

OPEN CONTRACTING PARTNERSHIP

Annual Report 2021



2021

Summary and highlights

If 2020 was the year that proved the power of procurement to tackle the world's most pressing problems, 2021 was the year that the open contracting community stepped up to deliver on that potential.

As OCP, we shared the lessons we learnt from the pandemic in a new strategy. We set ourselves new ambitious targets to have more impact and progress than ever before, with an aim to not only build back better from the pandemic, but also unlock the power of procurement for economic innovation and inclusion, and for better and more sustainable public spending and services.

It was a stretch but we are delighted to say that we met those targets for 2021. We documented four substantial cases of impact where collaboration, data and a change in culture and performance led to real world impacts, from bringing down the cost of essential medicines by up to 80% in [Chile, Moldova and Ukraine](#) to delivering a multi-billion dollar city transformation in [Buenos Aires](#).

And more exciting progress is on the way. Data and public oversight is setting [Kosovo](#) up for success.

[Mexico City's](#) bike share service expansion was renewed at half the operating costs. [Paraguay](#) and [Lithuania](#) responded to the pandemic better and faster thanks to open contracting. While in [Ukraine](#), one woman's leadership unlocked one of the most opaque sectors in government and saved billions on defense procurement. The fabulous community champions behind these achievements are featured in the report.

The second generation of [our Lift open contracting impact accelerator](#) with project teams from France, India, Mexico, Nigeria, Paraguay, and the US cities of Des Moines and El Paso kicked off work advancing public procurement reforms to increase equity, competition, and participation.

We saw significant growth in engagement in North America, Africa, and Asia, catching up with the crackling energy of the community in Latin America, Europe and Central Asia. With over 60 [Open Contracting Data Standard](#) (OCDS) publishers, we doubled the previous year's number.

We spun out of our fiscal sponsor to become a fully independent 501(c)(3) public charity

registered in Washington, D.C. reducing overheads and improving our governance and accountability to better serve our community.

On the international front, we saw the strongest endorsement of open contracting principles yet by the [UN General Assembly Special Session against Corruption](#) and the [G7](#). And the IMF integrated commitments to transparency in public procurement into their rapid credit facility lending, giving further impetus to governments to stay the course of reform.

In 2022, we will focus our energy on broadening and deepening both our community and reform efforts to reach the critical mass needed to reinvent the way government spends public money on goods, works and services.

We had over 400 responses to our annual community feedback survey, nearly double last year. Women and local voices were well represented, with the highest increase in responses coming from local and national NGOs.

We will concentrate on delivering on your top priorities in the year ahead: more opportunities for in-person collaboration (as soon as the pandemic allows), rooting change in local communities, offering new support and services to make the case for change, helping you seize on the many e-procurement digitization projects across government, and doubling down on empowerment as opposed to just capacity building.

We will continue paying attention to social impact, which also emerged as a high priority. See page 13 for more details.

There is a lot to do in 2022 and we are already hard at work. Enjoy the report as we celebrate the lessons learned and achievements across our amazing community, whose unwavering dedication gives us the impetus for the task ahead.



2021 IN NUMBERS

4 new impact stories

6 new progress stories

2 new global norms: UNGASS against Corruption & G7

62 open contracting data publishers

18 publishers improving the quality of their open contracting data

65 actors using OCDS data

216 partners from 56 countries supported

315 local media mentions of open contracting

137,322 accesses of OCP resources

326m Latin Americans live in countries with access to open contracting data

\$1.6m in direct support for our partners through grants & consultancies

86% net promoter score for OCP

OUR MOST POPULAR RESOURCES

Over 130,000 people accessed and used our key resources in 2021. These were your favorites:

Key resources:

1 The [Open Contracting Quickstart guide](#), featuring 15 practical strategies for open, fairer, and better public procurement, was one of our most viewed publications this year.

2 As the number of open contracting data publishers doubled this past year, the [OCDS field-level mapping template](#) has helped orient reformers when mapping existing procurement data to the Open Contracting Data Standard.

3 Our report [Findings and recommendations for better emergency procurement from 12 countries](#) identified six critical areas to improve emergency procurement in response to the COVID-19 pandemic.

4 Our evergreen [Red Flags guide](#) provides a methodology on using open data to identify corruption risks throughout the procurement process from planning to implementation.

5 With public procurement in urgent need for reform, our new [Open Contracting Legislative Guide](#) provides insights on how countries have cemented open contracting approaches into their legislation, supporting reforms that put transparency, efficiency, and equity at its core.

Most read blog posts:

1 The 5 [procurement strategies for navigating the COVID-19 crisis](#) we developed together with our community at the beginning of the pandemic remained the most accessed blog post throughout 2021.

3 The experience of [Makueni county, Kenya](#) is inspiring its neighbors. Early results of increased competition and greater efficiency show that implementing transparent, data-driven public procurement reforms is possible.

2 The story of how [Ukraine](#) built the world's most transparent online store to sell state assets continues to serve as a blueprint for other government reformers. In December, it received the Open Government Partnership's regional impact price.



THE OPEN CONTRACTING STORIES OF 2021

Impact Stories

Chile: Cheaper medicines

Chile's open contracting reforms sought to curb uncompetitive practices and vested interests in medicine procurement that had long restricted patients' access to affordable treatment. A community of civic actors used open data as evidence to advocate for change, and a new law was introduced that allowed the country's biggest medicine buyer to deal directly with private pharmacies and cap retail prices. This slashed the agency's drug spending and saved the government over \$9 million in the first year. Savings are now directly passed on to citizens. The country's procurement agency, ChileCompra, continues its work with civil society organizations to boost transparency and empower monitoring of red flags to increase integrity in public spending.

- 60% of medicines purchased at up to 80% cheaper
- Savings of 6.6 billion Chilean Pesos (approx US\$9 million)

"In my work, change is coming in the world of healthcare, so that regardless of the type of insurance you have, regardless of where you live or the social class you are in, you can receive good, quality medications at the time that you need them."

Eliás Garcés Valdés, CENABAST Chile

P.5



Ukraine: Better medical procurement

For years, corruption and mismanagement in Ukraine's medical procurement has made treatment unaffordable or inaccessible to many. But a new accountable state medicine agency and other radical changes to the procurement system — led by patients, anti-corruption activists and government reformers — cut Ukraine's spending on medicines by \$39 million (20%) in 2020, with dramatic price reductions on lifesaving cancer drugs and thousands of new patients receiving treatment for HIV for the same budget.

