Strategy 2015-2018

Cover picture: "Straight" (2008-2012) by Chinese Artist Ai Wei Wei.

The piece is part of his response to the Sichuan earthquake disaster in China in May 2008, when improperly-built schools immediately collapsed on top of thousands of school children. "Straight" is made up of 38 tonnes of steel reinforcing bars retrieved from the wrecked schools hammered flat, symbolising the artist's hopes for straighten out the system and our need to stand up against corruption.

Mission & Vision

We open up public contracting through disclosure, data and participation so that the huge sums of money involved are spent more honestly, fairly and effectively.

Open contracting can save governments money and time, deliver better goods and services for citizens, and create a better business environment for all.

We do this by:
- Creating a compelling learning and evidence base to show what open contracting can achieve
- Supporting a network of partners to deliver results on the ground and, where necessary, leading specific demonstration projects ourselves
- Smart, targeted advocacy to challenge vested interests and drive global change

The Open Contracting Partnership is designed to be:
- **A lever.** We link up and leverage global transparency efforts such as the Open Government Partnership, and design interventions to support existing processes rather than creating new ones.
- **A silo-buster.** We bring our unique expertise to other organisations to add value to their existing efforts to follow the money from governments to citizens.
- **Data-focused.** We use the power of data to expose, understand, and fix problems in contracting, with an open data standard at the heart of our work.
- **Business-savvy.** We can do something with business, rather than to business, creating a level playing field for businesses trying to win government contracts, and encouraging small business growth and innovation.
- **User-friendly.** We make contracting accessible and interesting; we are technically sound without sounding technical.
- **Multi-stakeholder in spirit but not in structure.** We have a multi-stakeholder board, and are multi-stakeholder in approach, but we don't have formalised constituencies.
- **A learning organisation.** Learning and evidence are at the heart of everything we do and reinforce our other activities.

Executive Summary

Government contracting is worth trillions of dollars a year. The Open Contracting Partnership exists to make sure this massive outlay by governments delivers on its promise to provide public benefit.

There is emerging evidence that open contracting can save governments money and time, prevent corruption and fraud, create a better business environment, boost small businesses, and help deliver better goods and services to citizens.

Our work balances principle with proof; advocacy with implementation. Underlying every aspect of our approach is a commitment to shared effort and shared learning, so that our partners and a wider network of open contracting and open government alliances can participate, benefit and take ownership of the mission.

Through this approach, we will transform four key areas of public contracting:

- Transparency and disclosure of contracting information
- Business and civic participation so that data gets used and feedback is created
- Accountability and redress so that government acts on that feedback and problems get fixed
- Innovation through improved dialogue and better competition to bring out better solutions to public problems

We are building a lean, smart organisation that can provide expert analysis and advocacy, bring our field together, leverage the work of others and test and scale up new open contracting approaches. Our overall strategy is to:

- **Promote the uptake of open contracting principles and practices at the global level** through focused advocacy and communications and the inception of an open data standard. By developing evidence-backed arguments, we will overcome blocks such as concerns about commercial sensitivity or collusion.

- **Strengthen implementation of open contracting** by catalysing and bolstering reforms at the city, regional, and national levels. Focusing on partners with existing assets on the ground, we will provide knowledge, expertise, training, seed funding and tools. We will also initiate select showcase and learning projects to create a demonstration effect and to test new open contracting processes and models.

Learning and developing a strong evidence-base are central to these activities. They will be at the heart of everything that we do. We will use our results not only to guide future projects, but also to help partners and local communities understand first-hand the value of open contracting. Meaningful change on the ground, problems resolved, savings for government and an improved business environment will make the case for open contracting better than any campaign or news article could.

The scale of the opportunity (and the challenge) is immense. We cannot implement open contracting globally by ourselves so we will build out the field of policy and practice that allows open contracting to flourish. Our joint advocacy and partnership projects will then add to existing momentum to achieve a tipping point that shifts the global norm in contracting from open to closed.

There will be vested interests to be overcome. Along with expert analyses and arguments, we will develop powerful advocacy alliances. Because our values will need to resonate widely to surmount entrenched opposition, we will speak to the human stories and tangible public benefits behind our work. Compelling communications will be central to our learning material, our advocacy and our entire approach.

We believe our strategy is anchored by a clear vision that can deliver global impact and begin an international shift toward government contracting that is open by default. With a budget of $12 million, we will assemble a lean coordination team focused on major advocacy gains, an international data standard, vivid demonstration projects, and a motivated network of businesses, governments, and civil society members that works systematically and, whenever possible, together on advancing open contracting reforms.

Three design features of the Partnership are particularly notable for our peers, the business community and for an increasing number of open government and open data experts inside and outside governments:

1. We will **break down silos.** Contracting cuts across so many other issues of public benefit that our expertise opens doors for dialogue with a range of initiatives and organisations. We can add value to existing efforts to follow the money from governments to citizens, while leveraging existing structures to boost open contracting. We can help participants in the Open Government Partnership, for example, deliver on the 40 or so of existing commitments to improve transparency in public procurement.

2. We will further develop **a powerful business and financial case** for open contracting, as emerging evidence suggests that it can boost the small business sector, encourage a thriving marketplace and save governments both time and money. We will deepen this evidence base as we think it will be a major catalyst for global reforms in public contracting.

3. We will **focus on the use of data**, supporting and resourcing the Open Contracting Data Standard as a key tool to ensure that data helps campaigners, businesses and governments expose, understand, and fix problems in contracting.

1.   The Need for Open Contracting

Contracting is fundamental to how governments generate and spend public funds. It involves the full chain of government deal-making, from sale of state assets to procurement of goods and services for citizens. It covers not only the awarding of contracts, but also procurement, contract negotiation, implementation, and performance.

It's a not immediately a topic to set the heart racing. Few people concern themselves with government contracts. But contracting is the bricks-and-mortar of public benefit. It touches every part of people's lives. It is the essential step in the delivery of real goods and services that people actually care about, such as schools, hospitals, and roads.

The scale of funds involved in public contracting is mind-boggling. The OECD estimates that public procurement accounts for 29% of public spending, or 13% of GDP on average across OECD Members.[1] A best estimate by the Center for Global Development says that public contracting for goods, works, and services worldwide is worth approximately US $9.5 trillion per year.[2] On the income side, oil, gas, and mining rents, for example, amount to around $5 trillion or some 4.8% of global GDP.[3]

Despite the enormity of what is at stake, or perhaps because of it, public contracting is plagued by corruption, mismanagement, and secrecy. Scandals from failed contracting processes abound: 'tofu' schools, constructed to substandard specifications in an earthquake zone, that fell down on their students;[4,5] billions of dollars misappropriated through secret deals and asset flips in the oil and mining sectors;[6,7] provision of fake medicine and medical equipment that kills patients;[8] outrageous mark-ups on government contracts;[9] contracts awarded to feckless companies that fail spectacularly to deliver

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[1] http://www.oecd.org/gov/ethics/public-procurement.htm. This share of GDP is even higher if state-owned companies are taken into account, by 2-13% of GDP depending on the country.

[2] Kenny, C. November 2014. Publishing Government Contracts. Addressing Concerns and Easing Implementation. Center for Global Development, Washington DC.
http://www.cgdev.org/sites/default/files/publishing-government-contracts-report.pdf

[3] Ibid, p. ix.

[4] http://www.scmp.com/news/china/article/1230807/shame-sichuans-tofu-schools

[5] http://news.bbc.co.uk/1/hi/world/asia-pacific/7400524.stm

[6] https://www.globalwitness.org/library/secret-sales

[7] Africa Progress Panel. 2013. Equity in Extractives. Stewarding Africa's natural resources for all. Africa Progress Report 2013. Africa Progress Panel, Switzerland.
http://www.africaprogresspanel.org/publications/policy-papers/africa-progress-report-2013/

[8] WHO. March 2013. Deadly medicines contamination in Pakistan.
http://www.who.int/features/2013/pakistan_medicine_safety/en/

[9] Committee on Government Reform, Minority Staff, Special Investigations Division. 27 June, 2005. Halliburton's Questions and Unsupported Costs in Iraq exceed $1.4 bn. US House of Representatives, US Senate, Washington DC.

services, or charge the government for delivering services to dead people;[10,11] and huge Olympic construction boondoggles.[12,13]

Although these scandals may be exceptional in their scale or the damage incurred, they are not isolated incidents. Corruption is prevalent in public contracting, even in relatively developed and better-regulated economies. Some 57% of foreign bribery cases prosecuted under the OECD Anti-Bribery Convention to date involved bribes to obtain public contracts.[14] According to a 2013 Eurobarometer survey, more than 30% of companies participating in EU public procurement say corruption prevented them from winning a contract.[15]

And this corruption has significant costs. According to the UN Office of Drugs and Crime, corruption and fraud may amount to 20-25% of procurement budgets.[16] Another study by the World Bank found that, across 18 countries where data was available, road rehabilitation costs were 50% higher in high-bribery countries than low-bribery countries.[17]

Public contracting also suffers from lack of adequate controls, and is therefore susceptible to mismanagement. In almost 40% of OECD members in 2012, the level of authority for spending, signoff, and approval of key contract stages wasn't defined.[18] Reviews of sensitive or complex awards were not conducted in almost a third of cases; in a quarter of cases internal guidelines did not define reporting requirements; and in one fifth, managers weren't held accountable for project management.[19] This is in the OECD; the global situation is probably worse.

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[10] The Daily Telegraph. 21 May 2013. Timeline: how G4S's bungled Olympics security contract unfolded. http://www.telegraph.co.uk/finance/newsbysector/supportservices/10070425/Timeline-how-G4Ss-bungled-Olympics-security-contract-unfolded.html

[11] Financial Times. 4 November 2013. G4S and Serco face UK criminal probe into tagging contracts. http://www.ft.com/cms/s/0/f8f85cc6-4543-11e3-997c-00144feabdc0.html

[12] *Wall Street Journal. 6 February 2014. The Putin Games. Peter the Great opens the Sochi "Korumpiad".* http://www.wsj.com/news/articles/SB10001424052702303942404579361421256273630?mod=WSJ_Opinion_AboveLEFTTop

[13] Fox News. 7 February 2014. Russia's $9.4BN road to Sochi latest in long line of Olympic boondoggles. http://www.foxnews.com/sports/2014/02/07/sochi-olympic-price-tag-soars-critic-slams-road-that-could-have-been-paved-with/

[14] OECD. December 2014. The OECD Foreign Bribery Report. An Analysis of the Crime of Bribery of Foreign Public Officials. http://www.oecd.org/corruption/oecd-foreign-bribery-report-9789264226616-en.htm, p.8.

[15] EU Anti Corruption Report. March 2014. http://ec.europa.eu/dgs/home-affairs/e-library/documents/policies/organized-crime-and-human-trafficking/corruption/docs/acr_2014_en.pdf, p. 25.

[16] UN Office of Drugs and Crime. 2013. Guidebook on anti-corruption in public procurement and the management of public finances. p.1. https://www.unodc.org/documents/corruption/Publications/2013/Guidebook_on_anti-corruption_in_public_procurement_and_the_management_of_public_finances.pdf

[17] Kenny, C. March 2010. Publish Construction Contracts and Outcome Details. World Bank Policy Research Working Paper 5247. http://elibrary.worldbank.org/doi/book/10.1596/1813-9450-5247, p. 3.

[18] OECD. 2012. Progress Made in Implementing the OECD Recommendation on Enhancing Integrity in Public Procurement. http://www.oecd.org/gov/ethics/combined%20files.pdf, p.49

[19] Ibid. p.49.

A Liberian audit of mining contracts in 2009-2011, as the government began to get a handle on its deal-making in the natural resources sector, found that 62 of 68 concessions ratified by Liberia's parliament had not complied with government laws and regulations.[20]

One of the reasons why public contracting is vulnerable to corruption and mismanagement is that it is hidden from public view. The OECD described "lack of transparency" as the greatest weakness in procurement by its members.[21] The 2015 Open Data Barometer found that just 6% of countries publish open data on government contracts.[22]

Given the scale of funds involved, even small improvements in the contracting process and small reductions in corruption and mismanagement can yield tremendous returns for taxpayers. Moreover, citizens, whose money this is, deserve to know what they are paying for, how deals get decided, whether they provide good value, and whether the services promised are delivered.

If public contracting is exposed to scrutiny, over time public funds will be used more honestly, fairly and judiciously. That is the promise of open contracting.

1.1   Defining Open Contracting

We envision a future where government contracts deliver better deals for governments, provide a level playing field for the private sector, and deliver high quality goods and services for citizens. To make this future possible requires that more contracts are disclosed, that contracting information is accessible and user-friendly for companies and citizens, that appropriate stakeholders participate in the award, execution and monitoring of contracts, and that governments respond to businesses and citizens' concerns in a meaningful way.

Opening up public contracting is not simply about preventing corruption and mismanagement, it is also about the power of openness and dialogue to unlock innovation and to provide better solutions to public problems. Anecdotally, one of the data companies we interviewed said that more than half of their government clients place contracting data in the top five datasets that they want to open up.

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[20] The Guardian. 8 May 2013. Liberia natural resources deals are not compliant with the law, finds auditors. http://www.theguardian.com/world/2013/may/08/liberia-natural-resources-deal-audit
[21] OECD. 2012. Progress Made in Implementing the OECD Recommendation on Enhancing Integrity in Public Procurement. http://www.oecd.org/gov/ethics/combined%20files.pdf, p.18.
[22] World Wide Web Foundation. 2015. Open Data Barometer Global Report. http://barometer.opendataresearch.org/ p.6..

Our vision of open contracting has four core elements:

What is open contracting?

