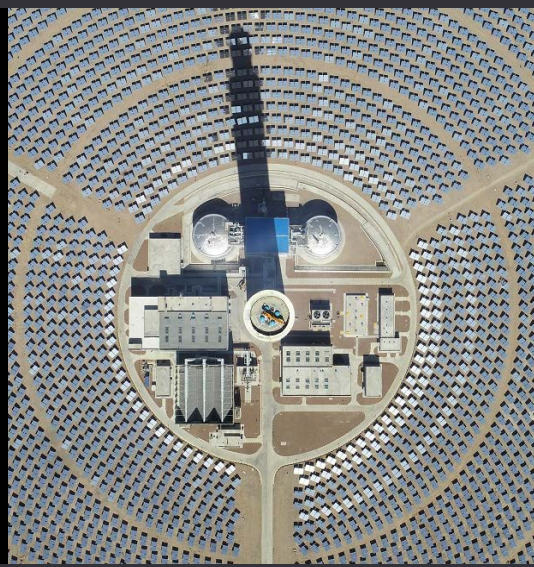
2019 2023 STRATEGY REFRESH



OPEN CONTRACTING PARTNERSHIP

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1. EXECUTIVE SUMMARY

We released our second organisational strategy in 2019. We were excited to put into practice the many lessons we learned from our first five years to transform the world's largest marketplace.

Then COVID-19 hit. Governments around the world scrambled to locate PPE and medicines to fight the pandemic, often struggling with slow, out-dated, paper-based processes. All of us have now experienced what it means if a government can't buy and deliver life-saving medical supplies quickly, effectively, and equitably. These failures are still costing lives and disproportionately harming those already suffering from persistent inequities, including people of color and women.

In the face of these challenges, our strategy served us well, as we responded to a spike in demand for support. Crucially, reformers who invested in open data, who had put clear policies and oversight mechanisms in place, and who were open to civil society and private sector collaboration achieved strong results and had more resilient supply chains.

As the pandemic continues, it is clear that radical change is needed: we can't return to the old status quo. Better public procurement and spending will be crucial to economic empowerment and inclusion. We need to strengthen our democratic institutions and public accountability for the huge sums spent on Covid response and recovery. And, of course, better public procurement will be the key to unlocking innovation in the public services in the brave new world in which we find ourselves as we reimagine healthcare, seek to tackle climate change, or rebuild our devastated small business communities.

Open contracting is more in demand than ever before. This strategy focuses on how we can put what worked during the pandemic—better data, better coordination, better inclusion, and better collaboration—at the heart of pandemic recovery. We can't work much harder, but we can be smarter. Even in a resource-constrained environment, we can place some bets and show how additional resources can have outsized returns.

We've raised our impact targets and planned for new goods and services to better meet partners where they are, helping them build countervailing power for longer term reforms.

We're organizing these changes under five key improvements to get us to (even) more impact.

Objective: Convert unprecedented interest in procurement reform post-pandemic into systemic reforms improving integrity and equity in public contracting	
SHIFT 1 | OVERARCHING **Adjust mission and approach to embed equity and sustainability in procurement**	More transparency is not an end in itself. We want to help our partners deliver more sustainable and more equitable procurement outcomes, so we've put that into all of our programming, messaging, and targets. We've adjusted our mission to "open up and transform government contracting to make it fairer and better".
SHIFT 2 | IMPLEMENTATION **Scale up Lift impact accelerator program**	Our Lift impact accelerator program will become a central offer from OCP and we will double its size over the coming years to support up to 15 teams. Partners especially value its support for reform design, regular check-ins, and a recognized brand that they can leverage.
SHIFT 3 | ADVOCACY **Building power to change the system**	We will double down on building countervailing power for change, focusing on supporting local CSO advocacy and powering up civic monitoring. We will be increasing staff, programming, and targets to meet demand from support. We will also offer a new program called Ignite that will combine hands-on support with small, rapid response grants to work alongside partners around compelling opportunities to shift the status quo. We will also support more advocacy at the OECD & G7 level to set a better global example.
SHIFT 4 | DATA **Less immediate standardization, more immediate value and tools**	We can better tailor our support for open data publication and use to our partners' digital maturity, helping partners get quicker wins on using the data that they have, rather than promoting standardization as the first step. The Open Contracting Data Standard will still be a central offer from OCP, but in some contexts, converting and standardizing information can distract from other immediate wins. We will also focus on building a limited number of added-value tools that can directly use OCDS data (such as a business intelligence tool) so partners get more immediate value if they do want to standardize their data.
SHIFT 5 | COMMUNITY **More intentional, targeted community building**	Based on partner feedback, we will put more focus on regional community building based on shared geographies and shared outcomes. To that end, we have set new targets for community building focused on empowerment and belonging.