At the peak of the COVID-19 pandemic, when many other buyers globally resorted to opaque emergency purchasing with often poor results, the agency ran its COVID-19 procurement competitively and openly as the contracting data was available online for anyone to analyze and monitor.

- The number of patients receiving HIV treatment went from 50,000 to 113,000, without an increase in budget
- The price for Imanitib, a blood cancer drug, cost 67 times less than before.

"In healthcare, corruption is very simple. Something gets stolen, somebody dies. The cancer patient does not receive chemotherapy, the HIV patient does not get antiretroviral drugs. Corruption threatened our lives, and we fought against it."

Dymtro Sherembei, 100% Life

P.6

www.open-contracting.org

THE OPEN CONTRACTING STORIES OF 2021

Moldova: **Better access to medicines**

Patients in Moldova have spurred authorities to adopt a transparent system for purchasing medicines that has proved invaluable in tackling the coronavirus pandemic and the country's long standing epidemic of other infectious diseases. Reforms led by the patient-run organization Positive Initiative and experts in government have driven down the cost of drugs without compromising on quality, freeing up funds for other critical health activities. The government has saved millions by switching medical procurement to the transparent e-procurement system, MTender, while other user-friendly open data platforms allow authorities and civic actors to track the purchase and roll-out of medicines across the country in real time.

- 15.4% savings on medical procurement transactions worth US\$60 million
- 19% savings on the HIV/AIDS program procurement budget
- 95% savings on key antiretroviral drugs when switching to low-cost alternative dose

"We need to conduct procurement as transparently and efficiently as possible, saving more money on medicine procurement to channel it to other budget lines where there's a deficit."

Constantin Charanovsky,
Positive Initiative

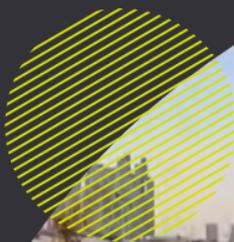
Buenos Aires: Improved efficiency

Public works are famous for being plagued by bureaucracy, running over time and over budget. To ensure an ambitious infrastructure development program in Buenos Aires would not get tied up in red tape, the city created BA Obras, an interactive platform powered by open data that allows anyone to see detailed information about over 1,100 infrastructure projects within seconds. The initiative has triggered profound changes, improving internal efficiency and coordination between government departments. This joined-up approach not only helps civil servants to do their jobs better, but also makes life easier for journalists and CSOs who keep abreast of public works in their neighborhoods, and suppliers looking for new business opportunities.

- Improved coordination and a 93% reduction in the time taken to collect data about infrastructure works within the government
- BA Obras has been replicated in 8 other cities, with more on the way

"From the platform we could access information on each work's start date, the execution time, when it was going to be finished and that gave us key information to improve our project design to better meet people's needs (...) we did not have to request data from each office. It was available on the platform for any citizen but it also helped us as a government agency to carry out our work."

Javier Irigaray, former Urban Anthropology
Department Director General



Progress Stories

Paraguay: Rebuilding public trust

Buying fast and transparently is possible with open contracting. Paraguay built upon its existing ecosystem of transparency in public procurement and increased access to information and dashboards on emergency procurement within weeks of the pandemic starting for better public oversight.

- Cost of face masks fell from 7,000 to 700 guaranías due to increased competition

"Open contracting is not about the fascinating things you could do with better and more complex datasets; it's about what ordinary people could do with simple, intermediated, data-based information. Your incredible achievement in data publication won't go beyond a cocktail party celebration if there is neither capacity nor community demand to solve a problem with it."

David Riveros García, Executive Director, reAcción

Lithuania: Committed to open buying

When the pandemic struck, Lithuania struggled to secure protective equipment, while procurement scandals undermined public trust. The Public Procurement Office published over €80m in emergency contracts on an open data portal, allowing government and civic actors to follow the spending. Based on this success, Lithuania is using open contracting to better track recovery funds and build a new e-procurement system with the Open Contracting Data Standard at its heart.

- €80 million in emergency contracts made open to the public for monitoring and oversight

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

Laura Kuoraitė, senior advisor at Methodical Assistance Division at the PPO

Nuevo Leon: More transparency & competition

The government and a coalition of public actors are improving public works contracting in Nuevo Leon with Infraestructura Abierta, a platform built on the [Open Contracting for Infrastructure Data Standard](#). The site is designed to publish project and contract data for public works projects. This approach has increased competition and improved decision-making.

- The average number of bidders per tender increased by 25%

"The idea was to completely change the perspective of how public works are managed. There is a lot of money involved, often very much linked to corruption. The idea was to make all of the processes as open as possible, publishing as much information as possible"

Jesús Alejandro Ramos, the Infrastructure Secretariat's Director of Innovation and Continuous Improvement of Processes

Kosovo: Oversight for transparency

In Kosovo, open contracting reforms are tied to a growing culture of transparency in government and a new digital procurement system. These changes are strengthening the work of 46 public watchdog groups to shine a light on poor procurement practices that affect the delivery of public goods, works and services.

- All 200 central government agencies, state-owned enterprises and 38 municipalities are publishing information about €500m in public contracts each year

"Now with an efficient system in place and with transparency on the other side, there are enough mechanisms for firstly, watchdog organizations or CSOs to be able to monitor better, including citizens, but also the system itself provides the traces for the justice sector to try and tackle the issues [with corruption in procurement]."

Aferdita Mekuli, Lead reformer

THE OPEN CONTRACTING STORIES OF 2021

Mexico City: Ecobici peddles openness

Mexico City used open contracting strategies to hire vendors for a modern and user-friendly bike share network, so that more residents in more neighborhoods have a green, healthy, and affordable way of getting around. Ecobici's transparent and competitive tender process is being replicated in other city projects.

- The city awarded a new contract to expand service from 6,500 to 9,300 bikes and from 480 to 687 bike stations, at about half the operating cost of the old service.

Ecobici has been transformational for Mexico City. Not only has it catalyzed travel by bicycle, with this second tender Ecobici has enabled innovation in public contracting. Just as Ecobici marked a before and after for urban cycling, this new contracting procedure will be a milestone for open and transparent public procurement."

*Maria Fernanda Rivera Flores,
General Director for Road Safety
and Sustainable Urban Mobility
Systems, SEMOVI*

Ukraine: Armed with open data

In just two years, under the pressure of an open conflict and lack of resources, procurement director Nadiya Bigun led bold reforms that radically changed Ukraine's billion-dollar defense procurement, one of the most opaque sectors in government.

