

**OPEN
CONTRACTING
PARTNERSHIP**

**BETTER PUBLIC
PROCUREMENT
FOR PEOPLE & THE PLANET**

**STRATEGY
2024-2030**



Table of contents

Executive Summary	04
1. Our 2030 Vision: Better public procurement for people and the planet	06
1.1 Our achievements 2019-2023	08
1.2 It's all about the people	10
2. Pathways to scale	14
2.1 Co-creating digital procurement solutions	15
2.2 Deepening our regional communities	16
2.3 Building partnerships with international organizations	17
2.4 Shaping global norms and practices, especially on e-GP and sustainability	18
3. Our theory of change	19
3.1 Supporting compelling change on the ground	20
3.2 Achieving global scale	22
4. How we work	25
4.1 Achieving change on the ground	26
4.2 Delivering global change	30
4.3 2030 organizational targets	32
5. Our organization	34
5.1 Our team	35
5.2 Our values	36
5.3 Funding and budget	37
5.4 Risks	38
6. Conclusion	39
Annex	42
1. Our 2019-2023 targets	43
2. Our FY24-FY29 budget	44

This strategy was drafted in consultation with many partners from government, civil society and business around the world.

We deeply appreciate the time you took to share your feedback and insights with us, both as we began the strategy process and as we arrived at our final direction. This strategy was also drafted based on insights from our many funders, including the findings from a BHP Foundation-funded [independent evaluation](#).

Open Contracting Partnership 2024

EXECUTIVE SUMMARY

Public procurement is where one in every three of our hard-earned tax dollars is spent with companies to deliver the public goods, works and services on which we all rely.

We plan to open up and transform this marketplace to better serve people and to protect our planet. Given its scope and scale, procurement has a vast, untapped potential to address many of the most significant challenges facing our world.

Open Contracting Partnership helps governments reimagine how they do procurement to meet the urgent demands of our time. We help transform procurement from an overlooked, underfunded paper-based chore to a digital, data-driven government service that can be an engine for innovation, sustainability, and economic inclusion.

OUR VISION

Better procurement for people and the planet.

We envision a world where the trillions of dollars spent on public contracts better serve people and protect our planet.

OUR MISSION

We open up and transform public procurement to be a **smarter, more human-centered, digital public service**. We help partners across government, civil society and the private sector to:

1. Design goal-driven reforms
2. Build coalitions of change
3. Co-create digital solutions, powered by open data

OUR OBJECTIVE

Our 2030 strategy objective

By 2030, we will have helped **one billion people** live in more equitable, prosperous and sustainable communities by improving at least \$2 trillion in public procurement spending.

We help partners across government, civil society and the private sector to:

- Design goal-driven reforms;
- Build coalitions of change; and
- Co-create digital solutions, powered by open data.

We are unique in bringing these three approaches together and at scale. Over our last strategy from 2019-2023, we had a positive impact on **an estimated 209 million lives and US\$116 billion dollars of public spending**, while supporting fundamentally better pandemic procurement. We documented 14 different examples where open contracting resulted in major changes in competition, efficiency, value for money, integrity, innovation, and inclusion in procurement.

We are setting ourselves a bold new goal: by 2030, we want to help one billion people live in more equitable, prosperous, and sustainable communities by improving US\$2 trillion in public procurement spending.

To get there, we will need to scale our work in an unprecedented way.

We have identified four compelling investments to that end:

1. Co-creating digital procurement solutions;
2. Deepening our regional communities;
3. Building partnerships with international organizations;
4. Shaping global norms and practices, especially on e-GP and sustainability.

In this strategy, we explain how we will deliver compelling reforms on the ground and how these will jump scale to reach a global tipping point of policy and practice by 2030. We explain how we will work as a nimble global team and how we will live our values internally and with all our partners. And we explain how we plan to mobilize the resources needed to achieve our bold vision — estimated at \$50 million by 2030 (of which \$10 million is for a very important but somewhat unique project supporting Ukraine's reconstruction).

So welcome to OCP 2030 as we step up to seize this crucial opportunity to transform public procurement for people and our planet.

OUR 2030 VISION: BETTER PUBLIC PROCUREMENT FOR PEOPLE & THE PLANET

SECTION 01

Our world runs on public contracts and on public procurement. It is the marketplace where one in every three of our hard-earned tax dollars is spent on the roads, schools and hospitals on which we all rely.

It is where government decision-making has a real and immediate impact on communities, and failures have ramifications on vital services, from drinking water to essential medicines to climate resilience.

Although public procurement is central to how governments spend our money, it is often done poorly. It is an overlooked, underfunded function, relegated to being a bureaucratic, paper-based chore. Outside of public view, procurement “has become a mostly clerical affair which, in the absence of a vision, has grown to meet the needs of bureaucracies, not residents.” Complex procedures and opaque rules stifle innovation and hide inefficiency, cronyism and corruption.

Yet, given its scope and scale, procurement has a vast, untapped potential to address many of the most profound challenges facing our communities. We created the Open Contracting Partnership (OCP) to meet this need for transformation, to “think different” about procurement, and reimagine this vital government function as an engine of innovation and inclusion for public services. We are not after a bit more transparency, or small tweaks to policies.

We are after nothing less than a fundamental shift in how public procurement is done, to make it a smarter,

more human-centered, digital public service that delivers more equitable, prosperous and sustainable communities.

We will achieve this transformational change by supporting our partners in government, civil society and the private sector with:

- Designing goal-driven reforms
- Building coalitions of change
- Co-creating digital solutions, powered by open data

OCP is the only organization that combines these approaches for procurement transformation at scale. Together, we expect them to result in measurably improved procurement outcomes, in terms of competition, efficiency, value for money, integrity, innovation and inclusion.

We help partners measure and track these indicators as a way of building further momentum for reforms. And, because we work globally, we can plug local reformers into a global community of changemakers to share what works, inspiring further reforms.

1.1 Our achievements from 2019-2023

In our past five-year strategy from 2019, our work reached 209 million people indirectly and covered US\$116 billion dollars of public spending – we explain how this is calculated in the box: “[Measuring the billions and trillions from public procurement](#).” We achieved more impact and progress than ever before, and pivoted during the pandemic and Russia’s brutal invasion of Ukraine, working with our partners to create smart procurement solutions to confront these complex, devastating events.

Open contracting has proved to be the gift that keeps giving. We have seen that once the culture of data-driven procurement transformation and of working across stakeholders on inclusive reforms gets embedded, it can address many different problems.

In Colombia, open contracting approaches improved school meals for 800,000 pupils, infrastructure delivery, and local economic inclusion, especially for women-owned businesses. In Ukraine, a cross-sector group of reformers created a radically transparent, open source e-procurement system called Prozorro, which later led to innovations in the sale of state assets, healthcare, defense spending, and now for wartime reconstruction.

One key innovation from OCP has been to create and support our Open Contracting Data Standard (OCDS), as an open, user-friendly data schema to help publishers assemble and use their procurement information across the whole cycle from planning to managing public contracts. We now see over 50 publishers sharing information covering billions of dollars of public transactions and using it for everything from better purchasing in moments of crisis like the COVID-19 pandemic to increasing opportunities for women-led businesses.

ANTI-CORRUPTION OCP Impact

In Ecuador, Dominican Republic and Indonesia, we helped improve anti-corruption risk monitoring tools to track and flag questionable procurement practices, increasing competition and encouraging investigations into dodgy procurement.

In Ecuador, open competitive procedures increased by 10%, high-risk special regimes dropped by 19%, and vendor participation increased by 17%. 172 investigations were launched.



OCP IMPACT 2019-2023

Over the past strategy cycle, we supported open contracting reforms around the world, documented and celebrated our partners’ successes, and advocated for open contracting in major global fora.

We met or exceeded our ambitious 2019-2023 strategy targets. In total, we estimate that our work over the last five years had a positive impact on \$116 billion of public spending and helped 209 million people live in more equitable, prosperous and sustainable communities.

The key objective of our work was to drive systemic impacts from implementing open contracting. We wanted to go beyond supporting changes to laws and policies to deliver real-world, market-level impacts like increased competition or better results for citizens from public spending. We aimed for 10 of these “proof points” where we were able to systematically document positive outcomes and impact from our work. We achieved 14.