2. STRATEGY CONTEXT AND PROCESS

Our world runs on public contracts. We estimate that governments spend over $13 trillion every year on procurement and other contracts with private companies to deliver goods, works and services to citizens, one in every three dollars that they spend. It is where the money, power and discretion are in government, so is central to public probity and good governance.

Public contracting is also central to innovation in public services and to economic inclusion. How public contracts are planned, awarded and managed will also be critical to our economic recovery from the pandemic and to addressing climate change and sustainable development.

The need for change is palpable. Governments struggled with outdated, slow, paper-based processes during the pandemic. Witness the abuses of emergency procurement that occurred such as the raspberry farm that won a multimillion-dollar contract for ICU ventilators, or the empty soda bottles passed off as test tubes for testing, and even the use of emergency procedures to procure camels!

At the same time, those countries with good open data on procurement, who collaborated with civil society and who put proper oversight and coordination processes in place, did comparatively better than their peers. We were able to support and document some great examples from Colombia, Chile, Ecuador, Lithuania, Paraguay, Moldova, and Ukraine.

The case for open contracting has never been stronger. All of us have now experienced what it means if a government can't buy and deliver life-saving medical supplies quickly, effectively, and equitably. These failures are still costing lives and disproportionately harm those already suffering from persistent inequities, including people of color and women.

We should not return to the old status quo. We want to use the lessons learned from the pandemic to drive fundamental changes in how procurement is done.

We had a number of inputs to help us think through how we can deliver on this vision, including our largest ever global community survey at the end of the 2020 (with some 250 responses), many partner conversations and a series of workshops where we specifically sought out the views from unusual suspects and newer partners with whom we first worked in last year.

Partners told us that the key areas where they want more help were:[1]

- Securing political and institutional support for long-term reforms (and making sure that procurement reform is not overlooked in the face of other critical needs);
- Driving better outcomes and connecting open contracting's 'transparency' agenda to social, economic, and environmental impact;
- That the powerful added value of civic monitoring of procurement during the pandemic is not forgotten in the recovery;
- Closing the gap in global leadership from "big players" such big OECD or G7 countries and securing consistent attention from international financial institutions;
- Connecting partners into networks in similar situations and where shared lessons will be most applicable; and

[1] We also appreciate how partners gave us a high net promoter score in general too (of over 80%) so are trusting us to deliver.

- Addressing the opacity around health procurement, which is often run completely aside from the rest of government in a much more opaque global market (witness the secrecy over vaccine contracts).

We explain how we will meet these needs in the next section (3) where we detail five key improvements in our approach. In section 4, we discuss some organizational shifts to deliver on this plan, including how much it will cost. Section 5 looks at the implications for our organizational targets, before a conclusion in Section 6.

3. FIVE KEY SHIFTS IN OUR WORK

Our 2019-2023 strategy already outlined a series of pivots or changes we are making from our first strategy, which ran 2015-2019. These existing changes have been working well for us, so the changes that we detail below are better understood as a "yes, AND…".

They expand on our prior work, often doubling down on a key theme from our 2019-2023 plan or reframing a previous shift for our post-pandemic world.

