 2 Mythbusting Commercial Confidentiality** – our report busting ten myths of commercial confidentiality often cited as reasons to not open up information on government contracts. We interviewed 70 experts from 20 countries for this report.
- 3 How to implement** open contracting page – a one stop shop to get you started on your journey!
- 4 Lift, Lift and everything Lift** – from blogs about the launch to the application page.
- 5** Our bold **2019-2023 organizational strategy** which sets a new path for the open contracting community and goals for our team to make sure our work results in real, systemic impacts on the ground.
- 6 Gender-smart open contracting: empowering communities and enabling inclusive growth** – our blog about how we're incorporating a gender lens into our work. We also commissioned research on this and will be releasing it in 2020.
- 7 OCDS Field Level Mapping Template** – a key step in any OCDS implementation is to map data fields from existing systems to the OCDS schema.

- 8** This **blog** by our Malaysian community member Zulkfli Ahmad about Cartelogy – a tool for fair competition and corruption detection in public procurement.
- 9** The **Open Contracting and CoST Infrastructure Data Standard** – launched in 2019, it is no surprise the launch blog and the standard documentation are in our top 10.
- 10** A blog by our Chilean partner the public finance NGO Observatorio Fiscal on the **red flags detection program** that detects risks in tender data. The tool was built in collaboration with the government's central purchasing body, ChileCompra.



Status of implementation of open contracting

Regional updates

Latin America is a hotbed of open contracting innovation and our priority countries are moving towards impact.

Europe and Central Asia had the second highest levels of engagement and adoption, with several countries now publishing data and working towards impact, following Ukraine's inspirational example.

Engagement in Asia picked up notably in 2019 and our priority is to help governments to test reform approaches and/or open up and share their data.

In Africa, we are prioritizing moving from early engagement to progress in implementation and supporting the broad adoption of both open data and civil society monitoring approaches to make sure implementation of open contracting is not too centered on government public financial management reforms backed by the big international financial institutions.

In the US and Canada, we see huge potential and demand to build on the work we have done so far on the Lift program with New Orleans and with nutrition programs in Philadelphia.

Open contracting in Latin America

Our investments in local expertise, a regional open data helpdesk, and support for partners through technical advice, advocacy and funding have catalyzed government and civil society action on open contracting.

In **Chile**, we expect the availability and quality of essential medicines to increase and prices to drop. This is especially important as the current protests were partially triggered by costly access to basic public services.

In **Colombia**, we want to build on the promising impacts from the Colombian Society of Engineers' efforts to encourage the government to adopt standardized tender documents which has significantly simplified

the procurement process for infrastructure. We are now supporting Colombia Compra Eficiente (the government's procurement agency) in measuring competition indicators as well as working to build data analysis capacities across the country's key regions and cities.

In **Paraguay**, we continue to work with the national procurement agency (DNCP), which implemented a red flags model to track risks in public procurement following a workshop hosted by the OCP in Santiago.

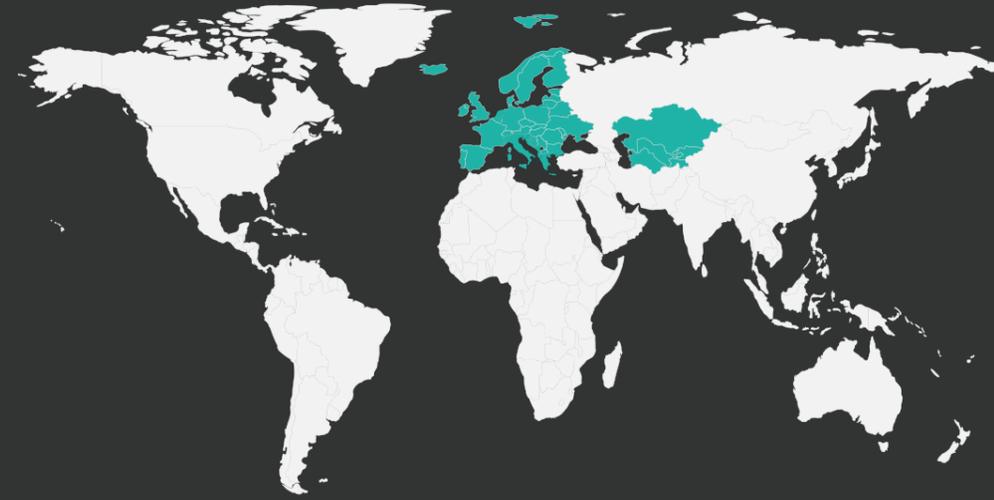
Data analysis in Paraguay continues to produce results. Thanks to monitoring by smart civic groups like reAcción, more than 80% of

the most needy schools now receive funding, compared to fewer than 20% in 2015.