They cover an exciting and diverse mix of impacts from Chile, Colombia, Ecuador, Lithuania, India, Indonesia, Moldova, Ukraine, the city of Buenos Aires in Argentina and the state of Nuevo León in Mexico and Dhangadhi in Nepal. We were able to support better access to medicines, infrastructure delivered on time and on budget, improved competition and economic inclusion (especially for women-owned businesses), as well as detecting and deterring fraud at scale and generating more revenue from the sale of state assets. We share highlights from these stories throughout this strategy document.

We also sought to document the progress and OCP-supported reforms in the early stages of impact where we see growing collaboration and energy. We’ve empowered our partners to open up opportunities for women-owned businesses in the Ekiti State, Nigeria and small and minority-owned businesses in Des Moines, USA.

Greater transparency and data availability in Finland, Italy, Kazakhstan, Kosovo, and Kyrgyzstan is powering investigations into wrong-doing and corruption. Albania has reformed its complaint management system to make it open and responsive, increasing efficiency and trust. When renewing its bikeshare system, Mexico City embedded open contracting throughout the process from planning to its roll out. In Uganda, citizens can monitor contracts and alert authorities to issues in real time using a simple digital app. We’ve also seen subnational leadership on open contracting reforms, from Makueni County in Kenya and Nigeria’s Edo State. We helped improve COVID emergency procurement in Chile, Colombia, Ecuador, Lithuania, Moldova, Paraguay and Ukraine.

We achieved significant wins in terms of opening up data and global advocacy for change. On data, the number of unique publishers of our flagship data standards, OCDS and the infrastructure-specific OC4IDS, jumped from 28 in 2019 to 57 publishers worldwide in 2023.

Publishers also improved the quality of their data – over the past strategy cycle, we saw 65 instances where open contracting datasets from 46 different partners improved in quality. In terms of advocacy, there were nine new high-level normative statements, including from major international and regional bodies such as the G7, Summit of the Americas, and G20. We are pleased that the United Nations Convention against Corruption, the only legally binding universal anti-corruption instrument, has finally approved a resolution on procurement integrating open contracting principles. We also saw 30 local, state, and national governments pass new laws, regulations, or executive actions creating a robust mandate for open contracting with the budget and resources to realize their implementation.

Full details of our targets are included in the Annex, and our impact and progress stories are published online.

We have learned a lot from implementing our previous five-year strategy. Now we want to build on that momentum to achieve **a tipping point of global change** in policy and practice by 2030.

1.2 It's all about the people

People are at the core of our mission. We are not merely seeking more open data on procurement; we're striving for fundamentally better public spending outcomes that benefit people.

By 2030, we aim to help one billion people live in more equitable, prosperous and sustainable communities through our work.

We will use open contracting strategies and practices to improve at least \$2 trillion in public procurement spending to this end.

These numbers represent 15% of global procurement spending and our population, a decisive tipping point in policy and practice, as we explain in section 3.

This will be our contribution to the UN's Sustainable Development Goals 2030, most of which will rely on better spending and procurement by governments.

This will mean taking OCP's work to scale in new ways. The next section discusses how we plan to do that and the four key pathways that we have identified to get us there.



ECONOMIC INCLUSION OCP Impact

City-level reforms supported by OCP across Colombia boosted electronic procurement from 9% in 2018 to 99% in 2022 and increased the average number of bidders from 1.6 to 5.7.

In the city of **Palmira**, empowered rural and women farmers became government suppliers for the first time, going from 0% to 30% of the awarded value of school meal contracts in two years.

GOAL-DRIVEN PROCUREMENT

Framing procurement reforms in terms of real-world outcomes and impacts is new in our space. But it is one of the key innovations that we have helped introduce into procurement reforms globally and – we think – into the wider field of good governance and open government interventions.

Most procurement reforms are framed as legal and technical changes, or are about buying a new digital system as opposed to achieving real-world impacts such as expanding economic opportunities for small businesses to win more contracts, or tracking the better delivery of public services.

Helping partners and reformers frame their goals and outcomes is core for us to help articulate the 'why' of procurement reform, achieve buy-in, and make changes more sustainable.

Some of the key value-driven goals that we can help with are:

- **Strengthening democratic institutions and integrity:** Reducing the number of direct contract awards, increasing competition, increasing internal efficiency, creating a strong feedback loop between civil society and the government, and creating red flags and interventions to detect and deter bad practices and corruption.

- **Value for money:** Improving the quality of social services, delivering quality services for a lower cost, increasing competition.
- **Social inclusion:** Increasing participation of small businesses, especially women-led or historically marginalized business owners, supporting inclusive supply chains, improving equitable access to capital, and supporting workforce development.
- **Environmental sustainability and resilience:** Mitigating the impacts of flooding, decreasing carbon dioxide emissions, improving public transportation systems, and building more sustainable infrastructure.

And of course, we help partners track and share indicators to see how they are doing, bringing a data-driven culture of performance measurement to procurement reform to build momentum and to inspire and inform others.

WHY PUBLIC PROCUREMENT MATTERS

Public procurement is one in every three dollars spent by all our governments, covering approximately \$13 trillion in spending every year.

It is government's #1 corruption risk, as the UN Office of Drugs and Crime (UNODC), the Organization for Economic Cooperation and Development (OECD), and European Commission all agree. Some 57% of bribes paid are for public contracts (based on investigations under OECD Anti-Bribery Convention).

Public procurement is estimated to account for 15% of global greenhouse gas emissions each year. That is seven times as much as the entire aviation industry.

There is a 30% quality gap between the price paid for infrastructure and the quality of works delivered, according to the IMF.

A data-driven analysis across the EU27 from 2016 and 2021 by the European Parliamentary Research Service and opentender.eu put the total costs from procurement bad practices at approximately €30 billion.

A World Bank survey of 34,000 companies in 88 countries found that competition was higher and kickbacks were fewer and smaller in places where transparent procurement, independent complaint procedures, and external auditing were in place.

INFRASTRUCTURE
OCP Impact

We worked with reformers in Colombia, Buenos Aires, Nuevo León in Mexico, and Dhangadhi in Nepal to build open digital platforms to improve transparency and the delivery of vital infrastructure projects, saving time and money, as well helping underserved communities claim their rights to essential services.



IF OCP DIDN'T EXIST...

Public contracting would continue to digitize, but at a slower pace and in an ad hoc, tactical manner.

Each country and context would go through a fragmented transition, driven by small, expedient fixes to meet an immediate short-term need but without a wider vision to make the most of procurement as an engine for better social outcomes.

Global change would be a lot less than the sum of its parts. **We would miss:**

- **Openness and inclusion at the heart of reforms.** No other organization puts these values at the core of public procurement reform, making sure civil society is in the room as an equal partner, as well as providing practical support on how to do that.
- **The coherence of an open data standard during digitization.** Public procurement technology would be a fragmented ecosystem of 'walled gardens', lacking interoperability and shared tools. The services offered by vendors would mostly be about internal analytics and compliance, not for civic or media monitoring or for the economic inclusion of small suppliers.

- **Cross-sector learning and analysis.** As public procurement moves toward integrating critical issues such as green and sustainable procurement, OCP is the only organization working to deliver data-driven, tech-savvy guidance for how to do that effectively with all relevant actors together around the table.
- **Rapid and effective partner support.** Traditional models of technical assistance are top down, legal and slow-moving. An actor like OCP can inspire and help people when a window for rapid systemic change occurs, such as in response to the invasion of Ukraine, where OCP leads the development of DREAM, a fully transparent, accountable and efficient ecosystem for managing the reconstruction.
- **A global community of change.** Our successes have come from the bottom-up energy of the procurement teams, civil society groups and businesses working together to transform public contracting. Without OCP, no one is positioned to harness and amplify this energy, sharing ideas and inspiration across geographies.



PATHWAYS TO SCALE

SECTION 02

Public procurement has traditionally been embedded in larger, antiquated systems that are a product of the prevailing **power structures** and **information asymmetries**.

We have identified four pathways to shift the status quo and use procurement as a lever for more equitable, prosperous, and sustainable communities.