Shift 1 | Overarching: Adjust our mission and our approach to embed equity, dignity and sustainability into procurement

To us, the word "open" in our name has always meant more than transparency. We are also aware that transparency can be seen as extractive, something frontline public officials do for someone else that costs them time without much benefit. That's why our 2019-2023 strategy emphasized moving beyond transparency (and beyond data publication) to 'think different' about procurement. We focused on how openness in the approach and the outcomes can drive fundamentally better results by changing business processes to foster collaboration and unlock data-driven insight. We believe that in a world rife with corruption, inefficiency, and inequity, open contracting is an essential tool in the fight for the dignity of all people and our planet.

Post-Covid, we see that transformational opportunity coming further into view: it's not just about probity, efficiency or value-for-money in procurement; it is also about better planning, co-operative design of better services *with* people, and economic equity and inclusion, especially for marginalized communities. Similarly, we won't address climate change unless we radically change how we buy things.

Procurement is embedded in larger, often antiquated public financial management policies and systems that sometimes reinforce existing inequities and exclusion. And, as procurement is at the intersection of money and power, It is more likely to perpetuate the status quo than to challenge it.

So, the shift we want to see is that government contracting becomes "more open, fairer, better, more sustainable and more equitable—i.e., recognizing it as a hidden lever[2] to improve social inclusion and outcomes from government spending. This is leading us to change how we talk about the benefits of open contracting: not abandoning the value of efficiency or value-for-money, but emphasizing how better procurement supports social and environmental goals.[3] And, to do so, we should center the dignity, agency, and lived experience of everyone who is impacted by procurement — from civil servants to citizens.

Unless we plan for these outcomes at the start of our engagements and 'think different' with partners, they are unlikely to happen. So we will be putting this approach at the heart of our service offer: for example, we've explicitly focused on equity and inclusion in the second iteration of our Lift impact accelerator program.

You can see more on how our programming will change in this joint report we did with the Aspen Institute for Urban Innovation on equity and inclusion; it is much more about rethinking the whole process for inclusion as well as systemic engagement and training. You can also see that shift in some of our country programming already: e.g. our work with Mexico City's Ecobici scheme, and helping the Dominican Republic give one in four of its contracts to women entrepreneurs.

We will also update our mission statement to reflect these intentions: **we open up and transform public contracting to make it fairer and better.** We think fairer processes and better outcomes for people (and our planet) are the core of the changes we want to make. We also added new impact targets on equity and sustainability too.

This means prioritizing support to procurement teams that are pursuing these goals, which will then inspire others. We will need to expand who we work with. In addition to procurement teams or transparency, anti-corruption, and open data organizations, we'll increasingly work with "social" problem holders, whether in sectoral ministries or issue-oriented civil society groups. With more traditional partners, such as multilateral development banks, we'll work to encourage consideration of equity and sustainability outcomes in upcoming projects. We will be particularly mindful of how better procurement can contribute to strengthening health systems given how siloed and inequitable current approaches are in the sector.

Specific actions

- New mission statement
- New impact targets specifically on equity and on sustainability
- New programs and services to emphasize equity and sustainability.

[2] Or 'broken bridge' as we've heard partners in Georgia describe it.
[3] With consideration for how terms like "equity" and "sustainability" resonate across the contexts where we work.

Shift 2 | Implementation: Scale up Lift impact accelerator program and make change management support central to OCP's offer

Procurement reforms are hard and often lonely undertakings by a small group of champions inside or outside of government, and they often lack a clear vision of impact. Our 2019-2023 strategy proposed that we would design an impact accelerator program where we could intensively support teams of reformers who have a clear goal, strong political buy-in, and diverse skills covering technical, political and institutional change to get to that transformation of frontline services.

We've been delighted with how Lift has developed, exceeding our expectations on engagement, impact and results (about double the metrics we had planned). Importantly, it positioned our partners well to pivot to address emergency procurement when the pandemic hit (see some great examples here). Partners tell us that the most valuable part of the support has been on the change management and planning elements of reforms. They found our support to design and kick-start their reforms most helpful. Lift teams also said that the bi-weekly checks in with project advisors helped them to work smarter, and they appreciated the technical assistance and seed funding that allowed them to achieve early demonstration results. Partners also told us that having a competitive program with a brand around it has helped them leverage their membership to get more political and institutional buy-in.