- Over \$40 million savings in 2 years of open contracting reforms in the country's state-owned defense enterprise

"We have cleared – although not completely, but quite well – the tender process. We developed standardized documentation, as well as standard contracts. We built a function of control and monitoring, including of tender procedures, which allowed us to get good prices."

Nadiya Bigun, former procurement director, Ukroboronprom



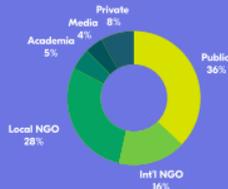
2021

This year we worked hard to translate the best of the pandemic response reforms into lasting change at a bigger scale while still addressing the ongoing crisis. Our end of 2021 community survey to check how we are doing received a record 448 responses. It showed us what our growing community needs from us and each other: to provide support that meets partners where they are, and that better bridges the gap between capacity and empowerment.

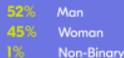
REGIONS



SECTORS



GENDER



EXPERIENCE

52% Working on open contracting for 3+ Years

COUNTRIES

70 represented across all respondents

YOUR FEEDBACK

We heard that our capacity building efforts are strong overall, but there's more we can do to enable reformers to drive change independently

A high net promoter score of 86, along with relatively high support and capability ratings (7.8 and 7.4, respectively) tell us that our community finds our support valuable. When we asked the more challenging question about whether you feel confident to achieve your goals with less support from us, only a quarter of respondents said yes. We want you to be empowered to achieve your goals independently so we are revisiting our support model and will expand our Lift impact accelerator program, as well as provide more self-service tools and resources.

You identified data tool-building, advocacy, and achieving social impact as the top areas you need our support

When we asked which areas our partners most wanted to grow their capacity and learning, the top responses were: improving and co-creating tools, connecting open contracting to social impact and outcomes, making the case for open contracting, and identifying funding opportunities. Social impact was a new addition to this year's list

that resonated with our community given the deep inequities highlighted by the pandemic. This resonates with our renewed commitment to "embed equity, dignity, and sustainability into post-pandemic procurement" in our [2021 strategy refresh](#) and impact targets. We plan to pilot our new advocacy offer with rapid-response funding, deepening research for a comprehensive e-procurement program, and integrating equity and sustainability goals into anti-corruption projects.

We understand that webinars aren't enough; local action and frontline support are in high demand

We saw the most significant improvement in community and belonging in regions where we invested in true coalition-building, including our Open Spending EU Coalition and our Eastern Europe and Central Asia Innovation Challenge. We saw a high demand to go "offline", as over 70% of respondents shared that they want in-person conferences and workshops. While global community calls will continue to be an accessible way to connect our network, we are looking forward to more regional in-person gatherings, health and safety permitting!

20 21

TIMELINE

January

- Together with professional accounting organization ACCA, we [analyze](#) lessons from the COVID-19 emergency procurement.
- As a result of the [new National Defence Authorization Act](#), companies engaged in public contracts in the US have to disclose their beneficial owners to the Financial Crimes Enforcement Network.
- Together with Hivos, we host a series of capacity-building workshops in data publication and use.

February

- The final report of the Financial Accountability, Transparency and Integrity (FACTI) Panel highlights open contracting as a best practice to increase transparency and prevent corruption in public procurement.
- We publish [10 learning videos](#) to enable governments to adapt the Open Contracting Data Standard, responding to requests by the community to increase easy-to-use guidance.

March

- We support organizations around the world hosting Open Data Day 2021 events related to open contracting.
- Our Action Research program investigating emergency procurement enters the second round.
- Nigeria's Public and Private Development Centre launches the maiden edition of its Open Contracting Compliance Ranking.
- Together with TI-Health, we launch the [COVID-19 Contract Explorer](#).
- The Instituto Mexicano Para La Competitividad (IMCO) launches [openprocuring](#) one year of emergency procurement in Mexico.

April

- Together with Oxford Insights we launch [openprocure](#) to determine how well countries delivered on their procurement and beneficial ownership transparency commitments in the IMF COVID-19 financing.
- We publish a good practice guide for purchasing [COVID-19 vaccines](#).
- Moldova publishes its public procurement [business intelligence](#) application.
- Together with the Centre for Investigative Journalism we train Indonesian investigative journalists.

May

- Poder and Nostro publish [Salud, Transparencia y Corrupción](#), an initiative between journalists and patients investigating medicine stock shortages in Mexico.

June

- The 187 countries of the UN General Assembly Special Session (UNGASS) against Corruption approves a [political declaration](#) that recognizes the need to increase accountability and transparency in public procurement to effectively fight corruption, including through open databases.
- The second generation of our [LIFT open contracting impact accelerator](#) kicks off work with project teams from France, India, Mexico, Nigeria, Paraguay, and the cities of Des Moines and El Paso in the United States.
- The [Open Spending EU Coalition](#) of EU civil society organizations launches to monitor recovery spending.

July

- Together with Colombia Compra Eficiente and the British Embassy in Colombia, we launch [Colombia's Open Contracting Dashboard](#).

August

- We kick off the 'Procurement with a purpose' [webinar series](#).
- Together with the United Nations Office on Drugs and Crime (UNODC), we run a workshop for the Thailand National Anti-Corruption Commission.
- We hold our Latin America Red Flags webinar.

September

- The G7 [commits to strengthen their public procurement systems](#) guided by a vision of transparency and digitization across the full procurement process, from planning to payments, supporting open databases and the vital role of civil society.
- We announce the four winners of our [Eastern Europe and Central Asia Transition Challenge](#).
- We [refresh our strategy](#) to power up the COVID-19 recovery.
- Together with the Alliance for Budget Transparency we launch two business intelligence applications for [Kazakhstan](#).

October

- Open Contracting Partnership becomes an independent non-profit public charity (501(c)(3)) on October 1.
- Together with Thomson Reuters Trust Law, we launch the [Open Contracting Legislative Guide](#), providing guidance on how countries can modernize public procurement by integrating open contracting into their legislation.
- We launch a [policy brief](#) on empowering women-led businesses through public procurement with UN Women.

- We hold an [ASEAN Regional Dialogue on Procurement](#) together with UNDP FalBiz ASEAN and the Open Government Partnership.