WHAT WE MEAN BY SCALE

We think about scale both in terms of breadth (scaling out) to reach more people in new communities, and depth (scaling deep) to strengthen systemic impact within a geography where we are already working.

This idea is influenced by research conducted on behalf of the J.W. McConnell Family Foundation that examines how brilliant but isolated experiments aimed at solving the most pressing and complex social and ecological problems become more widely adopted for

transformative impact. Breadth can mean working in new places or new topics for OCP or supporting the adaptation and replication of ideas across geographies.

Depth can mean helping local champions build on success to inspire confidence in bringing open contracting practices to other areas across government or supporting investments in infrastructure or civil society to further entrench open contracting as a norm versus a wild, new innovation.

2.1 Co-creating digital procurement solutions

Public procurement data is one of the most valuable datasets in government. It covers transactions for a huge market, who is buying from whom, when, and for what prices. It reveals trends and information on how public money is spent, levels of competition, underserved markets, inefficiencies, and more.

But right now, governments across the world are struggling with mostly paper-based legacy systems based on outdated compliance-focused policies and

processes. Transparency is too often an afterthought, or simply an additional burden imposed on already overstretched practitioners, keying in information in parallel systems for somebody else to use.

We have a host of tools and open source goods to change all this, [such as our Open Contracting Data Standard](#), but we think we can do more to support more radical transformation.

First, we can focus on supporting governments to implement effective e-Government Procurement (e-GP) systems themselves. This is a critical point in the change process, offering one of the fastest and most powerful

routes to scaling change as it allows for a more fundamental rethink of the business processes underpinning procurement. We also want to make sure our values of user-friendliness, openness and accountability are at the heart of any new system. Great information and data should flow naturally from the business processes of procurement, rather than being an afterthought.

Second, we can use our expertise to work more directly with local partners to build and deploy equitable solutions that use procurement data to improve outcomes from procurement, such as deploying red flag automated risk indicators to warn of questionable procurement decisions. Helping our partners to build solutions is something that we experimented with under our previous strategy and found to be of high impact.

WHAT THIS MEANS FOR OCP:

We are shifting from serving as an advocate and global knowledge partner to a more strategic collaborator around digitalization in procurement and co-builder of solutions. We can help build systems designed for integrity, inclusion, sustainability and openness from the start, as opposed to having to reverse engineer inadequate or failed systems that will still fall short of what's possible.

We are not trying to become a civic tech firm, but we will expand our work on building specific solutions where we have identified clear potential for innovation, and we have the skill set and resources. We will seek to support solutions in contexts where there are strong local partnerships for long-term local sustainability, and where the use cases are relevant to multiple contexts. We recognize that supporting specific solutions involves reputational risk, so we will be careful to pursue projects that lead to a decisive local change and unlock global learning. With good documentation and customization,

we can also help solutions to be implemented and adapted across different contexts with lighter support from us, further adding to scale. Given the importance of e-GP transformation for us to achieve scale, we want to add e-GP transformation skills into our team. We also want to collaborate more closely with e-GP developers and funders to make sure they are supporting products that can live up to our vision.

2.2 Deepening our regional communities

The single biggest investment from our last strategy was to support local and regional teams to be close to the frontline of procurement innovation. We've really seen the benefits of that regional shift, especially during the pandemic response, so we are doubling down on this pathway to achieve scale.

WHAT THIS MEANS FOR OCP:

Open contracting strategies, tools, and lessons travel best around shared languages and shared priority topics. Therefore, we will continue to strengthen the regional presence of OCP team members, as well as invest more into regional learning opportunities, including supporting the development of resources in shared languages and on issues that resonate.

We also want to support our local partners to grow their capacity. To this end, we have set targets for ourselves around getting funding for locally rooted civil society or civic tech organizations working specifically on procurement as we have found them to be particularly valuable long-term allies. They are deeply embedded in their communities, navigating its political economy and being present in many policy conversations, and they own the outcomes from our collaboration, using open

contracting information to drive better services and outcomes for their communities. Great examples include [reAcción in Paraguay](#), [Civic Data Lab in India](#), and [Africa Freedom of Information Centre in Uganda](#).

2.3 Building partnerships with international organizations

We cannot achieve our big vision alone. We recognize that regional and global partners will be critical allies for us to take open contracting to scale. Together we can set the expectation for open practices to be used, thereby creating international standards for governments to turn to, while providing local

SUPPORTING THE GREEN TRANSITION

Our governments must buy things in a fundamentally different way if we are going to tackle the many environmental challenges that we face.

They must engage new stakeholders and procure innovations at a transformational scale. They will require better data on what they are buying, from whom, and on the impacts of purchases on our planet and our supply chains.

Open contracting helps meet these needs and manage change. We often hear two concerns about applying sustainability criteria to procurement: that buying green will increase costs and that competition will decline.

Better data, for example, could better help identify opportunities for cost savings that align with environmental goals and help assess market readiness, technological maturity, availability of certification and verification systems, etc.

changemakers additional cover when navigating challenging political situations.

WHAT THIS MEANS FOR OCP:

We have made good progress on shaping global norms at the G7, G20, the OECD and UN under our previous strategy, but we still see an implementation gap around delivering on commitments and on ensuring they carry over to critical sectors like infrastructure, health and sustainability. We will now more explicitly focus our international advocacy efforts on embedding and supporting open contracting interventions in multilateral institutions that support digital transformation and good governance in procurement, like the World Bank, UN, regional development banks, IMF and others. To that end, we have set targets for ourselves around new collaborations that spread global norms into high priority sectors and spaces.

Other open contracting approaches around goal setting and coalition building can help build trust across stakeholders by designing an inclusive change process. So, we have made sustainable procurement one of our central focus areas, alongside our anti-corruption and economic inclusion work. We have already created resources such as the [Open and Sustainable Public Procurement \(SPP\) toolkit](#) and our [Green Flags guide](#) to help collect and measure sustainable public procurement implementation and impact.

We've also made sustainability core to all our support on open contracting for infrastructure. We will continue to invest in our team's core skills on sustainable procurement as well as [building clear guidance, tools and methodologies to help our partners use open approaches to deliver on their sustainability goals](#). Ultimately, we think that sustainability should be a core requirement for every procurement.

2.4 Shaping global norms and practices, especially on e-GP and sustainability

Procurement has to be both digital and sustainable to better serve people and protect the planet. Right now, assistance is heavily skewed to detailed legal analysis or specific technical fixes. Although there is a lot of guidance on green and sustainable procurement, [our global research](#) tells us that government buyers are still struggling to get started and to scale up their efforts. [Our research into the experience of e-GP implementation in lower-capacity contexts](#) highlights significant gaps in global assistance around developing locally owned and maintained e-GP systems, versus

pursuing lowest price, off-the-shelf products. We can help change all that with practical support, tools and inspiration around emerging practices. [We feel we did this very successfully during the pandemic](#), when we had hundreds of practitioners share their experiences and lessons learned on emergency procurement, and we saw how those ideas and practices were quickly adapted across our networks.

WHAT THIS MEANS FOR OCP:

We have a proven track record of shaping global norms. Now, as we work with international organizations to push for even stronger norms, we will sharpen our focus on e-GP and sustainability.

We will also invest in documenting our work and insights, helping bridge the gap between knowledge and practice with user-friendly 'how to' guides and by sharing the real stories of reforms and their challenges.

MEDICINES OCP Impact

In **Chile, Moldova** and **Ukraine**, we supported powerful partnerships between patients, experts, and government reformers to reduce prices of critical medicines. In Ukraine, prices of HIV drugs fell by more than 40%, allowing more than twice as many people to receive treatment for HIV (from 50,000 to 113,000) without increasing the budget.



OUR THEORY OF CHANGE

SECTION

03

To meet our bold ambition for impact, we plan to support approximately 100 compelling projects on the ground, document and share what works to inspire others, and advocate globally to **shape norms** and **build international support** to **scale innovations faster**.

We explain how we will do that, and the theory of change of how our interventions will achieve global impact, in this section.

