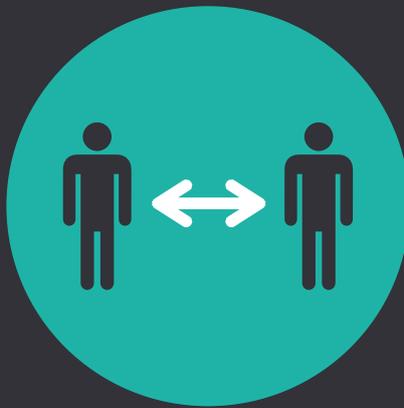
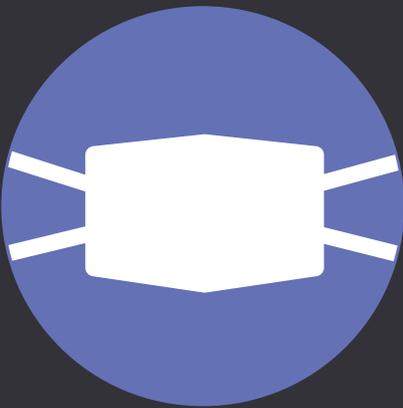


ANNUAL REPORT 2020



**OPEN
CONTRACTING
PARTNERSHIP**

OPEN CONTRACTING PARTNERSHIP 2020



Summary and highlights

Public procurement was on the frontline of the world's response to the pandemic in 2020.

Out-dated, paper-based contracting processes struggled to keep up with both the surging demand for PPE and medical equipment and with supply chain disruptions. We saw 'hunger games' as hospitals, cities, regions, and different parts of government competed against each other for vital protective equipment. Abuse of emergency procedures was widespread, such as the [raspberry farm](#) that won a US\$6m dollar contract to deliver ICU ventilators. These failures of public procurement are still costing lives and are hurting underrepresented groups, especially women and people of color, the most.

Yet, as the crisis hit, we have also seen that open contracting works. Procurement reformers who invested in open data, who had clear policies and coordination, and who were open to private sector collaboration and civil society monitoring [achieved strong results](#) and had much more resilient supply chains. 2020 was also full of [inspiring examples](#) of journalists and activists who dug – undeterred – through thousands of documents and data points, exposing cronyism and corruption in the emergency response.

[It turns out that you can buy fast and buy openly](#). In the first three months of the pandemic, we probably saw about three years of innovation and collaboration across our open contracting community. We directly supported COVID-19 emergency procurement tracking and monitoring in 15 countries. We celebrate that at the centre of this report with stories from the frontline of battling the pandemic.

Despite the pandemic, we met all of our key organizational targets in [our 2019-2023 strategy](#). We saw new impact and progress from open contracting implementation, and a larger and more empowered community than ever before mobilizing to tackle the coronavirus.

Now we need to build back better. We need to turn the goodwill and collaboration from 2020 into systematic reforms that tackle vested interests and inertia.

As Don Gipps, CEO of the Skoll Foundation reminded us: "although we are in the same storm, we aren't in the same boat." We need to rethink public contracts and procurement as an engine of economic inclusion and how it can rebuild the devastated small business sector, especially for historically marginalized and women-owned businesses. We launched two key research partnerships in 2020 to power up that response and innovation in the years ahead.

The first reform teams that we supported through our [Lift impact accelerator program](#) in 2020 also stepped up as the pandemic hit, pivoting their work to help with the emergency response. We've been so impressed that we will launch an even larger second generation in 2021 with a focus on shaping an inclusive and effective recovery.

Given the soaring demand and relevance of open contracting since the pandemic, it is a good time to take stock and see how we can go even further, faster. So we'll be updating and refreshing our strategy by the middle of the year to seize on that opportunity and to incorporate all the great feedback we've had from our partners in our end of year survey on what we can do even better in our future to support them.

Partners particularly want help with making the case for strategic change and to reconnect with other peers as an antidote to the atomisation of the past pandemic year. We've added new team members to focus on these. We will also advance radical new ideas that emerged in 2020 such as building a fully open source procurement system in collaboration with partners like the New America Foundation.

So goodbye 2020. You proved that open contracting is the future of procurement and how government and business need to interact in an open, agile way that fosters public trust and economic inclusion. In 2021, we will do our utmost to make sure that it's at the heart of the recovery for everyone.



2020 IN NUMBERS

2 new impact stories

5 new progress stories

37 open contracting data publishers

51 actors using OCDS data

219 partners from 62 countries supported

81% of partners found our materials useful

88% highly recommend working with OCP to others

289 local media mentions of OCP and/or partner projects

COVID-19 response

40,000 people accessed our COVID-19 support materials

40 blogs, resources and guides to support partners respond to the emergency

> 1300 participants in our webinars



PANDEMIC PROCUREMENT: BUYING FAST & BUYING OPEN

It turns out that you can buy fast and buy openly. Here, we highlight the stories from our partners as they responded to the pandemic and implemented open contracting approaches to increase efficiency, improve competition and opportunities for women-owned businesses, reduce corruption, and deliver better services for citizens.

Here are the resources you liked most.

- 1 **Open Contracting Data Standard:** With many new publishers in 2020, the refreshed home of the data standard including tools and guidance continues to be our most visited resource.
- 2 How can open contracting help you navigate emergency procurement? We've brought the community together at the start of the pandemic and developed **5 procurement strategies for navigating the COVID-19 crisis**, which rapidly became one of the most accessed blog posts.
- 3 Everything in one place: our **COVID-19 resource page** provided resources by us and our partners in one spot, including guidance, case studies, and best practices.
- 4 For governments and actors tracking the emergency response, we developed the guide **Collect, Publish & Visualize COVID-19 Procurement Data** – which quickly turned into one of the most sought out resources.
- 5 Open contracting has helped Ukraine build the most transparent store helping the government tap into the hidden potential of their assets and generate more revenue for the state. Our impact story about **Prozorro.Sale** showed how an online auction system built on radically transparent design, combined with open and fair bidding, has added more than US\$870 million to Ukraine's national and local budgets in the last three years.

Moldova

In a matter of weeks, a group of civil society and government actors managed to build a [public platform](#) that displays detailed information about all the government's contracts for supplies and services to fight COVID-19 and worked with the government buyers to improve coordination. The platform's user-friendly dashboards are designed to reveal real-time insights such as price comparisons, how much each health facility has spent, when items are delivered, and which companies are supplying them, and stock of critical items. Originally initiated [by a patients advocacy group called Positive Initiative](#), a community of thirty organizations – including government ministries – now meet regularly to track the pandemic response.

What makes this effort stand out:

Procurement reform can be built into long-term social campaigns for equal health.

What we want to see next:

Wider reforms to embed this response into all medical procurement building off Moldova's open contracting platform Mtender.

"Because of Lift, we were able to move faster. We already had a collaborative, cross-functional team in place with members from civil society and government. We were also much better equipped to start data monitoring."

Constantin Cereanovski, Positive Initiative

Ecuador

Before COVID-19 rampaged through Ecuador, the country's public procurement agency was already working alongside a group of civil society organizations to create a more open, transparent, and responsive procurement ecosystem. Ecuador was ready to respond quickly by publishing information on all emergency contracts as timely open data and expanding oversight of procurement through a public procurement observatory. Now, more than 8,000 emergency procedures worth a total of US\$247 million are available, over [50 legal cases](#) have been raised against questionable awards, and approximately 24,000 officials have been trained in how to do emergency procurement more efficiently.

What makes this effort stand out:

The existing collaboration between civil society and the government enabled a fast and efficient response.

What we want to see next:

We want to see the reforms expand to all the country's procurement and hope the new administration will continue to advance open contracting.

"When you don't know what to do, you must do the right thing. What was good for the country was that there be open data."

Silvana Vallejo, Director, SERCOP

Paraguay

Building on its existing open contracting ecosystem, we supported Paraguay to make sure information and dashboards on emergency procurement publicly available within weeks of the pandemic starting as well as offering new guidance and coordination for all procuring agencies. The government implemented [more](#) controls in COVID-19 purchases and [included](#) COVID-19-related items in their virtual catalog for faster and better emergency purchasing. This data was then used by a wide range of users including [journalists](#), the Inter-American Development Bank for its [MapaInversiones](#) platform, and [civil society organizations](#) for monitoring infrastructure and education, revealing corruption and wasted purchases, and building.

What makes this effort stand out:

Paraguay's response to emergency challenges highlights that buying fast and transparently is possible if open contracting is in place.

What we want to see next:

The pandemic has highlighted the need to further diversify and increase competition in public procurement.

“Everyone was suddenly looking at public contracts. Although this generated a lot of pressure, it also put us in a position to become more efficient, speed up processes, and enhance the integrity of the entire system.”

Pablo Seitz, Director, DNCP

Ukraine

Ukraine's Medical Procurement agency, which is responsible for centralized healthcare procurement, was able to pivot fast to use procurement data for better planning, supplier engagement, civic monitoring and strategic communications. One of the tools built helped hospitals predict demand on over 100 critical items during the pandemic. A coalition of government reformers and civil society has put [all of Ukraine's COVID-19 related tenders](#) in the public domain by law and made them available for ex-post monitoring and future audits. Civil society has been monitoring contracts and awards, and analyzing prices for [masks](#), [gloves](#), and [ventilators](#). Transparency International Ukraine [improved their business intelligence tool](#) and developed [a separate analytical tool](#) to track COVID-19 spending.