Political transitions and a high number of national elections remain a challenge in the region, so we are focusing on building a robust ecosystem of champions outside governments and also working subnationally in **Buenos Aires** and **Mexico City**. We are working closely with the **Inter-American Development Bank** and the **Organization of American States** to integrate open contracting into their regional assistance and open data programming too, including the Bank's platform for tracking public investment projects, InvestmentMap.



Open contracting in Europe and Central Asia



Pursuing opportunities to systematically embed open contracting in the EU's policy-making machinery was our priority in 2019, along with promoting data use and impact in countries already publishing open contracting data.

Our advocacy focused on encouraging the **European Commission** to mandate EU countries to publish procurement information in open formats, using the OCDS. Along with around 80 business, academia and civil society leaders, we asked the Commission to put procurement data under the umbrella of the Open Data Directive. We also asked the Publications Office to release TED (Tenders Electronic Daily) data in OCDS to increase TED data usability and set an example for other potential publishers. We have been working with the Commission and potential/existing national publishers to identify a best practice example of how a member state can build an open data contract register. Portugal seems to be a front-runner in this regard and we will

keep supporting its further implementation efforts.

We are also working with the Parisian and Milan authorities to embed open contracting in two forthcoming **Olympic events** — the Paris 2024 Summer Olympics and the Milan Cortina 2026 Winter Olympics.

We continued our close partnerships with reformers in **Ukraine**. **The government launched the first-ever online store for state assets using open contracting data** and saw a huge increase in the efficiency, fairness and effectiveness in its auctions, adding over USD 870 million to the country's national and local budgets in the last three years. We think that this innovation is of global significance in the murky and oft-overlooked market of public asset sales.

In the **Kyrgyz Republic**, open contracting improved auditing and opened up business

opportunities. The government developed a new business intelligence platform, with the support of the OCP and the European Bank for Reconstruction and Development (EBRD). The platform significantly reduces the time required to collect and analyze data for the Audit Chamber's annual procurement and budget reports and up to 60% of audit planning can now be conducted without site visits.

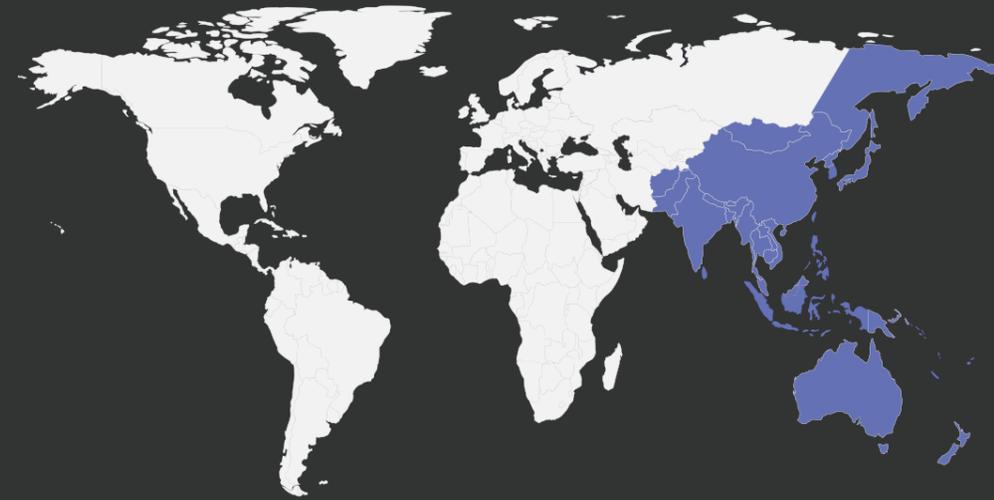
In addition to supporting government and civil society to reduce the price of medicines under our Lift program, we are also working with the EBRD in **Moldova** to improve and use data from its new e-procurement system (MTender) which is based on the Open Contracting Data Standard. Our preliminary assessment is that **MTender has enabled Moldova to save about 14%** on competitive tenders since it was launched in 2017 (saving €25 million) and its supplier base has increased by 30%. That said, the program is facing many political challenges.

We are working with partners to push back and support it but its future is uncertain.

In the **UK**, our helpdesk has been assisting the Cabinet Office with advice on how to integrate OCDS with the Tenders Electronic Daily format in preparation for various Brexit scenarios. The Cabinet Office is innovatively using its own OCDS data to provide a contracting dashboard (CASIE) within government departments, collating performance and spending data too.

With partners, we worked with BBC Newsnight to help them **investigate** what city councils spent to provide accommodation to vulnerable teenagers using the UK's open contracting data. Their findings were disturbing: the quality of care fell far short of what authorities and their contractors were expected to provide, putting young people at risk. We also worked with the **BBC's Shared Data Unit** to train local journalists, who are now analyzing the UK's spending on SMEs: a key government procurement policy objective.