3.1 Supporting compelling change on the ground

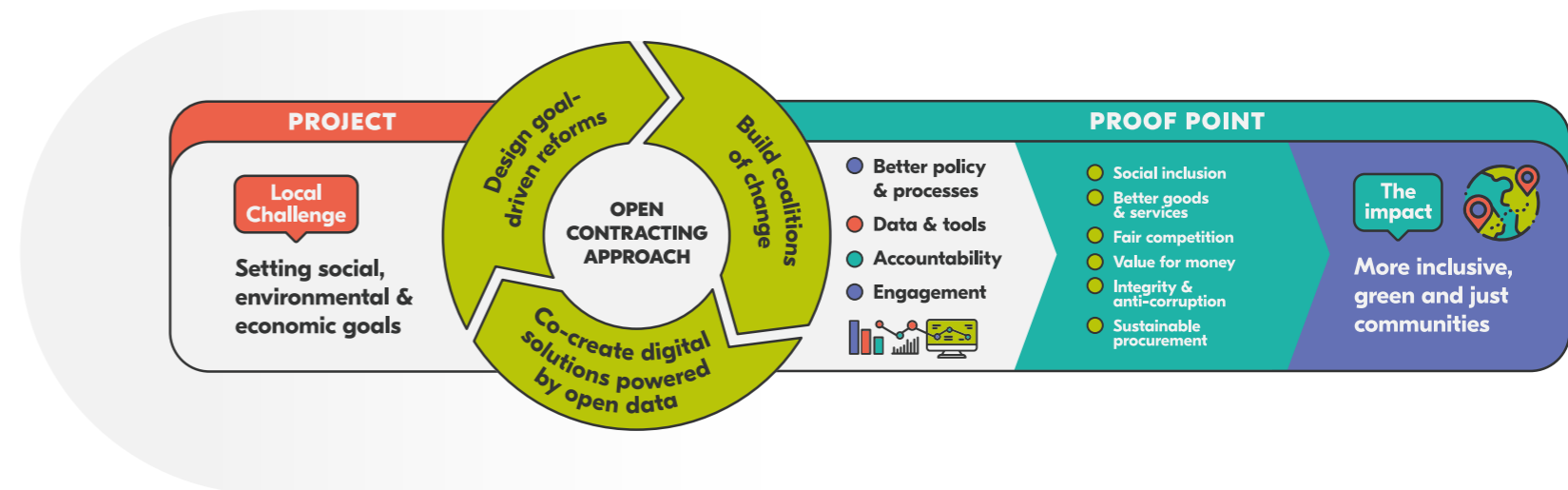
First, we will support government and civil society partners on compelling, locally-owned reforms that bring together multi-stakeholder teams to achieve goals around strengthening democratic institutions, social inclusion, or environmental sustainability and resilience.

As mentioned earlier, we find that bringing together i) goal-driven reforms, ii) coalitions of change, and iii) digital solutions powered by open data can be powerful and transformational. Our approach here is informed by a model for improving public accountability, known as the sandwich strategy, developed by Jonathan Fox and Rachel Sullivan Robinson.

If we want a radical change in the power dynamics, we have to connect top-down government reforms with bottom-up civil society and business pressure for change so they can reinforce each other, building broad-based coalitions of change that overcome blockers.

This is also a key lesson 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.

We aim for our support to result in outcomes like improved policies, better data, and improved accountability and feedback structures for procurement. Change is rarely smooth or linear and may require time to take hold, or progress can plateau before momentum



What we do

- Multistakeholder teams
- Technical assistance
- Data & digitization
- Financing
- Coalition building & advocacy

Graphic 1: OCP model for local reforms

picks up again. Yet, over time, these outcomes should result in improved performance of the procurement market as a whole, improved procurement operations, and/or better procurement planning or results.

Graphic 1 (above) illustrates this process. We start with local challenges and context, and from there we support our partners with the open contracting approach (i.e. setting goals for reforms, building coalitions of change, and deploying digital tools and open data). We have shown this iterative process as a wheel.

We describe the specific inputs and support that partners can expect from us as OCP, such as technical assistance, advocacy, or financial support. We go into more detail on these tactics to support partners in Section 4. As momentum builds, we see outcomes like improved policies or better data. Then, as we have shown throughout our last strategy, we aim for impact

and behavioral change at a market level where we can measure important indicators like improved levels of competition, savings, or better spending outcomes.

We will then document the results in a practical and accessible form as a ‘proof point.’ This will also involve summarizing what worked, what was (or still is) challenging, what the evidence of the impact is, and how this results in better outcomes for people and/or for public spending.

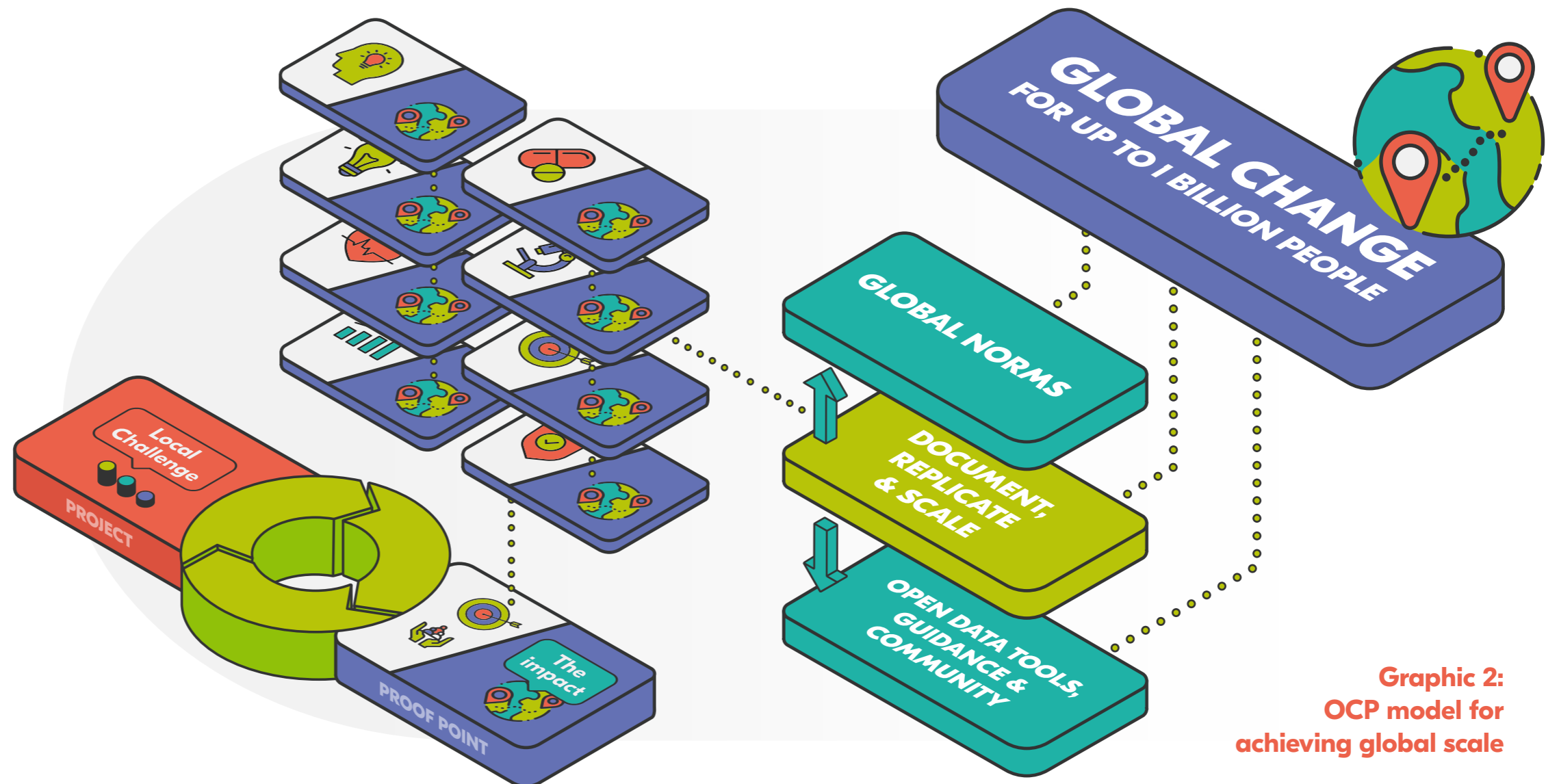
Of course, systemic procurement reform is very challenging, and success relies on some factors that are outside our control. Nonetheless, from our 100 planned projects over the course of this strategy, we expect to achieve at least ten proof points a year, for a total of 60 proof points of progress and impact by 2030.