We've just launched the second cohort of the program, this time focused around equity and inclusion (as per Shift 1, above) and received more than 100 applications from over 70 different countries. Based on this huge continued demand, we now plan to make Lift a cornerstone of our programming, and to run larger and more ambitious Lift cohorts in the future. Starting in 2022 we will more than double our Lift cohort, and work with up to 15 teams through Lift.

Doubling the size of Lift means that we will further refine the program over the coming year, just as we did between our first and second cohorts. As we work with more teams and in more challenging contexts, we would expect more losses. Teams that are earlier in their journey might need even more catalytic start-up support and help defining results, but this is exactly what our partners have told us they most value from the program. From what we have seen so far, these teams might also need less financial support than Lift teams that are further along. This larger cohort will also create more opportunities for meaningful peer learning, which our partners have consistently requested. We will continue to refine Lift over the coming year, and prepare for an even bigger, better, more diverse third cohort next year.

By focusing on change management and inclusion in our Lift program, we're supporting our partners to center the needs and the dignity of their users, and ultimately work towards more equitable outcomes for all. We look forward to bringing this approach to even more Lift teams in the coming year.

Specific actions

- Expand and refine Lift, approximately doubling the size of the program to 15

teams (up from five originally or seven this year).

Shift 3 | Advocacy: Building power to change the system

Government contracting and procurement are under the spotlight as never before. The need to change is palpable. No surprise then that the number one request support request from our partners is for more support to "make the case" for open contracting, especially building the power and incentives needed to change the system: not just getting commitments but seeing them through to implementation and use.

We've been upgrading our support and approach to this already, hiring a new Head of Advocacy to support partners and specifically working on building power and fostering buy-in for reforms in our Lift impact accelerator program. We've moved away from counting commitments to change to focus on robust mandates with political heft and resources behind them. But, with so many targets of opportunity and so much demand for support out there, we've responded somewhat tactically, focusing on "bang for buck" and therefore on the existing power dynamics in the system.

The shift we want to make to improve equity and sustainability implies a more radical change in the power dynamics. So do the lessons coming from the Anti-Corruption Evidence Program led by academic Mushtaq Khan and colleagues: real changes in anti-corruption stick when the power dynamics and incentives change so that the winners from the new system can overpower existing vested interests and defend the gains.

Our work has always been about challenging power and vested interests that deny others their rights and dignity, especially those who have been historically marginalized, and so we saw the value of that focus on building countervailing power and investing in strengthening the voice of civil society during Covid. The shock to the status quo and sclerotic traditional procurement methods from the pandemic meant a new level of access and dialogue for some of our CSO partners, especially those who had good existing expertise and insight.

We really saw the power of funding and supporting local civil society advocacy and monitoring efforts during the pandemic. Our study of IMF rapid credit facility commitments to procurement transparency confirmed that reforms have the most impact when there is an existing community who is fixing the system with solutions rooted in their own needs. In the case of our study, reformers were also then able to use the IMF leverage to push through inertia and vested interests blocking them at home.

The lesson is pretty simple: we will work more directly with CSOs and give them capacity, small grant funding and cheerleading to build countervailing power to be ready for that moment when a step change in procurement is possible. While previously we have worked mostly with multi-stakeholder coalitions, we will now seek to work directly with civil society organizations (or coalitions of CSOs) that are making the case for open contracting and building power to make it the accepted norm in their contexts.

We will explore a new approach to support that we are provisionally calling 'Ignite' to power-up advocates around specific, near-term opportunities.[4] We see three main entry points:

1) around a particular opportunity to seek a robust mandate for change that they can then hold the government accountable for (new rules etc);
2) support for civic monitoring of contracts as a way into a wider reform conversation (which we saw work so well during the pandemic);
3) rapid response to defend a gain or progress that is being challenged or undermined.

