

Short Public OCP Advisory Board Minutes

October 11, 2018

Attendance

- Attended from Advisory Board: Laura Bacon, Rudi Borrmann, Alan Detheridge, Mukelani Dimba, Max Nefyodov, Seember Nyager, Stephen Peel, Claire Schouten, Jeni Tennison, Paca Zuleta
- Sent apologies: Beth Noveck
- Attended from OCP Staff for Full Meeting: Kathrin Frauscher, Marie Goumballa , Gavin Hayman, Lindsey Marchessault

Objectives

- Approve FY19 budget
- Review FY18 budget, income and expenditure
- Approve family leave policy
- Update board members on progress and challenges since last meeting
- Discuss OCP's strategic ideas for next strategy cycle
- Introduce recently joined board members, decide on potential new members and stagger end terms of current members

Decisions & Action Points from Meeting

FY19 Budget

- *Decision*: The Advisory Board approved the FY19 Budget.
- *Summary*:
 - Income: OCP's total income in FY19 will be \$4.66m of which \$2.12m is restricted and \$2.54m is unrestricted. This gives OCP a 45%:55% ratio of restricted vs. unrestricted, well within OCP's preferred balance. A key variable that will affect income calculations will be the size of our retained revenues.
 - Expenditures: Total planned budget is \$4.2m. As encouraged by the advisory board during the last meeting, OCP will expand its team. More people will boost activity budgets across almost all of program areas inc travel, events, support etc. Two additional & significant program investments will be a new stream of work on data quality (c. \$100k) and also a mentoring program with the NYC-based Reboot (c. \$300K). OCP will also investing in its infrastructure research (with \$100K under research). It will spend slightly more under helpdesk and technical assistance in FY19, but with other hires, OCP will plan to bring more of those skills in house towards FY20 to ensure a more integrated service.

- Fundraising: OCP will be very focused on fundraising and trying to arrange for new unrestricted funding to arrive soon.

FY18 Budget, Income and Expenditure

- *Summary:* FCNY runs one to two months in arrears in its bookkeeping. Final expenditure figures will be available in November and higher than what is presented here, especially as OCP had significant activity in September with the IODC and a year-end chase on outstanding invoices.
 - Income: Income ran pretty much as predicted. Total income was \$5.73m (99% of that budgeted), including a substantial \$1.35m grant from the BHP Foundation towards the end of our fiscal year, which will be retained for activities in FY19.
 - Expenditures: OCP planned to spend \$3.6m in its revised budget for FY18. In early October when the Board meeting took place, OCP had spent \$3.2m (89%). When the books close, expenditures will be nearer \$3.3m-\$3.4m (94%). \$3.4m is back to the original budget that OCP had submitted at the start of FY18. So having made the case that OCP was stepping its spending during the reforecast, it didn't achieve this. A large of the underspend stems from its postponement and reconfiguration of the incubation challenge and from taking large parts of the strategy development in house. Program activity accounts for the most of the rest of the underspend against planned budget, at \$1.1m vs \$1.5m (70%). Personnel expenditure was 99% of that planned at \$1.23m.

Family Leave Policy

- *Decision:* The Advisory Board approved OCP's new family leave policy contingent on clarifying in the policy that family leave includes caring for sick children or parents. OCP will also offer qualifying staff to pay out the discretionary cash bonus in installments, if needed.
- *Summary:* All new parents will receive 20 days of fully paid parental leave at the time of birth, whether in the case of birth, surrogacy, or adoption as per FCNY's stated policy. In addition, OCP will provide an additional 40 days of fully paid parental leave for the primary caregiver or an 10 additional days if they are the secondary caregiver. This will be structured as a discretionary bonus to be approved by management to comply with FCNY's existing HR policies. To care for a seriously ill family member, OCP will offer staff member 20 days of full paid family leave. This will be structured as a discretionary bonus to be approved by management to comply with FCNY's existing policies. If needed, the cash bonus can be paid in installments vs all of it at the end when the staff member returns to work.