What makes this effort stand out:

The country's civil society organizations used their year-long data-driven monitoring efforts to build powerful citizen-driven data tracking tools for medical equipment and supplies contracts.

What we want to see next:

Political interference remains high, especially between the Ministry of Health and the state agency. Protecting the independence of its expert institutions will be critical.

“Open data and government accountability can't be sacrificed, even when radical and urgent steps are needed. Rather than trying to seize as much control as possible, the only way to address such a situation is to build a stakeholder coalition around open and clear contracting data.”

Vasyl Zadorny, Chief Executive Officer, State-owned enterprise ProZorro, Ukraine

Lithuania

Months into the pandemic, Lithuania's procurement agency launched a comprehensive analysis of its emergency procurement. The review led to the decision to open all COVID-19 contract data through a dedicated business intelligence portal to secure legitimacy and trust in crisis management by being fully transparent and accountable to the public. Civil society and journalists used this information to track the pandemic response.

What makes this effort stand out:

Lithuania shows the value of reviewing and course correcting during an emergency. It's never too late for transparency in an emergency, indeed, it helps coordination.

What we want to see next:

What has worked for emergency procurement should now be expanded to all of country's procurement and will surely help to increase competition among suppliers, a key tool for the recovery.

“Open data helped raise certain red flags, such as the need to diversify supply chains. It also re-informed what we've been saying for years, how important it is to educate our public buyers, to show the importance of proper planning, and knowing your market.”

Laura Kuoraitė, Senior Advisor at Methodical Assistance Division, procurement agency, Lithuania.

GETTING TO IMPACT: HOW OPEN CONTRACTING IMPROVED MARKETS AND DELIVERED BETTER SERVICES FOR CITIZENS IN 2020

Colombia: Open for business

Open contracting helps Colombian governments boost participation and competitive tendering in a market where direct awards are common. Driven by high-profile graft scandals and a popular vote against corruption, a public, fast, and accurate monitoring system has created incentives for procuring entities to make contracts more competitive. The data shows this is working: entities using competitive procurement methods show improved competition and more diverse suppliers. Standard bidding documents and contracts save everyone time. During the pandemic, a single open framework and real time open data helped coordinate the pandemic response and allowed civil society, journalists, and academics to track and fix emergency contracts gone wrong.

What's the impact in numbers:

This resulted in a decrease of 6% in direct contracts in favor of competitive awards and a 17% increase in the average number of bidders among national agencies.

What's next:

A new dashboard will enable greater civic monitoring of procurement performance, including tracking new regulations to measure and enable the participation of women-owned businesses.

What we want to see more of:

The API to access open contracting data remains slow and is changed frequently. More stability and a faster roll-out to the higher quality SECOP II system will provide even more benefits.

"Having a broader supplier base when responding to the coronavirus emergency meant we had more information on prices, quality and supply alternatives in a market with wide distortions, information asymmetries, demand pressures, and the rupturing of international supply chains."

José Andrés O'Meara Riveira, Director General,
Colombia Compra Eficiente

Nepal: Empowering citizens

Decentralization in Nepal has given local governments a new level of decision-making power and accountability to citizens. But their limited resources and experience have been a major hurdle to governing effectively. The government of Dhangadhi, the gateway to Nepal's far west, has improved oversight of one of the city's biggest budget items, small-scale infrastructure, by introducing new transparent policies, digitizing its processes and creating new channels to engage citizens and seek their feedback on project performance. The reforms have allowed engineers to generate contracts easily and remotely. Officials can make evidence-based decisions based on analytics from the new data system. Residents can alert authorities to issues in real-time and get problems promptly fixed too.

What's the impact in numbers:

This resulted in a decrease of project amendments by 11%, a 75% time saving for contract preparation, and 40% of all projects being monitored by civil society.

What's next:

The system is already being adopted by other municipalities.

What we want to see more of:

Open contracting publishing at the national level has stalled. We hope that local-level reform efforts translate into a push for national accountability, too.

"Thanks to the data in the portal, the public hearing that used to take place once every 4 months is happening every single day."

Dilendra Chaudhary, student and citizen monitor

Makueni County, Kenya

Makueni County, located in the southeast of Kenya, embarked on ambitious procurement reforms underpinned by open data and social inclusion with the help of local civil society and open data experts Development Gateway. Early results of its open contracting reforms show increased competition and greater efficiency and we will be supporting reformers and tracking the evidence in 2021.

What makes this effort stand out:

Makueni County's effort shows that transparent, data-driven public procurement reforms are possible even in a country that has struggled with widespread corruption in general and particularly with pandemic emergency procurement.

What we want to see next:

We want to see this reform effort expand to all agencies in the county and to follow the reforms through to impact on frontline services to citizens and to economic inclusion of women- and youth-led businesses.

"Thanks to this new approach, anyone can see what the County government is buying and who got the contract. This means real transparency in fighting corruption."

Governor Kivutha Kibwana

Dominican Republic

Inclusive e-procurement reforms, combined with widespread sharing of procurement information, training and outreach with civil society now mean that women-owned businesses won one in four public contracts.

What makes this effort stand out:

The example stands out for what can be achieved with a clear target to increase the inclusion of women-owned businesses by combining open and digital procurement strategies.

What we want to see next:

These reforms are also helping to decrease perceptions of corruption and favouritism in procurement by 20% from 2015 and 2020 (from 63% to 43%). We'd like to see these trends continue now that the government has great data to monitor the health of its public marketplace.

"Before the e-procurement system, you had to have contact with each entity. There was a lot of uncertainty in bidding because you did not know the starting price, access to the contract documents wasn't easy, and it was necessary to travel to physically obtain the information about the minimum requirements to submit an offer. Imagine if you wanted to submit proposals for five to six processes."

Mariel Acevedo Aracena, businesswoman

Afghanistan

Starting from a 'fantastically corrupt' environment, reformers have been working to create a transparent, integrated procurement environment that now covers all above- and below-threshold procurement. Reforms have faced continuous challenges against mafia networks, vested interests, and security risks. But early results are promising, suggesting a total of AFN 58 billion (US\$740 million) in savings.

What makes this effort stand out:

The efforts by Afghanistan's procurement agency show that progress can be achieved even in a notoriously challenging environment, with strong dedication to reforms from a committed team.

What we want to see next:

We would love to see efforts to continuously improve the data and civil society and journalists step up in using it. This will be especially important as the government looks toward its vaccine roll-out.

"There is no such thing as 'absolute confidentiality' in procurement. We respect the privacy of businesses and personal data, but open the rest for the wellbeing of the society."

Alham Omar Hotaki, director general,
National Procurement Authority



YOUR FEEDBACK FROM 2020

As in previous years, we've got in touch with our community to ask them how they did at the end of 2020, where our support helped them best, and what we can do even better going forward.

We had a record number of responses (267). Here's what our partners told us.

When you invest in us, we feel seen and supported

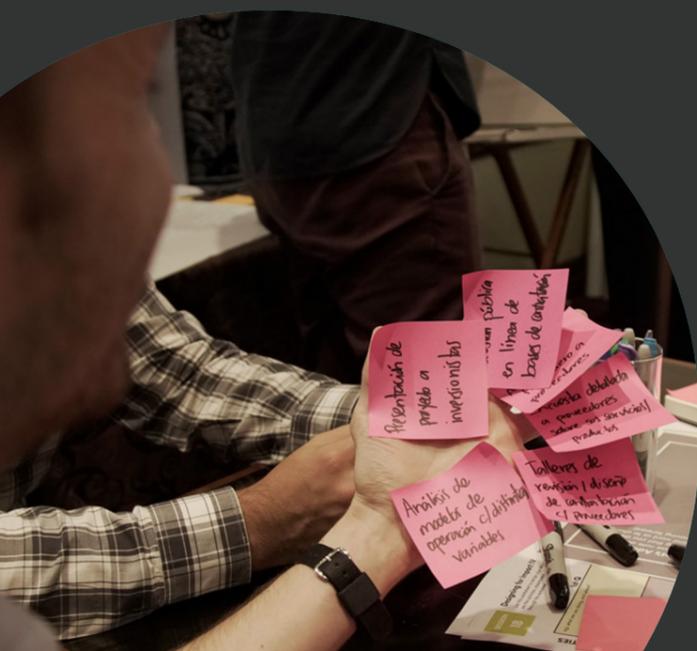
Our support was highly rated across all of our targets and indicators. When we asked if partners felt more capable to do open contracting work with less of our support in the future, more than half responded with an enthusiastic "Yes!", an increase from the previous year. Our partners would recommend working with us, even more than last year. Asking whether you agree with the statement "I would recommend OCP to others working in the field of open contracting", we calculated a net promoter score of 84% (compared to 76% last year).

So, pay attention to reformers who may feel on the margins

A gender and regional breakdown revealed disparities that show us where we need to more intentionally invest and work with reformers. The net promoter score was lower for women, who also expressed slightly lower scores for empowerment and support. This is something we will prioritize fixing in 2021. Across regions, we saw that regions where we have larger teams and more mature programs, such as in Latin America, all of our scores were above average. We want to make sure that we are adding value to everyone's work and so will prioritize community building efforts in underinvested regions, particularly in North America, Africa, and Asia. And we will put a stronger focus to build more inclusive projects.