The core of our support will be an open call for rapid response grants to pursue local targets of opportunity, coupled with responsive coaching, workshops, and support building coalitions and networks. Unlike Lift and Catalyst, we won't have a competitive program with a defined window for assistance but will keep this as a revolving facility to account for the political realities of how change happens - often opportunistically and rarely perfectly aligned to the schedule of a longer-term program application process. We expect that our Head of Advocacy and regional managers could oversee 5-7 of these in total for the year, with a total budget envelope for the grants of c. $100K.

We will use a simple application process to check resolve, assess the opportunity and how it might act as a foothold for wider changes. The grants might be staged to allow for initial research and scoping, and then more resources to support proactive local campaigning once scoping is clear.

Meaningful reform takes time, and even once it is achieved requires constant vigilance and maintenance to protect the gains won. Partners may need intensive, quick support to defend gains too and at other times, they may just want to keep in touch with a community of like-minded reformers sharing the same joys and frustrations of advocacy, which we can support in our larger community building plans (see item 5).

Feedback from our partners has also highlighted the need to focus more of our own advocacy efforts to foster open contracting leadership amongst G7 and OECD countries and to push the IFIs to put open contracting interventions more centrally in their procurement and public financial management (PFM) reform programs. We completely agree and these will form the core of our international normative advocacy push over the next couple of years. Here is a quick update on our work with the IMF and its Rapid Credit Facility support during Covid and we have begun work to foster G7 leadership (focusing on the UK which currently has the presidency and has lots of lessons to learn from its deeply problematic Covid procurement response).

[4] CSO advocacy support needs are huge. We've chosen relatively near-based targets to start but we accept that this could be expanded to longer-term support over a 3-5 year time horizon such as IBP's Spark Initiative.

Specific actions

- Design and launch a responsive advocacy support facility with grants and coaching attached by the end of Q3 2021.
- We expect this additional service to turn into a new specific, robust mandate for change and legislation in due course which will really raise our targets from 2023 onwards.
- We will invest in advocacy and programming in the G7 including Canada, France, Germany, Italy, UK and the US. Of these, we think the US could be the game changer politically.
- We will also focus international advocacy efforts on the IFIs, specifically so the IMF and WBG resulting in specific mandates for both on open contracting programming in wider PFM reforms. We will be more political, making this an issue for Executive Directors as well as staff.

Table: OCP main support services

	Goal	Team	Length	Selection	Funding per team
Lift	Achieve measurable social or economic impact	15 teams with key stakeholders who have a reform mandate; often including a government stakeholder	18 months	Open, competitive call for proposals	Up to US$30,000/ team (with some follow-on)
Ignite	Achieve robust policy, legislative, or other commitment to advance open contracting	Predominantly civil society activists or coalitions	3 months	Rolling applications	c. US$ 5-20,000 USD
Innovation Challenges	Use of data or building specific tools for monitoring	Civic technologists with data and technology skills	4-6 months	Open calls, often by region (often restricted funding)	c.US$10-20,000 USD
Graded Support	Ongoing, flexible support to partners, based on progress and capacity	Government and/or civil society partners	Depends on progress	Based on demand & organizational priorities	Based on need & organizational priorities

Shift 4 | Data: Less immediate standardization, more immediate value

The Open Contracting Data Standard (OCDS) has been a core part of our offer since our launch in 2015. Post-Covid, almost everyone that we speak to gets the value of fast, accurate, accessible data for better planning, competition and delivery of contracts. We saw three years of digitization in government procurement take place in the first three months of the pandemic. It is now less a question of if, and more a question of when and how procurement goes digital in most countries.

We've been reflecting on how best to seize this moment. During the pandemic, when partners wanted immediate help, it was more valuable to help them tag, publish and track what data they had in their systems than talk about the exact form or standard for publication.[5] Many publishers will still derive a lot of use from the OCDS, but we don't want it to become a 'gate' to working with us and getting some immediately valuable open data out there.

