



**OPEN
CONTRACTING
PARTNERSHIP**

2022

ANNUAL REPORT

Introduction

In 2022, our work reached more people than ever before. In Latin America alone, half of the continent is living in countries with access to open contracting data.

Despite a very challenging year — which was our first as a fully-independent US charity — we met all our key organizational targets and we have been able to document major impact from our work worldwide. In Ecuador, Mexico's Nuevo Leon, and Indonesia, governments are working with civil society to measurably increase oversight of government spending. As a result, we have seen improving competition and better delivery of vital public works and services. Lithuania's procurement is going 100% green. Residents of Villa 31, an informal settlement in Buenos Aires, now have a say in how the government's US\$300m budget is spent. Italy is using red flagging tools to prevent wasteful spending. Albania's new open e-complaints system is increasing trust among businesses—and proving more efficient. Open contracting data has helped a coalition of 90 civil society

organizations to follow the money in the Kyrgyz Republic, while Edo in Nigeria is modernizing its procurement through digitization.

The achievements of the champions leading these reforms, which are highlighted in this report, offer a window into a world of open procurement. Clarity over government spending is vital to finding solutions to larger challenges, like strengthening democracy and more equitable and sustainable development.

We highlight the many champions who have worked together to embed these reforms throughout this report. This should give us hope as we seek to find solutions to across the many challenges we face worldwide. 2022 was the year of the poly-crisis: as governments around the world struggled with democratic decline, inflation, inequality, climate change, and the illegal invasion of Ukraine. New thinking is needed to find big, systemic and cross-cutting solutions to meet these interlocking, interacting challenges and you can bet that better public spending and procurement will have a key role to play.

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Clarity over government spending is vital -----> to finding solutions to larger challenges.

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So we are stepping up to provide new resources, guidance, and approaches on sustainable public procurement, better medicine purchasing, better digitization as well as offering more advocacy support to local changemakers.

Standing with Ukraine has been another key priority for us. We have helped found a coalition of over 40 leading Ukrainian and international organizations, RISE Ukraine, uniting to lay out an ambitious vision for a Ukrainian-led Reconstruction with Integrity, Sustainability and Efficiency. We are also directly working with Ukraine's Ministry of Recovery to support end-to-end, fully transparent digital coordination and delivery of projects during the reconstruction. We hope this new collaboration will become a compelling example of smarter, more open government to inspire people as much in the reconstruction as Ukraine's brave soldiers and citizens have done on the battlefield.

These insights—together with the feedback of 360 reformers from nearly 80 countries who

responded to our 2022 survey—are shaping our 2023 priorities and will guide us as we develop our third strategy this year. We are making our Lift impact accelerator program bigger and bolder, targeted squarely on the polycrisis challenges to improve sustainability, economic inclusion, and public trust. We know that it can take a lot of effort to procure, build, and institutionalize e-government procurement systems, so we will be increasing support to partners to deliver on this digital transformation.

We are a small organization that explores bolder ways to transform public procurement to be open, fair, efficient, and sustainable everywhere. This is only possible thanks to the remarkable work of our team, our community of government, civil society reformers, businesses and the support of funders. A big thank you to all of you as we look forward to 2023.

2022 in numbers

- 2** new global norms
UNGASS against Corruption and G7
- 3** new impact stories
- 6** new progress stories
- 60** open contracting data publishers
- 17** publishers improving the quality of their open contracting data
- 70** actors using OCDS data
- 273** local media mentions of open contracting
- 144,782** times our resources were accessed
- \$1.2M** in direct support for our partners through grants & consultancies
- 78** Net Promoter Score for OCP



Top resources



Our new toolkit on [Open and Sustainable Public Procurement \(OpenSPP\)](#) was the most viewed and used resource last year.



The report [Inclusive and effective public procurement: Findings and lessons from research in 12 countries](#) gathers the insights of our Action Research grants, supported by Canada's International Development Research Centre's Open Data for Development program.



Findings of our research on [Fulfilling the promise of e-procurement reforms in Africa](#) are helping procurement agencies make better decisions.



Our in-house guide for [developing open contracting data portals](#) highlights best practices and provides great examples from around the world.



Our evergreen [OCDS field-level mapping template](#), [Red flags guide](#), and [Open Contracting Quickstart Guide](#) continue to provide insights and guidance on open contracting implementation to our community.



Most read blogs



Our story on [Mexico City's journey to procure a better bike share system](#) is the most read blog of 2022.



As procurement agencies seek to improve economic inclusion, our blog on [7 tips to increase SME participation in public procurement](#) draws on lessons from our Lift impact accelerator.



The story about [Italy's 'small revolution' in the fight for corruption-free contracts](#) sheds light on data-driven anti-corruption strategies in public procurement.

The open contracting

Stories of 2022

IMPACT Indonesia

Reducing corruption

Government contracting in Indonesia has long been vulnerable to corruption, with around two in every five graft cases involving public procurement. Poor contracting practices, decentralization, and a lack of transparency made it difficult for authorities to manage procurement effectively or sanction bad behavior and for citizens to monitor spending. Indonesia's procurement agency partnered with the civil society organization Indonesia Corruption Watch to create the online risk-monitoring tool, Opentender.net. ICW trained over a thousand transparency advocates, researchers, journalists, and auditors to use the tool to detect suspicious contracting processes.

- Prosecutions and convictions in at least five high-profile corruption cases, covering at least **US\$18 million**
- Procurement corruption cases increased from **9** in 2013 to **47** cases in 2021

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Indonesia is a country that has been hit hard by COVID-19 and is often affected by natural disasters. So, it's very important to publish the data. Currently, we are trying to support ministries and institutions to upload as much emergency procurement data as they have into the dashboard.

Siti Juliantari "Tari" Rachman, ICW

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IMPACT Ecuador

Democratizing public procurement

Ecuador built on the success of opening up its emergency procurement during the pandemic and expanded open contracting to all sectors. Our Lift impact accelerator program provided a space for civil society and government reformers to collaborate to reduce sole sourcing and improve oversight. Two years on, competition increased, the procurement agency, SERCOP, is publishing real-time open data, and civil society is monitoring red flags, resulting in better deals for citizens.