Public disclosure of data + Participation and use of contracting data + Accountability + Innovation

1. Public disclosure of data and information about contracting processes, from how a deal came about, who won and why they won, through to contract implementation and results on the ground. This information needs to be disclosed in an open, accessible, and digestible way.

2. Participation and use of contracting data by companies and citizens at appropriate points in the decision making, award, management, and monitoring of contracts. Figure 2 below illustrates how stakeholders from government, business, civil society and other sectors (e.g. academia or media) can engage at various points in the contracting process. Participation involves appropriate communication, consultation, and collaboration to make sure increased information is used to create changes and also involves input into policy to make sure that contracting follows a set of clean, widely understood rules.

3. Accountability and redress by government agencies or contractors acting on the feedback that they receive from civil society and companies, leading to real fixes on the ground, i.e. better public goods, services, institutions or policies.

4. Innovation. As participation and dialogue become routine, so both the interaction and the improved competition that may result from better, fairer processes can help unlock innovation and better ways to solve public problems. Innovations that could arise include developing better platforms, tools and systems, or policy and process reforms to improve efficiencies or by shifting the whole approach to procuring services by outcomes rather than by outputs.

Open contracting is a journey, not a destination. There will be many cycles of interaction. The incentives for government agencies, businesses and civil society to participate in open contracting will grow as participants see their engagement leading to action and change on the ground. Trust will be built gradually and reinforced over time.

Disclosure & Participation by Stage

Planning	Formation	Award	Implementation	Termination
DISCLOSURE STAGE				
Information about the planning of a contract	Information about the tendering or negotiation process.	Information about the awarded contract	Information about implementation including payments	Information on end of contract life

PARTICIPATION STAGE				
Consultation	Observation	Observation	Monitoring	Observation
INNOVATION				
RESEARCH & ANALYSIS				

1.2   Benefits of Open Contracting

Discussions with stakeholders identified five major use cases for opening up public contracting:

- **Achieving better value for money**. Users, including government agencies, can get access to more and better data at each stage of the contracting processes. This allows them to compare data, analyze trends in prices and suppliers performances and to identify whether value for money was achieved in the procurement process and in concluded contracts.

  For example, evidence from 41,000 public auctions in Italy from 2000-2005 showed that increasing the publication of tenders from local to regional disclosure increased the number of bidders by 50% and saved 5% in the price paid. Expanding publication from the national to the European level saved an extra 10%.[23] Similarly, a procurement review by the Mexican Institute for Social Security and the use of reverse auctions saved up to 27% on medical supplies.[24]

  As well as saving money, it worth emphasising that open contracting can save everyone in the contracting process huge amounts of time, especially during contract formation, by reducing transaction costs and information bottlenecks, especially amongst government departments.

- **Delivering better goods and services**. Open contracting can improve the quality, relevance, and timeliness of goods and services delivered to citizens and enhances their ability to verify whether results are being delivered as promised. A good example of this is the work of Integrity Action and Integrity Watch Afghanistan, which engaged more than 980 community members to monitor the implementation of reconstruction projects including roads, schools, and clinics in Afghanistan. In 2013, some 377 projects were monitored and 80% of the problems identified were resolved.

- **Enhancing opportunities for businesses, especially smaller ones**. A fairer allocation process —both from improved explanation of the rules and from public scrutiny of how the rules are applied—enables more businesses to apply for government contracts. Companies also benefit from seeing what business opportunities are coming up, what the contracts might look like and what they will have to deliver. Information on past contracts can inform the preparation of bidding documents and lower barriers to entry, especially for smaller businesses. Open contracting is thus good for business growth and encourages competition. In Slovakia, for example, public procurement transparency reforms have significantly increased competition for government tenders.[25]

- **Deterring fraud and corruption**. Increased transparency and participation means more scrutiny by oversight and audit institutions, civil society, academics and media. Public data on contract awards

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[23] Decio Coviello and Mario Mariniello. January 2008. *Does publicity affect competition? Evidence from discontinuities in public procurement auctions.* Working Paper No. 188, Centre for Studies in Economics and Finance, University of Salerno. www.elsevier.com/__data/assets/.../CovielloMarinielloCSEFWP188.pdf

[24] http://www.oecd.org/gov/ethics/combined%20files.pdf, p.3.

[25] From 2.3 bids in 2009 to 3.6 bids in 2013. http://www.cgdev.org/sites/default/files/publishing-government-contracts-report.pdf, p.8.

can also be analysed more systematically for red flags that show public monies might have been misused and the contracts themselves can be scrutinised for changes subsequently.

● **Innovation.** Increasing participation, dialogue and trust allied to increasing competition can promote innovation. Over time, this could herald an important shift to contracting services by outcome rather than by input or by specification. For example, the UK's Contracts Finder portal (https://www.contractsfinder.service.gov.uk/Search) has explicitly built in pre-procurement consultation with the marketplace to this end. Practices in the private sector are likely many years ahead of those in the public sector: the debate for businesses is about moving beyond focussing 'just' on cost savings to adding value to core business processes.[26]

2.   The Open Contracting Partnership

2.1   Answering the need

As part of the broader movement towards openness, a number of countries are beginning to open up their contracting processes, in particular through improved disclosure of procurement documents . A few countries have also taken steps to improve citizen participation and feedback. More details about these 'bright spots' are provided in the box below. Global efforts to advance contracting transparency and participation in general though are *ad hoc* and rarely encompass a full cycle of disclosure, participation and feedback.

Our Partnership was born because a growing community of reformers from governments, businesses, and civil society realised that we need a significant change in approach to solidify the global commitment to open contracting and to support the work of reformers and practitioners. By providing unique, specific expertise and by bringing together to disclosure, participation and accountability, OCP will be a "silo-buster" that boosts and accelerates existing efforts to "follow the money" flowing from governments to citizens and help unlock better public benefits and innovation. We will build a field of practitioners, support partners more systematically, target any systemic blocks to progress and share lessons and insight across the field, adding to the existing momentum to reach a tipping point where the default for public contracting shifts decisively from being closed to being open.

Our vision, mission, program, and structure were created via a collaborative process that included more than 200 diverse stakeholders from governments, businesses, and civil society. Our evolution began with a design meeting in May 2012 with about 40 global stakeholders. Many of them had already recognised the potential of open contracting and were working on related issues within sectoral, organisational, and geographic silos.

The stakeholders who met enthusiastically embraced the idea of establishing a central partnership as a platform for collective action, coordination, and learning. A small group, consisting of the Construction Sector Transparency Initiative (CoST), the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Integrity Action, the governments of Colombia and the Philippines, Oxfam America and

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[26] Procurement Leaders Blog. May 2015. Does Procurement Need To Break Free Of Savings? http://bit.ly/1Bc8lky

Transparency International stepped forward to lead the development of the OCP with the World Bank Group serving as interim coordinator.

To widen participation, this Steering Group convened the first Global Open Contracting Meeting with over 150 global and local stakeholders in October 2012 in Durban, South Africa. At that meeting, participants co-created the work program of the OCP and prioritised the development of a set of global principles as a framework for common understanding and practice.[27] Highlighting the value of advocacy by a truly independent group, the Durban participants agreed that the World Bank Group should transition the coordination function to an independent host over the coming 18 months.

The Partnership is now entering a new phase. It has been established as an independent program under a fiscal sponsorship model and is now governed by an independent Advisory Board, made up of a mix of renowned individuals from across government, the private sector, civil society, the technology sector and development organisations. The Executive Director and Program Director began their work in January 2015. Their first task was to develop a program strategy to maximise OCP's impact over the next four years.
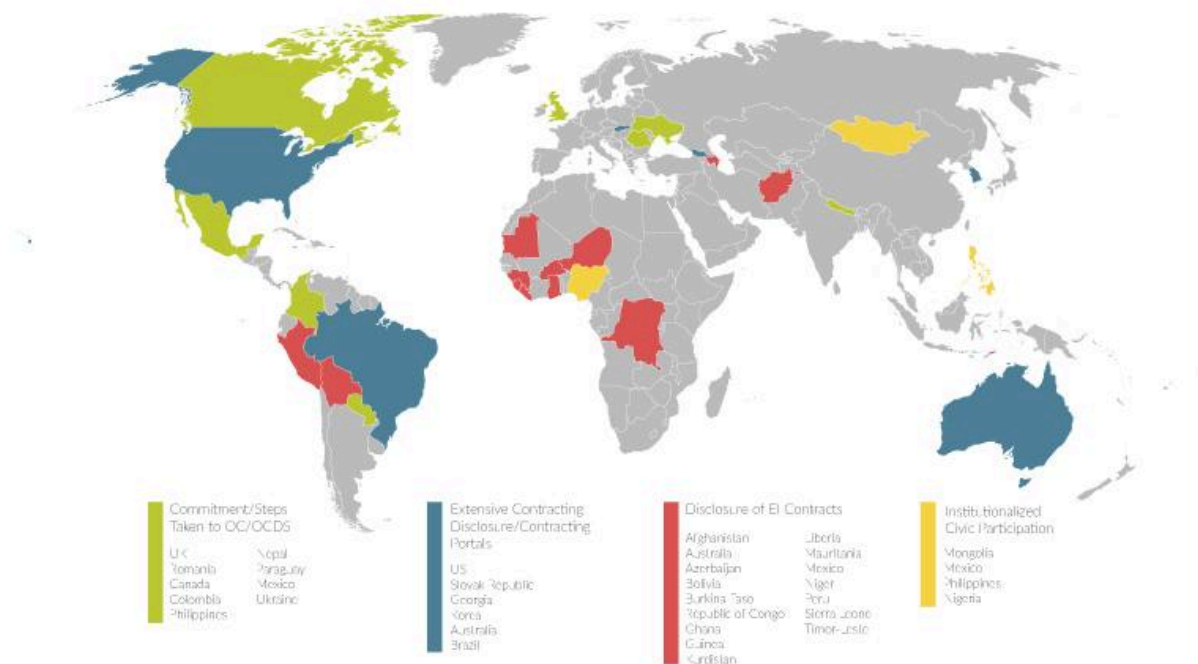
[BOX]

Bright spots in open contracting around the globe:[28]

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[27] http://www.open-contracting.org/global_principles
[28] See http://www.open-contracting.org/global_principles;http://www.cgdev.org/sites/default/files/publishing-government-contracts-report.pdf; and http://www.wsj.com/articles/charles-kenny-taking-the-mystery-out-of-government-contracting-1417123926

- Slovakia now publishes all procurement documents covering contracts signed by public entities, from village schools to ministries. The system also includes metadata and receipts.
- Georgia's procurement platform publishes the entire text of many contracts along with tender information and contract performance. The government also publishes a blacklist of companies banned from public contracting and a whitelist of companies that enjoy preferential conditions because of good past performance.
- Colombia's e-procurement system usually publishes the full contracts for goods and services as well as information covering contract management.
- The United Kingdom publishes redacted versions of central government contracts with some exceptions, although there is a way to go before documents and meta-data are joined-up and uniformly accessible.
- Brazil's FOI laws call for the publication of "all signed contracts," although, at the Federal level, this is taken to mean summaries of contracts. São Paulo has revised its municipal decree to require all signed contracts to be published. In Minas Gerias, all public-private partnership documents are proactively disclosed: the state's strong fiscal management system, as well as contract publication, led Standard & Poor's to raise the state's credit rating in 2012.
- The governments of Afghanistan, Australia, Azerbaijan, Bolivia, Burkina Faso, Democratic Republic of Congo (DRC), Republic of Congo, Ghana, Guinea, Kurdistan, Liberia, Mauritania, Mexico, Niger, Peru, Sierra Leone, and Timor Leste have all committed to publishing contracts in the oil and mining sector. This is significant given that these contracts are so economically important and industry often alleges that this information is also highly commercially sensitive.
- Colombia, Mexico, Mongolia, Nigeria, and the Philippines have institutionalised civil society monitoring of public contracting in their legal frameworks.
- Civil society contract monitoring has also been employed successfully by government agencies in India and Nepal.

[BOX ENDS]

2.2   Designed for impact

The Open Contracting Partnership's consultative and collaborative approach is reflected in its organisational design and program plan. The strategy outlined in this document is based on dozens of interviews with government contracting experts, businesses and civil society advocates, foundations and government donors, international transparency and accountability initiatives, and international organisations. In February 2015, we presented our theory of change to 50 participants of other multi-stakeholder initiatives. In March, we conducted targeted interviews with several businesses.[29] We also reviewed the literature on social accountability to understand what is working well and how to avoid common mistakes and pitfalls.

OCP's strategy is shaped by six clear areas of advice that emerged in our research and consultations:

1.   **Link up and leverage existing initiatives, rather than creating a new one**

There is a creeping fatigue with multilateral stakeholder initiatives (MSIs), especially those focused on transparency and accountability. Although more MSIs exist than ever before (over 40 and rising),[30] questions about their efficacy are growing.[31,32] Confused governance, endless discussion, inward focus, and lack of clear strategy or impact have led to a sense of drift.[33] Another reason for disenchantment is that many authoritarian regimes have "gamed" transparency initiatives by disclosing data but shutting down any organisations or individuals who try to use the information: so-called "zombie transparency."[34,35]

Rather than creating a major standalone initiative for open contracting, OCP will plug into existing efforts and initiatives and we will use open contracting reforms to increase the impact of existing platforms, fora, and organisations. Our interventions will complement existing efforts rather than create a competing forum and overloading already busy local reformers and activists. In this spirit, we will work with the Open Government Partnership (OGP), the Extractive Industries Transparency Initiative (EITI), and the Construction Sector Transparency Initiative (CoST) to help deliver the contracting part of their mission. To give two examples:

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[29] These interviews were led by the Center for Open Data Enterprise.