November

- Chile's Public Works Ministry and Fundación Observatorio Fiscal launch a [Public Works Transparency Portal](#).
- The University of Costa Rica and Poder launch [Todos los Contratos](#), a new civil society-driven platform that collects, analyzes and visualizes the country's public contracts.
- We publish a guide on [how open data can help public buses drive open procurement](#).
- We organize a multistakeholder data needs workshop to kickstart Panama's open contracting implementation.
- Our [Municipal Procurement Transformation guide](#) is launched.
- Together with UNODC, we train the Philippines' Government Procurement Policy Board on [Energizing Open Data Standards](#).

December

- In South Africa, we launch a [new report on equality and inclusion of women entrepreneurs](#).
- Paraguay CSQ, [reAcción](#), launches the new [civil society monitoring tool Foco](#) to track school infrastructure spending.
- OCP protégé and Innovation Challenge winner, [Datonomy](#), wins the International Association for Contract and Commercial Management (IACCM) [award](#).
- Ecuador becomes an OCDS publisher and launches a new [open contracting portal](#).
- The UK provides its [response](#) to the [Spain-Dalmeida](#) on Transforming Public Procurement consultation.

- Mexico City announces the winner of its Ecoibic bikeshare program, a process supported through LFI.
- 39 participants from Uzbekistan, Kazakhstan, and Tajikistan graduate from the first Open Contracting School.
- The Colombian government issues [Decree 1000](#), mandating new regulations to promote promotion of SMEs and women-led businesses.
- Procon-Sales (Uruguay) and OpenTender (Indonesia) win awards of the OGP Summit.



STATUS OF OPEN CONTRACTING IMPLEMENTATION

GLOBAL PROGRESS

In the [G7 Statement Against Corruption and Kleptocracy](#) we have seen the [best and fullest endorsement of our vision so far](#) by the international community. For the first time, the [G7 governments committed](#) to open and participatory public procurement reforms. The communication notes that "countries with more open procurement systems have been better able to ensure transparency of public expenditure during the pandemic, helping buyers and suppliers navigate the unprecedented supply chain disruptions, tracking risks as well as fostering public trust in government." It recognized the adoption of the Open Contracting Data Standard as a good digital and open data approach to ensure this end-to-end transparency across the public procurement process.

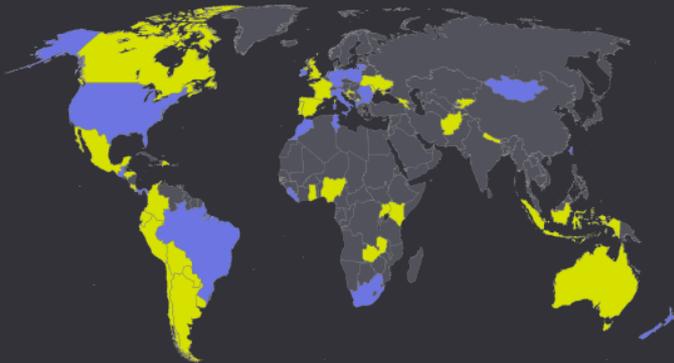
In the [Political Declaration](#) of the United Nations General Assembly Special Session against Corruption, 187 countries committed to increased transparency and accountability including recognition of the value of open data across the whole cycle of public procurement. And finally, the G20's Anti-Corruption Working Group agreed on a clear theme in its new Action Plan on fostering "greater inclusivity, openness and fair competition in public procurement, including by promoting accountable and transparent practices."

Putting equity and inclusion front and center

We have started rolling out key shifts from our strategy refresh across our programming rounding out our service offer. For instance, we are centering our Lift impact accelerator program on helping teams achieve their goals around equity and inclusion. We are also supporting specific projects around economic inclusion and gender in Africa and Latin America, and on sustainable public

procurement in three European countries. We launched a series of knowledge products and guidance, including a research report on Equity and Inclusion of Women-Owned Businesses in Public Procurement in South Africa and a guide exploring how open data about public procurement can help public buyers drive sustainable public procurement.

Open Contracting Worldwide



-  Publishing to the Open Contracting Data Standard
-  Active commitment

Africa

Open contracting is gathering steam across Africa, even as the ongoing COVID-19 pandemic slows down moves towards recovery in many countries. This was reflected in our popular new Africa community call series, including at the national level in Nigeria and South Africa.

There was unprecedented interest in open contracting data publication in Nigeria at the state level. We built on this momentum by centering our work on supporting civil society and investigative journalists from the country's thriving open contracting communities, and around our Lift Impact Accelerator project with the Ekiti State Bureau of Public Procurement. We look forward to helping our government partners translate this increase in data availability into more data use, that in turn supports stronger collaboration and better systems over the coming year.

We are seeing early results in South Africa bringing government and CSOs together to work towards better outcomes from a public procurement system notoriously plagued by corruption.

We expect to see improved efficiency and transparency in contracting data from the National Treasury in early 2022, as well as a range of analytical tools and visualizations to help improve tracking and oversight of public spending.

We are encouraged by improving collaboration that will further strengthen procurement institutions.

And while progress in East Africa has been slower, Makueni County, Kenya continues to set the pace by improving data publication. We also worked with the Africa Report to profile some of the pioneers leading public contracting reforms in Kenya and Tanzania, as well as in Cameroon, Nigeria, and South Africa. We kicked off a research project to support gender-responsive procurement in five countries with our partners from the Africa Freedom of Information Centre and the Institute for Social Accountability. Countries such as Malawi, Kenya, Burkina Faso and other Francophone African countries are still in the early stages of their e-procurement implementation journeys.

Americas

Latin America continues at the forefront of open contracting reforms, making strong progress in disclosing and using standardized open data to improve procurement outcomes and systems. Around half of the region's population (some 326 million people) currently lives in countries with access to open contracting data.

Open contracting reforms are supporting the economic recovery by improving the effectiveness of public spending in emergencies, the health sector, and infrastructure. In [Chile](#), data-enabled monitoring and open contracting reforms are making medicines more affordable. [Paraguay](#) implemented better controls in COVID-19 purchases and included protective equipment in their virtual catalog for faster and better emergency purchasing. Argentina's [Buenos Aires](#) and Mexico's [Nuevo León](#) opened up their procurement to achieve greater internal efficiencies and fewer complaints from citizens in their public works processes.

As the region faced civic unrest and political polarization, we empowered civil society and journalists to demand accountability and establish effective partnerships with governments. In Ecuador, our [long-standing partnership](#) with civil society helped us sustain and deepen open contracting reforms even as the country experienced a presidential transition.