- **19%** decrease in the number of special procedures with low transparency and **17%** increase in vendor participation
- **172** legal cases investigating questionable pandemic purchasing

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Democratizing public procurement not only increased public oversight but has delivered results for suppliers and citizens. Open data is not something isolated. Real transparency builds trust among citizens. And that can only be achieved by the best possible data quality.

Maria Sara Jijón, Director of SERCOP

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IMPACT Nuevo Leon

Open and better infrastructure procurement

In Mexico's Nuevo Leon, a lack of open and coherent information on public tender opportunities and infrastructure investments resulted in inefficient processes, low competition, increased corruption risks, and gaps in key public services. To improve transparency and project management in the state, the government built the open data platform, Infraestructura Abierta. It centralizes information on infrastructure projects in sectors such as culture and recreation, social housing, roads, and water. The initiative has survived a political transition. A new government was elected in 2021 and is expanding the initiative to more agencies, increasing the data quality, and developing new tools to improve internal efficiency.

- The number of buyers included increased from **18** to **31**
- There were no single-bid tenders in 2021 and 2022
- **53%** of the winning suppliers had secured contracts for the first time

PROGRESS

Kyrgyz Republic

Following the money

Opaque public procurement in the Kyrgyz Republic encouraged corruption, deterred qualified suppliers, and stifled economic growth. A coalition of 90 CSOs is using open contracting data to follow the money. They built user-friendly websites to show the performance of the procurement system, advocated for the procurement agency to make the data accessible in real-time with APIs, and trained other actors on how to detect corruption risks and inflated prices using data-driven contract monitoring. Since, the public procurement environment deteriorated, culminating in the shutdown of its open contracting publication by the end of the year and putting this progress in danger of being rolled back.



Monitoring is one of the key instruments to fight corruption. We are working to make the process as transparent as possible, not only in the budget process or public procurement, but overall. We want the state to work openly so people can see what they are doing.

Edil Eraliev from the non-profit legal firm Partner Group Precedent



- Overall savings of **13%** on competitive awards or more than **KGS 26 billion** (around **US\$232 million**) over the last three and a half years
- Share of direct contracts by value dropped from **12%** in 2020 to **4%** in 2021



PROGRESS

Argentina

Open for inclusion

Villa 31 is an informal settlement sandwiched between two wealthy communities in the city of Buenos Aires. Its 40,000 or so residents were 'invisible', with no official recognition or access to basic public services, until they used open data to advocate for better public infrastructure with the help of government reformers and the CSO Asociación Civil por la Igualdad y la Justicia (ACIJ). Now they have a say in how the US\$300m government budget is spent, improving economic inclusion in the community and ACIJ is expanding the approach to further informal settlements.

- A new centralized unit in the city government was created to strengthen the monitoring and evaluation of the public works in Villa 31
- This civic monitoring partnership model is now being expanded to other informal settlements, reaching more than **200,000** inhabitants in Buenos Aires



It is crucial to be in touch with affected communities whenever possible. It is essential to work with these communities and give them a voice to participate in a meaningful way, so that our work in open contracting, anti-corruption, accountability, and transparency has an actual impact on the communities we aim to empower.

Guillermina Greco, Lawyer, ACIJ



PROGRESS

Italy

Improving public trust through transparency

Public contracting in Italy is vulnerable to corruption and mafia infiltration. The government anti-corruption agency, Autorità Nazionale Anticorruzione (ANAC), worked with public sector experts, academics, businesses, and civil society to open up procurement using open contracting approaches. They deployed a public business intelligence tool and a red-flagging tool for automating the detection of corruption risks and wasteful spending, to keep public contracting clean and organized crime and corruption at bay. They are also publishing procurement data in the OCDS format to enable interoperability of ANAC's database with IT systems in other agencies and countries.

- Over **60 million** contracting procedures open and downloadable in various formats
- Annual savings of up to **10-20%** (around **€935 million**) in the health sector alone
- Collaborative supervision of tendering for **240** public projects
- Detection of about one case of corruption per week



Promotion of transparency is one of the main antidotes against corruption and maladministration. If well-organized and properly targeted, transparency does not slow down the administrative machine, it promotes civic participation and access to services, ensuring that the fundamental rights of the people concerned are fully respected.

Giuseppe Busia, ANAC
President



PROGRESS

Lithuania

Going 100% green

In 2021, Lithuania launched an ambitious reform goal to reduce the country's carbon footprint by making public procurement 100% green by 2023. The Lithuanian Public Procurement Office is encouraging the use of green award criteria with training, a helpdesk to assist buyers, and specific guidance for high-impact sectors. The agency is also using open procurement data to track the status of its 'green targets' through a user-friendly public dashboard, while green fairs, catalogues, and other vendor outreach events encourage government buyers to change their purchasing habits.

- Green award criteria is used in **60%** of public procurements by value in 2022, up from **3%** in 2020



At the LPPO, we are showcasing how open data can be used to promote and track sustainable purchasing. We have created a scoreboard for public authorities, which collects and presents data on technical specifications, award criteria, and clauses. It also shows the detailed levels of green procurement uptake across Lithuanian institutions.

Kestutis Kazulis, LPPO



PROGRESS

Albania

Open feedback cuts red tape for suppliers

Until 2021, government suppliers in Albania had to submit paper-based complaints about public contracts which could be as much as 800 pages long. Now the complaints are submitted and managed electronically on a public registry deployed by the Public Procurement Commission (PPC), so decisions are made faster and fairer.

- PPC decisions appealed in court reduced from **10%** in 2020 to **4-5%** as of July 2022
- Suppliers who use the e-complaints system save an estimated **US\$300-1,000**
- Late PPC decisions reduced from **23%** in 2020 to **10%** in 2022
- The openness in PPC's operations is building trust among stakeholders: **75%** of businesses think the new system is more efficient, and **82%** say it is fairer



Reducing the level of corruption in public procurement is not an easy or rapid process in time. We are working daily to achieve it by increasing trust and awareness and contributing to the development of the economy.