We want to connect and learn from each other

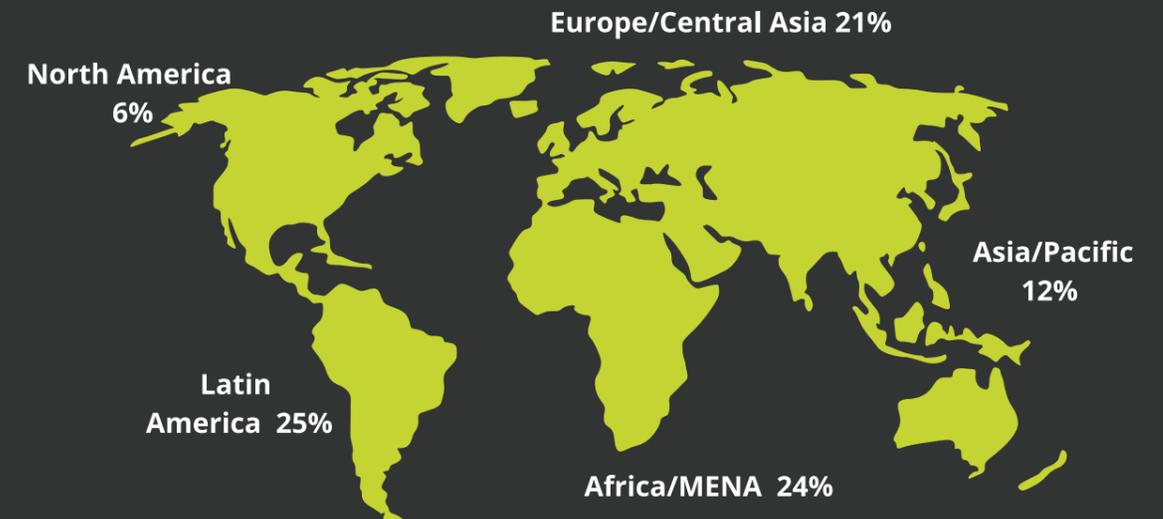
Beyond providing just-in-time and high-quality services and support, we heard loud and clear that community, connection, and collaboration are a priority for our network of open contracting reformers and innovators. Advocacy and community and network-building were the top two needs expressed, as were calls for peer learning and exchange. We've added new staff to support a coordinated push in these areas in 2021 and we will launch new community building and advocacy support efforts as well as facilitate more peer exchange and sharing funding opportunities, too, which our community also value.



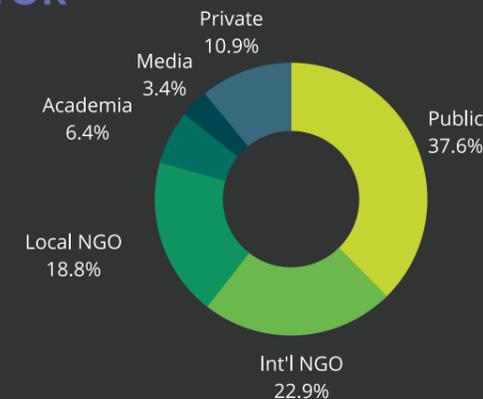
A diverse community of open contracting collaborators

267 total responses

REGION



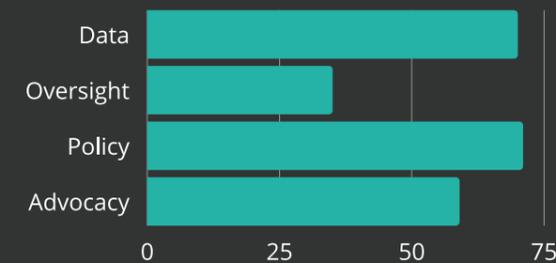
SECTOR



GENDER

60% Man
37% Woman
2% Non-Conforming

ROLE



EXPERIENCE

67%
have been working on open contracting for 3+ years

TIMELINE 2020

Jan

We start the year being inspired by Afghanistan's open contracting reforms.

We support the World Trade Organization's outreach and engagement with the Chinese government on opening up public procurement.

Feb

COVID-19 formally identified by the World Health Organisation on 11 February.

Mar

Open Data Day features 15 open contracting events around the world.

WHO declares COVID-19 a global pandemic on 11 March.

We provide guidance on monitoring COVID-19 emergency procurement with data and say that buying fast, open, and smart is possible.

Nuevo León, México, launches its open infrastructure website with OC4IDS data.

Apr

We host a series of community calls to share strategies to ensure fast and efficient procurement with hundreds of attendees.

We publish the Guide to collect, publish & visualize COVID-19 procurement data.

The first edition of our weekly newsletter Data, Contracts, Investigations is out.

May

We invite our community in the US to discuss insights and lessons for municipal procurement during COVID-19.

Jun

Open contracting champions in Afghanistan, Colombia, Lithuania, Moldova, Nigeria, Paraguay, and Ukraine start publishing dedicated dashboards on their COVID-19 contracts.

The OECD first highlights open contracting and open data in its Covid response guidance (and updated later).

The Economist Intelligence Unit highlights our lessons in a report commissioned by UNOPS on the future of public spending as a result of the emergency response.

We publish the Open Contracting Data Standard 1.1.5 with new guidance, tools, and extension improvements.

Jul

Our impact story on Colombia's open contracting reform shows the positive impact on competition.

We highlight gender-responsive procurement strategies in a report together with Value for Women.

The OECD adopts new governance guidelines for infrastructure, including key open contracting recommendations to use open and competitive procurement processes, to ensure transparent, systematic, and effective stakeholder participation, and to promote evidence-informed decision-making by using open data.

Aug

We share technical case studies from implementing the Open Contracting Data Standard and a guide on using indicators to measure the performance of the procurement market.

Sep

New research released together with Spend Network shows the global public procurement market can be valued at US\$13 trillion. But only 3% of data on contracts is fully open.

The Latin American journalism network Red Palta closes its 4-month investigation into the region's emergency procurement.

Our impact story on Dhangadhi, Nepal shows how open data can empower citizens to monitor infrastructure projects.

Teams from India and Taiwan win this year's Taiwanese Presidential Hackathon (run in conjunction with OCP) with projects on open health procurement and social housing.

Oct

In their COVID action communiqué, G20 ministers responsible for anti-corruption commit to enhancing public sector integrity and efficiency by guaranteeing the transparency of, and access to, public procurement information with a key commitment to open data.

A new investigation by OCCRP and 37 partners analyzed 37,000 tenders and contracts to reveal how European countries have spent €20.8 billion dollars during the pandemic.

The UK's Global Digital Services team launches its new Digital Buying Guide with OCP support and examples to provide step-by-step guidance for planning and delivering an effective, inclusive public procurement process globally.

We publish insights into emergency procurement from 12 countries as a result of our Action Research grants and support their follow up to drive change.

Nov

Together with the Aspen Institute Center for Urban Innovation we launch the report A Procurement Path to Equity, offering strategies for how procurement can play a role in creating equal opportunities for local businesses and the communities that support them.

The UK's National Audit Office publishes a widely discussed audit of the UK's procurement response. This partly leads the UK to publish a landmark Green Paper on Transforming Public Procurement that proposes end-to-end digitisation and use of the Open Contracting Data Standard.