In Mexico, we joined forces with journalists and patients to address [medicine stock shortages](#). The investigative journalism collective Red Palta uncovered how pharmaceutical companies forced countries across the region to [change their laws and procurement rules](#) to acquire COVID-19 vaccines.

We also made progress on our equity goals. In Paraguay, we worked with civil society and government actors to enhance educational infrastructure spending and oversight. This approach has improved public spending in Ciudad del Este by five times and will now be scaled up to the rest of the country. In Colombia, we provided technical assistance to issue a [decree to enhance SME participation](#) and close the gender gap in public procurement. We also launched an accelerator program to help five local governments use open contracting to enhance service delivery and advance equity goals through public procurement.

These reforms were enabled by greater data availability and quality. We saw an increase in the number of OCDS publishers across the region, including [Ecuador](#), [Paru](#), and dozens of Mexican States. In an effort to make data easier to use for the wider public, [Honduras](#), [Colombia](#), and [Chile](#) launched new open contracting portals. Paraguay further improved the quality of its publication.

We remain ambitious. Many governments are currently embarking on digital transformation processes and legal reforms to procurement systems. The cornerstones of open contracting are critical to ensure reforms translate to better procurement outcomes. We are excited about going deeper in our infrastructure work in Chile and Mexico, and expanding open contracting reforms to new jurisdictions, including Panama, Peru, and Brazil.

USA

This was a year of growth and community building for us in North America. We hired our first team member focused solely on supporting partners in the US, joining us from the innovation team at the City of Boston. With a strong focus on advancing public procurement policy and practices at the local level from Texas to Massachusetts, we are supporting teams to integrate open contracting, sustainability and equity. We created new online spaces for the US community to engage with open contracting and each other by hosting a four-part community call series with attendees from over 40 locations.

We are working with Des Moines, Iowa, as they focus on sustainability and social equity by opening access to public procurement information, reimagining their processes, and increasing their emphasis on evaluation and performance management. In El Paso, Texas, we are partnering with the city and local community partners to implement best practices for being intentionally inclusive of local, small, minority, women, or veteran businesses. In partnership with the city's recovery and equity contracting team, we are helping Long Beach, California with data management and analysis for better internal decision making and process improvement.

At the federal level, we focused on keeping procurement at the center of the new administration's agenda setting by actively

participating in and providing ideas and feedback on the first ever Summit for Democracy, federal equity goals, and progress on the federal data strategy. We have continued to support the administration in promoting open contracting both domestically and in global fora through its diplomatic and aid programs.

Eastern Europe and Central Asia

The availability of structured contracting data raised interest in procurement monitoring to a new level. Our regional community tripled thanks to [Innovation Challenge](#), [Open Contracting School](#), [Lift program](#) and other activities.

Ukraine continues to champion open contracting. Its [healthcare procurement transformation](#) brought openness to the market and significantly increased the coverage of patients receiving treatment without increasing the budget. Under military pressure from Russia, [bold reforms led by an unlikely champion](#) radically changed Ukraine's defense procurement. In local open contracting reforms, [municipal leadership](#) at the city of Mariupol led to a complete redesign of the city's procurement function. It increased the share of competitive purchases from 14% to 74%, resulting in over US\$40 million in savings.

Medicine [procurement reform](#) in Moldova significantly reduced the price of HIV drugs, as our [Innovation Challenge](#) winners developed a [dashboard to analyze medicines prices](#). Our collaboration with the Ministry of Finance, Positive Initiative, and OlikTech produced an open business intelligence tool

that changes the way procurement can be monitored and researched.

Our partner in Kazakhstan, [Datanomix](#), won the [World Commerce and Contracting Innovation & Excellence Award](#) for their world class red-flags and analytical system, which has helped to save billions. Civil society is conducting amazing [research](#), [monitoring](#), [advocacy](#) and [awareness](#) campaigns. New analytical infrastructure like [OpenTender](#) simplifies and amplifies this work.

[More than 80 CSOs united](#) in Kyrgyzstan to prevent the adoption of questionable amendments to the procurement law. The civil society procurement community has become more skilled and united than ever. Together with Alliance for Budget Transparency and EBRD, we launched an [OCDS-based business intelligence system](#) that [opened new opportunities for journalists](#) and other stakeholders.

In 2022 we will continue our investments into an amazing regional community, bringing more knowledge, best practices, and reusable solutions. We look forward to supporting Armenia, Moldova, and Kyrgyzstan, who are revamping their e-procurement systems and hope to have OCDS and business intelligence publicly available in Ukraine, Moldova, Kyrgyzstan, Kazakhstan, and Uzbekistan. Lastly, we will focus on supporting municipalities in their transformation journey and support countries with establishing national and regional Centers of Excellence in Public Procurement.

Asia

We deepened the open contracting footprint in Asia Pacific, stepping up our community work in Australia, Cambodia, Indonesia, Thailand, and strengthening existing partnerships in India, Philippines and Taiwan. As a result of this strategic push, we saw new interest and stronger commitments to open contracting in [Indonesia](#) and Taiwan. New publishers are emerging and existing publishers improving their data publication.

Our two flagship programs are in India and Indonesia: [Indonesia Corruption Watch \(ICW\)](#) worked hard and smart to transform 629 e-procurement systems from closed to open. To drive data use, ICW developed three interactive dashboards ([all national procurement](#), [COVID-19 procurement](#), [infrastructure procurement](#)) based on our OCDS use cases and indicators and aligned their [red flags tool](#) with our OCDS red flag indicators. Five CSOs and over 200 citizens and government auditors were trained to use this data. So far, almost 600 tender packages in 19 out of 34 Indonesian provinces have been scrutinized with 100 violations reported. Open contracting in Indonesia was awarded second place in the [OGP impact awards](#).

In India, we scaled our work from Himachal Pradesh to Assam, a state of over 30 million people. With our partners [CivicDataLab](#), we targeted systemic procurement reforms across

multiple topics — from floods to health to water and sanitation — with an explicit goal of increasing social inclusion underlining our project design and implementation.

For example, our health project targets service improvements for maternal and child health, whilst our floods project aims to improve conditions for the poorest communities at risk of floods. Key to this work is building tools and capacities of government stakeholders to use data to inform decision-making.

In 2022, we're going to deepen our support to partners in India and Indonesia, and further expand our work to reformers across the region. We will deepen the role of civil society and auditors in monitoring public procurement, and address critical sustainability challenges such as mainstreaming procurement in flood defense management.