Jonaid Myzyri, Chair, PPC



PROGRESS

Nigeria

Modernizing procurement in ancient Edo

Edo State is a fast-developing state in Nigeria but its procurement system was paper-based, slow and vulnerable to political interference and inefficiencies that affected the delivery of public works and services, and undermined public trust. The Edo State Public Procurement Agency (EDPPA) transitioned from a paper-based system to electronic procurement, becoming one of the first states in Nigeria to digitize procurement processes from planning to implementation.

- EDPPA has published data about **600** processes worth **\$205m** between 2018-2022 from **31** agencies
- About **50** officials trained on publishing procurement data



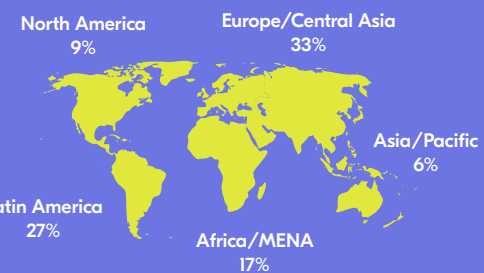
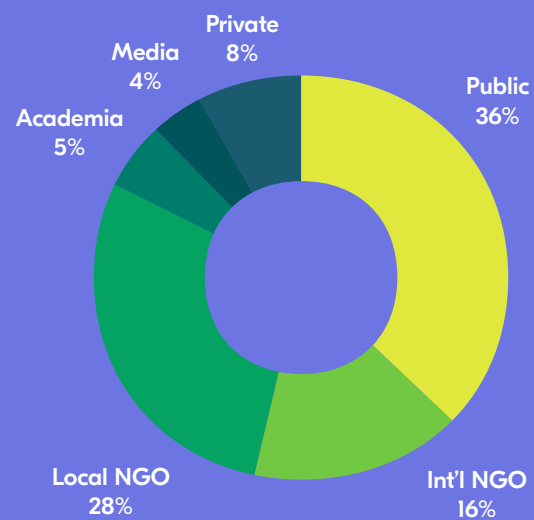
Corruption thrives in secrecy. The right approach to fighting corruption to the barest minimum is ensuring transparency in the conduct of government activities. In my opinion, the most essential role open contracting plays in the fight against corruption is that it creates in all stakeholders a sense of awareness and access to data regarding contracts awarded and executed by the government.

Ezekiel Obazele, Head of e-Procurement Department, EDPPA



Feedback survey 2022

369 total respondents



79 countries represented

60% male **38%** female
1% non-binary

73% working on open contracting for 3+ years

As we prepare to enter our next five-year strategy cycle, the feedback and insights from our community will help shape the future of open contracting.

OCP is a valuable partner, but we can strengthen our support in certain areas

We received high ratings against our key targets, including a strong net promoter score of 78. We also made small but positive steps forward in resource usefulness—68% of respondents said they found our resources very useful—and in capability, where 57% of respondents said they felt more capable of doing open contracting work in the coming year. Still, regions such as Africa and the US are seeking more in-depth support, and we hope the expansion of our Africa team as well as the progress stories coming from our US Lift cities will catalyze change.

Close collaboration is key

We traced a clear correlation between level of engagement and overall partner satisfaction. “High engagement” respondents, 80% of whom reported increased capability, also gave us a strong net promoter score of 97 and shared an above-average sense of belonging (8.2 out of 10) and support (8.9 out of 10). This feedback resonates with shifts we made in our refreshed support model, as well as our plans for a larger Lift cohort in 2023, which will provide more opportunities to dive deep with partners.

Anti-corruption, sustainability, and e-procurement reform are top of mind

Our partners are working to make real change through open contracting. Anti-corruption, respondents’ number one priority issue, will remain a very important focus to us as we build new tools and improve our support. Sustainable procurement and e-GP are the other issues coming up top, and our new OpenSPP and e-GP transformation research will help partners deliver. To support these reforms from the inside, we’ll continue to leverage data and technology through our new in-house data team and user-friendly data standard tools (which nearly 50% of respondents cited as one of the most useful OCP resources).

2022

January

- After joining our impact accelerator program, Lift, Mexico City [revamps its bike share service](#) through open contracting. At half the operating costs of the old service, the expanded services provide more residents with a greener way of getting around.
- We explore the possibility of using AI to fight corruption through smarter monitoring of government spending at [MozFest](#).

February

- We [convene civil society members](#) in South Africa to discuss how to support the government to deliver on the Zondo Commission's recommendations on procurement.
- Kazakhstani Instagrammers [share tips](#) to spot suspicious procurement deals.

March

- We launch our new [advocacy offer](#) and toolkit to help our community make the case for open contracting.
- For International Women's Day, we host a [webinar](#) with the government of Gauteng, South Africa, and share strategies to include more women vendors from Colombia and Ekiti, Nigeria.
- In India, open contracting data analysis [informs](#) public spending on health and flood management.

April

- We hold our first in-person team retreat in two years to strengthen our team's bond and fine-tune our support to our community.
- We co-host the [international procurement workshop](#) at KOPPEX, Korea's largest public procurement exhibition, discussing strategic approaches to public procurement with social and environmental values.
- Our [new impact story](#) shares how Indonesian civil society and government join forces to oversee 600+ procuring entities.

May

- The [G20 Smart Cities program](#) adopts an [Open Contracting Model Policy](#).
- The latest [Global Data Barometer](#) provides a snapshot of the data available on public procurement. The top countries are all open contracting champions.
- We make [10 recommendations](#) to fix the UK's draft Procurement Bill, several of which are adopted.

June

- The [Declaration of the IX Summit of the Americas](#) asks governments to promote open data and implement open, transparent and accessible public procurement processes.
- We join the Francophone Africa OGP regional meeting in Burkina Faso, contributing to a [Best Practice Guide](#) on open government.
- We launch our new toolkit on [Open and Sustainable Public Procurement](#) – and it has been accessed 6000+ times so far.
- With Open Data for Development, our partners at Canada's International Development Research Centre, we publish our findings from the [action research](#) on inclusive and effective public procurement in 12 countries.
- UK Government publishes a new policy paper on [transforming public procurement](#) that makes open contracting data central in driving better analysis and insight into the country's £300 billion of public spending and commits to a central digital platform for public procurement.