[30] http://fiscaltransparency.net/wp-content/uploads/2012/04/GIFT-Phase-1-Table-1.pdf

[31] Locke, A and Henley, G. 30 September 2013. The Possible Shape of a Land Transparency Initiative. Lessons from other transparency initiatives. ODI, London.
http://www.odi.org/publications/7565-land-transparency-initative-g8-shockwatch-accountability-large-scale-land-acquisition

[32] Bezanson, K.A. and Isenman, P. September 2012. *Governance of New Global Partnerships: Challenges, Weaknesses, and Lessons*. Center for Global Development Policy Paper 014, Washington D.C. *www.cgdev.org/files/1426627_file_Bezanson_Isenman_FINAL.pdf*

[33] http://transparencyinitiative.theideabureau.netdna-cdn.com/wp-content/uploads/2015/02/MSI-Evidence.pdf

[34] Transparency and Accountability Initiative. February 2015. *Improving the Measurement of Civic Space by International Initiatives and Agreements: A Scoping Study*. Unpublished draft report, TAI, London. p.13.

[35] http://goxi.org/profiles/blogs/the-eiti-and-zombie-transparency-what-next-for-azerbaijan

i) Over 40 OGP action plans mention improving the transparency of public procurement. We can help reformers deliver on those directly, use the OGP's convening power to celebrate success and promote learning and sharing, and also leverage its independent review mechanism to make sure promises get delivered and reforms embedded;

ii) The EITI recommends disclosure of oil and mining contracts in its new rules, but there is no standard approach or process to disclose that information or ensure the collected data are understood or used. We can support local innovation in the EITI process and provide a credible process to promote both publication and use of the data via the OCDS extension for the extractive industries. We can also work with progressive companies to address concerns and promote disclosure. In turn, enhanced contract disclosure in the EITI will provide a powerful demonstration effect for openness more generally as deals with oil and mining companies are amongst the most sensitive of government contracts.

Our program of work won't not focus on sign-up or formal, specific processes for adoption by government but on specific, action-oriented work programs with partners. This should also help minimise the risks of having our initiative gamed or of 'open washing'.

2. Emphasise the business case

Our Partnership isn't out to do something *to* business, we want to do something *with* business.

The benefits of open contracting are clearest for companies that are not current government contractors – largely small businesses - that will be able to compete for business more effectively with more open government procedures to advertise and award contracts. This is important both for these businesses and for governments that are fiscally constrained or eager to grow their small- and medium-sized business sectors.

But the benefits are not limited to these aspiring contractors. Companies that already hold government contracts will find that open contracting gives them more competitive intelligence about new opportunities and a chance to engage with governments and NGOs on standard-setting.

Data intermediaries—a growing sector that manages information that other businesses need—will also have new opportunities to provide services based on open contracting data.

The table in Annex D, which draws on industry interviews done in early 2015, outlines the business case for each of these company types. We will build out the private sector case for open contracting and engage proactively with different kinds of companies to cultivate champions of contracting reform.

We will also emphasise the business case for how governments can use open contracting to save money. This will be especially timely as governments seek to scale up investment in infrastructure, which is expected to rise as high as US $9 trillion per year by 2025.[36]

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[36] http://www.pwc.com/cpi-outlook2025

3. Build interest in contracting and make sure that the data are available and used

To overcome vested interests and to encourage use of contracting data, we have to build wider alliances to advocate and participate in government contracting. Contracting itself seems dull, but people can easily see the tangible outcomes of public contracting: roads, schools, hospitals, and other goods and services. We will make information on contracts more available and more relevant, and we will promote its use by focusing on the human stories that surround the issue.

But we will need to marry these stories to hard data. The World Bank team that set up the Partnership invested early on to create an open and shareable format for contracting information in the Open Contracting Data Standard (OCDS). It is something of a 'killer app' allowing a central schema for the organisation and publication of contracting information drawn from global best practices and we have seen significant interest in its use from governments.

That said, the OCDS is a necessary but not sufficient tool to promote open contracting. It merely creates an open platform for sharing, making sure that data are then picked up and used to create real change will be vital.

Interviews with leaders of data-driven companies in early 2015 raised several concerns about the application of the OCDS. Respondents pointed out that the standard alone does not ensure high-quality data or metadata; that other data standards, like those expected from EU procurement transparency reforms, may compete with the OCDS; that the OCDS needs to be available in a simple format in order to be widely adopted; and that private companies need to be involved in standard-setting in a way that ensures they do not co-opt the process. Our outreach to the private sector will prioritise their effective engagement in the OCDS process. We also recognise that we could get an major multiplier effect if we can get

4. Work at different levels and in different contexts

The appetite for open contracting arises from diverse stakeholders with particular and often quite different needs - from national, regional, and city governments, to companies operating in different sectors to multilateral institutions, or from post-conflict reconstruction to OECD countries.

Although we want to work rapidly to light fires where they can burn brightest and create a demonstration effect, to really shift the global norm on contracting, it will be key for us to develop, test, and showcase successful models of open contracting across these levels and contexts. We will this deliberately choose different opportunities, especially through our own showcase and learning projects, with the explicit intention to test out what works in specific situations.

5. Focus on learning and evidence-gathering

We see ourselves as a 'learning' and 'doing' organization. A clear focus on learning will make our programs stronger and help us achieve our mission more effectively so we have made it an integral ingredient in all our external activities and in our own internal functioning.

We will cultivate a culture of 'learning by doing', prototyping and testing new ways of thinking and operating, reflecting on what is and is not working, making adaptations as needed and sharing them with the broader community. We also recognise that a lack of learning and evidence has contributed to growing fatigue with transparency initiatives.[37]

We need to 'start at home' with our own learning. As a team we will strive to practice what we preach and invest in a team culture and processes that cultivates inquiry, reflection and innovation.

Generating evidence of change on the ground is also vital to our mission to shift the global norm to open contracting. Learning what works provides the evidence base to empower and reinforce our advocacy, and bolsters our ability to support in-country implementations for stronger impact too. Effective implementation will, in turn, create more opportunities for learning and a stronger evidence base: a virtuous circle.

And, of course, meaningful change on the ground—problems fixed, government funds saved, curbed corruption and a thriving corporate sector with healthy competition for contracts—will be the best billboard for our initiative.

6. A time bound effort?

We see ourselves as the field builder, not trying to be the field. Once the field is strong enough, and open contracting is sufficient embedded in global practices – perhaps over two cycles of our strategy (from 2015-2018 and then from 2019-2023), our role as a catalyst should have largely been fulfilled. After that, either open contracting will have achieved a critical mass of ownership and results or we will have come up against some more fundamental blocks that need to be addressed before more progress is possible. Either way, our Partnership should explore the added value of its stand-alone existence and either wind itself down or regroup.

To that end, we aren't planning on building a big sustainable infrastructure and we have a fiscal sponsorship structure and a shared home to keep our structures lean.

[BOX]

OCP: Accomplishments to Date

- Widespread consensus on the term "open contracting" itself, which has swiftly been adopted across geographical and sectoral contexts

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[37] As Jonathan Fox wrote: "Widely-accepted, normatively appealing theories of change, summed up as "sunshine is the best disinfectant", turn out to have uneven empirical foundations" Fox, J. September 2014. Social Accountability: What Does the Evidence Really Say?. GPSA Working Paper No. 1, World Bank, Washington DC. P.7.

- A set of aspirational Open Contracting Global Principles to guide governments and organisations as they work to open their processes.

- Helping to encourage more than 40 Open Government Partnership members to include related commitments in their national action plans. Five countries—Guatemala, Mexico, Paraguay, Romania, and the United Kingdom—have explicitly mentioned the Open Contracting Principles. The G8 has also called for open contracting as part of its 2013 Lough Erne Declaration.[38]

- Persuading the World Bank to publish all its own contract awards above $250,000 and to place open contracting as one of five transformational policies in the Bank's new procurement strategy.

- Publication of Version 1.0 of the Open Contracting Data Standard (OCDS), which was developed by the World Wide Web Foundation, through a project supported by the Omidyar Network and the World Bank Group. Several government agencies in countries such as Canada, Colombia, Mexico, Nepal, Paraguay, Romania, the UK and Ukraine have begun to implement the OCDS.

- Support for the implementation of open contracting in partnership with OCP steering group members in Afghanistan, Colombia, Ghana, Nepal and Mongolia.

- Publication of learning products such as a chapter on Public Contracting in the Open Government Guide[39] and an Open Contracting Guide[40] for practitioners. We also assisted with the Center for Global Development's landmark report on "Publishing Government Contracts: Addressing Concerns and Easing Implementation"[41] and a cross-initiative scoping study on Joined Up Data.[42]

[BOX ENDS]

3.   Strategic Goals and Programs

The Partnership's work is driven by two strategic goals:

1. Building global norms and demand for open contracting

We will promote the uptake of open contracting principles and practices at the global level through smart, targeted advocacy and communications, developing champions from government agencies, companies and civil society organisations, supporting targeted local

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[38] http://www.open-contracting.org/walking_the_g8s_talk_on_open_contracting
[39] http://www.opengovguide.com/topics/public-contracting/
[40] http://www.open-contracting.org/open_contracting_guide
[41] Kenny, C. November 2014. Publishing Government Contracts. Addressing Concerns and Easing Implementation. Center for Global Development, Washington DC. http://www.cgdev.org/sites/default/files/publishing-government-contracts-report.pdf
[42] http://devinit.org/wp-content/uploads/2013/11/JUD-scoping-study-final1.pdf

campaigns and reforms, and developing expert arguments and evidence to address barriers such as commercial sensitivity or collusion. We will also manage the Open Contracting Data Standard as a global good and promote its recognition, development and implementation.

2. Strengthening implementation of open contracting on the ground

We plan to work on the ground to catalyse and assist specific local reforms at the city, regional and national level. Mostly we will support our 'network partners' who have existing assets on the ground and are already working on contracting or related issues. We will provide them with specific knowledge, expertise, training, seed funding or tools. We will also lead on specific showcase and learning projects to create a positive demonstration effect and to test new open contracting processes and models.

As we pursue both these goals, our approach will emphasise learning and evidence-building. We will discover and document what really works to advance open contracting in different contexts and generate hard evidence about impacts on the ground. We will share insights and results with all our partners and foster peer-to-peer exchange and collaboration that advances the field. Sections 4 ("Learning and Evidence") and 6 ("Outreach and Communications") detail how our learning and outreach strategies inform and undergird each other and all the Partnership's activities.

The Open Contracting Partnership

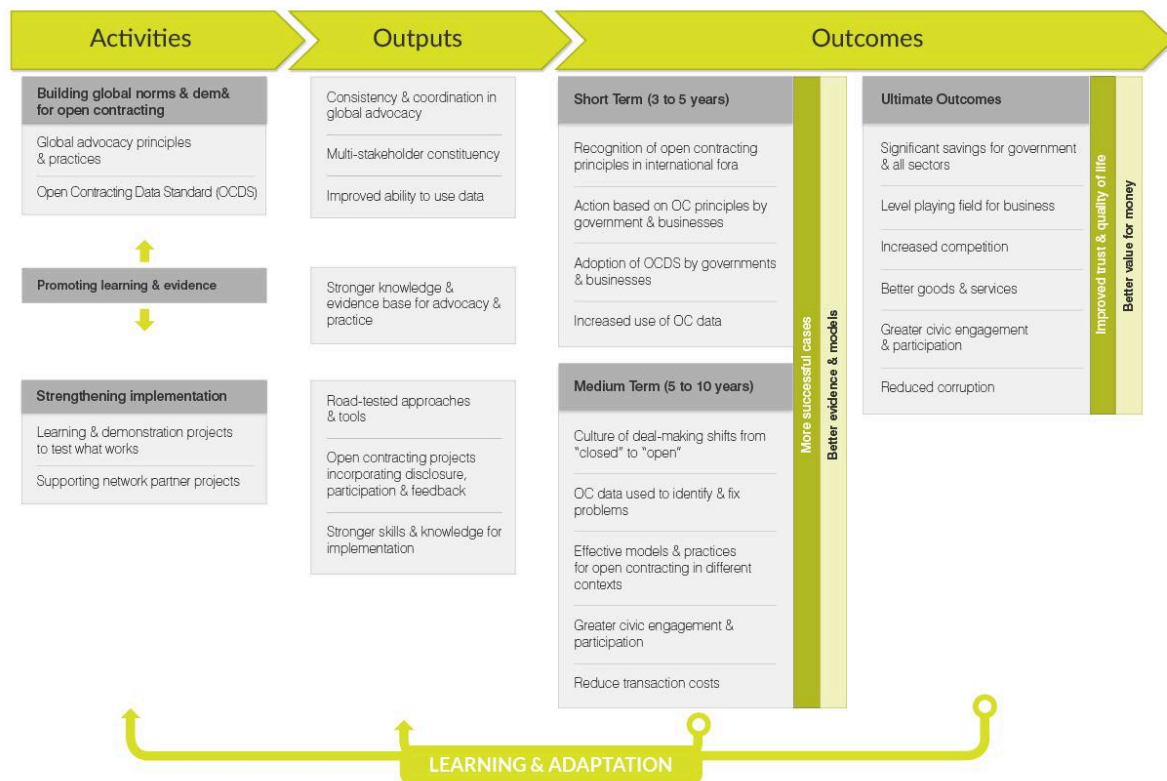| Builds global norms and demand	Strengthens implementation
Promotes learning and evidence	
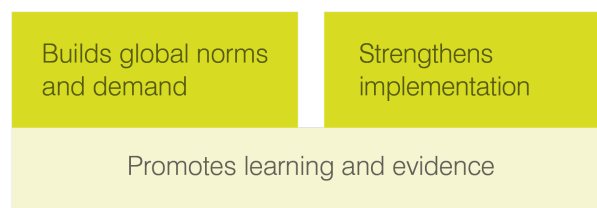
We believe that these programs will contribute to long-term outcomes such as government savings in money and time, improved delivery of goods and services and a better business environment that also enables more small and medium sized businesses to win government contracts.