Not everything goes well. In Afghanistan, years-long progress on increasing transparency in public procurement was abruptly reversed with the fall of the government in August. We have been working with our partners in supporting Afghan reformers in and outside of government during this difficult time as they are facing severe threats for promoting open, accountable and democratic processes. If you're interested in helping, [reach out](#).

Europe

Open contracting has made great strides in Europe. Together with around a dozen EU open government champions, we launched the [Open Spending EU Coalition](#) to power the public spending transparency advocacy agenda with a major focus on the recovery spending, starting with [a campaign](#) around transparency commitments within EU national recovery plans. As a result, countries like Italy and Portugal started including open contracting commitments in their OGP National Action Plans, and others adjusted their plans under the Recovery and Resilience Facility (RRF) to include procurement transparency commitments, including Lithuania and Romania.

Building on the value of open contracting data throughout its emergency procurement, Lithuania is developing a new e-procurement system with the Open Contracting Data Standard at its core. In total, the OCDS has seen adoption accelerate with five new publishers in the region.

The EU Commission has continued its journey standardizing procurement data through its [Tender Electronic Daily \(TED\)](#) eForms reforms and taken [an extra step in piloting cross-border analysis](#) of that data as part of the new [European Strategy for Data](#).

We are expecting more publishers in 2022, including Croatia, Kosovo, Italy, Lithuania, Poland, Serbia, Slovenia, and Zaragoza City which will result in up to 30% of countries across the EU publishing OCDS. [Germany](#) and the [Netherlands](#) committed to open contracting reforms, signaling a potential breakthrough of open contracting trends in the EU as both countries have traditionally been exceptionally conservative in balancing privacy or commercial secrecy with citizens' right to information.

In 2022, we will be cementing progress in the region with systemic reforms and powering a sustainable and equitable transition through open contracting government approaches.

We will continue building an ever stronger community of open contracting champions, showing that making procurement data better and more available can facilitate more effective spending of recovery investments across Europe.

OUR IMPACT ACCELERATOR LIFT

Open Contracting Lift is one of our core programs that helps teams of bold procurement reformers propel their ambitious plans towards systemic change. Lift works with teams around the world to use public contracting to improve effective governance and support more equitable and sustainable communities.

This past year was a big one for Lift: we launched a new equity-focused cohort, and wrapped up our work with our inaugural teams. Our seven [new Lift teams](#) come from around the world, and all gave strong answers to our challenge question of, "how will you use open contracting to support an inclusive and effective recovery?" To help the teams meaningfully incorporate inclusion into their work, we led a co-creation project design process that brought in outside stakeholders. During implementation, we are continuing to push the teams to bring in more voices and think about how to share power with the people that their project intends to benefit. We are eager to share our lessons learned on supporting inclusive public procurement with the field.

We are proud of what our first cohort has achieved. For example, in Moldova, [the civil society-led team secured more lifesaving medicines for less money](#), while in Ecuador, the government and civil society partnership is [creating a more open, transparent, and responsive procurement ecosystem](#). Mexico City used new open contracting practices to [award a contract that will enable more people in more neighborhoods](#) to access the city's public transit bicycle transportation network. We will continue to support this inaugural cohort as Lift alumni, and we're excited for more results to come!





IMPLEMENTING AND DEVELOPING THE OPEN CONTRACTING DATA STANDARD

Throughout the last year, we supported 216 partners from 56 countries through our helpdesk, as well as through training events, community calls, and webinars – creating the largest community of open contracting publishers so far. In rough order of intensity, we assisted Mexico, United Kingdom, Nigeria, Argentina, Honduras, Indonesia, Ecuador, Colombia, South Africa, Peru, Australia, Kyrgyzstan, Ghana, Paraguay, Uganda, Spain, Chile, Malawi, India, Pakistan, Italy, Kenya, Canada, Philippines, Costa Rica, Switzerland, Panama, Slovenia, United States, Uruguay, Ukraine, Tanzania, Albania, Croatia, New Zealand, France, Taiwan, Dominican Republic, Poland, Serbia, Brazil, Portugal, Sweden, Zambia, Malta, Guatemala, Bangladesh, Sierra Leone, Moldova,

Cameroon, Armenia, Norway, Afghanistan, Malaysia, Ethiopia, and the Netherlands.

Beyond our direct support, we set ourselves [two priorities](#): making the Open Contracting Data Standard easier to implement, and making OCDS data easier to find and use.

To ease the use of data, we developed business intelligence (BI) applications for Moldova and, with the Alliance for Budget Transparency, for Kyrgyzstan. The tools are now used by various stakeholders: the city of [Chisinau in Moldova](#) analyzes the procurement of its 99 subordinate procuring entities, and [journalists in Kyrgyzstan](#) track COVID-related procurement and price differences.

To promote research using contracting data, we supported 12 teams from Argentina, Brazil, Burkina Faso, Colombia, Malawi, Costa Rica, Kyrgyzstan, Lithuania, Malawi, Nigeria, Philippines, Puerto Rico and the United Kingdom to research equity and effectiveness in public procurement and provide actionable recommendations.

To make data more comprehensive and useful, we authored an [OCDS extension](#) that allows publishers to disclose details of medicinal products and making it easier to compare the procurement of medicinal products across jurisdictions. We also clarified our guidance on [framework agreements](#) – used by Chile, Perú and Ecuador – and on [beneficial ownership in procurement](#).

We developed a [Primer](#) to the OCDS to equip

implementers with the core concepts needed to understand the OCDS documentation, including short videos, responding to requests for less text and alternative mediums for learning and an accompanying [“Learn” section](#) on our website providing additional resources. The videos are available in English, Spanish and Russian – our three most requested languages. We updated our guidance on [procurement indicators](#) and [red flags](#), and developed notebooks to assess OCDS data usability related to key use cases.

In 2022, we will launch new tools to access open contracting data and better tailor our support for open data publication to partners’ digital maturity, helping partners get quicker wins on using the data that they have. And we look forward to engaging the broader community in the development and review of OCDS 1.2.0.

INFRASTRUCTURE

Our Open Contracting for Infrastructure (OC4I) program is delivering scalable solutions and concrete results, while setting a global standard for infrastructure governance. We have seen a surge in new publishers of infrastructure projects from Asia to Europe to Latin America proving the value of our Open Contracting for Infrastructure Data Standard (OC4IDS). The Open Government Partnership incorporated OC4I principles and methodologies in its [Anti-Corruption Commitment Creator](#) and we were invited as mentors and judges on the [Global Infrastructure Hub InfraChallenge](#) and the [Taiwan Presidential Hackathon 2021](#).