July

- We present to the G20 Indonesia Anti Corruption Working Group in Bali, Indonesia and our partners are featured in the groups Compendium of Good Practices on Public Participation and Anti-Corruption Education.
- The new RISE Ukraine coalition [launches](#) at the Lugano Ukraine Recovery Conference to rebuild with integrity, sustainability & efficiency.

August

- We work with partners in Buenos Aires to increase inclusive infrastructure with open contracting for marginalized residents.

September

- We reconnect with the Latin American open government community in the Dominican Republic for [América Abierta](#), build new partnerships across the region, and sign a MoU with the Dominican Republic's [public procurement agency DGCP](#) to develop a red flags methodology.
- Italy's anti-corruption agency uses [data-driven contracting](#) to curb corruption which has led to increased savings across sectors, collaborative supervision of tenders, and better detection of corruption cases.

October

- We launch new [research](#) on e-procurement systems in 5 African countries that provides key recommendations to support the implementation of e-procurement reforms.
- Together with the Colombian Instituto Anticorrupción, we launch a [best practice guide on procurement of public infrastructure](#).

November



- We join the open government community in Africa for the 2022 OGP Africa and the Middle East regional meeting in Morocco.
- We co-organize the General Assembly of the Africa Public Procurement Network in Eswatini, sharing ideas and lessons on emergency procurement, e-GP and sustainable procurement with heads of procurement agencies across the continent.
- In The Hague, we participate in the [GovTech Summit](#) to discuss digital procurement in Ukraine and using tech to empower sustainable procurement.
- We organize a [Public Procurement Data Dialogue](#) with our partner, Civic Data Lab in Assam, India on how to engage micro, small and medium-sized businesses for better green solutions in public procurement.
- Competition increases thanks to [Ecuador's democratization](#) of public procurement. Now the procurement agency is publishing real-time open data, and civil society is monitoring red flags resulting in better deals for citizens.

December

- We are live at the International Anti-Corruption Conference (IACC) in Washington, DC where we discuss empowering citizen investigators to fight corruption, elevate the [bold vision](#) of our partners at RISE Ukraine, innovative anti-corruption responses to COVID-19, and more with key stakeholders.
- In Mexico, Nuevo Leon's open data platform, [Infraestructura Abierta](#) is increasing competition and reducing single-bid tenders. The approach is now being scaled nationally.
- Contracting reforms in [Edo State](#), Nigeria and [Nuevo Leon](#) boost competition and oversight.

The status of open contracting

Implementation

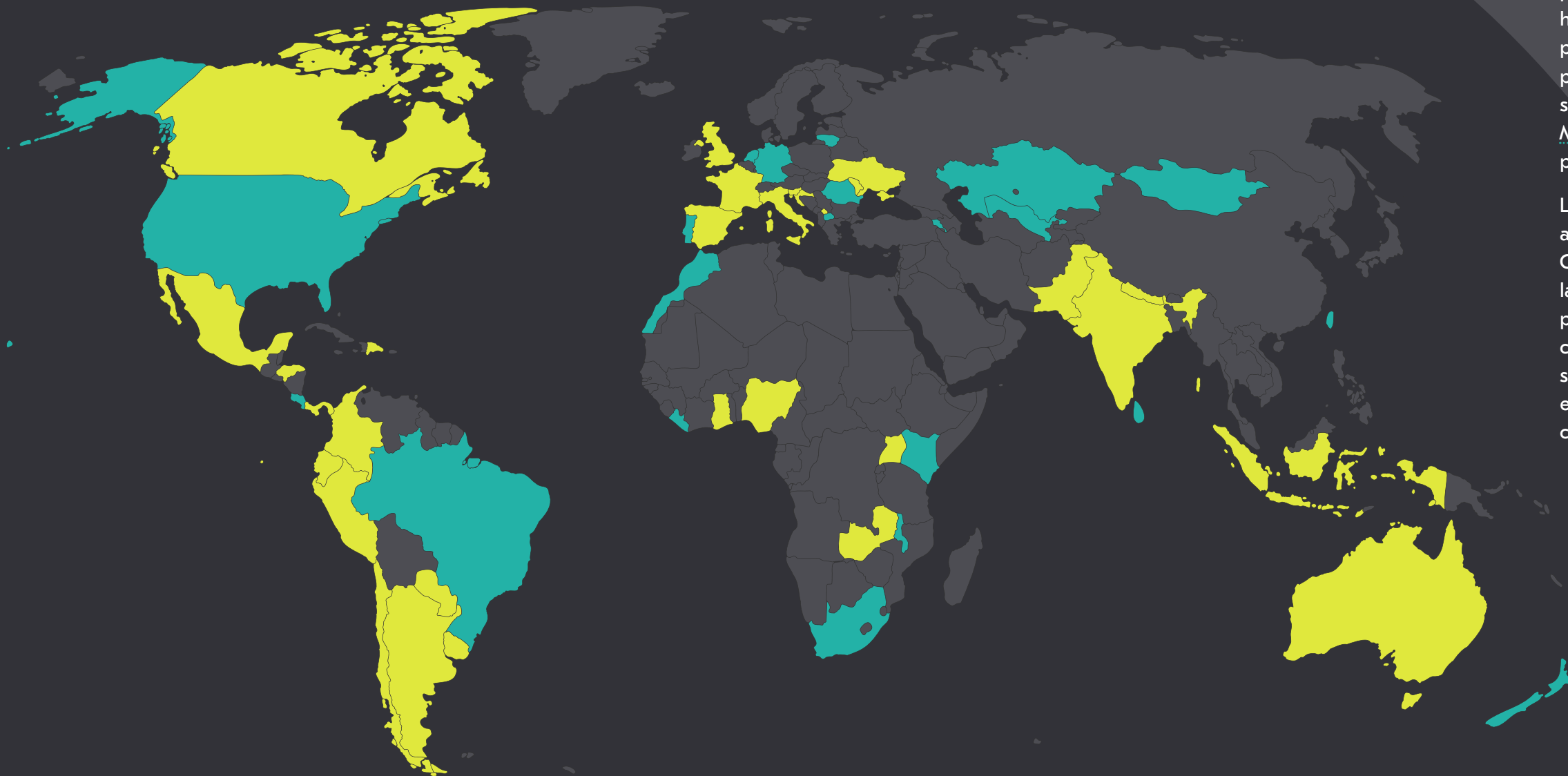
-  Publishing to the Open Contracting Data Standard
-  Active commitment