We can better tailor our approach to our partners' digital maturity and help them get quicker wins from the data that they have, rather than promoting standardization as the first step. This shift in emphasis should be of particular value to partners in 'lower tech' contexts or in messy, fragmented publication environments like the USA.[6]

We can replace an early step of mapping existing data to the standard with simply documenting existing data and exploring how to get the key information out in an accessible, open data format. We will adjust our service offer accordingly and iterate from there.[7] The idea is to keep all partners on the same path (rather than in separate streams), and only branch into unique activities when necessary." This resonates well with our shift to a 'dignity-centered' procurement approach, meeting our partners where they are, and supporting them to maximize value from existing data and frameworks to make change.

For the OCDS, we will launch medicines and beneficial ownership extensions to help users standardize and analyze these important datasets when they are used in procurement.

We are also planning a complementary move to help partners get even more value when they do publish to OCDS by nurturing a broader ecosystem of OCDS tools, authored by both commercial and non-commercial providers. For our part, we are exploring a BI (business intelligence) module that publishers can then 'plug in' to get analysis, red flags and KPIs.

To ease the use of OCDS data, we will offer a global data registry that will offer simpler access to datasets and a new "flatten tool" to turn OCDS data from machine-readable JSON to human-friendly spreadsheets.

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[5] As per our Guide to Collect, Analyze and Visualize Covid-19 procurement data.

[6] There is also a (admittedly too) limited number of countries with excellent quality data (like say Korea or Kazakhstan) where it would be better to share what they have in their systems in an accessible way than convert it into a new schema.

[7] We will also make a similar shift in support we offer around the Open Contracting for Infrastructure Data Standard (OC4IDS) to explore what existing information partners have around infrastructure procurement. We think we have spotted a quicker win there around the lack of coherent registers of their major projects.

We will also explore radical new ideas for open source eGP solutions, building on the great work done in Ukraine and Moldova in their reforms, to explore what a modular, scalable software approach could look like as a Digital Global Public Good with partners such as the New America Foundation.

Specific actions

- Additional non-OCDS open data support tailored to user's digital maturity at the start of Q3 2021[8]
- Medicines and beneficial ownership extensions to OCDS.
- New added value tools for OCDS, such as a Business Intelligence module
- A global data registry and flatten tool, to ease use of OCDS data
- Explore open source eGP approach with international allies over the next two years to seek a proof of concept implementation.

Shift 5 | Community: More intentional, targeted community building

Amplifying the energy and enthusiasm of reformers working on the ground remains absolutely core to our ambitions of global scale. When our work began, the community of reformers, especially related to open data and open government in procurement, was relatively centered around OCP. Partners are thirsting for more direct opportunities to connect and collaborate with each other, especially as the antidote to the atomization and isolation of pandemic lockdowns. They want OCP to be more than just a capacity builder and cheerleader: they want a facilitator and a convener for our community.

To that end, we've invested in a new Senior Manager to lead on this role. We are also bringing in new community engagement targets focused on regional community engagement and empowerment. As well as a focus on tracking empowerment of community members, we will also seek to measure 'belonging' so everyone feels welcome and a part of something bigger than themselves. A targeted, regional approach to community building that once again meets partners where they are, as well as a belonging framework that ensures everyone feels included, is how we hope to uplift the dignity and contributions of each of our community members.

Specific actions

- New Senior Manager of our community building work.
- A new measured target for OCP based on an average community-wide "Belonging" score.
- Investing in specific regional communities, sustaining success in LATAM and ECA and with new investments in Africa, Europe and the USA.

[8] And non-OC4IDS in infrastructure.