Open contracting in Asia Pacific



Engagement with Asia has grown significantly. In 2018, we began to invest more in the region, especially in terms of outreach and advocacy. This investment showed results and we expect significant progress in 2020. We established strong partnerships, including in **Malaysia, the Philippines, South Korea and Taiwan**, with emerging relationships in **Pakistan and Sri Lanka**.

We have also raised the profile of open contracting in the region by collaborating with global and regional organizations such as the World Bank, Asian Development Bank and Global Infrastructure Hub in Australia.

We hosted a significant regional event, an open data hackathon sponsored by the Presidency of Taiwan. We were able to use the high level invitations to encourage the **Malaysian government** to develop two open contracting prototypes: the first, **a red-flagging tool** to identify potential collusion or corruption

before contracts are awarded, and the second, **a tool to improve the planning process for health and education infrastructure** so that investments more accurately reflect citizens' needs. Alongside this, we have put a significant effort into engaging the Malaysian government during its political transition to amend, develop and deliver more robust legal mandates for open contracting including in the country's upcoming bills on FOI, anti-corruption, data sharing and open data.

In **Nepal**, our focus has shifted to the regional level as the national-level procurement reforms lost their political champions. We are now supporting our local partner Young Innovations to work with the municipality of Dhangadhi to reform its infrastructure management and monitoring system. Initial results are promising. Canceled and amended projects have been reduced by a third and time saved in generating project contracts and collecting progress data is over 75%.

We now want to see a longer time series to check that this progress is embedding itself more systematically. In Australia, we worked with local partners to make open contracting an explicit commitment in their OGP Action Plan.

We are working with **the New South Wales e-Tendering** team to improve the quality and use of OCDS data and with Infrastructure Partnerships Australia to increase the **visibility of infrastructure project pipelines**.

Afghanistan made progress in spite of an extremely challenging environment, with the team at the National Procurement Agency continuing development of its new e-procurement system, with OCDS at its heart. Reforms have been volatile and faced continuous challenges against mafia networks, collusion and security risks but **early results are promising**, suggesting a total savings of AFN 58 billion (USD 740 million). Where accompanied by civil society monitoring, studies have shown that scrutiny of public procurement has an impact on service delivery.

Open contracting in Africa

Energy around open contracting continues to be evident across Africa, especially as countries such as **Ghana, Kenya, Nigeria, Uganda and Zambia** are working to integrate the OCDS into their e-procurement systems.

Challenges remain around data quality and especially use, and we are working with countries across the region to think more through change management strategies, focused especially on procuring entities and sector ministries to encourage uptake and use of procurement systems.

We are also working with country partners to build a culture of data use, helping with indicators and mobilizing civil society to

engage the government so the information meets local users needs (and commitments get implemented).

In **Uganda**, civil society has driven reforms forward, collaborating with government agencies even in a difficult environment with early evidence of increased competitiveness.

In **Nigeria**, we were excited to see so much energy around our new Lift impact program! We are keen to work with more partners on the ground to harness this energy to advance successful open contracting reforms, including through new stakeholders such as private sector companies.

In **Zambia** ([see our learning blog](#)), we are working with TI Zambia and TI's Open Contracting for Health program, especially around data use in the health sector, as we continue to support our government partners to improve the uptake and data coverage of the e-procurement system.

In **Ethiopia**, we are working with government as well as the local tech company developing the new e-procurement system, and are looking forward to engaging with government and civil society together to reinforce progress.



Open contracting in North America

Despite a difficult federal political environment, we see a huge opportunity to support US cities to embed open contracting and open data in their procurement.

Our key intervention this year was to support the **City of New Orleans** as part of our Lift program to increase community equity by purchasing more from small, local, women- and black-owned businesses.

The **Canadian** federal government included several open contracting related commitments into its most recent Open Government National Action Plan after a heavy push from

our allies. Canadian NGO Open North has a new major program with Infrastructure Canada to work with dozens of municipalities across the country to build their capacities as 'open and smart' cities.

To support this work, we developed an advanced online course on open contracting and co-delivered a training for ten municipalities in **Quebec**.



OUR DATA WORK

For open contracting to deliver impact, data must be available and of sufficient quality, and people need to be equipped with the knowledge and tools to use it.

To better serve our growing field, we reoriented our products and services towards building our partners' capacity to use data and improve data quality. In 2019, we documented 41 examples of how people around the world have used OCDS data. For instance, a tech startup in the UK used OCDS data to **break the story** of a ferry contract being awarded to a company with no boats; and a researcher from Costa Rica prepared a **methodology** for journalists to analyze OCDS data from Mexico.