Our theory of change for how our programs deliver these outcomes is illustrated in Figure 3:

Theory of Change

Activities	Outputs	Outcomes		

Building global norms & dem& for open contracting

Global advocacy principles & practices

Open Contracting Data Standard (OCDS)

↑↓

Promoting learning & evidence

↓

Strengthening implementation

Learning & demonstration projects to test what works

Supporting network partner projects

Consistency & coordination in global advocacy

Multi-stakeholder constituency

Improved ability to use data

Stronger knowledge & evidence base for advocacy & practice

Road-tested approaches & tools

Open contracting projects incorporating disclosure, participation & feedback

Stronger skills & knowledge for implementation

Short Term (3 to 5 years)

Recognition of open contracting principles in international fora

Action based on OC principles by government & businesses

Adoption of OCDS by governments & businesses

Increased use of OC data

Medium Term (5 to 10 years)

Culture of deal-making shifts from "closed" to "open"

OC data used to identify & fix problems

Effective models & practices for open contracting in different contexts

Greater civic engagement & participation

Reduce transaction costs

Ultimate Outcomes

Significant savings for government & all sectors

Level playing field for business

Increased competition

Better goods & services

Greater civic engagement & participation

Reduced corruption

More successful cases

Better evidence & models

Improved trust & quality of life

Better value for money

LEARNING & ADAPTATION

The short term outcomes from our advocacy to promote global norms and build demand for open contracting will be the recognition of open contracting principles and processes in credible international fora and by both government agencies and companies. There will, of course, be vested interests to be confronted and overcome, so we will need smart, targeted advocacy, compelling communications and expert arguments to do that effectively. We see communications as integral to everything that we do and every activity as an opportunity for outreach, storytelling and evidence-gathering.

In the medium term, this builds a normative shift from government contracting being closed to becoming open by default. Practices that are currently accepted, such as regarding government contracts as commercially confidential, will be progressively challenged as better counterexamples and positive evidence of change disrupt the *status quo*. This shift in narrative feeds back and empowers our advocacy for further recognition of open contracting and further empowers local interventions.

Global advocacy won't be our only pathway to change. We will also engage local reformers, businesses and activists directly and through our partners to adopt open contracting and to support local implementation, both directly through showcase and learning projects and indirectly via our network partners. The overall outcome will be to deliver credible examples of open contracting creating sustainable change on the ground.

We can then help local reforms to jump scale by giving them international recognition and attention. Compelling local demonstrations of reform will further support a global normative shift in contracting too. Our top down work on changing norms and our bottom up work promoting local reforms and building a demonstration effect will thus be mutually reinforcing.

In the short term, local interventions will lead to more data and information. This information will need to be salient, accessible and actionable. We will support this by promoting the use and adoption of the OCDS; outputs like our technical assistance helpdesk and extensive training and support to users will directly support that adoption and the use of contracting information.

In most situations, the primary users of information will be CSO advocates, policymakers, and potentially businesses, although sometimes citizens may use the information directly.

Participation and redress are vital to our model for change but they will take time and can involve significant transaction costs. We expect more participation and then more redress in the medium term.

We recognise that there may occasionally be a tension between our advocacy work and our implementation which we will have to manage. We won't compromise our principles however and will prioritise interventions that deliver all three key elements of open contracting rather than just focusing on disclosure as an end in itself.

Only once government, companies and civil society have acted on contracting information effectively and perhaps passed through multiple cycles of disclosure, participation and redress, will we see some progress on the long term goals of reduced corruption, reduced bureaucratic burden, improved business environment and better delivery of goods and services. These long term outcomes are, of course, hostage to many other variables and open contracting alone cannot deliver them. Open contracting is a necessary but not a sufficient condition.

Learning and building evidence are major activities that stem directly from our core work, hence we have illustrated them feeding directly into our other two main areas of activity.

The arrows at the bottom of the diagram illustrate a set of potential feedback loops, where positive impacts from learning enables further success for advocacy and open contracting implementation efforts.

To summarise our overall approach: we see the Partnership as creating the enabling environment for open contracting through changing the global norms, demonstrating real change is possible on the ground and through promoting learning and evidence. We don't see it as our job to be default global implementers of open contracting: on the contrary, we want to build a field of practitioners and practice that thrives independently of us. There are several different pathways and approaches through which actors could then implement open contracting. These are summarised in Figure 4 below.

Ways to commit to OC

- Incorporating OC Principles or OCDS in initiatives, such as OGP, EITI, CoST, etc.
- Integrating the OCDS into policies or systems, e.g. procurement policies, sector laws, contract management systems
- Implementing an OC project that covers disclosure and use of data, for example with the WBG or other organisations that support OC
- Partnering with the OCP for a Learning and Showcase Project

SUPPORT FROM OCP

1. Agency/organisation is part of an OCP Learning and Showcase project.
2. Agency/organisation gets assistance from network partners.
3. Agency/organisation receives light support from the OCP helpdesk as a public good.
4. Agency/organisation practices open contracting without support from OCP or a partner.

LEVELS

- Federal/National
- Regional
- Sector/industry (e.g. oil/mining, infrastructure, education)
- City
- Municipality/Local community
- Agency/organisation/company

SCOPE

- All contracts
- Subset of contracts
- Specific sectors/industries
- Specific contracting phases (e.g. award, implementation)
- One specific contract/project

The remainder of this section describes how our Partnership will deliver these goals.

3.1 Goal 1: Building global norms and global demand for open contracting

The Partnership will build global norms and global demand by:

1. **Advocating for principles and practices** that mainstream open contracting in existing policies, organisations and in open government and sector-based initiatives

2. **Developing and promoting the Open Contracting Data Standard (OCDS)** to enhance the disclosure, accessibility, interoperability and use of contracting data

The activities in these two program areas are described below.

3.1.1 Global advocacy on open contracting principles and practices

Building a normative shift in government contracting from closed to open and participatory by default will be a key priority for the Partnership.

The Open Contracting Global Principles will form the frame for our advocacy efforts as they define the key elements of open contracting, have achieved widespread buy-in and help distill global best practices.

Our advocacy efforts will target diverse governments, companies and multilateral organisations via key global fora such as G7, G20, and the Financing for Development process. Raising the profile of open contracting at these events will help create the space for advocates and reformers to be more make gains in more local fora too.

We realise that there are powerful vested interests to be overcome. OCP will employ a "sandwich strategy",[43] building up global advocacy to create punchy campaign materials to tackle vested interests and secure high-level buy-in whilst simultaneously trying to empower and support reformers in government to make progress at the local level.

We will also use expert arguments and advice to address some potential blocks on progress such as concerns over commercial confidentiality and collusion in bidding. We will also directly engage actors that are still sceptical of open contracting and those whose support can have powerful symbolic impact.

Recruiting big development organisations to the cause will have a huge multiplier effect on our work. Our inspiration here is the work by the Tax Justice Campaign to get major development organisations to see tax as a vital issue for state building and development. Similarly, getting businesses to commit to being open by default and publishing their contracts when required can have a huge impact.[44]

We will pursue our advocacy through the following activities:

> **1. Developing compelling arguments and communicating them powerfully.** We will build a suite of compelling communications and campaigning products making the best case for open contracting, explaining issues such as the contract disclosure and participation in an accessible way, and providing videos and infographics explaining particular areas of contracting concern or vulnerability. An immediate focus will be to unpack the issues of commercial confidentiality and collusion which may stall progress on open contracting. We will partner with academics, lawyers, and other experts to develop arguments and briefs around this issue in late 2015.
>
> We will also revise our Global Principles which are currently rather technical to make them more attractive and user friendly. More engaging principles will motivate more champions to endorse and practice them, which will in turn contribute to making open contracting the new norm.

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[43] Fox, J. September 2014. Social Accountability: What Does the Evidence Really Say?. GPSA Working Paper No. 1, World Bank, Washington DC.
[44] Such as Rio Tinto's recent public commitment to publish its contracts with government consent. http://www.riotinto.com/documents/RT_taxes_paid_in_2014.pdf

2. Influencing global fora and platforms. We will engage in global fora, such as the G20 Anti-Corruption Working Group or the Financing for Development agenda, to recognise open contracting principles and practice. In most cases we will partner with and provide expert advice to larger advocacy organisations such as ONE, Global Witness, Transparency International or the International Budget Partnership. We will also work with the secretariat/coordination teams of the Open Government Partnership, the Extractive Industries Transparency Initiative, the Construction Sector Transparency Initiative and the Follow the Money Network to influence their standards, policies and procedures to embed open contracting in their agendas. We will also target international organisations like the World Bank and the European Bank for Reconstruction and Development for the demonstration effect of making their contracting open. There are four immediate 'live' issues for us to pursue: i) the G20 Anti-Corruption Working Group's principles of public procurement; ii) the Financing for Developments process; 3) implementation of EITI's new rules that encourage contract disclosure; and iv) the World Bank's ongoing procurement reforms.

3. Bringing in new voices. We will reach out to businesses and investors, especially smaller businesses and small business associations, and large development CSOs that are not yet aware of open contracting but which should care about the results. We will also seek out the sceptics and outright opponents of open contracting, including large incumbent contractors and the oil and mining industries to persuade their more progressive members of the merits of our cause and to at least diffuse, if not dissipate, any counter lobby.

4. Supporting targeted campaigns. We will support local campaigns in specific countries, cities or sectors where there can be an important demonstration effect. In time, we want to build up specific sector campaigns around deal-making in extractive industries (with businesses, the Publish What You Pay campaign and with the EITI) and around the sale of state assets. We will also look at if we can add value to efforts to reduce land grabbing and increase transparency of global land deals.

Key milestones by the end of 2018:
- *Clear references to the open contracting agenda in five international fora, conventions or sector initiatives.*
- *20 government agencies will make explicit commitments to open contracting through existing initiatives and mechanisms (e.g. OGP, EITI, CoST, etc) and 10 private sector organisations also commit.*
- *Two multilateral development organisations adopt open contracting for their own practices and promote it with their clients and investments.*

Baseline: Five government agencies mention open contracting in their OGP action plans. Contract disclosure is recommended in the EITI. The Word Bank publishes contracts above $250,000 but as unstructured data. Four private sector organisations (Confederation of British Industries, Kosmos Energy,

Rio Tinto and Tullow Oil) publicly committed to contracts disclosure. G8 endorsed open contracting in the 2013 Loch Erne declaration but with no follow up.

For milestones per year, please see Annex E.

3.1.2 Developing the Open Contracting Data Standard (OCDS)

The OCDS is the basis for standardised and universal disclosure of contracting information. Its approach is central to our vision of promoting accessibility and use of contracting information and enabling analysis of contracting metadata for multiple complementary use cases.
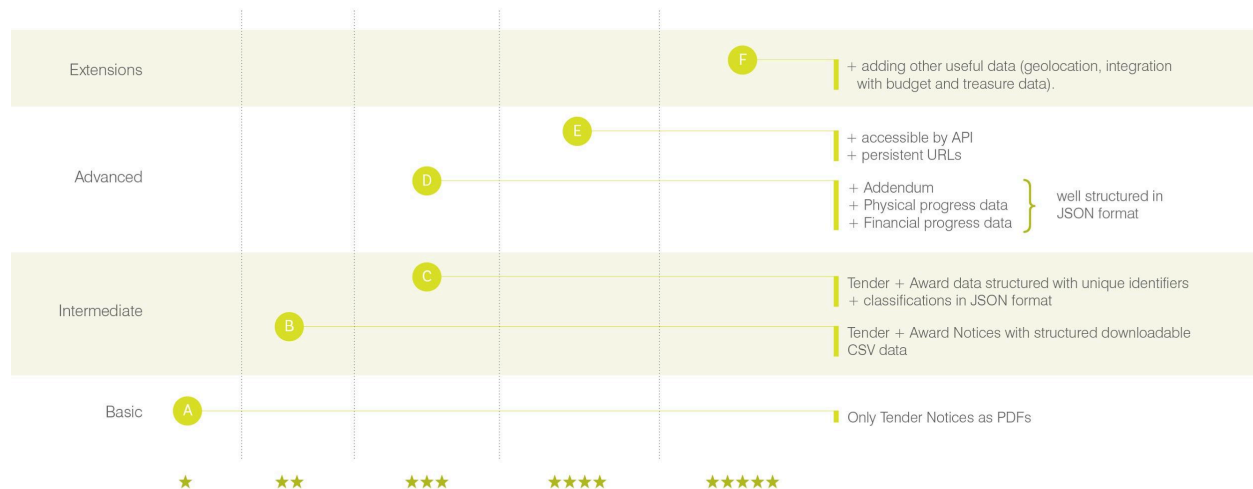
The standard promotes interoperability of the data describing public contracting processes: helping analysts and citizens work with joined-up information across countries, sectors and other silos. It also provides a benchmark for good practice in disclosure, offering a framework for government to progressively collect and publish their information.

It describes what, when and how to release data and associated documents at different phases of the contracting processes. It's a progressive standard, rather than taking one-size-fits-all approach. Following Tim Berners-Lee's five star approach to opening government data[45], you can start sharing what you have now and gradually improve the quality and specificity of the information over time as in Figure 5 below.

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[45] See http://5stardata.info/

How to implement OCDS

	★	★★	★★★	★★★★	★★★★★	
Extensions					F	+ adding other useful data (geolocation, integration with budget and treasure data).
Advanced				E		+ accessible by API + persistent URLs
			D			+ Addendum + Physical progress data } well structured in JSON format + Financial progress data
Intermediate			C			Tender + Award data structured with unique identifiers + classifications in JSON format
		B				Tender + Award Notices with structured downloadable CSV data
Basic	A					Only Tender Notices as PDFs

There is significant global demand for adopting the standard and need for support in its adoption. Our OCDS helpdesk (see box below) is already running at full capacity so we will scale up this support. We will further develop the standard to ensure that it links effectively to other standards and applications to follow the money from governments to citizens. We will also encourage use of the contracting information emerging from it through a broad program of training and outreach.