4. ORGANIZATIONAL CHANGES & ADDITIONAL BUDGET

When we formed, it was very motivating to have a clear end date to put ourselves out of business by building a global field of policy and practice on open contracting. We set an ambitious timeline to shut ourselves down after two strategy cycles (one to test, and one to scale). As we came to our second strategy, lots of our local partners told us how they weren't so keen on this limited life. You want us working alongside so we don't abandon you in the middle of multi-year plans to drive reform. In our 2019-2023 strategy, we proposed to stick around for longer and be more of a three-act structure.[9]

The consequence of staying around for longer is that it makes economic and operational sense to spin out from our fiscal sponsor, the Fund for the City of New York. We are incredibly grateful for all the Fund's support, but the international scale of our work means that it makes more operational and financial sense to go independent. To that end, OCP is in the process of being spun out from FCNY into a new 501(c)(3) public charitable entity in Washington DC which will oversee all our work with an independent Governing Board.

As part of that, we've been working hard on embedding the same inclusive and equitable approach that we want from governments in our own make-up and people practices. You can read more about that here.

We expect to have left FCNY by the end of its current 2021 fiscal year on 30 September. The cost savings from that move amount to c. US$250,000/year which we expect to make up a large part of the cost of this strategy. Nonetheless, we do expect a modest increase in spending as a result of our raised ambitions, additional team members and new services. We estimate this at an additional $0.5m per year, taking our planned budget from US$5m to $5.5m. The table in Annex One provides a breakdown of the key elements. Over the remaining two years of this strategy, we therefore need to raise an additional US$1m across 2022-2023.

In addition, our focus on sustainability and equity will mean that we will need to bring new skills into the team. Our focus on marginalized communities will also mean exploring new forms of partnership, including helping locally rooted people take a lead on funding proposals.

Specific actions

- Spin out from FCNY to independent 501(c)(3) public charity in Washington DC by 1 October 2021
- Implement new HR and Inclusion and Belonging strategies across OCP
- Raise approx. $500,000 in additional resources each year from 2022 and 2023, from $5m to $5.5m budget per year.

[9] As we quipped at the time: "This next strategy then covers the difficult middle part of the story where the initial excitement wears off and the challenges multiply before they are triumphantly overcome in the third act. We hope". The pandemic has certainly sharpened this narrative!

5. IMPLICATIONS FOR TARGETS

A full table covering our new targets is here, which also references our 2019-2023 targets. The major change is that we have increased our targets and added new ones, as we have raised our ambitions.

The main changes are:

1. **Impact & Progress:** We've raised our targets for demonstrating systemic impact in implementing open contracting from seven examples to 10.
   We've kept our very ambitious target of 30 progress stories. Combined with early impact and progress from our first strategy, we think that will show a compelling sense of a changing global paradigm.
2. **Adding in equity and sustainability:** We've introduced a new target that three of our impact stories will directly relate to improved equity and inclusion and/or sustainability, including in the health sector where we think there are major reform opportunities.
3. **Advocacy:** We have raised our targets for advocacy to be able to demonstrate 14 robust mandates (up from 10)[10] from open contracting advocacy and seven high level normative statements, up from 5.
4. **Data:** We will re-word our targets to allow us to assist partners with making progress in improving publication and use of non-OCDS open data in procurement. So we will count the "annual number of partners that improved the quality of their open data on contracting" and the "annual number of partners that used open contracting data." We will still specifically count OCDS publishers, though.
5. **Community:** We've added a new target for belonging and inclusion in our community. We've kept our attempts to measure empowerment and the net promoter score for OCP, and we will also be tracking all these on a gender disaggregated basis. We've clarified how to measure empowerment better too.

We've committed to publish our salary bands and internal diversity and inclusion summaries too, although these are not annual or specific organizational targets.

[10] We think our 'Ignite' advocacy approach will mostly translate into improved robust mandates in the next strategy cycle.

6. IN CLOSING...

Over the past year, all of us have experienced what it means if a government can't buy and deliver life-saving medical supplies or equipment fast, effectively, and equitably. Old-school, paper based procurement and contracting have been tested and found wanting.

We've seen how much more resilient and effective public procurement was in countries where it is run as a data-driven digital service, treating businesses and citizens as customers. It showed us what we need to get right in 2021 to come out of the pandemic together and stronger. As the original cyberpunk William Gibson said: "The future is already here, it's just not evenly distributed."