Dec

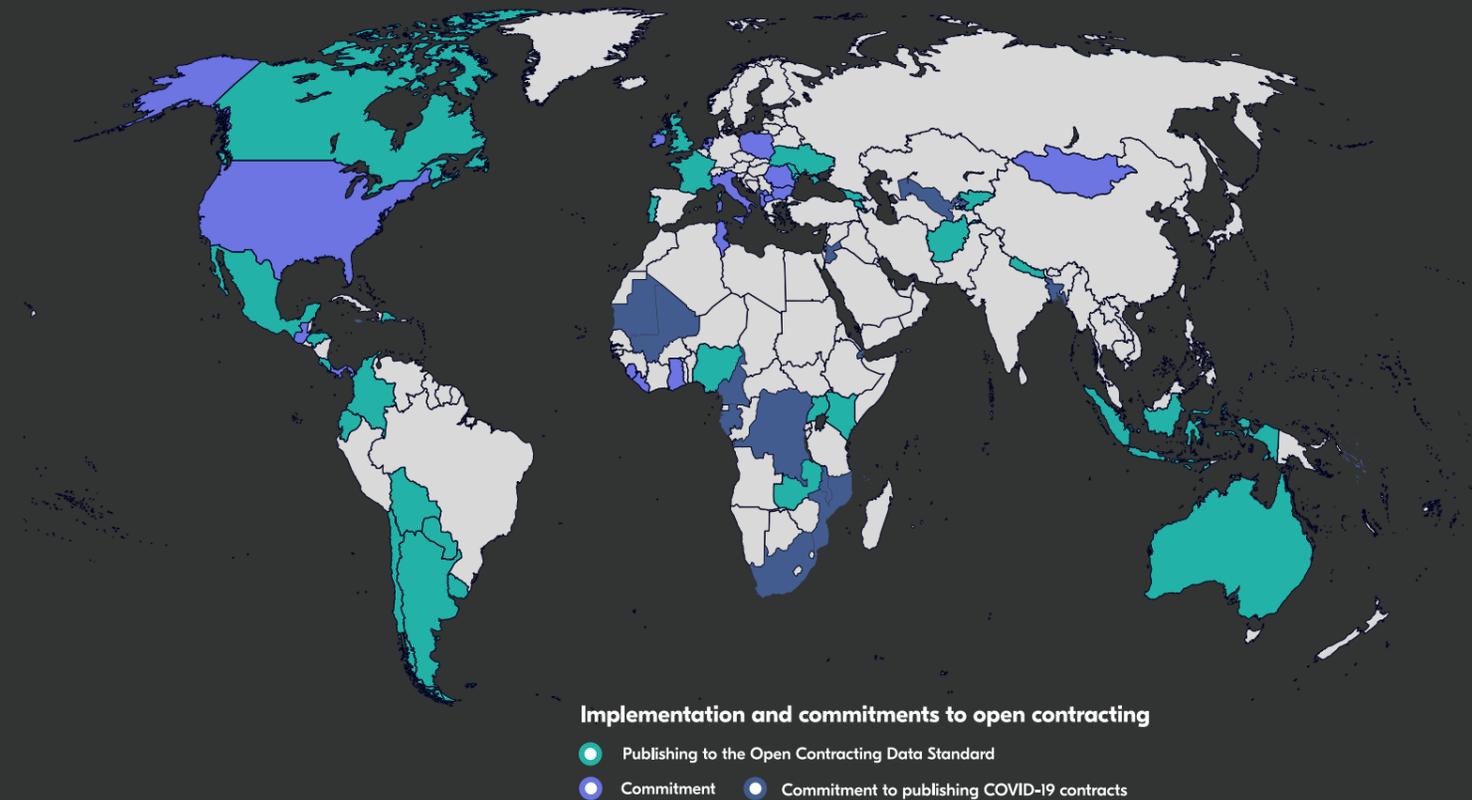
Case studies of successful open contracting reforms from Bangladesh, Chile, and Colombia are included in the World Bank's most recent policy document on anti-corruption.

We share insights from effective open contracting anti-corruption cases at four sessions during the International Anti-Corruption Conference.

A story on Ecuador emergency procurement response shows that COVID-19 procurement risks can turn into opportunities for increasing transparency.

Chile wins the first Open Contracting Impact Award, as part of the World Commerce & Contracting Innovation and Excellence Awards program.

THE STATE OF OPEN CONTRACTING



Global progress

Together with Spend Network we find that global procurement amounts to a breathtaking US\$13 trillion of spending. But less than 3% is published openly. When information on public contracts is missing basic details, such as the value, and start and end dates, it shuts out businesses, journalists, and civil society from analyzing and interrogating the data.

The challenges of addressing the supply and demand shocks from the pandemic with outdated and paper-based procurement systems have amplified the case for open contracting. G20 anti-corruption ministers emphasized the need for open contracting

principles in their communiqué on fighting corruption in the COVID-19 response. The IMF encouraged countries to commit to publishing their emergency procurement contracts as part of its emergency support to countries from its Rapid Credit Facility. The OECD also highlighted open contracting and open data both in its Covid response guidance and in its new Recommendation on the Governance of Infrastructure. Open contracting has also been recognized as a preventive measure for anti-corruption by the UN High Level Panel on Financial Accountability, Transparency and Integrity.

Supporting journalists

Journalists played a critical role tracking emergency responses to the pandemic and making sure people and patients were prioritized. During 2020, we worked with regional and international investigative journalists, including Global Investigative Journalism Network and the Center for Investigative Journalism, and regional data journalism networks including the Centro Latinoamericano de Investigación Periodística, Finance Uncovered, the Organized Crime and Corruption Reporting Project (OCCRP) and Red Palta. We provide targeted training and data-driven investigative support as well as developing a resource guide and tipsheets on corruption red flags during the emergency and beyond.

Red Palta is a regional data journalism network that used open contracting data to investigate emergency procurement and the pandemic response in Latin America, identifying a concentration of markets and overpriced products, and exposing the gap between public and private healthcare. Red Palta member Ojo Público in Peru developed a corruption detecting algorithm to inform stories. Similarly, Project Poder in Mexico has launched its project Todosloscontratos.mx making Mexico's public procurement transparent.

Open contracting in the Americas



Latin America continues to lead open contracting reforms. With new publishers in the Dominican Republic and Ecuador, access to public procurement data is expanding in the region stretching from Tijuana to Ushuaia. Latin America has been serving as a testbed for open contracting reforms including for monitoring corruption risks in Paraguay, infrastructure in Mexico, and medicines in Chile.

In **Chile**, hard work and reforms in 2020 to change medicine purchasing pushed for by civil society and public protests for more affordable healthcare has reduced prices and led to our first impact story of 2021. **Colombia** and **Paraguay** were able to respond rapidly and transparently to the pandemic including setting market reference prices and supporting civic monitoring of the pandemic response. Colombia saw wider reforms and increasing competition and supplier diversification. Our

support to partners in Ecuador through our impact accelerator Lift fostered an alliance between government and civil society leading to the opening of procurement data especially on emergency spending.

In **North America**, especially the **US**, we reached out to new organizations and partners at the local level to respond to the disproportionate impact of the pandemic to communities of colour. We worked with The Aspen Institute to capture game-changing insights from dozens of experts on how we can build back better and make procurement an engine for economic inclusion and innovation for 2021.



Open contracting in Europe



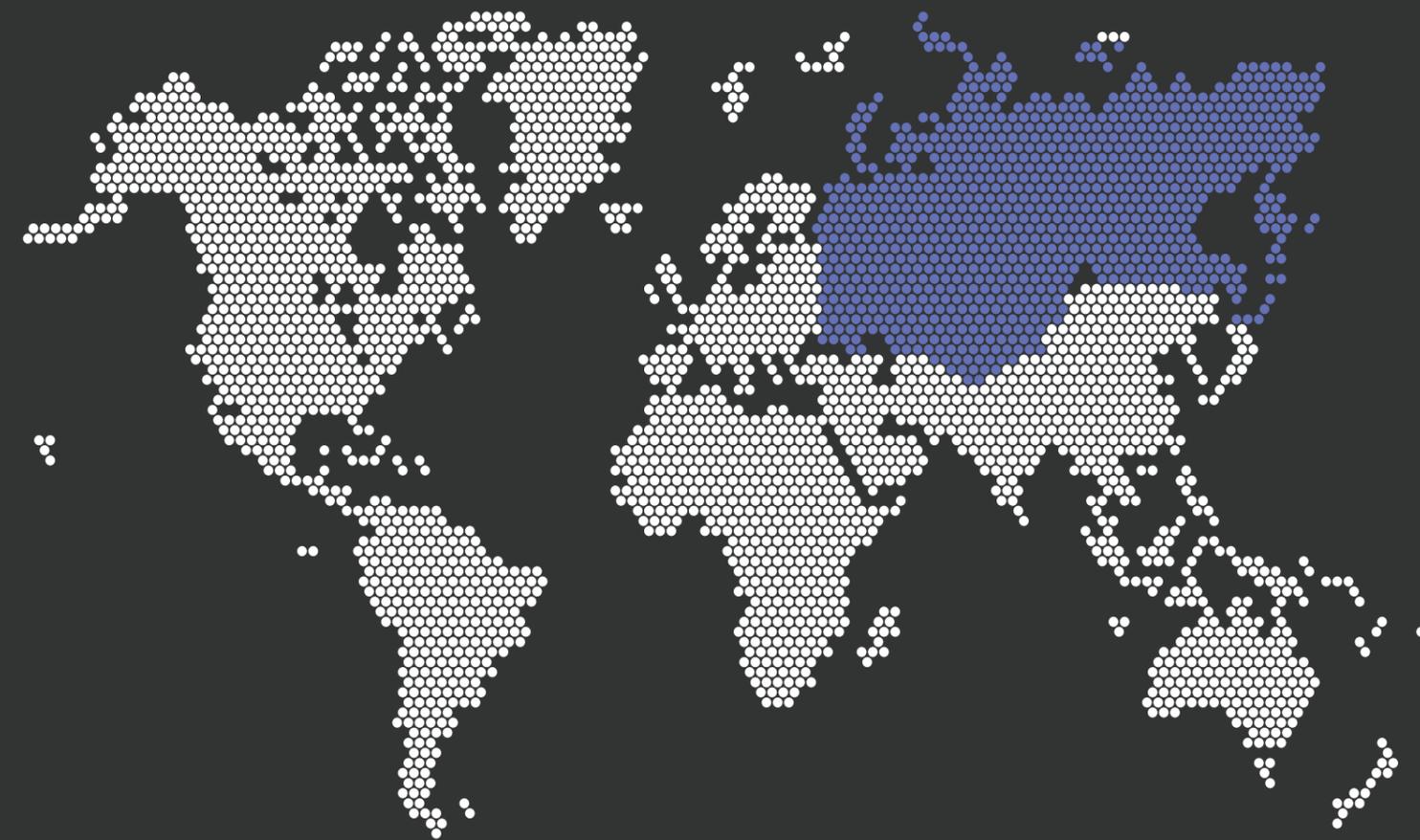
Momentum for open contracting in Europe is growing as new champions are emerging in countries such as Lithuania and the Netherlands, and we've focussed on building a broad coalition network of civil society actors to push for change in 2020. We also supported partners and journalists to track the region's emergency procurement.