There isn't a direct competitor to the OCDS itself, although the EU's Tender Electronic Database may offer a different schema for sharing some data, but there are many competing government data aggregators currently spending a huge amount of time cleaning government procurement and contracting information. Done correctly, the Standard should make it easier for them to concentrate on selling value-added services to governments as the data being input will be a lot cleaner.

Encouraging their adoption and support of the standard will be critical to its success and widespread application. Although some of them have fed directly into the development of the OCDS, we need to make sure that they are convinced of its applicability, credibility and stability so they can tailor their applications and services around it. We will need to make sure the governance of the standard is further developed to give it the authority and the visibility that it needs.

Building on Version 1.0 of the OCDS, we will support the roll-out of the standard through three main activities:

1. Managing and developing the standard. By 2018, we will develop and pilot a second version of the OCDS that will include several improvements, such as geo-tagging, incorporation of bidding information, links to beneficial ownership registries and better corporate and government identifier information. Development will be done collaboratively at all stages and full documentation and support for users will be provided. In the interim, we will develop incremental improvements for version 1.0. We will also develop at least 3 sector extensions for the OCDS. One of these will be for the extractives sector to complement NRGI's resourcecontracts.org website; the other two are likely to be for land deals and for infrastructure projects (in collaboration with CoST).

We will further refine the governance of the standard and plan for its transition to a formal, accredited data standard, perhaps with W3C[46] or Oasis[47], so that data aggregators and other application builders are more likely to use the OCDS.

2. Providing a global helpdesk for the OCDS. We will fund and oversee a team of technical experts to support implementation of the standard and will focus on ensuring the continued improvement of data quality and comprehensiveness. The helpdesk will work with government agencies, IFMS providers, open data software providers, and data service aggregators.

3. Promoting the use of data through capacity building and innovation. To strengthen demand for the standard and build up the use of contracting data, we will facilitate extensive training, network building and innovation incubation for key stakeholders such as government agencies, journalists, parliamentarians, CSOs, incumbent data providers, data start-ups and civic hackers. This will build on the demand-side consultations that we have already conducted which revealed priority user cases for open contracting data such as improving value for money, detecting corruption, improving systems and tracking effectiveness. We will partner with organisations such as Practical Participation, the World Wide Web Foundation and others in providing this support.

There are many different technical innovations that can happen around open contracting, many (although not all) involving developing tools and services that work with OCDS and foster an ecosystem of tools.

Some of these will emerge from established industry players, others will emerge from civic hackers interested in experimenting with contracting data. Some will be open source projects, others will be commercial offerings and proprietary. Wherever possible, we will connect these efforts together to avoid duplicating efforts because partners were aware of the other projects

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[46] http://www.w3.org/standards/
[47] https://www.oasis-open.org/

that they could build upon or contribute to. Having the global helpdesk as a hub as assistance will help significantly in this regard.

We will also use competitions, labs and hackathons for data providers to build applications and visualisations of contracting data, especially where these can integrate with or extend existing commercial data management and display applications as we think this will significantly boost likely adoption and sustainability.[48]

Key milestones by the end of 2018:
- *The Open Contracting Data Standard 2.0 is developed and being used, including 3 sector-specific extensions.*
- *10 data providers (e.g. government agency or data aggregators) adopt and publish to the standard.*
- *The quality and use of data improves measurably in at least 5 countries.*
- *A formal multi-stakeholder committee oversees the standard and it is embedded in applications from at least two big government data providers.*
- *Surveys from users identify high quality support from our helpdesk to implementors and that significant value added training opportunities are provided.*

Baseline: Open Contracting Data Standard 1.0 has been launched. Canada, Colombia and Romania are all piloting the standard and have received initial support from our helpdesk. No country or agency has yet produced data aligning with the format. No training on the standard has been delivered.

For milestones per year, please see Annex E.

BOX

The OCDS helpdesk

Ensuring the Open Contracting Data Standard improves the quantity and quality of disclosure on contracting is not just about technical specifications and schema. It involves ongoing work to bring together data supply and demand, working with publishers and users to improve the quality of their practice and confidence in handling contracting data. This is probably only 20% about technical support and about 80% social interaction.

Publishers of data and tool-builders benefit from being able to call upon support that can:
- Answer their questions about OCDS implementation and build confidence to pilot or adopt the standard;
- Direct them to existing resources, tools and guidance for implementing the standard;
- Validate their data, and provide feedback on pilot datasets;
- Monitor the quality of their data, and give feedback on how to maintain or improve quality.

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[48] Such as, for example, Socrata's Open Checkbook application; https://opencheckbook.demo.socrata.com/

Users benefit from being able to access bespoke support that will:
- Answer their questions about OCDS, available data, and how to analyse it;
- Signpost them to tools and resources for working with open contracting data;
- Help them to access particular extracts of data they are looking for.

The OCDS helpdesk currently provides an reactive support service, answering queries from publishers and users, and a proactive outreach service, getting in touch with potential publishers and users of data to help them progress their plans.

The helpdesk team also manage revisions to the standard, tracking suggested updates, and managing the process of turning these into proposals for future iterations of OCDS.

BOX ENDS

3.2   Goal 2: Strengthening implementation of open contracting

The demonstration effect of successful open contracting programs will be very powerful. Under our second goal, we aim to promote the uptake and excellent implementation of open contracting by specific government agencies, cities, regions or countries. We will implement two programs:

1. **Leading open contracting learning projects with specific government agencies**. We will lead specific, direct interventions where we see a powerful demonstration effect or where there is a clear opportunity for a learning experiment or gathering needed evidence.

2. **Supporting our network partners in designing, implementing and showcasing their open contracting projects.** We will strengthen implementation of open contracting by supporting network partners with tools, evidence, learning, showcase opportunities and funding.

Figure 6 below illustrates these two mechanisms for strengthening implementation of open contracting. We describe them in greater detail in the following sections.

Strengthening implementation

	AIM	OCP ROLE
Showcase & Learning Projects	• Test and scale up new approaches in different contexts	• Assistance to in-country stakeholders
Support to Network Partners	• Strengthen their OC interventions • Enable better collaboration	• Support to global partners

3.2.1 Leading showcase and learning projects

OCP's showcase and learning projects will test new models and approaches to open contracting in different contexts and explore key parts of our value proposition. To make open contracting the new norm, it will be key to develop, test, and showcase successful models of open contracting in this variety of contexts from the local to the national levels or from OECD countries to fragile states. We, together with our partners, will intentionally work across these different levels and contexts. We will demonstrate and share which open contracting approaches and tools work or don't work in specific situations with the aim that other local and global champions can then build and expand on these applications. We expect to lead up to eight learning projects over the coming four years.

In addition to improving the disclosure of contracting information, these projects will always focus on the use of data by having clear objectives and interventions related to participation and/or innovation. To qualify for a learning project, the government agency will have to commit publicly to advance open contracting in these areas within a specific project, a specific set or contracts or within a certain sector or geographical area. Based on this commitment, we will work with the government agency, local companies, civil society and other stakeholders to design and implement the project.

We believe that government agencies will want to participate in these projects since we will showcase their efforts, link them to other government champions, and provide them with access to expertise, tools, approaches and funds. Although the projects will likely be implemented with one or more partner organisations, OCP will stay engaged throughout the project cycle, will publicly comment on the progress, and feed the insights gained into our advocacy efforts and to our network partners.

We will choose projects carefully to maximise their learning and demonstration effects. Selection criteria include:

- A clear, high-level public commitment from a government official or agency to advance open contracting through disclosure, participation and accountability within a specific project.
- Demonstrated openness for civil society organisations and businesses to participate in the project design.
- Integrity of civil society champions and their civic space and capacity to engage.
- Constructive voice and engagement from private sector champions around contracting.

There is already considerable interest in these projects. Specific learning projects that we are currently considering include:

- Advancing open contracting at the city level. Cities such as Montreal are already making progress in implementing open contracting. Others, such as Mexico City and Ulanbaatar have just announced an interest. We aim to work with at least two mayors' offices over the coming years to implement city-wide open contracting.
- Private sector use of open contracting data. We are especially keen to learn if and how SMEs can use open contracting data to grow their business with government. We are already in conversations with the UK Cabinet office to set up a learning project around the UK Contract Finder portal. We would partner with local academic institutions and business associations to promote and study the use of contracting data with SMEs.
- Open contracting in fragile and conflict-affected states. The newly formed Directorate General for Procurement in Afghanistan has approached us and expressed interest in working together. Other countries that could be interesting settings for learning cases include Timor Leste, Liberia and Sierra Leone.
- Open contracting in specific sectors, e.g. extractive industries, infrastructure, education or health or applied to land deals. We would like to promote learning how open contracting processes and approaches can be applied in specific sector contexts, for example in the tendering and sale of major state assets such as privatisations or minerals concessions. For these learning projects, we would partner with specific line ministries or sector agencies, such as the Ministry of Mines, Ministry of Education or the Roads Agencies. In Nepal, for example, there is strong demand from the Roads Agency to work with the OCP.
- Open contracting as part of Follow the Money (FtM) efforts. Contracting is a crucial stage in the public resource management chain and are in conversations with the FtM civil society network

to identify at least one project over the coming years that would enable citizens to partner with government agencies to follow public money and contracts from budgets down to specific contracts and spending commitments.

Key milestones by the end of 2018:
- *Two showcase and learning projects are up and running by the end of 2015.*
- *Eight learning projects are implemented by the end of 2018.*
- *Six projects demonstrate that disclosure and use of data increased and two specifically improve delivery of public goods and services. Two projects show a clear boost to small business participation in contracting.*

Baseline: No showcase and learning projects.

For milestones per year, please see Annex E.

3.2.2 Supporting network partners in designing and implementing projects

The OCP will also boost open contracting on the ground by supporting other organisations and initiatives in their open contracting interventions. We will do this by: offering strategic advice, expertise and tools; creating greater demand for all aspects of open contracting (i.e. disclosure, participation and accountability); facilitating learning across the open contracting community; showcasing successful and innovative efforts and tracking and convening the field across players.

Most of our network partners are larger organisations with considerable existing assets or expertise. They are already working on either contracting or service delivery. To them, open contracting may be a means to an end that we can help them with. Examples of these partners include the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Global Integrity, Hivos, Integrity Action, Oxfam America, Transparency International and the World Bank Group (especially their open contracting, procurement and extractive industries teams). There are also specific multi-stakeholder initiatives such as the OGP, CoST and EITI where we can help their constituencies with contracting-related interventions and thereby boost and empower their existing multi-stakeholder models and missions. Our ability to explain how open contracting will help these partners deliver on their existing objectives will be crucial for the success of these activities.

We are also keen to engage newcomers to open contracting. We will try to convince large development NGOs, such as Save the Children or The International Red Cross, to incorporate open contracting both into their projects and procedures and into their advocacy.

We believe that network partners will want to work with us as they will get access to potential new business opportunities, expert knowledge, tested tools and approaches and funding. We will help them to connect better to each other by acting as a facilitator and tracking the nascent field (see the next

section on learning for more information). We will also help our partners to showcase and disseminate their own work through our platforms, events and communications.

We will assist network partners through the following three activities:

1. **Providing strategic advice and resources.** We will help them shape their project design and provide them with strategic advice and arguments to help overcome challenges on the ground. They will also get access to tools and approaches, such as monitoring check-lists, model contracts or practitioners guides that have been developed by us or others. We will also facilitate global and regional practitioner discussions on hot topics.

2. **Offering OCDS helpdesk support.** Network partners will have preferential access to the OCDS helpdesk for technical support around the disclosure, training and use of contracting data.

3. **Support for capacity building.** We will join network partners for specific workshops or to develop specific tools and contribute technical expertise, staff time and co-funding. We will organise innovation challenges around specific themes, such as innovative data use, corruption and fraud diagnostics, citizen contract monitoring, or piloting sector specific tools and trainings. We may also organise innovation challenges by region. Successful applicants will receive seed funding in the form of small grants and there will be a learning and showcasing event at the end of each competition. We plan for two innovation challenges over the coming four years.

Key milestones by the end of 2018:
- *10 collaboration agreements are signed with network partners that lead to better coordination and joint activities among partners and with the OCP.*
- *40% of network partners report that their open contracting interventions are strengthened by OCP support. Through our competitions, four new open contracting innovations are developed and tested (two per challenge).*

Baseline: No formal collaboration agreements. No joint activities. No competitions.

For milestones per year, please see Annex E.

4. Learning and Evidence

The OCP is a learning organisation. As mentioned, we see a virtuous circle where learning and evidence empowers and reinforces our advocacy and country implementation which then build more opportunities to develop learning and evidence.

Our learning agenda is centered around three key questions that we want to explore in all our programs and internally:

- How can open contracting work at different levels, sectors and in different contexts?
- Who uses data, how and what changes as a result?
- What and how are we learning as an organization and as a field and how can we most effectively share our learning so that others can build on it?

As important as our learning agenda, i.e. what we are trying to understand, is our learning posture, i.e. how we are trying to learn. We will adopt a doing-reflecting-adapting cycle for everything we do. We aim to prototype and test new ways of thinking and operating, reflect on what is and is not working, and make adaptations as needed. We will also infuse learning into all levels of our operation, starting with ourselves as individuals, then as a team and an organization to our programs and finally to the whole field.