To support these partners, the team developed new educational materials focused on data use: drawing on the **data expeditions** methodology, using **OCDS data to monitor the quality and performance** of procurement systems, and creating 'learning labs' on practical subjects like using **OCDS in Microsoft Excel**. Partners have already used these resources to start working with OCDS data in **Colombia, Chile, Georgia,**

Paraguay, Kenya, and Zambia. In **Paraguay**, partners have even integrated 'red flags' indicators into their regular monitoring and reporting of public procurement. In total, we delivered 34 training sessions in 29 countries this year. We also recruited a new Lead Data Analyst, Camila Salazar, who is developing reproducible methodologies and directly supporting partners to conduct important research, monitoring and analysis using OCDS data. For instance, we developed a list of indicators to **assess the performance of a procurement market**, providing key information on different aspects of the contracting process related to competition, efficiency and value for money. These have been used to support partners and team members with data analysis reports, presentations and data visualizations. We are also working on improving our data feedback to partners, focused on data usability for specific use cases.

We invested in building tools for improving data quality and data use. **Pelican** is our new tool for assessing data quality, implementing 48 types of quality checks; we are piloting it internally to improve our feedback to publishers.

The **Extension Explorer** helps publishers make their OCDS data more comprehensive; for example, we developed an **OCDS for the European Union** profile, to cover all disclosures described in the EU Directives, which the UK Cabinet Office and Scottish government are now implementing.

Kingfisher is a collection of tools that gathers all sources of OCDS data and makes them ready for analysis. **Toucan** is a web-based tool that enables data users to convert data between different versions of the standard and to transform data into spreadsheets, for analysis in Excel and other tools. **OCDS Kit** is a library underlying the transformations done

by Kingfisher and Toucan, which can also be used by users directly to make data ready for analysis.

One of the main benefits of standardized data is the ability to reuse tools and methodologies across different datasets and contexts. In 2019, we documented 15 examples of such reuse by the field. For example, in 2019, we completed our **Bounty Program** to support third-party developers in making their tools easier to reuse.

One of the tools we supported was Tower Builder by PODER. This year, that tool was reused to document an investigation into the **contracts for antiretroviral drugs** for HIV in Guatemala.

The Engine Room with support from the World Bank also recently produced a **guide to reusing open contracting tools** for the field.



INFRASTRUCTURE

We scaled our infrastructure program by launching the [Open Contracting for Infrastructure Data Standards \(OC4IDS\) Toolkit](#) in partnership with CoST, which combines OCDS with a schema for organizing project-level information. We are currently working to support its implementation in Australia, Afghanistan, Argentina, Honduras, Malaysia, Mexico, Panama, and Ukraine. This work has great potential for improving the design and outcomes of infrastructure projects' such as this [proposal to make better infrastructure investment decisions through data use in Malaysia](#).

In Honduras, we supported the CoST multi-stakeholder group to develop a [sustainable infrastructure planning tool-powered by OC4IDS to help safeguard the nation's forests and protected lands](#). We have achieved a milestone with the IDB commitment to publish OCDS data on infrastructure projects through their Mapainversiones platform, starting with Paraguay. The Sustainable Infrastructure Foundation's SOURCE program, an infrastructure planning platform supported by the World Bank and others, has made a commitment to publish OC4IDS data.



HEALTH

In the health sector, there was increased interest in how open contracting can deliver lower-cost medicines in Chile, Kenya, Moldova and Ukraine. This is in addition to our collaboration with Transparency International's Health program in Kenya, Nepal, South Africa, Uganda, and Zambia. We are also working with the Center for Global Development on global advocacy in the context of commitments to universal healthcare in the UN's Sustainable Development Goal 3, [as four of the ten](#) barriers assessed by the World Health Organization to achieving Goal 3 are related to procurement.

IMPACT ACCELERATOR

Our partners wanted more curated support on change management and peer learning. We're giving it.

Our new **Open Contracting Lift Impact Program** enables frontline reformers to use public procurement to radically improve goods, works, and services, or expand economic opportunities.

We launched the competitive, global process this summer and received over **70 applications from public sector and civil society reformers in more than 30 countries**. Together with our **expert panel of judges**, we selected **five teams**: the cities of **Buenos Aires, Mexico City, New Orleans** and the National Public Procurement Service of **Ecuador** (in partnership with civil society) and Positive Initiative, a civil society organization based in **Moldova**. Their projects all use procurement reform to address urgent needs, ranging from lowering the cost of essential medicines, to meeting sustainable and equitable

transportation goals.

The five teams are now receiving support to design and test their reform plans. In early 2020, the three teams closest to impact will continue on a 'results' track to receive 10 months of intense support and technical assistance. The remaining teams will be part of a 'foundations' track, and receive longer-term support to advance their ambitions.

Lift's reach extends far beyond the five participating teams and their communities. We are still working with the 70 applicants, and have begun to capture lessons and tools from Lift to share with the broader open contracting community. Lift has high potential for repeat programming, either as a global program or for open contracting specific regions and/or issues.



LESSONS LEARNED

Change isn't smooth nor linear. The responsive design of our criteria and model of graded support allows the OCP to scale up its work as partners deliver on theirs.