We addressed the EU Parliament, the European Commission, and the European Council country governments with our coalition allies to mandate publishing all procurement as standardized open data using e-forms and integrate open data into green public procurement as well as pushing for proper publication of beneficial ownership information of all of Europe's companies.

The **UK's** emergency procurement response to the pandemic has rightly drawn huge criticism (our take with Sussex University here). We have been working with the UK Anti-Corruption coalition to push politicians and regulators to make sure that the lessons are learned and that open contracting is put into systematic reform and new legislation as Brexit completes. In November, reformers and allies in the Cabinet Office published a Green Paper with open contracting at its heart which could offer a set of transformational reforms if fully implemented and properly resourced. We've also been asking the UK to support open contracting as a key part of building back better in its 2021 G7 Presidency.



Open contracting in Eastern Europe and Central Asia



Eastern Europe and Central Asia is seeing a transformation of procurement systems across a range of countries and we continue to be impressed by the energy in the region, particularly from civil society actors.

Ukraine remains one of the global leaders in open contracting. When the pandemic started, a coalition of government reformers and civil society worked to put [all of Ukraine's COVID-19 related tenders](#) in the public domain by decree and to make them available for ex-post monitoring and future audits. Civil society developed a set of analytical tools to track COVID-19 spending like a [business intelligence tool](#), a [procurement map](#), and a [budget tracker](#). Despite all the challenges of healthcare procurement that were revealed by the COVID-19 pandemic, the Ukrainian centralized procurement body, Medical Procurement of Ukraine, shows a great example of how open

contracting approaches help not only to procure openly and efficiently, [saving more than \\$40 million or 35% from last year's prices](#), but also protect an institution from political attacks.

Ukraine is now joined by **Moldova** with their fully open e-procurement system MTender. Civil society has started using open contracting data resulting in the red flag tool [revizia.md](#) and a [platform](#) to follow the money to politicians.

While progress in countries such as **Georgia** and **Armenia** has slowed due to pandemic, the **Kyrgyz Republic** continues its open contracting path. We supported the Ministry of Finance and the EBRD to [publish the OCDS API and a set of user-friendly dashboards for the civil society](#). This publication will make a significant difference for civil society and businesses that previously had to scrape data for their needs.

We also worked closely with the Transparency International Kyrgyz Republic to improve and promote their red-flags tool, with partner group Precedent to [identify irregularities and monitor prices](#) in COVID-19 procurement. Together with [Kloop journalists that use open contracting data to investigate corruption](#) we launched a pilot version of Open Contracting Data School. The Bishkek municipality has become a member of OGP Local with plans to make municipal procurement more efficient and open for civil society and businesses.

Open contracting in Africa

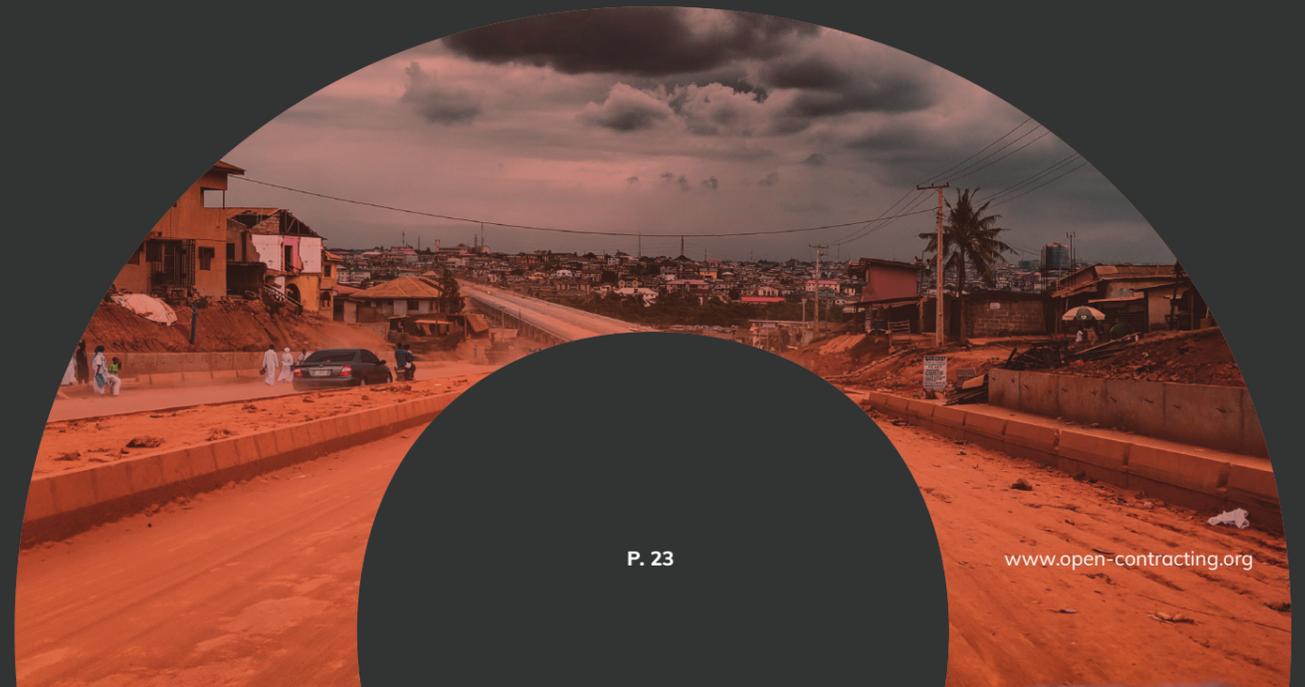
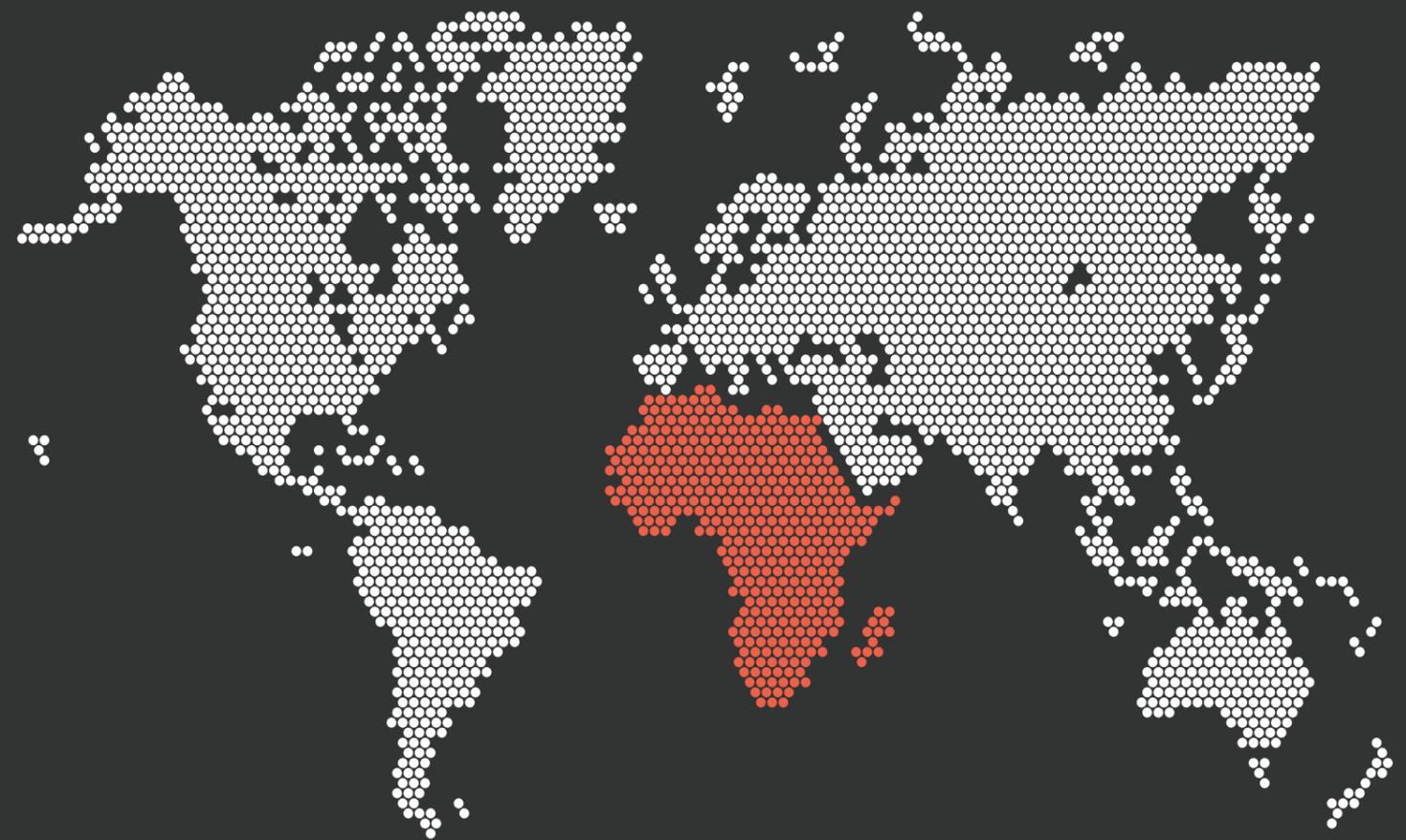
Countries across the continent continue their efforts to publish procurement information in the Open Contracting Data Standard, including through national e-procurement systems, such as Ghana, Kenya, Nigeria, Uganda, and Zambia. Yet pre-existing challenges have been magnified by the pandemic, and progress in countries like Ethiopia has stalled.