Programs

- *Summary:* Since the last Board meeting in June 2018, OCP has seen promising developments around implementation in many countries but OCP hasn't found our two additional documented impact cases yet. This means that OCP will miss its ambition to document five systemic impacts by the end of 2018. This was always an ambitious target and OCP has active research projects to document intermediate outcomes but as OCP cares about the impact stories it is worried about this status. OCP's thinking of why it hasn't see more impact informs its new strategy design (please see below). You can find its most recent [target update](#) on the website. All the other targets are on track (and mostly exceeded).
 - **Advocacy & Communication:** The OECD Maps core methodology is finally being used to assess countries across the globe. It now includes substantial open contracting references, meaning that OCP has hit its target of achieving two high level advocacy impacts in 2018. With regards to the G20, OCP has continued to engage throughout the C20, the G20 Anti-corruption Working Group, and the B20. The B20 has finalized its policy paper and it includes references to the OCDS. OCP had a successful launch of our mythbusting [report](#) busting the myths of confidentiality in public contracting at the OGP Global Summit in Georgia. Open contracting has been in the news. OCP already achieved its media targets and Wired has published a [feature story](#) on Ukraine.
 - **Implementation:** The most significant development in Europe is that DG Regio and the Publication Office of the Commission are negotiating with the European Bank for Reconstruction and Development (EBRD) the plan to pilot the use of our newly drafted OCDS EU profile in 5-6 member states. Latin America continues to be a hotbed of open contracting activity, with a wide range of emerging impact goals relating to anti-corruption, value for money, market opportunity, internal efficiency and service quality across the regions. However most countries still struggle with translating these theoretical goals into meaningful actions. In Nigeria, Uganda, and Zambia, (like in the UK) OCP has focused more on documenting the outputs and outcomes of the open contracting implementations to date. In Asia there is the potential in Malaysia and continued support to Nepal and Afghanistan. Progress has been slow in North America and Australia, but cities are exciting opportunities that OCP is pursuing more.
 - **Peer-mentorship:** One of OCP's big ticket item for the coming year is our [Peer Coaching and Mentorship Program](#). Its goal is to accelerate impact from open contracting both at the country and the field levels, testing a new way of how OCP could provide more effective support. Originally, OCP explored an impact challenge but pivoted to this as a much more direct way to deal with the inertia, sloth, and vested interests etc OC reforms have to overcome.

- Data: OCP has already begun to implement some of its strategic insights in its work around OCDS, data quality and use. OCP is shifting to be more selective in working with new publishers only when they have impact goals in mind and capacities to roll-out technical work. OCP is seeing more and more how data quality and completeness can be a barrier and will be prioritizing usefulness of data as a metric of success in publishing. To promote the reuse of tools, OCP launched a [OCDS Bounty Program](#). OCP [published](#) the first public working drafts on using the OCDS in the [European Union](#) and for the [Agreement on Government Procurement](#). It also made significant progress on [OCDS Kingfisher](#), a new tool to automatically collect available OCDS data from all known publishers.
- Field Building & Learning: OCP took advantage of large events, such as the OGP Summit in Georgia and the IODC in Argentina and convened several associated workshops with a focus on learning and capacity development. OCP wrote a [summary blog here](#). For the first time, we brought support providers together and began to co-design better support services for them.
- Organization: OCP has continued to expand with the addition of [two new full-time members](#) and is hiring a CFP, program manager and a LATAM manager.

Strategy

- *Decision:* The Advisory Board formed an ad-hoc subcommittee to advise and assist OCP on the strategy development. Jeni Tenison, Paca Zuleta, Seember Nyager, Rudi Borrmann and Alan Detheridge joined the committee. The committee will convene twice virtually before the next Board meeting.
- *Action Point:* Schedule calls for subcommittee.
- *Summary:* OCP is reflecting on the challenge of achieving impact from open contracting and how it can support in-country champions with change management. It shared a [draft strategy note](#) with the Board that summarizes the process, recent insights, and potential emerging shifts in OCP's approaches. Highlights include:
 - OCP needs to get smarter in setting the stage for impact. Many reforms don't start with an outcome goal but are driven by a desire for greater disclosure. Many open contracting commitments have been thin and have not translated into real action with a high-level political mandate. OCP is therefore considering helping to facilitate more powerful coalitions of change who include champions from the highest level. It is also considering a more formalised multistakeholder model to get higher political commitments upfront.
 - OCP needs to build more capacity of reform champions to overcome political and technical hurdles. Open contracting can get stuck in political or bureaucratic inertia and become actively opposed from vested interests. Insufficient data, or a lack thereof, or reform management capacities can bring open contracting to a

halt. This may mean fewer and better country investments. These investments could focus less on incremental change, and more on radical systems shift and building an ecosystem of actors. It also means re-framing open contracting as a system reforms in addition to OCDS publication.

- OCP needs to promote data quality and use. One of OCP’s biggest surprises has been how bad data (completeness & coverage) often is and how little (even better data) gets used for analysis and decision meeting. If a government doesn’t use its own data, it will also not invest in making it better. OCP is therefore considering shifting to be more selective in working with new publishers only when they have impact and use goals in mind and capacities to roll-out technical work. OCP is already automating ways to facilitate feedback to publishers and capacitating support providers to build more reusable tools.

Advisory Board Members

- *Decision:* The Board decided to stagger end dates of current members to ensure continuity. The Board also decided to invite one more Board member.
- *Summary:*

Name	Start Date	End Date
Alan Detheridge	November 1 2014	November 1 2023
Maria Margarita Zuleta	November 1 2014	November 1 2023
Claire Schouten	November 1 2014	November 1 2022
Jeni Tennison	November 1 2014	November 1 2022
Beth Noveck	November 1 2014	February 28 2019
Laura Bacon	June 1 2015	January 1 2020
Stephen Peel	November 1 2015	February 1 2020
Max Nefyodov	June 1 2018	June 1 2022
Mukelani Dimba	June 1 2018	June 1 2021
Seember Nyager	July 3 2018	July 2 2021
Rudi Borrmann	July 20 2018	July 23 2021