Global progress

We can play an important role in creating a positive context for procurement reform to happen, through global norm-setting and building coalitions of champions. Our new [advocacy toolkit](#) and support offer guides partners in their efforts to advocate for changing the status quo.

We increased our focus on building coalitions in 2022. From [RISE Ukraine](#) to [EU Open Spending](#) to the [informal coalition of Latin American open contracting champions](#) who secured a high-level normative declaration supporting open contracting at the Summit of the Americas, we used our shared voice to raise the bar and show the world what's possible through better procurement. And we worked with multistakeholder coalitions at the G20 to showcase best practices on citizen participation from our partner Indonesia Corruption Watch and secure strong guidance through the [G20 Smart Cities Model Policy](#) to drive a wave of progress and peer learning at the subnational level.

Looking ahead to the Summit of Democracy and the Conference of States Parties to the UN Convention Against Corruption in 2023, we laid the groundwork in both fora to make sure procurement remains a priority with a broad coalition of government, civil society and private sector champions dedicated to implementing ever stronger and clearer open contracting commitments.



Americas

2022 was a year rife with political polarization and economic volatility for Latin America. Yet, regional partners were able to leverage open contracting data and multistakeholder collaboration to improve the quality of government spending, advance inclusion, and strengthen civic oversight.

Digital transformation processes that embed open contracting delivered results. In Colombia, our support to regional and local governments accelerated digital transformation and boosted competitiveness. In these regions, the use of the transactional e-GP system jumped in 2022 to 95% compared to 23% in the rest of the country, with a share of 46% in open processes compared to 25% in the rest of the country. In Ecuador, thanks to our support, between 2019 to 2022 competition increased by 10% and the use of special regimes fell to 19%. In Nuevo León, Mexico, the digital platform Infraestructura Abierta increased competition and the number of new suppliers, despite a government transition.

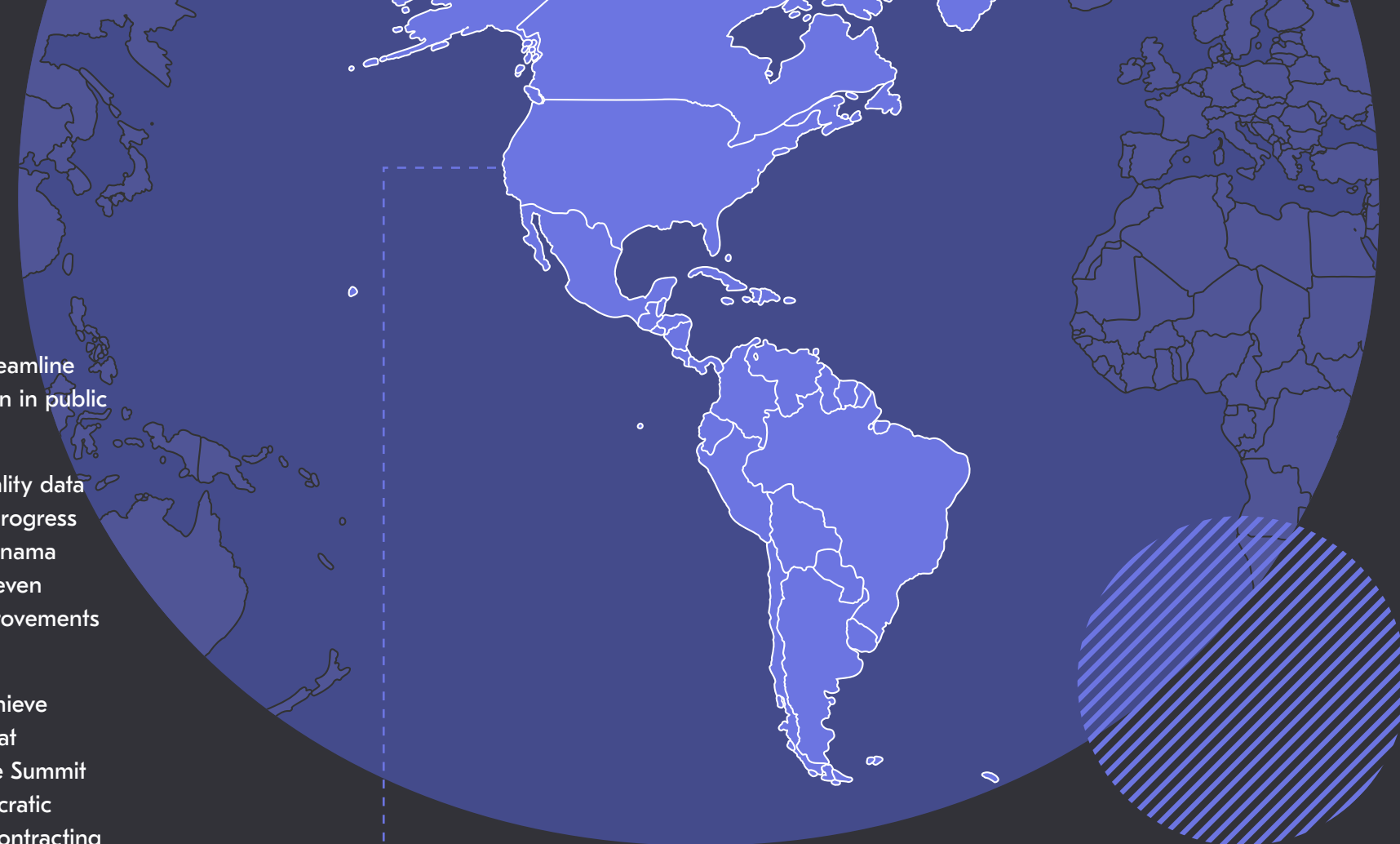
We also saw progress in using open contracting to advance equity. In Colombia, we supported regulatory reforms and data systems to measure and improve the participation of women businesses in public contracting. We are exploring how financial institutions can use open contracting data to provide access to credit for SMEs and women businesses in Bogotá, Colombia. In Paraguay, we supported our partners at the grassroots, reAcción, to set up an ecosystem of software tools to enable community monitoring of investments in the schools with the greatest infrastructure needs serving low-income students. Through our Lift impact acceleration program, we are working with Paraguay and Mexico City to