Nonetheless, some of our projects flatlined or stalled. Some of this was out of our control, and some of it was probably because we forgot one of these key lessons that have been on our minds in 2019.

01. It's the politics, stupid. Remember to foster political support at every stage of the process. Help local reformers map out power dynamics and how to prevent blockers at the start. This approach has proved very popular in our Lift program so we will be bringing it into all our engagements.

02. Reformers in countries still need help with change management and result-led implementation of open contracting that goes beyond transparency for its own sake. While developing our new strategy, we heard over and over again that public sector reforms may not be complicated but they are hard. Reformers need

support with problem analysis, goal definition, stakeholder engagement and measuring progress. They also need more help with contracting strategies, including having better request for proposal and contract management processes, advice on market research, and improved guidance for transparency of framework contracts. We added these support areas to our products and services. Our principal intervention is our new Lift program but we have also captured much of the best advice we could find globally in our new 'Open Contracting Playbook' that explains this more holistic approach and offers many examples.

03. Support diverse teams, able to work across political, organizational, bureaucratic and technical silos. We have invested more in the ecosystems of other advocates and partners to promote open contracting reforms. We can still get better at supporting non-government actors to call out governments and advocate for credible and effective contracting systems.

We will distinguish our offers better to different types of civil society actors, such as pure advocacy NGOs, organizations that are government reform partners and those that will be users of the information. For the last-mentioned, we are working much more with journalists and academics.

We are also developing pure advocacy products and support related to anticorruption and commercial confidentiality. We can still give better guidance on how to advocate and access contracting information even without open data – so called '**open contracting in low tech**' – something partners have asked us for.

04. We should do more to support our partners to work independently of us, as highlighted by our **2019 global stakeholder survey**. We scored highly as an expert organization that people want to work with (over 8/10) and highly on our specific training events (8/10) but we scored lower on capacitating and supporting partners to work independently (5/10). We need to support a self-sustaining field to achieve global scale on open contracting so we've put this score as one of our key performance indicators for 2020 and beyond.

Governance and finances

In line with the new strategy, we have invested in bringing more sustained capacity in-house to provide consistent support to our partners on advocacy, communications and data use as well as adding more staff members including from Africa, Latin America and Eastern Europe. We are now a team of 17 people. We expect our staffing levels to increase slightly to meet strategic needs for the remainder of our five-year plan.

Diversifying our staff, management team and advisory board remains very important to us. We want to ensure that OCP represents its key stakeholders and partners. Currently, eight of our 17 team members come from a non-North American or European country of origin.

Our **Advisory Board** leadership transitioned over the past 12 months with Sally Hughes and Mukelani Dimba stepping up to be chair and vice chair respectively and we are hugely grateful to Stephen Peel for his hard work chairing the Advisory Board before then. Our Advisory Board asked us to explore transitioning from fiscal sponsorship to be an independent 501(c)3 organization over the next 12 months. With an annual budget of just over \$4 million, fiscal sponsorship is likely no longer the most cost-efficient model for us.

Audited financial statements

The Open Contracting Partnership is fiscally sponsored by the Fund for the City of New York and follows its financial year (FY) from October 1st to September 30th.

In FY19, our total income was \$3.43 million and our retained revenue from FY18 for FY19 activities was \$1.4 million. We are tremendously grateful for the generous support from our donors including Luminate, the BHP Foundation, the Laura and John Arnold Foundation (through the Fidelity Charitable Trust), the William and Flora Hewlett Foundation, the Open Society Foundation, the Paul and Bay Foundations, Hivos and the UK's Department for International Development and its Prosperity Fund. Restricted income represented 46% of our total income while unrestricted income accounted for 54%. This is in line with our preferred balance of no more than 60% restricted funding.

Our total expenditure in FY19 was \$4.32 million, one percent more than our planned FY19 budget of \$4.29 million. Our largest expenses were on 'program activities and consultants', and 'personnel' at \$1.94 million and \$1.38 million respectively. We chose to slightly overspend on both our travel and events budget lines in FY19 to meet the rising demand for our support across the world and to accommodate a busy calendar of international events. We slightly underspent on our open data helpdesk technical support and on some specific research work that we were able to bring in under budget.

Our retained revenue for program activities in FY20 was just under \$506,000, which represents grant income that arrived in FY19 for spending in FY20. Our reserves, in accordance with our Advisory Board's policy, currently cover three months of operating expenses (at \$903,000). The reserves earned \$18,000 interest in FY19.

In FY20, we expect the personnel and program activities to remain our largest expenses. We plan for them to be

slightly higher than in FY19 as we accommodate a full year of an expanded team and major new investments like our Lift programs. In total, our estimated FY20 budget is \$4.56 million, of which \$2.6 million will be from restricted funding, and \$1.9 million will be unrestricted. Importantly, in FY20, unrestricted grants from our three major funders including the William and Flora Hewlett

Foundation, Luminate and from the Laura and John Arnold Foundation are due for renewal. Consequently, we are focusing on renewing our existing grants and finding new unrestricted funding support. Our total revenue in FY20 is expected to be \$4.6 million. We plan to carry forward \$48,000 from our FY20 revenues for program activities in FY21.