Our focus remains on supporting partners across Africa with making the case for change and improving the coverage, quality, and use of data as part of more comprehensive public financial management reforms.

We see encouraging signs at the subnational level, such as in Kaduna State, Nigeria or Makueni County in Kenya, where government and civil society have been collaborating to open up and use procurement information.

In **Nigeria**, the Bureau of Public Procurement has begun to publish information on

COVID-19 procurement on the Nigerian Open Contracting Portal as part of Nigeria's commitment to the IMF Rapid Credit Facility. This has enabled a coalition of civil society organizations including BudgIT, CODE, PPDC, Dataphyte, and others to use COVID-19 procurement data for advocacy and monitoring, leading to an increase in coverage of information published. We are encouraged to see a CSO coalition emerging in **South Africa** in response to emergency procurement scandals. Building on the OGP process that has led to the new OGP commitments to open contracting, and active advocacy around the new draft Procurement Bill, we have been working closely with Corruption Watch, Open Ownership, and Public Service Accountability Monitor to engage the National Treasury and to empower a local working group of civil society organizations, academics, and journalists through capacity building, research, and investigation grants.



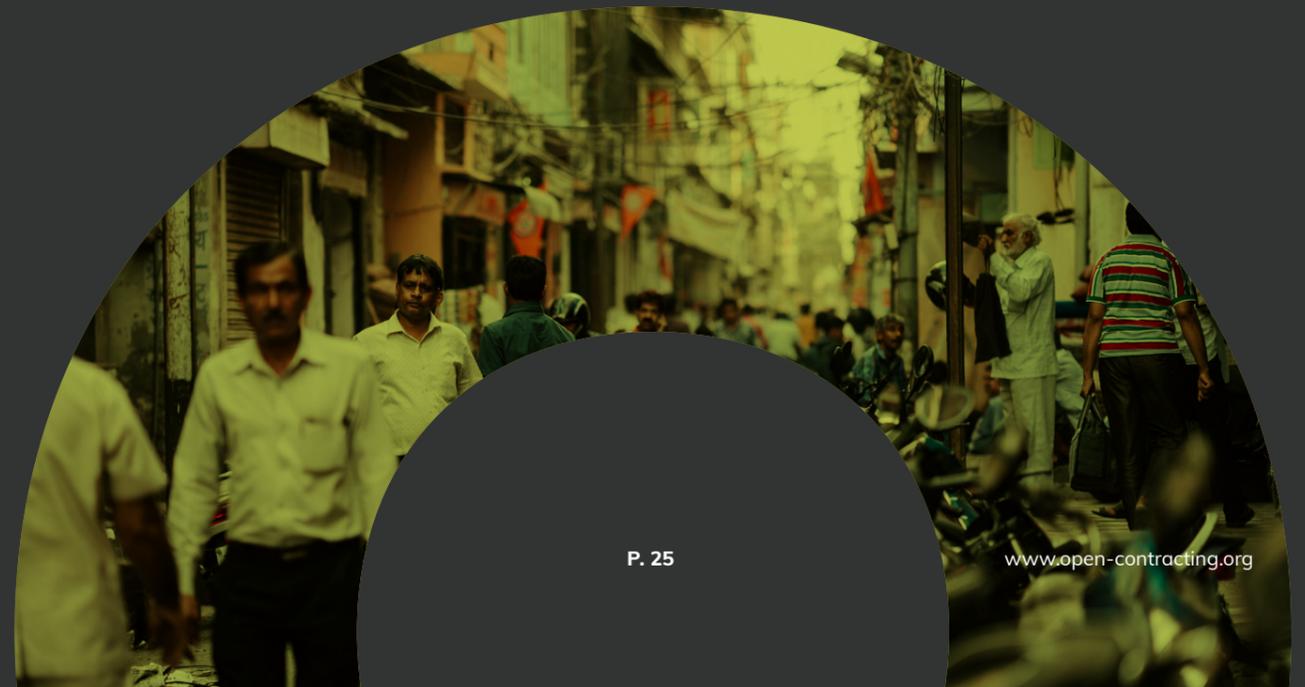
Open contracting in Asia Pacific

Open contracting in Asia is relatively new but continues to gain momentum; we have been engaging with new actors across government and civil society in countries such as in **Indonesia** and **the Philippines** where open government projects are now being implemented. **Australia** continues to publish OCDS data at the national and sub-national levels and we are seeing significant interest from the Pacific.

Once again, we hosted an innovation challenge with the Taiwanese Presidency which saw strong applications from **India**, **Malaysia**, and **Taiwan** leading to excellent prototypes responding to critical issues linking procurement and SDGs: a health procurement index for related goods, services, and infrastructure in India, a monitor of social housing procurement in Taiwan, and a citizen monitoring mobile app for public roadworks in Malaysia. Leveraging the momentum from the innovation challenge, we worked to scale our project in **India**, deepening our engagement in **Himachal Pradesh (HP)** by adding a Health Infrastructure Dashboard and expanding our work to **Assam** with clear plans for scaling up all across India.

We had high hopes for Malaysia following the shock election win by Pakatan Harapan (Alliance of Hope), which ended the 61-year reign of the Barisan Nasional (the National Front, or BN). However, following months of political in-fighting, the Pakatan Harapan coalition collapsed in March 2020, returning the government to the old regime, under a new name of Perikatan Nasional. Since then, the opportunity for transformational open contracting reforms seems to have passed. This is why we pivoted to prioritise other countries in the region.

In **Afghanistan**, our continued support to the National Procurement Authority has helped improve both the coverage and quality of the data published. We have worked with civil society partners at Integrity Watch Afghanistan on using this data and training civic monitors and investigative journalists as well as supporting the government with transparency and accountability of its emergency COVID-19 contracts.



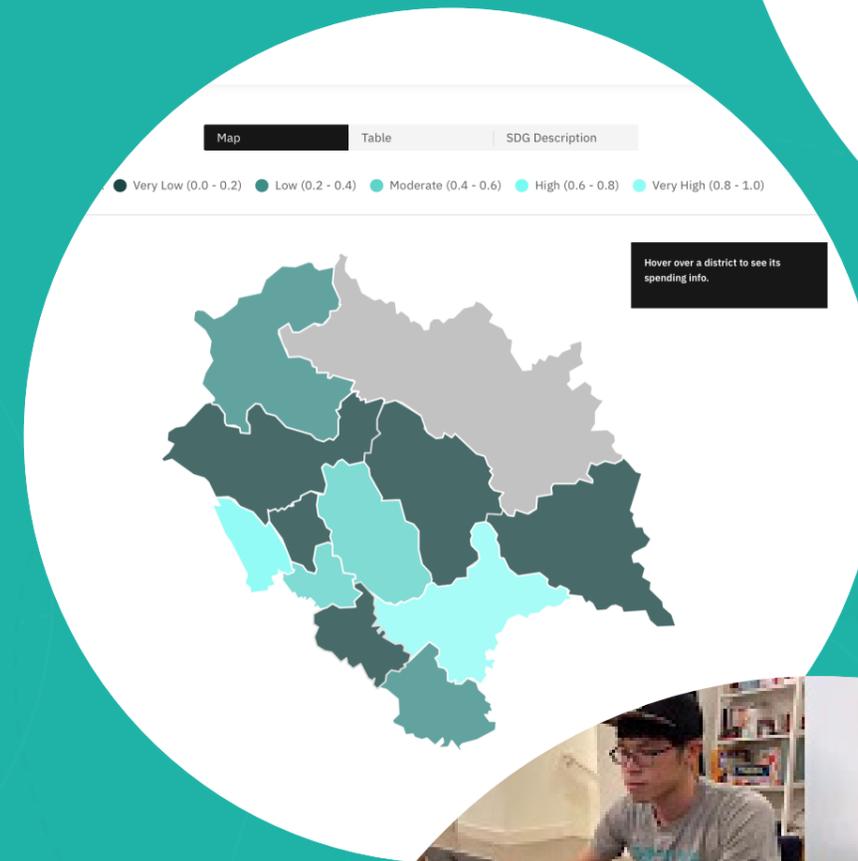
INFRA- STRUCTURE

Our infrastructure portfolio continues to grow. We are seeing concrete implementation progress of the **Open Contracting for Infrastructure Data Standard (OC4IDS)** across a diverse range of countries, including our [first publisher](#) from **Nuevo Leon, Mexico**. We continue to leverage and apply open contracting innovation to infrastructure, with multiple countries such as **Argentina, India, Nicaragua, and Nepal** providing standardized open contracting data on infrastructure projects and contracts.