3.2 Achieving global scale

We also want to build a global enabling environment that helps ambitious procurement reforms to proliferate. We have explained the four key investments that we will be making to achieve this earlier: better support for digital procurement transformation, for regional communities and changemakers, for shaping global norms, and through partnerships with international organizations.

Our local and international paths to impact are mutually reinforcing; every proof point can inspire other reforms and build our evidence for global advocacy. We have already seen how open contracting reforms are the “gift that keeps giving”. Once reformers become more confident in articulating public goals for procurement, once collaboration between government and civil society becomes more routine, and once good data and digitalization are available, these strategies can be applied to different public challenges. We have also seen how lifting these success stories and supporting learning has sparked more change, as ideas travel within regional communities and around the world.

We have illustrated this in Graphic 2. We have local open contracting reforms that make progress and result in better outcomes and impact, as per Graphic 1, at the bottom. These generate “proof points” and evidence for change that stack to build global momentum and inspiration for change. Through our international advocacy, we plan to use these insights and evidence to decisively shift global norms around procurement reform. We will also invest in building, supporting, and documenting open source digital tools



Graphic 2:
OCP model for
achieving global scale

and methodologies. We provide more detail on how we do this in Section 4. Over this strategy, we plan for 60 proof points to build to a global tipping point of change which we think will occur when we reach communities of one billion people total and US\$2 trillion of better spending.

These numbers represent 15% of the world population and spending respectively. (Our analysis from 2020 puts the whole world’s procurement market at approximately \$13 trillion of spending, while [the United Nations estimates](#) the global population at 8 billion).

We do not feel like we need to convince everyone. But we must capture the imagination and practice of a sufficient cohort for change to become unstoppable.

If we think about this in terms of a classic technological adoption curve, this top 15% moves innovation beyond early adopters – who might try an idea because it is new and interesting – to an early majority of users in the mainstream market, who are pragmatists and who want an idea to be tested and sound before adopting it.

We will assess each of our impact and progress proof points for the benefits of better procurement on population and spend, and, by 2030, we plan that the cumulative result from the 60 impacts that we hope to achieve will be improved spending of at least \$2 trillion dollars and stronger communities for one billion people. Some proof points will contribute more to these totals

than others, and we have taken this into account when setting our targets. We also recognize that the depth of impact will vary depending on each project’s goals. For example, some projects will aim to expand opportunities for small business owners, while others will address improving government services, such as school meals. Moving forward, we will aim to capture and aggregate this data on people directly impacted, as well as the size of the community where the project occurs.

We are not just planning to work with a handful of large countries to achieve our big numbers. We plan to work with a balanced portfolio of countries across the world at different stages in their open contracting journey.

Collaborating with populous, middle- and high-income countries will be crucial for us to set open contracting as a global norm, while working with smaller countries could allow for rapid innovation.

The box below dives more into the detail of how we will measure the billions and trillions of improvements that we plan for public procurement. The next section covers the tactics that we plan to use and our organizational targets.

MEASURING THE BILLIONS AND TRILLIONS FROM PUBLIC PROCUREMENT

We will assess each documented proof point for impact on lives and spending. Depending on their context and project scope, some proof points might have significant impact on lives and spending, while others might have less or none.

In addition to these broad impact numbers, we will also aggregate direct beneficiaries for projects with comparable goals, such as the number of new women-led SMEs that participate and win contracts, or number of people using higher quality public transit.

Calculating better spending: We define “better spending” as “improvements in open procurement data AND improvements in measurable economic, social, or environmental outcomes from procurement.” This definition is based on the fact that procurement has a spillover effect on improving people’s lives, as documented by the World Bank and the OECD through

better goods and services and greener, more resilient and inclusive communities. Public procurement spending is the estimated value of the purchases by governments and state-owned enterprises of goods, services and works.

To calculate the total procurement spending, we will draw upon the open procurement data being published, as well as reliable national and global spend estimates from the [OECD](#) and the World Bank’s Global Public Procurement Database.

Calculating impact on lives: We calculate impact on lives based on the population benefiting from better procurement. Once a project has achieved better spending, then we estimate the population of the country, city, or state where the OCP project takes place. Population numbers will be drawn from reputable sources, such as census information.

HOW WE WORK

Supporting local changemakers is at the heart of our work and our theory of change. The level of support depends upon our partners' capacity and needs, ranging from "light touch" assistance, to intensive, structured support like our Lift impact accelerator. **We also adjust our level of support depending on our partners' progress.**

4.1 Achieving change on the ground

Here is how we bring assistance together for partners:

- **Design goal-driven reforms:** We help our partners identify and collaborate with stakeholders to articulate their goals as well as develop implementation plans. Goals can include topics such as strengthening democratic institutions, expanding economic inclusion, or strengthening sustainability and climate resilience.

These goals are articulated as locally-owned measurable outcomes, such as lowering the cost for essential medicines, reducing carbon dioxide emissions, or increasing the participation of local minority-owned businesses. We also help reformers develop robust change management plans, advise on policy and regulatory reform, and help develop monitoring, evaluation, and learning plans.

- **Build coalitions of change:** We help our partners build coalitions of change and make the case for open contracting, and we communicate their story to build buy-in and show that change is possible. This can include co-developing advocacy strategies to overcome vested interests or protect progress during political transitions, elevating champions through our communications efforts, developing resources to help them make the case for change, and providing light support to civil society and journalists to investigate challenges with current procurement systems and document the impact of successful interventions to keep the pressure for reform alive.

- **Co-create digital solutions, powered by open data:** We support partners to improve data collection, validation, publication and usability to achieve their objectives. This work can include supporting implementation of the Open Contracting Data Standard. In many places around the world, procurement information is still on paper, in spreadsheets, or poorly structured in various

databases. We want to help our partners have information that is accurate, timely, and actionable so we can answer *who* bought *what*, from *whom*, for how *much*, *when*, and *how*. We support data use through capacity building and developing or adopting software solutions, such as business intelligence tools, dashboards to monitor red flags,

or tools using non-procurement data to inform procurement decision-making. We also want to help our partners assess and realize the potential of artificial intelligence for better contracting. Under this strategy, we are particularly interested in building tools and systems together with our partners and supporting e-GP transformation.

OPEN CONTRACTING DATA STANDARD

The Open Contracting Data Standard (OCDS) is a free, non-proprietary open data standard for public contracting, implemented around the world. At the heart of the data standard is the idea that it should be possible to follow a contracting process from planning and tender, through to award, contract, and implementation through a unique identifier.

There are many benefits to using OCDS. Because the standard provides guidance on both what to publish and how to publish it, standardized data can be compared and analyzed more easily. OCDS supports systems integrations across government by linking different systems, allowing users to "follow the money" and see how public funds are allocated and spent. In addition, OCDS supports open, reusable tools and visualizations that can be shared across geographies. As a result, governments can deliver better value

for money, prevent and uncover corruption, increase competition and better track service delivery.

The OCDS is the only global standard for contracting data, and it is one of our most powerful tools for achieving global scale. At the end of 2023, 57 governments, cities or regions worldwide are publishing OCDS datasets. Our partners have used OCDS as the basis of contracting transparency and to allow deeper analysis of contracting data by a wide range of users.

For example, the Netherlands has a team dedicated to analyzing procurement trends and making their data more valuable for the government and civil society, while in Nigeria the civil society organization Dataphyte has monitored \$120 million worth of public contracts, and the Dominican Republic has created a data-driven risk monitoring system.

Project selection:

We make calculated decisions around where we invest the majority of our time and resources based on a set of engagement criteria. We seek projects led by multi-stakeholder teams that have clarity around what they are trying to achieve, can feasibly pursue change, and have the capacity to deliver their vision.