The city of Buenos Aires' [BA Obras portal](#) transformed public infrastructure planning and procurement from closed to open improving coordination and internal efficiency. In Mexico, a multi-stakeholder coalition in Nuevo Leon worked together to develop [Infraestructura Abierto](#), publishing extensive data linking OC4IDS and OCDS for the very first time, with early results showing an increase in competition and efficiency.

The approach is now scheduled to be scaled up across 20 states in Mexico. In Chile, a multistakeholder coalition developed a new [infrastructure transparency platform](#) and we are supporting the PPP Concessions Directorate to do the same for public-private partnerships. Innovative and interactive data visualization platforms such as [Indonesia's Infrastructure Dashboard](#) and capacity building activities lead to a jump in the number of partners using open infrastructure data.

We continue to push the boundaries of innovation to ensure that public infrastructure works for people and the planet. In India, our partner CivicDataLab is addressing social and environmental equity through improving the planning and procurement of flood defense infrastructure. This is just one example of how we will bake-in social, environmental, and economic inclusion in our infrastructure work to deliver even stronger results.



OUR DEVELOPMENT AS AN ORGANIZATION

In 2021, we took an important step in the development of our organization. Since 1 October 2021, we have been operating as an independent US 501(c)(3) public charity following our spinout from our fiscal sponsor the Fund for the City of New York (FCNY). Fiscal sponsorship has served us well and we are incredibly grateful to FCNY for their support. We have a global team, working in dozens of countries with a mix of global funders, so becoming an independent formal public charity is more efficient and cost-effective.

We established a new Governing Board led by our Chair **Sally Guyer**, our Vice-Chair **Makalani Dimba**, and our Treasurer **Alan Derhedge**. With the Board, we have developed our own best in class operations, finance, and HR structures and processes, and worked with our funders to transition our grants from FCNY to the new OCP.

OUR TEAM

We onboarded several amazing new team members: **Nanã Sthambing** as Senior Manager for Asia in Yogyakarta, **Reilly Martin** as Senior Manager for the US in Portland, **Sophie Abouze** as Digital Strategist and Content Manager in Abuja, **Steve Chaplain** as Head of Finance in Washington D.C., **Volodymyr Ternay** as Regional Manager for Eastern Europe and Central Asia in Kyiv, and **Yekaterina Lisitschuk** as Lead Data Standard Specialist in Asuncion.

We now have eight people based in the US, three in the UK, two each in Canada, Chile, Colombia, Nigeria, and Ukraine, and one person each in Argentina, Costa Rica, Germany, Indonesia, Paraguay, and South Africa.



EQUITY AND INCLUSION

We've continued prioritizing and investing in our human resources, diversity, and inclusion practices across 2021. Building on our public salary bands and performance framework from 2020, we started working with a DEIB coach Shilpa Alimchandani from Mookti Consulting who facilitated workshops on power and identity, interrupting bias, and equitable and inclusive leadership. We developed our first DEIB guide that has improved processes and organizational practices for hiring, performance/growth, and external representation and improved how we communicate and collaborate as a team. We also ran our organizational Belonging Survey with our HR firm, mwah, for the second time. The data and conversations around the results show us how team members feel connected and treated at OCP and where we can do better.

In 2021 our average belonging score was 7.76 out of 10 compared to 7.94 in 2020. While this is still a strong belonging score, especially for a global remote team during a pandemic, we can also see that women and team members of color feel that they belong a little less at OCP than male or white team members. We take this seriously. Being able to travel again together and have in-person team retreats in 2022 will help with building belonging, especially for our new members who have not met the rest of the team in person. And we will continue to work on our own practices. For example the survey also showed us that team members feel slightly more included by directors and people managers at OCP than by other team members. This is something we will improve on with coaching so inclusion feels even more universal this year.



2021 FINANCES

We came close to meeting our income and our spending targets for the financial year from 1 October 2020 - 30 September 2021 (FY21). Our expenditures amounted to \$5.85m, or 95% of our planned budget of \$6.18m. Our revenue, not including retained revenue from the previous year, was \$5.89m.

A large part of our revenue came from our generous long term supporters including the BHP Foundation, Luminare, the UK Foreign, Commonwealth and Development Office (FCDO), as well as smaller grants from the Prosperity Fund (\$117K), IDRC (\$46K) and Hivos (\$18K). We also added two new major unrestricted grants from Luminare (\$600K, as part of a total grant amount of \$1.8m) and the Laura and John Arnold Foundation (\$500K, total grant of \$1m), and two grants from the William and Flora Hewlett Foundation (\$330,000). We secured new restricted funding from EBRD (\$142K, total grant of \$468k), IDRC (\$46K, total grant of \$103K), CAF (\$150K, total grant of \$299K), and FCDO South Africa (\$149K, total grant of \$300K). Overall, in 2021, our unrestricted to restricted revenue ratio was 30% to 70% not including the retained revenue.

Our expenditures amounted to \$5.85m, of which roughly one third or \$1.98m was unrestricted spending, and \$3.87m was restricted.

The two main spending items were Program Activities & Consultants at \$3.56m and Personnel at \$1.64m.

As part of our spending on Program Activities & Consultants, our highest expenditures were on country implementation support (\$1.25m), our open data helpdesk (\$669K) and our 'other consultants' category (\$1.08m) which covers our team members working outside of the US, Canada or the UK, our outsourced accounting fees, and our legal counsel fees associated with the spinoff.

We saw an underspend (\$1.25m on a \$1.45m budget) on implementation support, partly due to the continued global pandemic and also due to a delay in receiving some of our anticipated grants. Our significantly reduced spending on travel, events and rent due to continued travel restrictions and lockdowns was a factor too.

In total, we calculate that \$1.6m of spending went directly to partners to build capacity and support change in countries and regions around the world.

Our reserves at the end of FY 2021 were \$903,800, sufficient to cover three months of operating expenses. We do not plan to add to our reserves in 2022.