REVENUES:	2019	2020
Retained revenue from previous year	\$ 1,397,817	\$ 505,760
Confirmed revenue	\$ 3,430,913	\$ 2,719,369
Additional projected revenue		\$ 1,383,500
Total revenues	\$ 4,828,730	\$ 4,608,629
EXPENSES:	2019	2020
Personnel	\$ 1,384,161	\$ 1,564,800
Program activities	\$ 1,940,097	\$ 2,026,180
Special events	\$ 229,85	\$ 220,988
Travel	\$ 261,719	\$ 205,000
Rent	\$ 75,590	\$ 76,000
Other	\$ 74,603	\$ 91,165
FCNY management fee	\$ 356,943	\$ 376,572
Total expenses	\$ 4,322,970	\$ 4,560,705
Revenues less expenses (carried forward to following year)	\$ 505,760	\$ 47,924
Reserves	\$ 921,878	\$ 921,878

Reporting on targets



We are delighted to have met or exceeded all our targets.

Global Norms: We exceeded all advocacy targets. More and better commitments to open contracting were made this year, with high-level normative statements from the G7 Biarritz declaration on Transparency in Public Procurement and the Common Fight Against Corruption and [EITI's contract disclosure requirements](#). We also saw three robust commitments from Afghanistan, Kyrgyz Republic, and [Portugal](#), as well as 18 lighter commitments from all over the globe. Open contracting has been making news, with eight major media mentions and over 250 local mentions.

Implementation: We set ambitious targets for implementation and met them. We started up a new story-telling model this year. We published an [amazing impact story](#) from Ukraine as well as progress stories from [Paraguay](#), [Honduras](#), [Uganda](#), [Kyrgyz Republic](#), and [Moldova](#). For the first time, we began systematically documenting cases of data use and launched 10 stories about community members. Some 28 publishers produced OCDS data, while 41 actors used OCDS

data and 15 OCDS tools and methodologies were used.

Nine OCDS publishers improved data quality. The data use cases and reuse of tools reflect the shift in our new strategy from data publication to data use.

Community: An important shift in our new strategy was redefining how we thought about the health of our community. We decided on new indicators which will provide a much more robust picture of how well we are forming connections with the global community. Thirteen new non-OCP projects have received funding this year alone.

Learning: We've invested a lot of effort in 2019 to get better feedback on our training and events. We also launched a full global feedback survey of our community. We had a great number of responses and learnt some valuable lessons. We were rated very positively for expertise but our partners want us to empower them more

directly, especially with building political support for changes.

People also wanted more help with advocacy, data use and connections. [You can see the full results and how they will set our community agenda for 2020 here.](#)

Organization: We had set ourselves the goal of being more inclusive and diverse in our team.

We systematized how we'll track our progress, deciding to look not just at new hires, but also all current team members.

While we don't have a target for these, it's important to note that this year, 80% of new OCP team members showcase the type of diversity we are looking for (from Africa, Latin America, or Asia and/or that are people of color) and 47% of our overall team meets the same criteria. Some 90% of all respondents to our surveys said they would highly recommend the OCP, and we have racked up 46 high-intensity engagements in a single year.

GLOBAL NORMS

OBJECTIVE	2019 TARGET	2019 REACHED	DETAILS	2019 - 2023 STRATEGY TARGET
Advocacy asks	1	2	EITI contract disclosure requirements; G7 Biarritz declaration on Transparency in Public Procurement and the Common Fight Against Corruption	5
New robust open contracting mandates	2	3	Afghanistan; Kyrgyz Republic; Portugal	10
Open contracting commitments	N/A	18	G20 Compendium on Infrastructure Governance; Argentina; Bosnia & Herzegovina; Dominican Republic; Ecuador; Ethiopia; Finland; Italy; Kosovo; Malaysia; Philippines; Serbia; Sri Lanka; Uganda; Buenos Aires; Mexico City; New Orleans; Paris	Monitored
High-level international media mentions	N/A	8	Americas Quarterly; Apolitical (two articles); BBC Newsnight; El Mercurio (Chile); Reforma (Mexico); Sky News (UK); The Edge (Malaysia)	Mainstreaming of open contracting in international media
National media mentions	N/A	254	Good coverage for our priority countries	Country-level coverage where we are active