Open, inclusive, and sustainable contracting is the future of procurement, and centering the needs and voices of users, practitioners, and citizens in our work will make equitable procurement a reality. We see several clear improvements we can make to get there: to our goods and services, to the way we advocate for change, and to better build a community of changemakers to help us go further, faster so we can seize this pivotal opportunity to build back better together from the pandemic.

ANNEX ONE: ADDITIONAL BUDGET

The table below covers the yearly budget to deliver this strategy refresh. It amounts to US$0.5m per year once we account for the savings that we anticipate from our spin out from our current fiscal sponsor that will reduce the 9% overhead fee that they charge us. In total for this cycle of our strategy covering FY22 and FY23, we anticipate increasing our budget from US$5m to US$5.5m a year and so raising an extra US$1m over the two years.

Item	Estimated cost/year
Expanding Lift impact accelerator (10 additional teams @$30K each)	$ 300,000
Ignite advocacy support mini-grants and coaching (5-7 @$20K per team)	$ 100,000
Additional program staff/consultancy support (3@120K each)	$ 360,000
New open data service offer and tools	$ 50,000
Supporting regional communities	$ 40,000
Additional OCP systems, insurances for spin out	$ 100,000
Subtotal:	**$ 950,000**
Less: Cost savings from spin out (9% of $5m budget)	$ 450,000
Total increase in budget	**$ 500,000**

OUR MODEL

PROBLEM

Our world runs on public contracts yet the $13 trillion public contracting market is neither open nor fair. Governments have struggled with outdated, slow, and paper-based procurement processes during the pandemic. With trillions being invested in the recovery, public health, and on sustainability and green projects, open contracting is critical to track whether public monies are spent effectively. Failure is costing lives and livelihoods, and disproportionately harms those already suffering from persistent inequities, especially minority populations and women.

SOLUTION

Better, fairer, and open public procurement is the key to delivering higher quality public services more efficiently. It will unlock innovation and rebuild trust. And it will provide economic opportunities for all, while making the most of limited government funds.

Systemic open contracting reform is possible through:

1. **Collaboration** among reformers in and outside government to make public contracting user-centered and goal-oriented.
2. **Open data & tools** to provide user-friendly end-to-end digitization and analytics of the procurement cycle.
3. **Feedback & monitoring** so data use and feedback are embedded at each stage of the process and support reforms.
4. **Systems & cultural change** so progress is underpinned by a culture of measurement, improvement, and gets institutionalized.

VISION

We are on a mission to transform government procurement from a compliance-driven chore that benefits the few to an open, digital, results-driven service that delivers value for all.

OPEN CONTRACTING PARTNERSHIP

TEAM & GOVERNANCE

A small, high-performance team of about 20 people across the world based in regions and countries where communities are changing procurement. We are a 501(c)(3) public charity incorporated in Washington, D.C. and working globally, governed by an independent board of renowned experts.

APPROACH

We are the only organization working to build a global field of policy and practice to shift the status quo towards fairer and better public contracting and procurement, fostering a culture of openness about the policies, data, tools, and results.

We fill the following gaps, by:

1. **Catalyzing reforms and implementing change management** rooted in local user needs, including through our results-driven impact accelerator.
2. **Radically improving data, information, and agency** around public contracting including supporting the only open data standard to join up and share user-friendly information across the whole contracting process and reusable tools to turn analysis into action.
3. **Achieving global scale** by building a community of practitioners and practice that can deliver open contracting and share learning independently of us.
4. **Making the case for changing norms** to support results-driven, responsive and open public contracting through global and local advocacy support.
5. **Measuring and sharing our impact** regularly at: www.open-contracting.org/learning.

FUNDING & BUDGET

Annual funding is **US$5.5 million.**

We predict that c. 60% will be restricted funds. The key spending areas are personnel, program activities — especially partner implementation support, our impact accelerator Lift and peer learning, open data support, communications, and learning —, and travel and events.

2019 2023 STRATEGY REFRESH

OPEN CONTRACTING PARTNERSHIP