Given our ambitions for scale, we consider each project's potential to scale within their country or region, the amount of people the project will benefit, as well as our overall partner portfolio across regions.

We expect that by 2030, OCP will deliver approximately 100 projects.

To help guide our thinking, we ask:

- **What is the team trying to achieve?**

We think about this in terms of clarity around a specific project's goals, outcomes, and impacts.

- **How can change happen?**

We consider the political economy context, including the team's mandate, and the state of play

in terms of buy-in and political opportunities for change, allies and blockers, winners and losers, etc.

- **Why can the team deliver?**

This includes the skills and capacity to pursue their goal, the resources at their disposal, as well as the change management skills across the reform team to align different government actors, navigate the bureaucracy, and engage stakeholders.

HOW WE BOOST LOCAL OPEN CONTRACTING REFORMS

The Lift impact accelerator: A big innovation from our previous strategy was to support implementation of open contracting reforms through our competitive impact accelerator program, Lift, providing a structured journey for key partners across all our services.

Lift helps partners to set goals around procurement reforms, and think through a complete theory of change. This approach is still relatively new for most partners, especially in lower capacity contexts. Since we invest significant resources into each Lift team, during the selection process we work intensively to understand the partners' vision, team, context, and capacity, as well as the potential of the project to scale. Lift also allows us to work at scale, since we are able to take cohorts of teams through the same process at once.

Lift is a popular and effective program that has led to [many compelling proof points](#) around the world. Last year, we received over 150 applications worldwide for just 10 slots. In total, we have documented six proof points of progress and impact so far from the 12 teams we have worked with through this program.

OCP's responsive support: We provide support to partners around reforms wherever they are on their open contracting journey. Based on our success with Lift, we have moved away from offering on-demand "helpdesk" support to a more project-based model, in which cross-disciplinary OCP teams work together to support multiple activities.

Our support here may not involve all our service offerings, or be provided as a full cycle of reforms like Lift, but targeted at the key areas of change and opportunity identified with partners and by our assessment of how this investment will add value to their overall reforms. We see how our partners then respond to this investment, to scale our support up or down depending on progress and energy from their side, although our objective is always to build momentum with them to pursue a full cycle of reforms.

The overall implication for us, relative to the last strategy, is that we are working more intensively with fewer projects. We are aiming for each region to have a balanced portfolio of projects across different reform cycles, with cross learning and regional sharing.

Low-capacity contexts:

We are committed to supporting our partners in low-capacity contexts. We define a partner's capacity in terms of their financial and human resources, data infrastructure and technology access, legal and policy framework, and their open contracting maturity.

When capacity is low in two or more of these areas, achieving meaningful progress and impact can be more challenging, and we recognize that we may have to put in more initial support and that building momentum may take longer.

We worked hard to improve our service model for low-capacity contexts, including better documenting more midterm outputs and outcomes, and dedicating resources to deliver more in-person training and on-site support.

INDICATORS AND TARGETS

From our **100 projects**, we will document **60 proof points: evidence of significant improvements in procurement outcomes from open contracting.**

This is a rate of 10 per year. In each case, we will analyze the number of people benefitting from better procurement and the amount of government spending that has improved.

We have also set ourselves the target of achieving **60 meaningful improvements to the usability of data and 60 instances of effective use of data.**



CLIMATE RESILIENCE OCP Impact

In Assam, India, we helped 95% of the budget for disaster management was spent in the most vulnerable districts to flooding, benefiting 6.5 million people.

In addition, we will **count and report the total number of standardized open data publications** that meet a minimum threshold of usability and publish these on our [global registry of open contracting data](#) (along with appropriate documentation and descriptors to make them accessible for re-use).

We have also set ourselves the target of securing **30 robust mandates** to implement open contracting from advocacy by us and local partners, including resources, a timeline and clear targets.

2030 STRATEGY

SUPPORT AREA HIGHLIGHTS:

E-GP Implementation. We see supporting better e-GP transformation as a major opportunity for digital transformation. Ironically, the procurement of an e-GP system itself is often subject to the same procurement problems that stifle innovation in procurement more generally, such as vested interests, inertia, technological and vendor lock-in, risk aversion, and lack of a comprehensive change management strategy. Existing paper-based, transactional processes are often replicated online, business process re-engineering is missed, and data and change management are often an afterthought. We can fill a global gap in support by bringing together our expertise on these topics to help partners prepare successfully for e-GP implementation, to see more benefits from the implementation itself, and/or to restructure existing e-GP systems or to procure better ones shaped around their needs.

In addition to providing direct support to our partners on e-GP implementation, we will achieve scale by advocating for better standards and practices within the international financial institutions that often fund national e-GP systems, as well as unlock learning by documenting our insights.

Building digital solutions. By bringing our procurement expertise to tech partners as they design and build tools, we can help them be more creative and transformational. This has worked well in projects such as: [DREAM](#), Ukraine's innovative end-to-end digital reconstruction system; [Vigia](#), which empowers and elevates the voices of small businesses in procurement in Paraguay; [new models of disaster management](#) in Assam, India; and an open source library of [red flags risk indicators](#) in the Dominican Republic.

4.2 Global change

Our efforts around communications and community building, partnerships, and advocacy aim to reinforce, elevate, and scale the work we do on the ground.

Communications and community building

We amplify local and regional voices, support their fundraising efforts, and document their successes for learning and inspiration. Under our new strategy, we want to do even more to tell people-centered stories, highlighting the big and small wins to deepen the regional communities, as well as provide more how-to guidance and resources in shared languages. Sharing ideas and resources is an effective way to inspire our partners and help them adapt and replicate

open contracting practices. This is why storytelling and supporting open public goods like OCDS have always been core to what we do. Now we want to do even more to package our support and create user-friendly guidance, so that more partners can pursue open contracting with less support from us, as well as show how procurement directly impacts peoples' lives. We are especially excited to document our knowledge and lessons learned as we gain new insights from our increased investments in co-created solutions with partners and e-GP transformation.

We will share these resources across our strong global and regional communities, who can then take the goods and customize them to new local circumstances. We've seen the power of learning and community in action over and over again.

SUSTAINABILITY OCP Impact

[Lithuania](#) used open contracting approaches to fast-track green procurement reforms, moving from 3% of procurement using green criteria at the start of 2021 by value to over 94% by the end of 2023.



For example, in India, work by [civic tech activists on improving flood resilience in Assam](#) is now being exported to three other states, as well as inspiring the [Bangkok Metropolitan Administration's Lift project](#).

We will assess our partners' capacity to change their procurement systems thanks to working with us, and have set ourselves the target of scoring 7 on a scale of 1-10 on our [annual community survey](#) where we ask for partners' feedback on what we are doing well and what we can do better. We will also analyze these responses to understand how our partners' experience of us varies depending on how intensively we worked with them as well as to examine regional nuances and needs.

Partnerships

Under this new strategy, we want to establish new partnerships with global and regional actors, in line with our shift to focus more explicitly on regions. These include organizations from civil society and the private sector, as well as multilateral organizations that share our mission and can help advance open contracting. Already we're seeing successful new partnership models emerge, where our local partners are leading on-the-ground implementation efforts while OCP provides strategic and technical advisory support. Additionally,

our local partners sometimes spearhead fundraising efforts, actively incorporating open contracting – and OCP – into their fundraising.

These local, embedded organizations are able to navigate political economy issues and be present in wider policy conversations, and they really own the outcomes from our collaboration, as they see better procurement as a means to deliver better services for their communities. We have seen such models work well, and we have set ourselves the target of helping secure non-OCP funding for 100 locally rooted civil society or civic tech organizations working specifically on procurement, over the course of this strategy as a core part of our approach to scale.

Advocacy

Changing global norms helps codify better practices, puts pressure on governments to comply, and creates cover for advocates seeking change.

We have successfully influenced some of the key global institutions such as the G7, G20 and the UN with positive language about the power of open contracting. The [G7 Statement Against Corruption and Kleptocracies](#) is a good example of positive cheerleading.