remove bureaucratic obstacles and streamline processes to facilitate SME participation in public procurement.

The availability of more and better quality data provides a strong foundation for the progress and impact in the region. Last year, Panama became a new OCDS publisher, and seven countries across the region made improvements to their OCDS publication.

Our regional community helped us achieve new high-level normative mandates that support open contracting reforms. The Summit of the Americas' Declaration on Democratic Governance called to promote open contracting data to increase transparency, accountability, and citizen participation to prevent corruption. In Colombia, Costa Rica, Ecuador, and Paraguay, new legal reforms mandated greater transparency, less discretion, and greater adoption of electronic procurement systems.

In 2023, we are building on these strong results to achieve a stronger, more sustained impact on integrity, inclusion, and digital transformation.



USA

In our growing [US portfolio](#) we support all levels of governments with a focus on social safety nets, sustainability, and economic growth and development.

Many city partners have focused on process and data improvements, and better planning and outreach to vendors to revitalize their local economies and to expand access to procurement opportunities for local, women, and/or minority-owned businesses. Des Moines, Iowa now has a single platform for all registered vendors, increasing the number of registered vendors by nearly 200%. They also created processes for vendors to tell the city about their values on sustainability and equity. We look forward to continuing our support to Lift program partners Des Moines, Iowa and El Paso, Texas, and other partners in Long Beach, California; New York City, NY; Portland, Oregon; Washington DC; the states

of California and Colorado and many more in 2023.

At the federal level, we are promoting greater accessibility and transparency, particularly when it comes to measuring whether federal dollars are leading to sustainable outcomes for communities in need. In the US, [women own 42% of companies](#) and women of color start businesses at the fastest rate of all racial/gender groups, yet women-owned small businesses receive only 4.6% of federal government contracting dollars.

Thanks to partnerships with other leading organizations, such as Code for America, New America, and Harvard Kennedy School Government Performance Lab we strengthened our community and published [research](#) on procuring technology to administer safety net programs.



Africa

In Africa, we worked with regional partners to better automate and open up procurement systems through improved data management.

This is no small feat in a region where procurement systems are largely manual, institutions are often weak, data is scarce and the results frequently don't provide value for money to governments and development agencies.

We also helped make procurement more inclusive and accessible to marginalized groups like women and small businesses, and to promote sustainable development in the region.

Many governments began digitizing their entire procurement process by implementing electronic government procurement systems with the hope of transforming procurement to be more efficient, fair and accountable. We launched a new study on the implementation of e-procurement in Africa to identify: what was working, what wasn't and recommendations for governments, funders, and other key stakeholders. The eight lessons for reform teams were well received by governments, CSOs and development agencies at regional events.

We also deepened our work at the state-level in Nigeria. We showcased how open contracting and digitization are improving internal efficiency and procurement outcomes in Edo State, Nigeria. Our [Lift impact accelerator project](#) in Ekiti state provided an opportunity to build a process to understand and include women businesses in public procurement from the ground up.

In East Africa, we are working with the Africa Freedom of Information Centre (AFIC) and other partners to identify barriers and solutions for women businesses to participate in public procurement in Ethiopia, Kenya, Rwanda, Tanzania and Uganda. We also launched a collaboration with UN Women on the same topic in Côte d'Ivoire, Mali, Nigeria, and Senegal, and are actively exploring a potential project with Senegalese stakeholders. Promoting gender-responsive procurement will remain a key focus of our work across the continent.

Europe

Open contracting continued to spread in Europe. The continent is leading in the green transition, and open contracting showed it can help. With around 60 EU open government champions, led by the Netherlands, we held an in-person conference in Amsterdam, discussing how openness can fuel sustainability. It re-energized the community and led to more cross-sectoral collaborations.

The civil society-led [Open Spending EU Coalition](#) grew significantly and became a leading voice promoting transparency of EU- and national government spending and beneficial ownership information, including the implementation and disbursement of funds through the Recovery and Resilience Facility.

Lithuania demonstrated how open data, technology and stakeholder engagement can drive a bold transition to green procurement. Italy's national anti-corruption agency is showing how open contracting can help fight corruption at scale. With our help, Albania dramatically improved the efficiency of its procurement complaint body and is now expanding its lessons to the Western Balkan region.

2023 promises a pivotal opportunity to re-create the EU procurement data architecture as countries are implementing new [Tender Electronic Daily \(TED\) eForms](#) and the European Commission is creating the European Public Procurement Data Space—a centralized procurement database and analysis tool of all available procurement data across the EU. If the EU gets it right, it will be a groundbreaking example of how countries can unite to use procurement strategically, with data and technology.



Eastern Europe and Central Asia

Eastern Europe and Central Asia have become highly turbulent regions due to the war in Ukraine and regional conflicts, impeding governments' transparency and accountability efforts.

As a result, we focused on creating a strong coalition of civil society organizations who are cooperating to achieve positive results in the region and demanding transparent, accountable and efficient public procurement.

We invested in developing an analytical infrastructure to equip CSOs with tools to track and measure their country's performance. With success: a new [business intelligence module was launched in Kazakhstan](#), a [red flag engine in the Kyrgyz Republic](#), and [Kyrgyz State Technical University built a tool to analyze public procurement in the educational sector](#).