We will invest in a team culture and internal processes that cultivate inquiry, reflection and innovation and we are planning to hire a learning director in the Fall of 2015 as the third key senior appointment in our strategy to further drive the development and implementation of our learning approach. We have already spent time as a team considering our culture and reflected on the process of writing this strategy, how to manage the tension between advocacy and program work, and how to marry bottom up local reforms with top down advocacy.

We touched on some of our key learning activities, such as our showcase and learning projects, in the previous section but we expand on them below and in Figure 7 which seeks to show our overall integrated approach.

4.1 Learning with and for the field:

1. **Building and collecting evidence and stories:** We will reach out to network members and other open contracting practitioners to map their ongoing open contracting projects, distill results, tools, learning and stories from them and share them with the field. We will track global activity on open contracting, most likely through an interactive map. We will update this map at least quarterly for every country featured. Every two years, we will organise a Global Open

Contracting meeting with key members of the global open contracting community. The global meeting will situate open contracting within broader international governance debates, assess and address implementation and knowledge gaps, mobilise members of our community to tackle specific challenges, and articulate everyone's best thinking on how to advance open contracting at a local level. We will also use these meetings to get feedback from stakeholders on our work program.

2. **Tracking indicators:** To quantify how countries are practicing open contracting, we will advocate for the integration of contracting-related indicators into existing measuring and reporting efforts, such as the Open Data Barometer, International Budget Index, the Mo Ibrahim Index, the Independent Reporting Mechanisms of the OGP, the World Bank's Doing Business report and Benchmarking Public Procurement Index.[49]

3. **Independent research and evaluations:** We will partner with think tanks and academic organisations, such as the Center for Global Development, the Brookings Institute, International Senior Lawyers Project, Global Centre for Public Interest Law, and others, to develop and share working papers/briefs/reports on key open contracting issues, such a confidentiality, collusion, beneficial ownership. We will also commission specific research projects (most likely to be integrated into our learning projects or through a university) to generate hard numbers on costs and benefits, money saved, services delivered and enhanced business opportunities.

4.2   Learning as an organization:

3. **Building and collecting evidence and stories:** We will plan for a staff check-in process every six months where we will reflect on our theory of change, strategy and our resources. We will invest in staff learning through regular learning journeys, skills labs, journaling and reflecting. We will always ask ourselves and each other: "how will I know if this idea is working?" and conduct pre-mortems on ideas to explore how we think they might fail. We will also link up with graduate students and universities to explore research opportunities and partnerships.

4. **Tracking indicators:** Monitoring will help us to understand better what works and under which conditions. This understanding in turn will inform our decision-making. For sample indicators that we plan to track, please see box further below. We will try to experiment with new ways of monitoring, such as using beneficiary feedback, social media documenting, outcome harvesting and other approaches.

5. **Independent research and evaluation:** Our external evaluations will aim at rigorously analysing the OCP's impact and contribution to change. We aim to conduct a first external evaluation three years from now so that its outcomes can be reflected in the next four year strategy. We aim to answer questions such as: How do we know what we achieved? Why did we/did we not succeed

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[49] The latter currently has limited coverage but may expand rapidly. See:
http://rru.worldbank.org/~/media/GIAWB/PublicProcurement/Documents/Reports/Benchmarking-Public-Procurement-2015.pdf

in a certain area? Does our theory of change seem to be working? We will use this process to craft activities in the final year of the current strategy and for a second four year cycle of planning and campaigning.

BOX

Potential M&E Indicators
We will develop a comprehensive monitoring approach by the end of 2015. Some of the key indicators that we will track include:

Building global norms and demand for OC:

- Number and quality of changes in legislation, policy, international fora to reflect OC Principles.
- Number of OC commitments from government agencies and companies.
- Number of government agencies, companies and data aggregators that adopt the Open Contracting Data Standard (OCDS).
- Quantity and quality of data released through the OCDS.
- Use of that contracting data.

Strengthening implementation:

- Number and scale of learning and network partner projects.
- In OC learning projects, use of newly or improved data measured by requests made by civil society organisations or increased competition for contracts amongst contractors.
- In OC learning projects, percentage of contracting and related service delivery problems fixed by government agencies and contracts based on CSO and company feedback measured through beneficiary feedback and processes like Integrity Action's Development Check tool.[50]
- Uptake and integration of open contracting approaches and tools by network partners into their own projects improves as measured through survey and focus group interviews.
- Survey results showing that the perceived quality of open contracting interventions by network partners improves.
- Increased and stronger connections amongst network partners measured through network analysis.

BOX ENDS

5. Assumptions and Risks

5.1 Assumptions

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[50] http://www.developmentcheck.org/

There are three main assumptions underpinning this strategy and our theory of change:

1. **That the perceived benefits from open contracting will outweigh their perceived cost** to governments, companies and civil society and make it worthwhile for each constituency to engage, and that the open contracting process itself will be able to operate sustainably after an initial period of deliberate support.

2. **That the Partnership can find the correct tone to promote engagement and serve as a critical friend to all three constituencies,** pushing them to work together and to implement open contracting properly. Similarly, we assume that if we are assisting particular reformers in government, we will still retain the room to speak freely and frankly about how we think that implementation is going. Even though our projects may have different points of introduction, or be skewed towards work with a particular partner, it will be crucial that other parties continue to see us as an honest broker.

3. **That the three steps in our open contracting model—improved disclosure, participation and redress—will reinforce each other** and will not be decoupled or give rise to "open-washing" where information is available but its use is deterred. We assume that government reformers, for example, will accept that increased disclosure may highlight problems as a necessary part of finding solutions. We also assume that civil society and businesses will be capable of using contracting data given sufficient levels of support, and that reforming governments will act on feedback and input to improve public goods and services (albeit with delays and some inevitable blocks), rather than merely lashing out at critics.

5.2   Risks

We have identified five key risks that the Partnership will need to address.

1. **Active opposition to open contracting from vested interests in governments and companies**
   There are clearly large vested interests in government contracting which are unlikely to welcome more scrutiny. The Sunlight Foundation's 2014 analysis of the corporate money flowing into US politics, for example, highlighted that 200 of America's most politically active corporations spent a combined $5.8 billion on federal lobbying and campaign contributions and received $4.4 trillion in federal business and support as a result.[51] Analysis from Indonesia suggests that political connections of some large government contractors may be worth up to 23% of their share price.[52]

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[51]

http://sunlightfoundation.com/blog/2014/11/17/fixed-fortunes-biggest-corporate-political-interests-spend-billions-get-trillions/

[52] *Fisman, R. 2001."Estimating the Value of Political Connections. American Economic*

Meanwhile, the UK Public Accounts Committee has expressed its concern that "contracting out of services has led to the evolution of privately-owned public monopolies, who largely, or in some cases wholly, rely on taxpayers' money for their income."[53] The UK's new Chief procurement officer said: "This is about the oligopoly: the cluster of big suppliers who have had it too good for too long."[54]

To make progress on openness in the face of these headwinds, we need to: build major advocacy partnerships with national and international NGOs; present a clear pro-business narrative for open contracting; work with entrepreneurs and allies from the smaller business community and produce expert analyses to diffuse or refute opposing arguments. Where appropriate, we might also build partnerships with investigative journalists and public interest litigators. Our values and framing need to achieve a wider public resonance to overcome entrenched opposition, and so we will speak to the human stories and profound public benefit behind our issue.

2. **Closure of civil society space when difficult questions get asked**
    As mentioned in our design features, there is a growing concern that transparency initiatives have been gamed by authoritarian governments and that although information may be published, there is no civic space to use it to hold governments accountable.

    We clearly must be careful in our choice of partners and of the contexts in which we work. For learning projects, we will seek to work with credible government agencies with an acknowledged reform agenda and where there is a political commitment to all three elements of open contracting, viz. disclosure, participation and redress. We will only operate a learning project in a country that is at least "partly-free" politically (as assessed by Freedom House[55]) unless there is a clear and explicit protection for civil society agreed within the project and a powerful demonstration effect from pursuing the project seems likely.

    More generally, we can minimise the risk of participation in open contracting being gamed by not making a big fuss about initiation of work and any 'sign ups' by government agencies but by celebrating progress to empower local reformers. We will also reserve the right to comment on how we think that progress is going independently so we can speak the truth to power.

3. **Resistance from governments afraid that open contracting will slow daily operations and provoke new scrutiny from civil society**

Review, 91(4): 1095-1102.

[53] *Committee of Public Accounts. 26 February 2014. Contracting out public services to the private sector. Forty-seventh Report of Session 2013–14. House of Commons, London. p.3.*

[54] *BBC News. 24 January 2014. Government IT suppliers behaved appallingly - Bill Crothers.http://www.bbc.co.uk/news/uk-politics-25884915*

[55] https://freedomhouse.org/report/freedom-world/freedom-world-2015

We will have to be frank about the costs of our process and why we think the benefits will outweigh them. We will emphasise that finding problems is the first step to fixing things, saving money and building trust. Robust, credible reformers will understand this, but more superficial actors may be deterred. Open contracting asks a lot of government and, as a result, we will need to choose the countries in which we work carefully.

Over time, we hope to collect more data and build the evidence base to show that the up-front costs of open contracting are more than offset by benefits accrued from reduced transaction costs, better value through greater competition, and better goods and services.

4. **Fatigue with yet another transparency and accountability initiative**
   We have tried to tailor the Partnership and its approach so that we are a resource to other initiatives such as the OGP or the EITI, rather than a competing forum. A simple illustration is that we can take the work that we have done on the Open Contracting Data Standard extension for the extractive industries and provide it as a resource to the EITI Secretariat and to governments, companies and civil society in particular EITI countries that are grappling with how to disclose and use contract data in particular contexts. Another example is how our support can help the 40 or so OGP countries that have made procurement related commitments deliver on those and create a sustainable reinforcing process in their OGP action plans.

   In terms of addressing donor fatigue, we hope that this silo buster approach of adding value to existing efforts to follow the money from citizens to governments will appeal. We will also emphasise the huge benefits possible from open contracting, the huge amount of money at risk and the ways that contracting is central to tangible development outcomes and the goods and services that ordinary people care about. Active learning and evidence gathering will also mitigate fatigue and give supporters the confidence that our overall objectives stand a good prospect of being met.

   Focusing on the use of the data to create genuine change and give actors agency within our strategy also helps us overcome the concern that information does not always lead to action.

5. **Fragmentation and diffusion of the open contracting field and overextension of the Partnership**
   Focus, focus, focus. We intend to do a few things really well and to leverage others to deliver on our mission. We will prioritise quick wins and focus on targeted interventions and building of evidence that others can then use to secure further gains. We will facilitate collaboration and learning across open contracting projects to avoid repeating mistakes and identify replicable models. We will also invest in bringing key actors together regularly so people feel part of a bigger community. Wherever possible we will piggy-back on existing global initiatives such as OGP, CoST or EITI events to save money and to build even better links to those existing networks.

6.   Communications and Engagement

As an advocate and a knowledge resource, the Partnership is by definition a communications-driven organisation. Coordinated engagement with partners and authoritative, audience-specific messaging will be central to every stage of our programming and learning, from planning and creation of all materials through publication, use, and dissemination. Communications deserves a separate section in our strategy as it is so important, but it is not an isolated activity.

As the international ambassador for open contracting, we consider the increased visibility and momentum of our messages, findings, and partners to be the key goal of our engagement. The basic principles of our communications approach will be:

- Network-centric: Our advocacy and learning materials will each have outputs that fuel our central communications, but our role as an aggregator of other groups' resources carries equal weight. We will engage continually with individuals and partner groups to ensure that we design assets with network sharing in mind and that we serve as a distribution point for resources from across the network.
- Story-driven and accessible, focused on individual actors, local outcomes and community impacts, as well as conversational and compelling. We want to connect open contracting to human outcomes, not to wonky terminology like "procurement."
- Data-driven, that is, supported by data that illustrates the need for open contracting and supportive of data created by OCP and network partners.
- Visual: Our stories and findings will be illustrated with imagery whenever possible, favouring charts over tables, photos over prose etc.

Our communications goals and activities will be elaborated in the months following the release of this organisational strategy, in a communications plan created by leadership, a new communications manager, expert consultants and network advisors.

6.1   Championing open contracting as a global norm

OCP will be an anchored presence in the policy conversation at the national, multilateral and global levels, serving as a leadership voice for the wider movement, a trusted expert for campaigners, leaders and media, and an amplifier for other voices.

As a voice on the global stage, we will use the following tools for policy reform:

- Policy advocacy at the global, regional and national levels, across public and private sectors, and amongst multi-stakeholder groups and IFIs.
- Influencer networking, to help leaders, thought leaders and influencers in all sectors add their voice to the public and private discussions about contracting, procurement, international development and fiscal transparency.

- Dissemination of learning from OCP and its networks, to continually define good practice in public contracting policy, implementation and participation
- Framing, to define the value of open contracting in terms of positive impact on communities, as a growing norm that is easy to implement and costly to ignore.
- Public outreach, to help citizens and relevant expert groups to see open contracting as a social and economic issue, not a technocratic one.

6.2   Promoting learning activities

We are committed to an integrated learning strategy that emphasises sharing and reflection—in other words, effective measurable, communications for our learning products and findings. OCP will also be both a hub and a champion for learning results across our network, distilling results, tools, stories and learning from peer groups and sharing those results with the wider field.

Too often, valuable learning from the development and open government sectors is reported but unused.[56] Our staff, including our leadership, the learning director and communications manager will work to plan for usage, dissemination and "shareability" starting from the formative stage of every learning initiative. This will include:

- User-informed design for learning products, based on user outreach and reviews of effective and ineffective practices amongst peers and network partners.
- Modular, multi-channel approaches to product design, so that knowledge gained is not then "trapped" in PDF files, lengthy reports, or any single format or media.
- Social media and digital sharing approaches that distill findings into more shareable, user-friendly pieces to build connectedness, momentum and visibility for learning materials.
- Feedback and monitoring, to test uptake, usability and impact of learning products amongst different audiences.