IMPLEMENTATION

OBJECTIVE	2019 TARGET	2019 COUNT	DETAILS	2019 - 2023 STRATEGY TARGET
Impact stories	1	1	Prozorro.Sale	7
Progress stories	5	5	Honduras; Kyrgyz Republic; Moldova; Paraguay; Uganda	30
Actors using OCDS data	15	41	Africa Freedom of Information Centre (AFIC); Financial Times; Government Transparency Institute (GTI); The Guardian; Inter-American Development Bank (IDB); OECD; OCDS Analytics; OpenOpps; OpenOpps downstream users; Organized Crime and Corruption Reporting Project (OCCRP); TheyBuyForYou; Transparency International Health Initiative; Argentina: La Nación; Belarus: Ministry of Foreign Affairs; Canada: City of Montreal; Colombia: City of Cali, Contraloría General de la República de Colombia; Honduras: CoST Honduras; Kyrgyz Republic: Kloop; Ministry of Finance; Malaysia: Malaysian Administrative and Modernisation Unit (MAMPU)'s Mendatek; Mexico: PODER; Moldova: Ministry of Finance; Netherlands: Dagoberto José Herrera Murillo (Eindhoven University); Nigeria: Patrick Enaholo (Pan-Atlantic University); Paraguay: Dirección Nacional de Contrataciones Públicas (DNCP), Universidad Nacional de Asunción; UK: BBC Shared Data Unit, Contract and Spend Insight Engine (CASIE), Minesh Kothari, Sky News, The Times, Tussell; Uruguay: Civico Uruguay, La Diaria; Zambia: Public Procurement Authority (ZPPA);	75
OCDS publishers that improved the quality of their data	8	9	Afghanistan: National Procurement Authority (NPA); Chile: ChileCompra; Colombia: Colombia Compra Eficiente; Honduras: Oficina Normativa de Contratación y Adquisiciones del Estado (ONCAE); Nepal: Dhangadhi Municipality; Paraguay: Dirección Nacional de Contrataciones Públicas (DNCP); Portugal: Instituto dos Mercados Públicos, do Imobiliário e da Construção (IMPIC); Scotland: Scottish Procurement and Commercial Directorate (SPCD); Uruguay: Agencia de Compras y Contrataciones del Estado (ACCE) [historical data]	20
Data use stories	N/A	13	Graph databases for journalists; Milk procurement in Latin America; Red flags in Latin America; Chile: Observatorio Fiscal; Colombia: Society of Engineers; Honduras: INFRAS; Kenya: Africa Uncensored; UK: BBC Newsnight, Tussell; Malaysia: MasTeam, Cartelogy; Paraguay: Centro de Desarrollo Sostenible; Ukraine: ProZorro.Sale;	Monitored

IMPLEMENTATION

OBJECTIVE	2019 TARGET	2019 COUNT	DETAILS	2019 - 2023 STRATEGY TARGET
OCDS tools and methodologies that are reused	N/A	15	EDCA: Open Contracting Information Capture Tool; Kingfisher; Kingfisher database (includes Kingfisher Views, via Redash, SQL connections, or Colaboratory notebooks); OCDS Analytics methodology; OCDS Data Review Tool; OCDS Extension Creator; OCDS Flatten Tool; OCDS Kit; Open Contracting LD; OCDS Merge; OCDS Toucan; OCDS Show; OCDS Show for PPPs; Red flags for integrity methodology; Tower Builder;	Monitored
Number of unique publishers of OCDS data	N/A	28	Afghanistan: National Procurement Authority (NPA); Argentina: Dirección Nacional de Vialidad; Australia: Department of Finance; Chile: Chile-Compra; Colombia: Colombia Compra Eficiente; France: General Secretary for Public Action Modernization; Georgia: State Procurement Agency; Honduras: Comisión para la Formación de la Alianza Público-Privada (COALIANZA), Oficina Normativa de Contratación y Adquisiciones del Estado (ONCAE); Nepal: Public Procurement Monitoring Office (PPMO); Paraguay: Dirección Nacional de Contrataciones Públicas (DNCP), Ministerio de Hacienda; Portugal: Instituto dos Mercados Públicos, do Imobiliário e da Construção (IMPIC); Uganda: Public Procurement and Disposal of Public Assets Authority (PPDA); UK: Crown Commercial Service (CCS), Scottish Procurement and Commercial Directorate (SPCD); Uruguay: Agencia de Compras y Contrataciones del Estado (ACCE); Zambia: Public Procurement Authority (ZPPA); Bandung: Integrated Resources Management System (BIRMS) (Indonesia); Buenos Aires: Gobierno de la Ciudad de Buenos Aires (Argentina); City of Montreal (Canada); Dhangadhi Sub-Metropolitan City (Nepal); Instituto Nacional de Transparencia, Acceso a la Información y Protección de Datos Personales (INAI) (Mexico); Jalisco: Secretary of Planning, Administration, and Finance (Mexico); Makeni County (Kenya); New South Wales Procurement (Australia); Digiwhist; QuienEsQuien.wiki;	Monitored