We partnered with the Eurasia Foundations Social Innovation in Central Asia (SICA) program. Through a year-long public procurement school and a Massive Open Online Course on [open contracting basics](#) for more than 80 activists from Central Asian countries, including Kazakhstan, Uzbekistan, and Tajikistan, we helped CSOs improve their capacity to analyze public procurement data, conduct research, monitor procurement, and carry out advocacy.

A [Procurement Boot Camp in Almaty](#) and [Tender Fest in Bishkek](#) improved ties among over 60 CSOs and activists and with the media. We also supported the School of Data Kyrgyzstan in organizing a journalist investigation contest.

Kazakhstan emerged as a regional public procurement leader, improving its e-procurement system, introducing green procurement, and, after a [civil society campaign](#), publishing procurement data of the national welfare fund. The dynamic ecosystem is rounded up by procurement monitoring organizations including [ProTenge](#) and [Adildik Joly](#), and the civic tech data team of [Datanomix](#), which received international recognition in the [media](#) and at competitions like the [World Justice Challenge](#) and the [World Procurement Award](#).

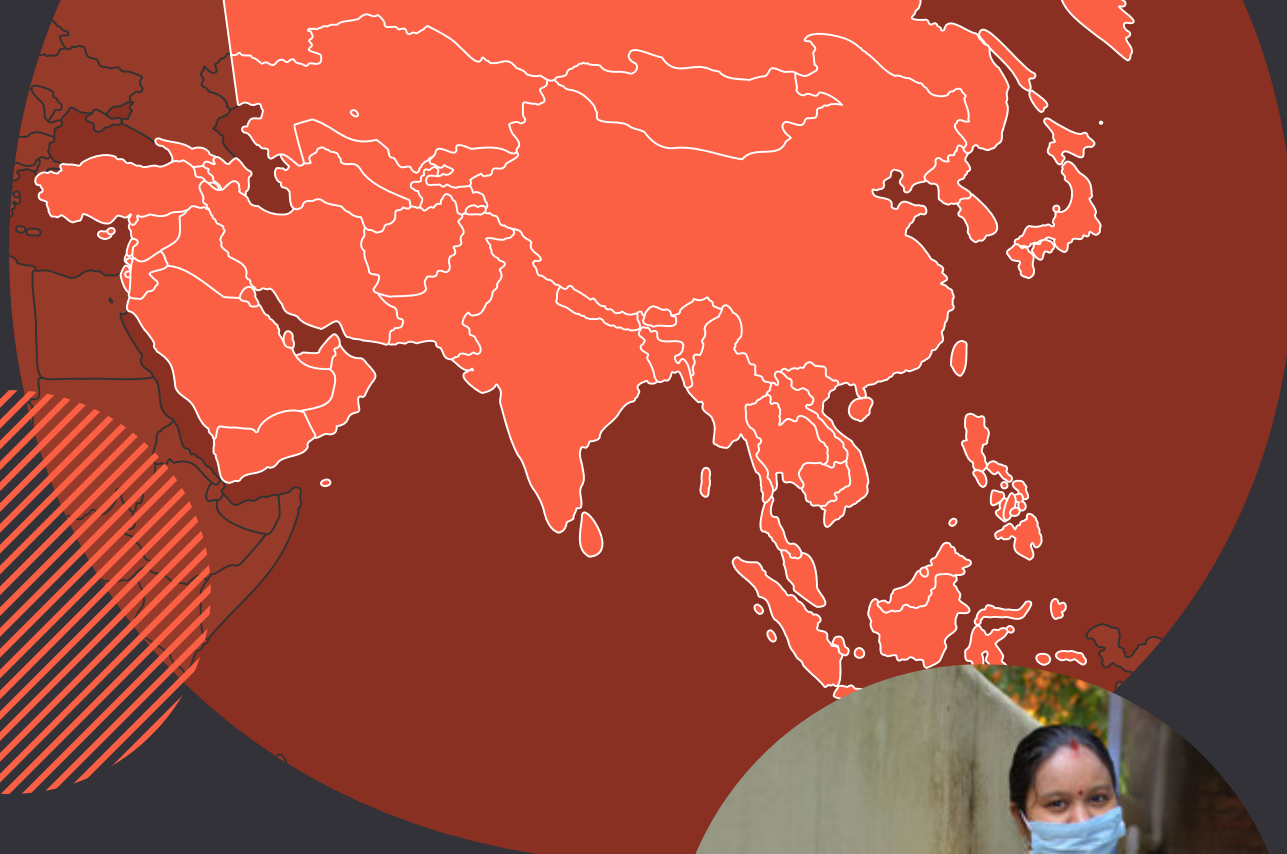
Unfortunately, Kyrgyzstan saw a strong deterioration of the public procurement environment, culminating in the shutdown of its open contracting publication at the end of the year. We are now supporting the [civil society community](#) in advocating for the renewal of procurement data publication.

Ukraine

In the face of Russia's unprovoked, illegal invasion of Ukraine, we [increased our support to both Ukraine's civil society and government](#). With particular thanks to the BHP Foundation and the UK FCDO, we secured funding to build [RISE Ukraine](#), a new coalition of more than 40 Ukrainian and international organizations working on open government and anti-corruption reform. RISE promotes a reconstruction with Integrity, Sustainability and Efficiency and is working closely with the Ministry of the Recovery, the Ministry of Economy, the National Agency for Corruption Prevention, and other leading government institutions. Our Viktor Nestulia is now Head of Ukraine support and currently chairs the coalition.

We are assisting the Ukraine government, working with the Ministry for the Recovery to leverage Ukraine's award-winning ecosystem of digital open government tools to coordinate and deliver a [proof-of-concept for a Digital Reconstruction Management System \(DRMS\)](#). The DRMS will embed global best practices across the whole cycle of planning and delivering key projects: identification, preparation, appraisal, funding allocation, implementation, and completion. Within each of these stages, the system will cover processes such as project description, justification, planning, budgeting, evaluation, financing, procurement, contracting, project implementation, payment for work, and completion. We expect to test the approach and scale the system to cover all reconstruction projects by the end of 2023.