Our learning outreach will also include proactive transparency with OCP's learning about our own successes, challenges and effectiveness. As we test new ways of thinking and operating, we will share our insights with the broader community and feed what we've learned back into our own programs.

6.3   Promoting OCP implementation

We will provide clear narratives, regular updates and strong linkages between our activities and the progress of open contracting globally. We will also be disciplined in aligning our communications with our core priorities and topline messages, directing attention tactically to ourselves or to network members or government actors.

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[56] Miller, J. May 2014. "Open government: getting beyond impenetrable online data." The Guardian.
http://www.theguardian.com/public-leaders-network/2014/may/27/open-government-data-online-impenetrable

Key elements of this ongoing outreach will include:

- A program portfolio in language accessible to non-expert readers and non-English speakers
- Project and partner updates featuring on-the-ground stories and linkages across projects, locations
- Aggregation of programming and updates from network partners so we can summarise and map the overall state of play
- A focus on storytelling, individual actors, local outcomes and community impacts
- Signature tools or features demonstrating the power of the OCDS and joined-up data from multiple sources, partners
- Social media and digital sharing approaches that distill campaigns and reports into shareable, user-friendly pieces to build connectedness, momentum or visibility for materials and updates.

As with our learning-focused communications, OCP will act in support of the communications and engagement efforts of our network colleagues, by amplifying network achievements and by modeling good practices in strategic and integrated communications.

6.4   Building visibility and authority of OCP

While our communications focus will be on advocacy, implementation projects, learning products and showcasing network partners, we will devote resources tactically to building the profile of the Partnership itself, emphasising key messages, key leaders from our staff and network partners, and key opportunities to amplify OC through greater visibility. This selective profile-building will focus on influencer audiences and key forums for norm-setting and policy change. This is both an online and offline strategy, and we will also invest in convening global leaders in the field to build a sense of community with the Partnership at the centre.

The 2015 communications plan will include, amongst other things, a breakdown and prioritisation of audiences (e.g. government leaders, civil servants, policy influencers, business leaders, civil society, donors, standards-setters, network partners, citizens, journalists and technologists) and of communications channels (e.g. reports, conferences and multi-stakeholder forums, digital and social platforms, network member communications and platforms, and international and local media, including issue-based media and general-interest reporting).

6.5   Internal Communications and Learning

To ensure efficient business processes, effective knowledge management, accountability and institutional memory, we will create a practical internal communications plan as part of the broader communications plan. The core elements of the internal plan will include:

- Knowledge sharing, to provide easy access to the Partnership's learning, analysis and non-sensitive documents for team members, network partners, collaborators, our Advisory Board and, whenever possible, the public.
- Knowledge management, to organize and store documents and materials, both public and internal, based on a simple filing or coding system organized by project, theme, geography and date.
- An OCP calendaring and internal updates policy, to help staff, partners and board members plan activities, schedule travel, discover opportunities for collaboration and meetings and expedite connections to partners, stakeholders, journalists, etc.
- Contact management, to create and maintain a database of individuals, organizations, supporters, domain experts, journalists and event participants engaged with the OCP in any way.
- Evaluation and progress tracking, to document goals achieved, status of projects and campaigns, findings from learning activities and the results of internal and external evaluations of our work.

To increase efficiency, in particular when sharing material with network partners and the wider governance and contracting fields, we will endeavor to use the taxonomies in the OCDS to organize our documents, knowledge repositories, and individual and organizational contacts.

To ensure the preservation and security of OCP materials and the privacy of all OCP contacts (especially campaigners and advocates in more hostile environments), we will retain expert support for the design and maintenance of our contact management, document sharing and web hosting technologies.

As noted previously, we plan to 'start at home' with our own learning, as well as to promote learning across our networks. We will strive to practice what we preach and invest in a culture that cultivates reflection, adaptation, transparency and accountability.

Our communications goals and activities will be elaborated in the months following the release of this organisational strategy, in a communications plan created by leadership, a new communications manager, expert consultants and network advisors.

Key milestones by the end of 2018:
- *Core communications portfolio—including relaunched website, social and open data streams, internal media database, live by end of 2015.*
- *Year-on-year increase in demand for materials, learning products—as measured in web downloads, social referrals, source of requests, from 2015 through 2018.*
- *Year-on-year increase in international prominence of open contracting agenda and OCP principles—as measured by mentions of open contracting and OCP in international media, multilateral forums and country-level media—and increased prominence of both in international media and in network partner communications, from 2015 through 2018.*

Baseline: No communications portfolio; minimum visibility of open contracting and OCP outside current network.

7. The Organisation

7.1 Governance

Until November 2014, the Partnership was governed by a Steering Group. Each member committed financial and in-kind resources to support open contracting and OCP development. Members of the steering group included the governments of Colombia and the Philippines, Oxfam America, CoST, GIZ, Integrity Action, Transparency International and the World Bank Institute.

In November 2014, when the Partnership became an independent organisation, a new Advisory Board was constituted. The Board appoints and oversees the OCP Executive Director and its strategy and budget, contributes to fundraising, and publicly champions open contracting.

The Advisory Board is comprised of 11 senior individuals who are recognised as major players in the field of open government, procurement, data, business, citizen voice and transparency and accountability as well as reflecting the multi-stakeholder character of the OCP. A full list of Board members is provided in **Annex A**. The OCP Advisory Board has a strong and committed Chair and Vice-Chair and the Board convenes four times a year: twice in person and twice virtually.

7.2 Staff

The OCP is building a small executive team to advance its mission, implement its programs, manage communications and fundraising efforts.

Currently, the Partnership is run by an Executive Director, who leads the organisation, and a Program Director who supports its strategy and oversees in-country implementation of open contracting. A Communications Manager to support communication and some advocacy efforts is being recruited. In the short term, depending on funding, the OCP will expand its team to hire a Director of Learning and a data expert to manage the scaling up of the data standard. Over the longer term, we plan to hire an additional program officer, to support the country work, and an administrative assistant. If funding permits, we might hire one to three additional staff members, such as an advocacy officer or specific sector experts.

We also anticipate working with an extensive network of consultants and experts to help us deliver specific projects and research or for occasional logistical support around events or programs.

OCP organisational structure

The ED and the Advisory Board will review staffing needs on a regular basis and adjust the size and composition of the team as necessary. As we see the OCP as a time bound effort over the coming eight years, we will stay a lean organisation overall and can't envisage a scenario where we will intend to become more than 10 people.

7.3   Fiscal Sponsorship

To make the transition out of the World Bank easier and based on extensive consultations with existing transparency and governance initiatives and potential funders, we entered into a fiscal sponsorship arrangement in May 2014. Fiscal sponsorship is a common mechanism used in the non-profit sector that enables organisations to start new programs without establishing a new legal entity.

As we grow, fiscal sponsorship will become less cost effective. If we pass $2m in yearly income, it is likely to be efficient to consider becoming a stand-alone non-profit or to find a different hosting arrangement not based on a flat fee for services.

The OCP is based in Washington, DC at the OpenGov Hub. The OpenGov Hub is a shared office space for organisations and initiatives, such as the OGP, working on open government issues. Working in a shared

space with like-minded organisations lowers our overhead and contributes to knowledge sharing and network building.

7.4   Transparency

We operate on a presumption of openness in all of our activities. We will proactively disclose information about our contracting, operations, financial operations and key decisions. Over the coming year we aim to developed these policies with our advisory board and with input from our partners and stakeholders.

Together with the Advisory Board, we will develop detailed annual work plans and share them with funding agencies as part of their annual reporting and provide public reporting to International Aid Transparency Initiative standards.

8.   Funding

To implement this strategic plan, we plan to raise at least US $12 million over the next 4 years, growing from $1 million in 2015 to $3 million in 2016 to $4 million in 2017 and 2018. We hope to find that funding from a mix of private foundations, government and intergovernmental donors to give us money for the overall strategy, and smaller grants for specific interventions or specific country programs. Our current funders are the Hewlett Foundation and the Open Society Foundation with a large amount of in-kind support from the World Bank.

With full funding, we will be able to take open contracting to a new level. Transparency and participation will be the 'new normal' in contracting and many more government agencies and companies will disclose more contracting information in standardised, high-quality and user-friendly ways. We will also be able to implement the eight learning projects and experiment with many different contexts, regularly benchmark and document the global state of play, build up a strong evidence base and facilitate an active network of partners for learning and collaboration. With all that achieved, and assuming that we have been able to embed these ideas in international processes, we will rethink the OCP strategy from 2018 onwards and re-weight our work from advocacy to country implementation and capacity building. Please see a projected four-year budget attached.

As mentioned, the long term eight year vision for the OCP is that open contracting is so firmly integrated into international fora, other organisations and country systems that our role as a global champion and coordinator would recede and we can wind down the Partnership.

The minimum funding that we need over the coming four years is $9 million. Under this scenario, we would raise $1 million this year, $2m in 2016 and then $3m in 2017 and 2018 respectively. Our outputs will be correspondingly more modest (and our mission will take longer). We would need to delay some key hires, pass on some opportunities for norm building and dial back on country level learning projects

and collaborations and reduce sharing and learning conferences. Given our sunk infrastructure costs, slightly more money can generate a lot more activity.

We intend to fundraise from a mixture of private foundations and bilateral donors. We imagine an even balance of these two sources over the four years of this strategy, albeit initially heavily weighted to funding from entrepreneurial private foundations during our early start-up phase. Over the second cycle of the OCP, we imagine that, as we prove our added value on the ground and focus more on local interventions, our funding mix will shift more towards bilateral funders. We intend to seek core funding wherever possible, although we will earmark funding for specific activities or local interventions if required as long as they fit as a coherent part of our overall strategic plan for global change.

As our relationship with the private sector develops, we will also explore if a trust arrangement to allow business support for the OCP is feasible.

8.1 Reporting[57]

The Partnership will use one common set of plans, budgets, and reports for internal use and for reporting to Boards and donors, in order to provide a single, comprehensive picture and to reduce the reporting time and parallelism so that our small team can focus their energies on achieving real external change. We will produce an annual plan under this overarching strategy with a corresponding budget. Halfway through the year, we will produce a succinct situation report (around 10 pages) highlighting progress against the plan, key achievements, lessons learned, setbacks, fumbles, and insights as well as an (unaudited) report of our expenditure versus our planned budget for the same period. At the end of the year, we will produce a longer report (around 20 pages) and also provide audited financial figures. The full-year report will be analytical and reflective in tone and provide a substantive discussion on the effectiveness of our interventions and strategy, as well as the lessons we have learned for our future planning. We will welcome engagement on the structure and content of these reports but are not intending to provide separate specialised reports to suit the requirements of individual donors. We intend to report on restricted funding in the context of this overall process too.

9.   Conclusion

Contracting is the bricks-and-mortar of public benefit. Our strategy sets open contracting as a keystone in global efforts to follow the money from governments to citizens and ensure that trillions of dollars in public money deliver the requisite public benefits.

We have identified a set of powerful use cases for our work: we can save governments money and time, prevent corruption and fraud, strengthen the business environment, boost small businesses, and help bring better goods and services to citizens.

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[57] With thanks to Rakesh Rajani and Twaweza for advice on how best to take this approach.

Our partnership are uniquely positioned to mobilise global alliances and motivate government, business and civil society to deliver these outcomes. By building a critical mass of supporters and practitioners, we can shift the international default in public contracting from closed to open.

We will do this in a lean and impactful way, with an operating budget of approximately US $3-4 million a year.

Once open contracting becomes the norm and is firmly cemented into global practices, we will have fulfilled this mission and can disband knowing that our values are shared across the sectors that we've touched.

We have specific, targeted goals and we believe that we have the focus, the arguments, the evidence and the networked community to achieve them.

The future is open.

ANNEXES

Overview

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Annex A: List of Advisory Board Members

1. Robert Hunja (Chair)

    Robert Hunja is the Director for Public Integrity and Openness in the World Bank's Governance Global Practice. In that role, he oversees the implementation of the World Bank's procurement policies as well as of several programs focused on enhancing transparency, citizen participation, and multi-stakeholder collaboration in countries around the world. He previously served as Manager for the Open Government practice in the World Bank Institute. Mr. Hunja, a Kenyan national and lawyer by training, joined the Government of Kenya in 2006 and helped establish the Public Procurement Oversight Authority and was its first Director General.

2. Rakesh Rajani (Vice Chair)

    Rakesh Rajani is Director, Democratic Participation and Governance at the Ford Foundation in New York. Until December 2014 he was the Head of Twaweza, an East African organization that promotes citizen agency, open government and basic education. He is also a founding member and past co-chair of the Open Government Partnership, which involves 65 countries covering two billion people. From 2001 to 2007 Rakesh served as the founding Executive Director of HakiElimu, Tanzania's leading citizen engagement and education advocacy organization. Rakesh serves on several national and international boards, and was a fellow of Harvard University from 1998 to 2013. He has written and edited over 400 papers and popular publications in English and Swahili. Rakesh graduated summa cum laude from Brandeis and Harvard Universities.

3. Mohammed Amin Adam

    Mohammed Amin Adam is the Executive Director of the Africa Centre for Energy Policy (ACEP). Before joining ACEP, Mohammed was the Coordinator of Ibis's extractives industries program in Africa. He has also worked as the Oil Coordinator of Publish What You Pay Ghana. His experience in the public sector includes his work as an Energy Policy Analyst at the Ministry of Energy in Ghana, as Commissioner of Ghana's Public Utilities and Regulatory Commission, and as a former Deputy Minister and Mayor of Ghana's third city of Tamale.