Another is the [UN Convention Against Corruption's first ever resolution on the importance of integrity in public procurement](#). We want to now bridge the implementation gap to turn these warm words into action. We will focus on international financial institutions like the World Bank and the International Monetary Fund (IMF) as key institutions to fill this gap. They can better advocate for open contracting and procurement reforms in their strategic dialogue with governments, as well as deliver more ambitious and durable reforms in their own programming and technical support.

We saw an example of the leverage that such institutions can have during the pandemic. The IMF's Rapid Credit Facility to support countries in economic distress attached the simple but powerful requirement for recipient governments that their COVID-19 emergency contracts and the ownership of the winning companies should be published. We worked with our allies [to assess how effectively those provisions were implemented](#) and found that the effect was most powerful where the IMF's call for action met bottom-up energy for local reform. For example, the IMF's requirements were leveraged by our Lift partners in Moldova and Ecuador, who were already working

on open contracting reforms and seized on the IMF's commitments to access additional resources and drive through their planned changes faster. We and the IMF also concluded that more consistent follow-up and technical assistance from the IMF would have gone a long way to consolidate positive changes. Therefore, we have set ourselves a target of securing six clear endorsements of open contracting by major international financial institutions that lead to tangible reform implementation and programming over the course of the next strategy.

4.3 2030 targets

The table on page 33 summarizes the key organizational targets to achieve our 2030 vision. [We track and publicly share](#) how we are doing approximately once a quarter, as well as publishing all our donor reports (when permitted). We also have a wider set of organizational metrics that we track internally – for example, tracking lighter commitments to open contracting in Open Government Partnership Action Plans, or press coverage. A full list of these can also be found under the learning section of our website.

working with us, and have the target of scoring 7 on a scale of 1-10 on our annual survey.

Lastly, we want to secure clear endorsements of open contracting, resulting in action and programming on the ground by major international financial institutions (IFIs). Our target is six IFI commitments by 2030.

INDICATORS AND TARGETS

We will monitor the **number of projects, programs, and organizations that receive non-OCP funding** for open contracting work, as well as the **dollar amount** of funding they receive. We are seeking to track 100 instances over the course of the next strategy cycle.

We will also assess our partners' capacity to affect change in their procurement systems thanks to

INDICATOR	TARGET
VISION	
Better procurement spend	\$2 trillion dollars
Population benefiting from better procurement	1 billion people
ACHIEVING CHANGE ON THE GROUND	
Verified proof points of impact and progress from OCP projects	60
Robust advocacy mandates that include budget, resources and timeline/targets	30
Number of times that the usability of open contracting data has improved	60
Number of effective uses of open contracting data	60
DELIVERING GLOBAL SCALE	
Number (AND total dollar amount) of projects, programs, and organizations that get non-OCP funding for open contracting work	100 (amount monitored)
Increased capacity of partners to affect change in their procurement systems	7 on scale of 1-10 in our annual survey
High-level normative statements supporting open contracting that reference key principles of open contracting	6
Clear endorsement of open contracting and action on the ground by major International Financial Institutions	6

OUR ORGANIZATION

SECTION 05

OCP is an independent non-profit 501(c)(3) organization, headquartered in Washington, D.C. We are governed by an independent Governing Board of renowned individuals who oversee OCP's strategy, delivery and finances.

When we began OCP, we envisioned it as an organization with a limited lifespan. It was very motivating to have a clear end date: we proposed to put ourselves out of business by building a global community of policy and practice on open contracting.

We set an ambitious timeline to shut down after eight years, with one strategy cycle to learn and another to scale. Since then, however, it has become clear that OCP still plays a unique role within our field, and our partners were clear that they wanted us to stick around.

One day we might evolve to support a more mature field, but for the foreseeable future, our focus is on creating the strongest organization across regions to support radical change on the ground and deliver our vision of global transformation.

We know that an inclusive and supportive workplace culture is critical for us to deliver the best results possible. To this end, we are refreshing our organizational values and bringing in a set of internal management principles to hold ourselves accountable to making sure OCP is smart, fun, and inclusive in everything that we do.

5.1 Our team

We are a globally distributed team based where the action is, currently with 30 members residing in 16 countries. Our team has strong experience reforming procurement systems and delivering change. Given that our team is made up of heavily-in-demand rock stars, we celebrate, support, and pay them accordingly. We have openly documented our HR approaches and principles.

Over the past several years, we have invested substantially in working together as a global team, supporting efforts to improve cross-cultural communication, interrupt bias, and promote psychological safety. This includes using a culture dashboard and other survey tools to help us measure how we are doing and to discuss what we can do better as a team.

We have also articulated a set of leadership principles for how we want OCP to grow and develop to keep us centered on teams, limit hierarchy, support organizational stewardship, and be collaborative but not consensus-based. We are planning for some modest team growth to meet the needs of this strategy. Over the next cycle, we expect to grow from around 30 to 40 people if funding permits.

We especially want to expand our regional team capacity and our cross-regional teams working on advocacy, communications, data, community building and partnerships.

We are also in the process of growing OCP's senior leadership to better integrate regional and programmatic work and build organizational inclusion and resilience. We are excited for new voices and leaders to join our Management Team. Looking ahead, we also want to experiment more with specific country project offices, where we might collaborate locally on building solutions directly with specific partners.

These are likely to involve a "tour of duty" by experts and consultants that work intensively with OCP on a particular product or solution that then "spin out" as a locally owned initiative.

An example of how we can scale this around specific compelling projects (and how we are already testing the ideas underlying this strategy) comes from our project office in Ukraine, where we have a team of 20+ experts working across government institutions to build a joined-up set of tools to make the war reconstruction digitally coordinated and accountable.

5.2 Our values

Our core OCP values are open, bold, curious. Under this new strategy, we are excited to add a new value: we are **people-centered**.

OPEN

What we expect from governments, we apply to ourselves. We openly and honestly share what we are doing and what we are learning. We are always open to new ideas and collaborations.

BOLD

We must be bold to reach our ambitious goals for transforming the world's largest marketplace, overcoming vested interests, and changing the status quo. We push for transformational change rather than being content with incremental or superficial improvements.

CURIOS

We are always exploring and learning about what works best to drive global change. We take chances on new approaches and new ideas, and explore new ways to solve problems, and fess up when things don't work out.

PEOPLE-CENTERED

The whole purpose of procurement is to serve citizens and deliver results for communities, government and businesses alike. To get there, we work with and through local partners, meeting them where they are, and lifting up their experience and expertise. We want our partners to enjoy working with us and to find joy in the work we do together.

5.3 Funding & budget

OCP receives generous support from a mix of foundations, governments, and businesses. We are proud that approximately one third of all the resources we spent during the last cycle went directly to partners on the ground.

Our budget over the last cycle was \$26.8 million, growing from \$4.3 million in 2019 to \$7 million in 2023. We plan for modest growth to reach \$9.2 million annual spending by 2030, making for anticipated total expenses of \$52 million across the next six years. Our funders have already committed \$18 million towards implementing this new strategy, so we will need to raise an additional \$33.5 million.

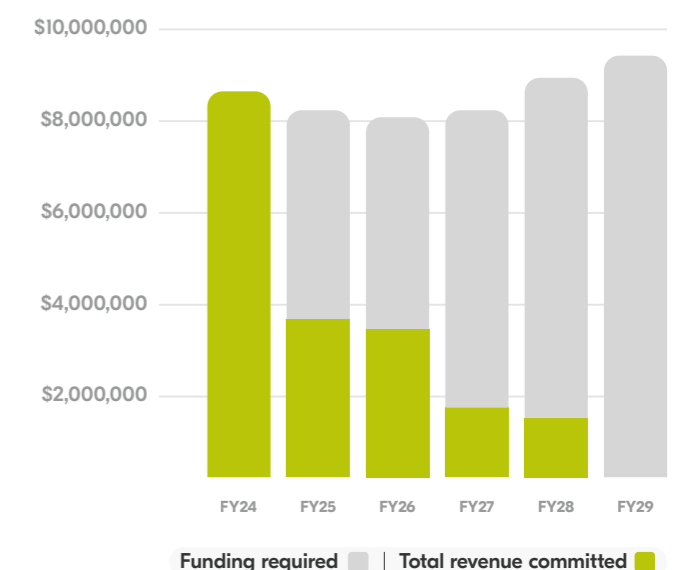
We are now operating in a challenging fundraising environment. Several donors, particularly private foundations, have shifted away from open government and fiscal accountability. We have historically relied on these funders for crucial unrestricted and flexible organizational funding. As a result, we have been transitioning our support base onto more restricted project funding, mostly by seeking regional or global portfolio support, which still allows us a measure of flexibility to respond to partner needs and to implement our responsive support model based on partner progress.