Revenue ↓	FY21 (Budgeted) ↓	FY21 (Actual) ↓
Retained revenue from previous year	\$ 637,483	\$ 637,483
Confirmed revenue	\$ 6,162,176	\$ 5,507,745
Additional projected revenue	\$ 328,428	\$ 378,184
Total revenues	\$ 7,128,087	\$ 6,523,412

Expenses ↓	FY21 (Budgeted) ↓	FY21 (Actual) ↓
Personnel	\$ 1,628,311	\$ 1,646,884
Program activities	\$ 3,934,696	\$ 3,569,174
Non Personnel	\$ 32,500	\$ 55,633
Travel	\$ 14,452	\$ 6,479
Rent & Facility	\$ 23,801	\$ 24,370
Other	\$ 35,700	\$ 66,328
FCNY management fee	\$ 510,253	\$ 482,197
Total expenses	\$ 6,179,713	\$ 5,851,065
Revenues less expenses (carried forward to following year)	\$ 948,374	\$ 672,347

REPORTING ON TARGETS

We are delighted to have met or exceeded most of our targets for the year. We have updated our targets as part of our refresh exercise to take into account our shift in focus towards even more support to our community and recognizing the impact of public procurement on social goals. We missed our target to empower the community when we asked a tough new question on the topic. We owned that challenge and said what we will do about it in our New Year blog. While we add value and are building capacity, it highlights that we are not building enough confidence and empowerment for partners to go it alone with less support from us.

GLOBAL NORM

Objective	2021 target	2021 count	2021 details	2019-2023 Strategy target	Current count
Advocacy asks	1	2	UNGASS against Corruption Declaration; G7 Statement on Anti-Corruption and Kleptocracies (Annex 3)	7	6
New robust open contracting mandates	3	7	Chile; Ukraine; Colombia (gender & SME decree); Ekiti state (Nigeria); Kyrgyz Republic; Malawi; Paraguay (education);	10	17
Open contracting commitments	N/A	28	Buenos Aires (Argentina); Colombia; France; Germany; Indonesia; Liberia; Lithuania; Kenya; Makeni County (Kenya); Mongolia; Nandi County (Kenya); North Macedonia; Palermo (Italy); Panama; Peru (OSCE); Plateau state (Nigeria); Portugal; Romania; Rosario (Argentina); Santa Catarina (Brazil); Semarang (Indonesia); South Africa; Taiwan; Tangier (Morocco); Ukraine; United States (NDAA); Uruguay;	Monitored	85
High level international media mentions	N/A	31		Monitored	68
National media mentions	N/A	325		Monitored	858

IMPLEMENTATION

Objective	2021 target	2021 count	2021 details	2019-2023 Strategy target	Current count
Impact stories	2	4	Buenos Aires Obras; Chile health; Moldova; Ukraine health;	10	8
Impact with improved equity and sustainability	0	1	Moldova	3	1
Progress stories	6	6	Kosovo; Lithuania; Mexico City (Ecobici); Nuevo Leon; Paraguay; Ukraine Ukraboranprom (defense);	30	17
Data use stories	N/A	10	Kazakhstan COVID monitoring; Nigeria CSO Follow the Money; Taiwan Learning Man; OCCRP COVID-19 investigation; Guatemala; Tanzania Zabuni; Kazakhstan; Indonesia; Mexico health; SCALE Kenya	Monitored	41
Actors using OCDS data	40	65		75	2019: 41 2020: 51 2021: 65
Partners improving the quality of their open data	13	18		20	2019: 9 2020: 11 2021: 18

Objective	2021 target	2021 count	2021 details	2019-2023 Strategy target	Current count
Unique publishers of OCDS or OC4IDS data	N/A	62		Monitored	2019: 28 2020: 37 2021: 62
OCDS or OC4IDS tools and methodologies that are reused	N/A	14	INAI Open Contracting Information Capture Tool; Red flags for integrity notebook; Red flags methodology; OCDS Kingfisher Collect; OCDS Kingfisher Process; OCDS Data Review Tool; OCDS Merge; OCDS Kit; OCDS Show; OCDS Show for PPPs; OCDS Toucan; Market performance methodology; TheyBuyForYou; Mapalversions	Monitored	2019: 15 2020: 26 2021: 14

COMMUNITY

Objective	2021 target	2021 count	2021 details	2019-2023 Strategy target	Current count
Average community belonging score	7.5	6.8	On a scale of 1-10	8	6.8
Net promoter score	N/A	86	Measuring the credibility and usefulness of OCP on a scale of 1-100	Monitored	84

Objective	2021 target	2021 count	2021 details	2019-2023 Strategy target	Current count
Network average interconnectivity	N/A	11.6		Monitored	11.6
People and organizations engaged	N/A	9,837	Number of people and organizations in our wider network who engage in open contracting conversations	Monitored	9,837
Number of projects, programs, and organizations that get non-OCF funding for open contracting work	-	24	PPDC Nigeria (OSF); Funky Citizens (GMF BST); TI Health Initiative (OSF); Sembrando Sentido Puerto Rico (Ford Foundation); Universidad de Manizales and Corporación Cívica de Caldas (USAID through TI Colombia); IAA Medicines (APH Ukraine); CW South Africa (GIZ); Statewatch Ukraine (UNDP); CABA knowledge transfer on OCDS (World Bank); ChileCompra portal (IDB); Malawi eGP (World Bank); CDMX OCDS publication (British Embassy in MX); CDS for OSCE Peru OCDS implementation (IDB); Positive Initiative Moldova (OGP); UNDP Nigeria/AL (UNDP); New funding for Zambia eGP maintenance (WBG); Sierra Leone DPO (World Bank); FollowTaxes Kaduna (MacArthur); Costa Rica OC portal (USAID); FCD Ecuador trainings (CIPE/USAID); Positive Initiative (PTF); OpenMoney to replicate MarketResearchTool in Moldova (East Europe Foundation); Vouliwatch, Greece (EBRD); ePanstwo, Poland (EBRD);	Monitored	73

LEARNING

Objective	2021 target	2021 count	2021 details	2019-2023 Strategy target	Current count
Partners who say they can do more with less OCP support	50	25	Percentage of partners responding 8 or higher (out of 10) to the question, how confident they would feel in achieving their open contracting goals with less OCP support.	60	25
Partners who report high usefulness of key resources	50	54	Average score "highly useful" in our annual survey	60	54
Access to key OCP resources	N/A	137,322	Total access to key resources (7,786), OCDS resources (111,422), and COVID-related resources (18,114)	Monitored	225,586
Survey averages CAPABILITY	50	54	Post-event survey averages for the capability indicator across sessions, workshops, and events in which OCP had a principle role in shaping agenda and delivering event	Monitored	76



**OPEN
CONTRACTING
PARTNERSHIP**

www.open-contracting.org

 [@opencontracting](https://twitter.com/opencontracting)

engage@open-contracting.org