4. Chris Anderson

    Dr. Chris Anderson, an anthropologist, is Principal of a boutique global consultancy Yirri LLC, focused on social performance counsel and strategic communication, particularly in the extractive sector. Prior to this, he was Rio Tinto's strategy leader and corporate functional lead for Communities in the Americas, with a particular focus on Indigenous communities. Previously, Anderson was Senior Director Corporate and External Affairs Africa and Group

Executive Social Responsibility for Newmont Mining Corporation. He was also Executive General Manager, Community Relations for Normandy Mining, then Australia's largest gold producer and prior to that, Chief Executive of the South Australian Museum. He is currently a member of the Valuation Advisory Committee for First Peoples Worldwide. He is a past chair of the International Council on Mining & Metals Human Rights and Indigenous Peoples working group. Dr. Anderson is also Adjunct Professor Anthropology, University of Queensland and a Member of the American Anthropological Association and the Australian Institute of Aboriginal & Torres Strait Islander Studies.

5. Alan Detheridge

   Alan Detheridge is the former Vice President for External Affairs at Royal Dutch Shell. He is a board member of the Natural Resource Governance Institute, the Natural Resource Charter, Publish What You Pay and Management Sciences for Health.

6. Angelita Gregorio-Medel

   Angelita Gregorio-Medel is an Undersecretary for the Philippines' Department of Social Welfare and Development. She was the Executive Director of the Affiliated Network for Social Accountability in East Asia and the Pacific (ANSA-EAP) and has been a strong advocate for contract transparency and participation. She was the Manager of the sub-regional Program for Participatory Development in Southeast Asia.

7. Jeff Gutman

   Jeffrey Gutman is a Senior Fellow at The Brookings Institution in the Global Economy and Development program. He is the former Vice President of Operations Policy and Country Services at the World Bank. His research focuses on issues of procurement, infrastructure, and development effectiveness aspects of transparency and governance.

8. Beth Simone Noveck

   Beth Simone Noveck directs The Governance Lab and its MacArthur Research Network on Opening Governance. She served at the White House as the first United States Deputy Chief Technology Officer and Director of the White House Open Government Initiative from 2009 to 2011. UK Prime Minister David Cameron appointed her as Senior Advisor for Open Government, and she served on the Obama-Biden transition team.

9. Claire Schouten

   Claire Schouten is with the International Budget Partnership and formerly the Program Director at Integrity Action, where she led several networks on community-driven

accountability approaches. She was a member of the OCP steering group and also the International Secretariat of the Construction Sector Transparency Initiative.

10. Jeni Tennison

Jeni Tennison is the Technical Director of the Open Data Institute. Before joining ODI, Jeni was the Technical Architect and Lead Developer for legislation.gov.uk, which pioneered the use of open data APIs within the public sector, set a new standard in the publication of legislation on the web, and formed the basis for The National Archives' strategy for bringing the UK's legislation up-to-date as open, public data.

11. Maria Margarita Zuleta

María Margarita Zuleta has been the General Director of Colombia Compra Eficiente (National Public Procurement Agency) since it was established in April 2012. Previously, Maria Margarita was Legal Manager at CI Prodeco, partner at Brigard & Urrutia, foreign associate at Shearman Sterling in New York, and lawyer at Acerías Paz del Río. In government, she was the Director of the Presidential Program for Democratization, Efficiency, Transparency, and Fight against Corruption. She was also the Vice Minister of Justice. She also served on the OCP's first steering group.

ANNEX B: OCP STAFF MEMBERS

Gavin Hayman – Executive Director

Until January 2015, Gavin was the Executive Director of Global Witness and before that he was the organisation's Director of Campaigns since 2006. He oversaw all of Global Witness groundbreaking, award-winning investigative, campaigning and advocacy work uncovering secret deals, corruption and conflict around the world. He helped create the international Publish What You Pay campaign and helped negotiate the intergovernmental Extractive Industries Transparency Initiative that brings together oil and mining companies, home- and host-governments and civil society to improve disclosure and oversight of over $1 trillion dollars of oil and mining money. He is an expert on illicit financial flows, and helped lead global efforts to end the abuse of anonymous shell companies for money laundering and financial crime, including working with the British government's recent presidency of the G8 and the Open Government Partnership. He has a Doctorate from the University of Reading and has worked with Chatham House in London and the United Nations Environment Programme in the past on analysing and investigating global environmental crime.

Kathrin Frauscher – Program Director & Deputy

Kathrin joins the OCP with a passion for supporting partners with expertise, tools, processes and connections to open up contracting in their countries and sectors. In her role as Program Director and Deputy she will develop the program portfolio of the OCP and co-design a strategy that deliver values for the OCP clients and partners. Previously to joining the OCP, Kathrin was a governance specialist at the World Bank Group where for the past decade she led open contracting and governance projects and programs in Africa and Asia. Together with the Open Contracting team at the World Bank, she incubated the OCP and helped build its global brand and reach. Kathrin has a Masters in Advanced International Relations from the Paul H. Nitze School of Advanced International Studies of Johns Hopkins University and a BA in Economics from the University of Vienna.

Annex C: Budget

	2015	2016	2017	2018	TOTAL
INCOME Overview					
	1,100,000	3,000,000	4,000,000	4,000,000	12,100,000
EXPENSES Overview					
Salaries, including benefits and taxes	500,000	765,467	898,297	925,246	3,089,010
Advocacy	15,080	215,000	380,000	345,000	955,080
Data Standard	145,000	310,000	365,000	295,000	1,115,000
Learning Projects	70,000	550,000	700,000	600,000	1,920,000
Support to Partners	35,000	260,000	455,000	705,000	1,455,000
Learning & Evidence	45,000	260,000	405,000	465,000	1,175,000
Communications	73,000	100,000	130,000	130,000	433,000
Overhead (Office, IT, etc)	38,700	100,600	95,600	88,600	323,500
Governance (e.g. AB)	50,000	50,000	50,000	50,000	200,000
Fiscal Sponsorship Cost/Non Profit Cost	108,791	296,703	395,604	395,604	1,196,703
5% Contigency		150,000	200,000	200,000	605,000
TOTAL	1,080,571	2,907,770	3,874,502	3,999,451	11,862,294

Annex D: Open Contracting-Private Sector Use

Private Sector Use Matrix for Open Contracting

Aspiring Government Contractors

Examples	Traits	Incentives	Barriers	Incentives	Enabling factors	Engagement channels – who & what (e.g. materials, outreach, relationships)
SMEs in various sectors (e.g. healthcare, education, infrastructure)	May have the greatest benefit from open contracting. Tend to be smaller companies that don't have much power in the system. Sometimes part of associations.	• Awareness of new opportunities • Ability to develop their bids more effectively and competitively • "Voice at the table" • Hope of a fairer process • Investor relations (i.e. showing that the company has reliable contracts) • Platform to promote innovations	• Complexity of contracting process (even with OC) • Commercial confidentiality • Potential concern over opening process to too much competition		• Investor support • Targeted messaging • Local level opportunities for seats at the table • Increasing accessibility of process and materials • Building relationships for advocacy and endorsements from small business associations • Promoting champions	• Connect with the founders/owners • Directly engage regional or local businesses through meetings • Local convenings bringing governments to the table

Private Sector Use Matrix for Open Contracting

Incumbent Government Contractors

Examples	Traits	Incentives	Barriers	Enabling factors	Engagement channels – who & what (e.g. materials, outreach, relationships)
Siemens, EDS, G4S, Halliburton, Capita	May be ambivalent about open contracting. Opportunities for collaboration, but also concerned about OC helping potential competition.	• Competitive advantage (e.g. better information about contracting opportunities, ability to assess the data) • Greater efficiency of operations • Greater visibility into existing government contracts • Opportunity to participate in standards development and implementation	• Complexity of corporate structure • Fear of scrutiny • Commercial confidentiality • Concern about collusion in bidding • Simplifying contracting bureaucracy takes away from their competitive advantage (ie, they have learned to navigate the system)	• Collective adoption to reduce with "first mover" fear (i.e. work through business associations) • Enabling outsourcing • Government mandates • Education to demystify confidentiality and collusion concerns • Enhancing or improving reputation as an innovator • Investor pressure	• International associations of contractors • OCP advocacy and public messaging (influenced by media) • Build direct relationships with senior management

Private Sector Use Matrix for Open Contracting

Data Intermediaries

Examples	Traits	Incentives	Barriers	Enabling factors	Engagement channels – who & what (e.g. materials, outreach, relationships)
Established: McGraw Hill, Reed Elsevier, Thomson Reuters. New: Enigma, Govini, Junar, Socrata, Spend Network	Established companies: OC may threaten their business as data cleaners but will give them more data for analytic services. New companies: Can benefit from OC because it highlights importance of opening government data and provides more data to work with.	• More data available as a basis for analytic services • More potential for analysis combining and comparing datasets • Potential work with governments to provide platforms for OC and/or improve data quality	• For established companies: Concern about improved data quality making data cleaning obsolete in the future • For new companies: Difficulty dealing with poor quality data • Concern about the adoption and stability of the data standard	• Higher quality data to deliver through applications, tools, and formats • Potential funding through working with OCP – connections to governments that need their services, possible grant funding • Direct collaboration opportunities with the developer community • Opportunity to engage with stakeholders through OCDS process	• Connect with founders of new companies and business development or policy leaders in established ones • Include selected companies in OCDS process • Consider partnering on OC data tool development, joint convenings on business opportunities

Annex E: OCP milestones by year

OCP Milestones Per Year

Building a global norm

	Jan – Jun 2015	Jun – Dec 2015	Jan – Jun 2016	Jun – Dec 2016	Jan – Jun 2017	Jun – Dec 2017	Key 3 year targets
Open contracting (OC) influences global forum, e.g. G20, OECD, etc	1			3	1	1	5
Gov agencies commit to OC, e.g. through Open Government Partnership (OGP)		6		8		6	20
Data providers (e.g. companies) publish to the open contracting data standard (OCDS)		3		3		4	10
Quality & use of contracting data improves in countries				3		2	5
OCDS Milestones	OCDS helpdesk up and running			2 OCDS sector extensions developed	OCDS 2.0 developed & used Formal multi-stakeholder committee oversees OCDS	1 OCDS sector extension developed	
Key advocacy arguments/ reports developed			Contracts confidentiality Revised version of global OC principles		Collusion		

OCP Milestones Per Year

Strengthening Implementation

	Jan – Jun 2015	Jun – Dec 2015	Jan – Jun 2016	Jun – Dec 2016	Jan – Jun 2017	Jun – Dec 2017	Key 3 year targets
Showcase and Learning projects up & running		2		4		2	8; - 2 improve service delivery; 2 business engagement
Network partner agreements signed		2	3	3	2		10
Key Implementation Milestones		Network baseline map developed 1 joint activity implemented with network partner	Innovation Challenge 2 joint activities implemented with network partner	2 joint activities implemented with network partner	Updated Network map developed 2 joint activities implemented with network partner	Innovation Challenge 1 joint activity implemented with network partner	40% of network partners confirm that OCP made their OC interventions stronger 4 new OC innovation developed and tested through Innovation Challenges

OCP Milestones Per Year

Learning & Evidence*

*targets are mainstreamed into norm building and strengthening implementation targets

	Jan - Jun 2015	Jun - Dec 2015	Jan - Jun 2016	Jun - Dec 2016	Jan - Jun 2017	Jun - Dec 2017	Key 3 year targets
OCP Strategy	Strategy endorsed OCP team retreat and reflection	OCP team retreat and reflection Yearly Report	OCP team retreat and reflection	OCP team retreat and reflection Yearly Report	OCP team retreat and reflection	New strategy endorsed OCP team retreat and reflection Yearly Report	
Tools		First set of OC resources and tools shared with network and field		Expanded set of OC resources and tools shared with network and field		Third iteration of of OC resources and tools shared with network and field	
Field coordination/ development	Regular dialogue/ coordination with key players on OC in EI begins		Regular dialogue/ coordination around other pressing OC issues (disaster relief, health, etc) begins				
M&E		Baselines developed				Independent OCP evaluation completed	

OCP Milestones Per Year

Communications

	Jan – Jun 2015	Jun – Dec 2015	Jan – Jun 2016	Jun – Dec 2016	Jan – Jun 2017	Jun – Dec 2017	Key 3 year targets
Website		New Website launched	2x downloads of hosted reports, learning products vs Jul-Dec 2015	2x traffic to Website from developing countries vs Sep 2015	2x traffic to Website from developing countries vs Sep 2015	3x traffic to Website from developing countries vs Sep 2015	Steady increase of website traffic
Social Media			4K twitter followers 50 mentions/links to OCP by network partners in blogs, press materials, social media		5K twitter followers	100 mentions/links to OCP by network partners in blogs, press materials, social media	Steady escalation of mentions/links, in network partner communications and social media
Traditional media		Internal media database created	3 major international media stories and 6 country-level media stories	2x mentions of OC or OCP in major international media and country-level media vs 2015 cover of new OC resources in 1 major international media story; and 3 country-level media stories	5 major international media stories and 10 country-level media stories	2 Op-Eds on OC 2 Op-Eds on OC by prominent global or national leaders	Mainstreaming of OC in, and key country-level media

OCP Milestones Per Year

Organisation

	Jan – Jun 2015	Jun – Dec 2015	Jan – Jun 2016	Jun – Dec 2016	Jan – Jun 2017	Jun – Dec 2017	Key 3 year targets
Fundraising		US $ 3m raised	US $2m raised	US $4m raised	US $ 2m raised		$11 million raised
Staffing		Comms manager hired Learning director hired	Program officer hired	Data manager hired Administrative officer hired			
Governance	Second advisory (AB) Meeting	AB expanded to include more private sector 4 star rating by Transparify OCP uses OCDS to disclose it own contracts	AB meeting 5 star rating by Transparify OCP fully implements OCDS		AB meeting	AB meeting	