To demonstrate the value of the OC4IDS and open contracting, we have developed prototypes and tools, for example on [social housing in Taiwan](#), [health infrastructure in India](#), and [waste management in Nicaragua](#). In **Honduras**, we continue to support the work to join up infrastructure planning and procurement processes with environmental data to refine the methodology for building-in **greener, more sustainable outcomes** at the earliest stages.

Argentina has made clear commitments to open contracting for infrastructure and we are working at the national and sub-national level to publish [open contracting data on infrastructure](#), including via [Contrat.Ar](#), on national roads via Vialidad's [open data platform](#), and all city infrastructure via [Buenos Aires Obras](#). We are also supporting the City's efforts to assess the early impacts of BAObras on internal efficiency, transparency, and competition.

OC4I is fast becoming an **infrastructure governance norm**, with open contracting principles and best practice forming part of [OECD's Recommendations on the Governance of Infrastructure](#) as well as comprehensively mentioned in the [Government of the City of Buenos Aires' Infrastructure Law](#). We also articulated the opportunities and challenges for building back better in the **post-pandemic recovery** phase.



OUR IMPACT ACCELERATOR LIFT

Our [Open Contracting Lift Impact Program](#) involves intensive support to teams of reformers to use public procurement to radically improve goods, works, and services, or expand economic inclusion.

Over the past year, we've worked closely with five Lift teams from around the world to develop strong plans, build buy-in with key stakeholders, and implement their reforms. This strong foundation enabled teams to quickly pivot when [COVID-19 struck](#) and continue to drive their reforms forward. The Lift teams from civil society and government in Ecuador and Moldova are strengthening their feedback loops and opening up medicine and emergency purchasing, enabling Ecuador to [create a more open, transparent, and responsive procurement system](#), and [Moldova to secure lifesaving HIV](#)

[and Tuberculosis](#) drugs for citizens. Meanwhile, the teams from the Cities of Buenos Aires and New Orleans are working to expand access to economic opportunity for small local businesses, and Mexico City is expanding access to its affordable and green bikeshare system for residents.

The benefits of Lift go beyond the five participating teams. Lift has allowed us to develop [new reform design tools and resources](#) for procurement reforms and led to new community programming, and helped us deepen our understanding [about what works and what does not](#) when helping teams achieve impact.



Lift teams from New Orleans and Ecuador designing their theory of change in February 2020.

HR, governance and finances

Inclusion

We invested heavily in our **human resources practices, diversity and inclusion**. Reflecting on constructive feedback from our team, and on the profound issues of inclusion and agency raised by the Coronavirus and the Black Lives Matter movement in the US, we felt that our whole approach could be stronger and more inclusive. Together with [Mwah, Making Work Absolutely Human](#), we improved our HR processes and practices resulting in our first Human Resources principles which we have integrated into our public salary bands and our growth and performance framework to set an example for our sector.

At the same time, we are conscious that fully embedding diversity, equity, and inclusion practices and building this culture will be a long-term process. Our principles are very clear that we want to be a human-centered organization which embraces and is strengthened by a diversity of backgrounds, working styles, and life situations. In 2021, we will further strengthen our team understanding and practices around conscious and unconscious biases, allyship, and equity.

Organizational updates

As a result of our continued growth, we have outgrown our current fiscal sponsorship model provided by the Fund for the City of New York. We have started the process to spin out to become an independent US 501(c)(3) public charity. We established a new Governing Board to oversee this process consisting of our existing Advisory Board leaders, Sally Guyer, Mukelani Dimba, our Treasurer Alan Detheridge and two new global thought-leaders Jennifer Bradley who leads the Aspen Institute for Urban Innovation and Michael Ow, General Manager and chief procurement officer of LA Country (and previously of New York City).

Our financial statements 2020

We met our income and our spending targets for the financial year going from 1 October 2019 - 30 September 2020 (FY20). Our expenditures amounted to \$4.36m, or 102% of our planned budget of \$4.27m. Our revenue, not including retained revenue from the previous year, was \$4.5m.

A large part of our **revenue** came from our generous long term supporters including the BHP Foundation, Luminate, the Department for International Development, as well as smaller grants from Chandler Foundation (\$200K), the Prosperity Fund (\$185K), IDRC (\$43K) Hivos (\$26K), CoST (\$46K) and TI's Open Contracting for Health program (\$114K). We also added two new major unrestricted grants from Luminate (\$700K, total grant amount is \$1.8m) and the Laura and John Arnold Foundation (\$500K, total grant is \$1m) and two grants from the Open Society Foundation (\$100K unrestricted and \$400K restricted for COVID-19 response). Overall, in 2020, our unrestricted to restricted revenue ratio was 43% to 57% including the retained revenue.

Our **expenditures** amounted to \$4.36m, of which roughly one third or \$1.53m was unrestricted spending, and \$2.84m, or 65% was restricted. The two main spending items were Program Activities & Consultants at \$2.30m and Personnel at \$1.35m.

Within Programs Activities & Consultants, our highest expenditures were on country implementation support, our open data helpdesk and our 'other consultants' category which covers our Long Term Service Agreements which includes team members working outside of the US, Canada or the UK, our outsourced CFO team and our legal counsel fees associated with the spinoff.

We spent \$527K out of \$430K that we budgeted for implementation support, some 123% of the planned amount. A big part of that overspend was direct frontline support for civil society monitoring of COVID-19 emergency procurement (\$163K in total) which is being supported directly by new funding from the Open Society Foundation. We spent \$581K on our open contracting helpdesk and \$885K on other consultants and operational support. Our spending on travel, events and rent all tumbled as the pandemic took hold and were significantly under our forecasts.

Our reserves at the end of FY20 were \$903,800, sufficient to cover three months of operating expenses. We do not plan to add to our reserves in 2021.

REVENUES:	FY 2020	FY 2021
Retained revenue from previous year	\$ 505,760	\$ 636,866
Confirmed revenue	\$ 3,553,743	\$ 5,287,702
Additional projected revenue	\$ 942,696	\$ 419,567
Total revenues	\$ 5,002,199	\$ 6,344,135
EXPENSES:	FY 2020	FY 2021
Personnel	\$ 1,354,502	\$ 1,605,233
Program activities	\$ 2,297,938	\$ 3,489,716
Special events	\$ 97,827	\$ 103,273
Travel	\$ 111,568	\$ 78,246
Rent	\$ 71,362	\$ 40,940
Other	\$ 71,663	\$ 100,450
FCNY management fee	\$ 360,473	\$ 487,607
Total expenses	\$ 4,365,333	\$ 5,905,465
Revenues less expenses (carried forward to following year)	\$ 636,866	\$ 438,670

On target in 2020

We are delighted to have met or exceeded all of our targets for the year. We will be updating and refreshing these for 2021 as momentum and demand for open contracting continues to build and as we look to build back better from the pandemic.

GLOBAL NORMS

OBJECTIVE	2020 TARGET	2020 REACHED	DETAILS	2019 - 2023 STRATEGY TARGET	CURRENT COUNT
Advocacy asks	1	2	G20 Anti-Corruption Ministers Declaration on COVID-19 response; OECD Guidance on Infrastructure Governance	5	4
New robust open contracting mandates	2	7	Buenos Aires; Dhangadhi, Nepal; Ecuador; Netherlands; OECS; Panama; Paraguay	10	10
Open contracting commitments	N/A	39	Bahamas; Bangladesh; Barbados; Bolivia; Cameroon; Colombia; Comoros; Djibouti; DR Congo; Ecuador; Egypt; Ethiopia; Gabon; Guatemala; Guinea; Jamaica; Jordan; Lesotho; Liberia; Lithuania; Madagascar; Makueni County, Kenya; Malawi; Mali; Mauritania; Mongolia; Montenegro; Mozambique; Paraguay; Peru; Quebec, Canada; São Tomé and Príncipe; Sierra Leone; Solomon Islands; Sri Lanka; St Vincent and the Grenadines; South Africa; South Sudan; Uzbekistan	Monitored	57
High-level international media mentions	N/A	29	America Economía; Apolitical (3); BBC World News; BBC World Business; Bloomberg; Data is Plural; Daily Nation; DevEx; Economist; Economist (letter); Economist Intelligence Unit; El Espectador (2); El País; Folha de São Paulo; FT Intelligent Business; Guardian; La Diaria (2); La Nación; La Silla Vacía; Miami Herald; NewsNight UK; Sigma Data Journalism Award; Washington Post; Yahoo Noticias;	Monitored	37
National media mentions	N/A	289		Monitored	543