COMMUNITY

OBJECTIVE	2019 TARGET	2019 COUNT	DETAILS	2019 - 2023 STRATEGY TARGET
Number of our contacts who have sent us at least 3 emails in the last year	2900	3,343	We emailed 7038 people (excluding staff who has moved on) & 3343 emailed back at least three times. This is 48%.	4200
Number of new non-OCP projects, programs, and organisations that get funding	N/A	13	DeCoMaP/Dataactivist by Agence National de la Recherche (FR); Digital Market Place by UK Prosperity Fund; Duque Botero Consultores by UNESCO; Honduran government by USAID/World Bank; Italy and Finland by CEF; Mexico City by CAF Development Bank of Latin America (CAF); LATAM journalists network by Hivos; Open North 1-to-1 Advisory Service for Open Smart Cities and Communities by Infrastructure Canada; PIDA implementation in Colombia by CAF; PPDC Nigeria by Luminate; Young Southeast Asian Leaders Initiative; Sicilian Region by Connecting Europe Facility of the EC; TechSoup Malaysia by USAID;	30
Network average interconnectivity	N/A	12.3	Every member of our community is connected to at least 12 other people or organizations.	Monitored
Number of people and organizations in our wider network who engage in open contracting conversations	N/A	8,423		Monitored

LEARNING

OBJECTIVE	2019 TARGET	2019 COUNT	DETAILS	2019 - 2023 STRATEGY TARGET
Partners who say they can do more with less OCP support	40%	51%		60
Partners who report high usefulness of key resources	40%	73%	Average score "highly useful" in annual survey	60
Survey averages across sessions, workshops, and events held in which OCP had principal role in shaping agenda and delivering event. 1. Satisfaction 2. Effectiveness 3. Empowerment 4. Net Promoter	N/A	8.48	2019 survey averages (scale of 1-10): a) I am satisfied with this event, 8.51; b) This event was effective in achieving its objectives, 8.68; c) I feel more capable to do more with less OCP support based on what I learned at this event, 7.46; d) I would recommend OCP to others working in the field of open contracting, 9.29; Average across 4 questions above, 8.48.	N/A (Monitored only)
Access to key OCP resources	N/A	51,828	Access of priority resources	N/A

ORGANIZATION

OBJECTIVE	2019 TARGET	2019 COUNT	DETAILS	2019 - 2023 STRATEGY TARGET
Credibility and usefulness of OCP, as per net promoter score	N/A	90%	250 out of 279 of post-event surveys responded 8 or above.	Monitored
Number of high intensity OCP interventions	N/A	46	DeCoMaP/Dataactivist by Agence National de la Recherche (FR); Digital Market Place by UK Prosperity Fund; Duque Botero Consultores by UNESCO; Honduran government by USAID/ World Bank; Italy and Finland by CEF; Mexico City by CAF Development Bank of Latin America (CAF); LATAM journalists network by Hivos; Open North 1-to-1 Advisory Service for Open Smart Cities and Communities by Infrastructure Canada; PIDA implementation in Colombia by CAF; PPDC Nigeria by Luminate; Young Southeast Asian Leaders Initiative; Sicilian Region by Connecting Europe Facility of the EC; TechSoup Malaysia by USAID;	Monitored
New team members born in the South and/or people of color	N/A	80%		Monitored
Current team members born in the South and/or people of color	N/A	47%		Monitored

FIVE THINGS

we're looking forward to in 2020

We are thrilled about the wave of progress made by our partners in 2019 and the positive feedback we had on our new strategy and new programs like Lift.

1 MORE WORK AND PROGRAMMING TO SUPPORT LOCAL PARTNERS TO TAKE OPEN CONTRACTING FORWARD INDEPENDENTLY.

We have new team members and a host of investments, community events and learning materials to make opening up contracting data more accessible to a wider and diverse range of users including in low-tech environments. We want our partners to get social impact from their public contracting.

2 PROMOTING STORIES OF REFORM EMERGING FROM LIFT, OUR NEW IMPACT ACCELERATOR PROGRAM.

We will feed the lessons back into a second generation of the program.

3 NEW DATA QUALITY AND DATA ANALYSIS TOOLS AND SUPPORT TO THE COMMUNITY.

Showing government reformers the limits of their data, that it is not possible to generate a list of their top 10 suppliers because key fields are missing or incorrectly published in their system, is a powerful advocacy tool for change.

4 SUPPORTING HOMEGROWN APPROACHES EMERGING IN AFRICA AND ASIA.

Finding the right solution for the right situation means cultivating local advocacy campaigns, data workshops and research projects. We will also be working hard to secure a robust mandate for open procurement data across Europe in the European Commission's new post-2020 Vision.

5 IMPROVEMENTS TO THE OCDS ITSELF TO BETTER MEET PARTNERS WHERE THEY ARE.

Including lots of worked examples, better modeling of complex transactions (like framework agreements) and more local language support.

OPEN CONTRACTING PARTNERSHIP



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