Sometimes a donor or an institution like a multilateral development bank approaches us for specific support for country reform, but we still seek to be guided by our engagement questions before proceeding. We have also learned to pursue more co-funding models with local partners.

Our support for Ukraine reconstruction is hugely important. In FY23, we spent \$1.65 million on our work across government, civil society and the international community to build a Digital Reconstruction Ecosystem for Accountable Management (DREAM), and, over the course of this strategy cycle, we expect to invest \$10 million on its full implementation. This is a unique and compelling project but we will look for similar, if smaller-scale, project opportunities in other countries.

Also in line with best practices and our Board's policy, we maintain three months of reserves. We currently have \$975k in reserves; however, three months of reserves are calculated at \$1.3 million. When we achieve this, we will maintain them over the course of the strategy, but we are not planning to add more beyond this.

Graphic 3:
Our fundraising goal through FY29



5.4 Risks

We have a comprehensive risk register that we regularly review with our Board. Here we highlight several of the most critical risks that we will pay attention to moving forward.

Achieving measurable results:

A key risk that matters for our theory of change is that open contracting reforms don't result in measurable benefits that will serve 1 billion people and \$2 trillion spend. Either we can't show that 1) more open contracting within a country leads to improvements that make life better for local communities or leads to better public spending in general or that 2) aggregated globally, we do not reach our targets of 1 billion people and \$2 trillion spend.

To mitigate these risks, our improved service offer and team structures are set up to help achieve both impact and scale. We will review our organizational targets once a quarter to check if we are on track, and will adjust our approach as needed. Our annual partner feedback survey also gives us great insights on what we are doing well and what we can improve.

Funding challenges:

There has been a decline in funding support for transparency and accountability interventions, especially over the past five years. We think we can mitigate this issue by being very focused on documenting impact and change from our interventions at scale and communicating the human impact of procurement, something our field has generally struggled with.

We also anticipate that better articulating the critical role that procurement reform can play in achieving broader goals around environmental sustainability and



DIGITALIZATION

OCP Impact

Ukraine's open data online auction system for surplus assets, Prozorro.sale, added more than US\$870 million to national and local budgets in its first three years from 2016-2019, reforming a system previously notorious for cronyism.

inclusion will attract new funders. A related challenge has been the shift from more flexible, unrestricted support to more restricted, project-driven support. We can mitigate this by building flexibility into our restricted proposals to take a portfolio approach to country or regional support, allowing us to better respond to partner needs while using our engagement criteria.

Geopolitical and economic polarization:

Our world has become more volatile and polarized, and the space for international collaboration and cooperation is waning. Governments are slowing or even backsliding on civic engagement more generally. To address this risk, we will pursue our strategy of working regionally and elevating local partners, as well as maintain our commitment to multi-stakeholder collaboration and working with others across the open government movement to protect civic space and voices, including in international forums.

CONCLUSION

**WE HAVE ONE OF THE
MOST POWERFUL BUT
UNDERUSED TOOLS
FOR GLOBAL CHANGE
IN OUR SIGHTS:**

**PUBLIC
PROCUREMENT.**

It is one of the world's largest global marketplaces with a unique role to address the most urgent challenges of our time, from better schools to affordable health services to building climate resilient infrastructure that protects people's lives.

We have a **bold and ambitious 2030 goal** — helping one billion people live in stronger communities by improving at least \$2 trillion in public procurement spending — and the tactics and team to deliver.

So, now we need you, the crazy ones. The reformers. The activists. The changemakers. The rebels. The round pegs in the square holes. The ones who see things differently. We want to work with you on this mission and turn a boring, bureaucratic chore into a smart service that puts people at the center.

Let's take this opportunity to change things. Let's envision better public procurement. Let's make sure public contracts benefit more people than ever before. Let's design, build and co-create lasting, sustainable solutions together. Let's unlock a world of inspiration and impact. A world where the trillions spent on public contracts better serve people and protect our planet.

ANNEX

1. Our 2019-2023 targets

We regularly document and publicly share our progress towards our targets. This approach has helped us to stay nimble and pivot when it makes sense, as well as quickly double down on what works to achieve impact. We overshot our targets for documenting systemic impact from open contracting, including our more recent ambitious sustainability-linked targets, as well as for achieving robust mandates for change and for setting

global norms. We did not quite reach our partner capability building target because scores dipped when we had to go to remote and online support during the pandemic. This will continue to be a crucial target for our sustainability so we have reflected on how we can do better in Section 4, particularly by working on fewer, more intense interventions.

INDICATOR	2019-2023 TARGET (CUMULATIVE)	2019-2023 ACHIEVED
Documented systematic impact from open contracting reforms	10	14
As above, with inclusion or sustainability focus	3	4
Documented progress and the green shoots of impact from open contracting reforms	30	29 <small>(Some progress stories became full blown impact case studies)</small>
Actors using OCDS data	2023: 75 2022: 55 2021: 40 2020: 25 2019: 15	2023: 78 2022: 67 2021: 65 2020: 51 2019: 41
Publishers improving quality of data	2023: 20 2022: 16 2021: 13 2020: 10 2019: 8	2023: 20 2022: 17 2021: 19 2020: 11 2019: 9
High-Level Norms	7	11
Robust mandates	15	34
Capability	60%	51%
Net promoter	80	86

2. Our FY24-FY29 budget

Over the next six years, OCP plans to spend \$52 million driving change globally, with a budget varying between \$8-9 million each year.

As mentioned, we have a very special and intensive support for Ukraine’s reconstruction. While the project is a great illustration of our new strategy in action, it is outsized in its scale and intensity, at \$10.7 million of our total budget to 2030. Outside of this, OCP’s

yearly budget is more like \$6-8 million a year, of which our overhead is approximately 10% made up of non-personnel, facility and equipment, business, and other administrative expenses.

In accordance with our Theory of Change, our most significant expenditures are on our strong global team and investments in project implementation support, for a cumulative total of \$37.4 million.

EXPENSES	2024	2025	2026	2027	2028	2029	TOTAL
Salaries & Related Expense	\$2,283,129	\$2,397,286	\$2,517,150	\$2,643,008	\$2,775,158	\$2,913,916	\$15,529,647
Program & Contract Services	\$3,212,765	\$3,373,403	\$3,542,073	\$3,719,177	\$3,905,136	\$4,100,392	\$21,852,946
Non Personnel Expenses	\$89,381	\$93,850	\$98,543	\$103,470	\$108,643	\$114,076	\$607,963
Facility & Equipment Expenses	\$66,631	\$69,962	\$73,461	\$77,134	\$80,990	\$85,040	\$453,218
Travel, Meals & Meeting Expenses	\$344,325	\$361,542	\$379,619	\$398,600	\$418,530	\$439,456	\$2,342,072
Other Expenses	\$22,575	\$23,704	\$24,889	\$26,133	\$27,440	\$28,812	\$153,553
Business Expenses	\$61,090	\$64,145	\$67,352	\$70,719	\$74,255	\$77,968	\$415,529
SUB TOTAL	\$6,079,897	\$6,383,892	\$6,703,086	\$7,038,241	\$7,390,153	\$7,759,660	\$41,354,929
Ukraine Budget	\$2,691,538	\$2,000,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$10,691,538
TOTAL EXPENSES	\$8,771,43	\$8,383,892	\$8,203,086	\$8,538,241	\$8,890,153	\$9,259,660	\$52,046,467



GET IN TOUCH

Open Contracting Partnership
 engage@open-contracting.org
 1100 13th Street NW, Suite 800
 20005 Washington, D.C., USA



**OPEN
CONTRACTING
PARTNERSHIP**

WWW.OPEN-CONTRACTING.ORG