IMPLEMENTATION

OBJECTIVE	2020 TARGET	2020 COUNT	DETAILS	2019 - 2023 STRATEGY TARGET	CURRENT (2019-present)
Impact stories	1	2	Colombia; Dhangadhi, Nepal;	7	3
Progress stories	5	5	Afghanistan; Dominican Republic; Ecuador; Makueni County, Kenya; Moldova;	30	10
Data use stories	N/A	18	FLIP, Colombia; COVID-19 action research projects: Buenos Aires, Ecuador, Lithuania, Uruguay, Philippines, Guatemala; India; Bandung, Indonesia; Italy; INAI, Mexico; Todosloscontratos.mx, Mexico; FUNES, Peru; Civio, Spain; Uganda; COVID-19 analysis, Ukraine; DOZORRO, Ukraine; Repair Map, Ukraine;	Monitored	31
Actors using OCDS data	25	51	AU-EU Youth Collaboration Hub; Colombia Compra Eficiente (Tablero de Control); Tussell; OpenMoney.md; Subdirección de Estudios de Mercado y Abastecimiento Estratégico; Civic Data Lab; Roberto Mena team (Ecuador Dataton); Joely Sánchez team (Dataton Ecuador); Universidad Nacional de Asunción; reAcción; Makueni County; Chile Compra; Banco de Desarrollo de América Latina CAF; Mambo S.A.; Fundación Directorio Legislativo; Instituto Anticorrupción; Datalat; Fundación Ciudadanía y Desarrollo; Félix Pedro Penna; Centro de Desarrollo Sostenible; Canopy (Colombia Data Marathon winners); Civico; Rigoberto Carvajal (CLIP); Cámara de Comercio de Barranquilla; Instituto de Derecho y Economía Ambiental; Wazn Jo; Zyklo; Observatorio Fiscal (José Mora); Positive Initiative; B2Gov; Revizia; Central de Abastecimiento del Sistema Nacional de Servicios de Salud; Bancolombia; DataCompra (IDB); MapalInversiones (IDB); Burotic; Africa Freedom of Information Centre; Belarus; City of Montreal; Contract and Spend Insight Engine; Gobierno de la Ciudad de Buenos Aires; Kyrgyz Republic; Moldova; OCDS Analytics; OpenOpps; OpenOpps downstream users; Organized Crime and Corruption Reporting Project; Paraguay: Dirección Nacional de Contrataciones Públicas; TenderBot; TI Health; Zambia: Public Procurement Authority;	2019: 15 2020: 25 2023: 75	2019: 41 2020: 51
OCDS publishers that improved the quality of their data	10	11	Secretaría de Infraestructura de Nuevo León (Mexico); Scotland: Scottish Procurement and Commercial Directorate (United Kingdom); Colombia Compra Eficiente; Budeshi (Nigeria); Instituto Nacional de Transparencia, Acceso a la Información y Protección de Datos Personales (Mexico); Chile: Chile Compra; Dominican Republic: Dirección General de Contrataciones Públicas; Makueni County (Kenya); Honduras: Oficina Normativa de Contratación y Adquisiciones del Estado; Portugal: Instituto dos Mercados Públicos, do Imobiliário e da Construção; Paraguay: Dirección Nacional de Contrataciones Públicas;	2019: 8 2020: 10 2023: 20	2019: 9 2020: 11

IMPLEMENTATION

OBJECTIVE	2020 TARGET	2020 COUNT	DETAILS	2019 - 2023 STRATEGY TARGET	CURRENT (2019-present)
Unique publishers of OCDS data	N/A	37	<p>Afghanistan: National Procurement Authority; Argentina: Dirección Nacional de Vialidad; Australia: Department of Finance; Buenos Aires: Gobierno de la Ciudad de Buenos Aires (Argentina); Chile: Chile Compra; Colombia: Colombia Compra Eficiente; Dhangadhi (Nepal); France; Honduras: Oficina Normativa de Contratación y Adquisiciones del Estado; Makueni County (Kenya); Montreal (Canada); New South Wales (Australia); Paraguay: Dirección Nacional de Contrataciones Públicas; Portugal: Instituto dos Mercados Públicos, do Imobiliário e da Construção (IMPIC); QuienEsQuien.wiki; Scottish Procurement and Commercial Directorate (United Kingdom); United Kingdom: Contracts Finder; Uruguay: Agencia de Compras y Contrataciones del Estado; Zambia: Public Procurement Authority; Costa Rica Poder Judicial; Zabuni Group Ltd (Tanzania); Municipality of Zaragoza (Spain); Pakistan: Public Procurement Regulatory Authority (PPRA); OnData (Italy); Positive Initiative tender.health (Moldova); Kyrgyz Republic: Ministry of Finance, Public Procurement Department; Ecuador: Servicio Nacional de Contratación Pública; Honduras: Secretaría de Finanzas; Bolivia: Agencia de Gobierno Electrónico y Tecnologías de Información y Comunicación; Budeshi (Nigeria); International Cooperation and Development Fund (Nicaragua/Taiwan); Civic Data Lab (India); Instituto Nacional de Transparencia, Acceso a la Información y Protección de Datos Personales (INAI) (Mexico); Secretaría de Infraestructura de Nuevo León (Mexico); Dominican Republic: Dirección General de Contrataciones Públicas; Bandung: Integrated Resources Management System (Indonesia); Digijwhist;</p> <p>Did not publish in 2020 and not counted: Nepal: Public Procurement Monitoring Office, Georgia: State Procurement Agency, Honduras: Comisión para la Formación de la Alianza Público-Privada; Jalisco: Secretary of Planning, Administration, and Finance (Mexico), Paraguay: Ministerio de Hacienda, Uganda: Public Procurement and Disposal of Public Assets Authority</p>	N/A	37
OCDS tools and methodologies that are reused	N/A	26	<p>OCDS for R; MapalInversiones; EDCA: Open Contracting Information Capture Tool; OCDS Kit; Chile Compra Colaboratory notebook; Contrataciones Abiertas Honduras; Contrataciones Abiertas INAI; Open Contracting Explorer; Guide to collect, publish & visualize COVID-19 procurement data; Indicators to diagnose the performance of a procurement market; Accessing OCDS data notebook for advanced users; Kingfisher Collect; Kingfisher Process; Kingfisher Views; DNCP Visualizations; Flatten Tool; Logstash Pipeline (OCDS for Kibana); Red Flags for Integrity; Moldova Visualizations; OCDS Show; Kingfisher database; lib-cove-ocds; OCDS Data Review Tool; OCDS Merge; OCDS Show for PPPs; OCDS Toucan;</p>	Monitored	15

COMMUNITY

OBJECTIVE	2020 TARGET	2020 COUNT	DETAILS	2019 - 2023 STRATEGY TARGET	CURRENT (2019-present)
Contacts who have sent us at least 3 emails in the last year	3,200	4,268		4200	7,611
Number of new non-OCF projects, programs, and organisations that get funding	N/A	37	<p>Association of Legal Entities "Alliance for Budget Transparency" (Soros Kyrgyzstan); TISA/AFIC Gender (Gates/IDRC/Hewlett); Observatorio Fiscal (Chile Infrastructure Chamber); Corruption Watch South Africa (GIZ); PPDC (One Award); CDS (Empatia); Veeduría Bogotá (CAF); Datasketch (Deutsche Welle); Nigerian States eGP (WBG); Kenya eGP (WBG); Uganda eGP (WBG); Nigeria federal eGP (WBG); Pakistan eGP (WBG); Bangladesh eGP (WBG); Datasketch (Hivos); Fundación Ciudadanía y Desarrollo (CIPE); Lithuania (EU); Honduras MapalInversiones and Price Observatory (IDB); Ecuador MapalInversiones (IDB); Poder Ciudadano (Partnership for Transparency Fund); Zertteu Kazakhstan (Eurasia Foundation); Ecuador's Fundación Ciudadanía y Desarrollo Public Procurement Observatory (Counterpart International); Engine Room (World Bank); Positive Initiative in Moldova (EBRD); Easibuy (Organisation of Eastern Caribbean States & CDB & OAS); Ukrainian CPB (EBRD); Mexico City (CAF); RICG (CAF & OAS); Open Knowledge (Sweden Digitization Agency); Development Gateway (Hewlett); TI Health (OSF); Open Knowledge Mini Grants (Hivos); mySociety, Spend Network (GDS, implementation support); Gobierno Facil (GDS, Mexico support); Development Gateway (GDS, Malaysia/Mexico support); Oxford Insights (GDS, gender research);</p>	Monitored	50
Network average interconnectivity	N/A	13.1		Monitored	2019: 12.3
Number of people and organizations in our wider network who engage in open contracting conversations	N/A	9,063		Monitored	2019: 8,423

LEARNING

OBJECTIVE	2020 TARGET	2020 COUNT	DETAILS	2019 - 2023 STRATEGY TARGET	CURRENT (2019-present)
Partners who say they can do more with less OCP support	45	55	Calculated from the annual survey	60	55%
Partners who report high usefulness of key resources	45	81	Average score "highly useful" in our annual survey	60	73%
Survey averages across sessions, workshops, and events held in which OCP had a principal role in shaping agenda and delivering event.	N/A	8.13	Average across all 4 indicators: satisfaction, effectiveness, empowerment, net promoter	Monitored	8.3
Access to key OCP resources	N/A	88,264	Total access to priority resources: 88,264 including our COVID-19 related resources via our main web page: 37,400.	Monitored	140,092

ORGANIZATION

OBJECTIVE	2020 TARGET	2020 COUNT	DETAILS	2019 - 2023 STRATEGY TARGET	CURRENT (2019-present)
Credibility and usefulness of OCP, as per net promoter score	N/A	84	Calculated as per 2020 feedback survey	Monitored	80
Number of high intensity OCP interventions	N/A	N/A	OCP has suspended tracking of high intensity interventions as we have exceeded our strategy estimates	Monitored	
Diversity of the OCP team	N/A	55%	Diversity of the OCP team	Monitored	39%



OPEN
CONTRACTING
PARTNERSHIP