Asia

We continue to deepen our footprint in Asia, with our flagship projects in Indonesia and India, and revisiting our partnership in the Philippines. We have also broken new ground with new collaborations in Thailand and Sri Lanka.

Indonesia held the G20 presidency in 2022, putting the spotlight on the region. We worked with our partners at [Indonesia Corruption Watch \(ICW\)](#) to advocate for public procurement reform, including better handling of complaints. As a result, [opentender.net](#), ICW's red flag tool, was included in the [G20 Indonesia compendium of good practices on public participation and anti-corruption education](#).

In Indonesia, leveraging our strong partnership with [ICW](#) and the [National Public Procurement Agency](#), we trained more than 260 government auditors to promote data-driven methodologies and signed a memorandum of understanding with two local governments to apply these methodologies and include participatory approaches in the audit process. We also supported citizen



monitors to scrutinize US\$54 million worth of public contracts, spanning 12 provinces in Indonesia.

In the Philippines, we worked with UNODC to support the Government Public Procurement Policy Board in revitalizing the data collection process for better procurement monitoring. As part of our new engagement with the Bangkok Metropolitan Administration in Thailand, we are supporting the Governor's team to implement their new Open Bangkok policy and incorporate open contracting approaches. In Sri Lanka, we helped the Ministry of Finance advance their electronic government procurement reform and ensure the new system captures the best possible analysis for making data-driven decisions.

Sustainability

To respond to increased demands for guidance and tools that can help governments become more sustainable, we introduced our [Open and Sustainable Public Procurement \(SPP\)](#) offering. SPP relates to how governments buy goods, services and works in a way that delivers for people, planet, and prosperity. This means procurement that drives socially responsible outcomes such as poverty reduction or improved health; climate or environmentally friendly outcomes such as reduced emissions; and inclusion and shared prosperity such as job creation or fairer marketplaces.

Our [Open SPP](#) toolkit helps stakeholders navigate the many ways to buy more sustainably, frame a strategy, adopt best practices, and collect the best indicators to measure progress toward sustainability goals. [A new guide helps calculating](#)

[sustainability indicators using data in the Open Contracting Data Standard format.](#)

We have applied this theory and guidance to real-world examples in Lithuania and Assam, India. In [India](#), our partners [CivicDataLab](#) built an intelligent data model to help decision-makers improve flood procurements so that the most vulnerable people in Assam are better protected from the worst effects of floods. The model joins up and analyzes data on climate and weather, socio-economic and demographic indicators, infrastructure accessibility, flood impact and damages, and government spending and contracts.





Infrastructure

In 2022, we prioritized sustainability as a core offering of our Open Contracting for Infrastructure program.

We demonstrated how open contracting enhances climate resilience and promotes social inclusion. In Buenos Aires, Argentina, we are working with the Water and Sanitation Company (AySA) to improve data to understand whether water infrastructure is fit for purpose and benefits intended beneficiaries.

We continued to strengthen existing projects and partner capacities. In Mexico, Nuevo Leon's Infraestructura Abierta initiative approach is being scaled up and replicated in 23 Mexican States, who are now publishing infrastructure project and contract data through the Infraestructura Abierta portal.

In Chile, a multistakeholder coalition is developing a new infrastructure transparency platform which is expanding now to include a PPPs module. As part of the strong participatory approach of this project, citizens are having a say through rallies, boot camps and workshops.

In Southeast Asia, we took a deep dive into infrastructure procurement risks in Indonesia, analyzing US\$12 billion of infrastructure investment in 2020, which accounts for over half of all public contracts that year. We also kicked off new partnerships including in Thailand, with the Bangkok Metropolitan Administration.

Setting a global standard for infrastructure governance and building a community was another important priority for us. We celebrated our champions and delivered community events on topics such as inclusion, PPPs and with partners such as the Global Infrastructure Hub. We are expanding our role and contribution to work with cities through the G20 Global Smart Cities Alliance Expert Group, the OECD Blue Dot Network Anti-Corruption Working Group, the G7 Sustainable Infrastructure statements, and the IDB Transparency for Infrastructure Principles.

Implementing and developing the Open Contracting Data Standard

We continued our focus on making open contracting data more useful and accessible.

With our support, our partners used OCDS data to develop red flag tools in Ecuador, track public investment contracts with Mapa Inversiones in Honduras, and develop open contracting portals in Italy and Nigeria.

New tools and guidance include the Data Registry, a new service where all OCDS data can be found in one place and downloaded in multiple formats. We hope this will facilitate data use and increase the number of users analyzing procurement data to drive change. We have published guidance on best practices for building open contracting portals and a guide for prioritizing data fields in electronic procurement systems to ensure the data they collect will be useful.

We continued to refine our approach to using OCDS to monitor and improve public procurement integrity and performance. We are building a new open source library of red flags and

performance indicators expected to launch in 2023.

This year saw the transition of our data support function from an externally staffed helpdesk model to a fully integrated in-house team. Working arm-in-arm with our regional program managers, we are putting the focus on our partners' specific goals first, and then line up the data support, using the data tools that are most appropriate to achieve them.

We now have 59 OCDS publishers around the world with 17 having improved the usefulness of their publications in 2022. The improvements include, for example, publishing data from more procuring entities. In Zambia, for instance, in 2022, 26 new public authorities are now abandoning the use of paper and using the e-procurement system instead, publishing their data as OCDS, increasing public procurement transparency, and openness. We also have 3 publishers of OC4IDS data.

Our development as an organization

2022 was our first full year as an independent organization — US 501(c)(3) public charity. Our public 990 filing can be accessed [here](#).

We want to especially thank our Governing Board for their oversight, guidance and cheer-leading throughout our first year. They are: Sally Guyer, our Chair; Michael Owh, the Vice Chair; Alan Detheridge, our Treasurer; and our Directors, Jennifer Bradley, Mukelani Dimba, Maksym Nefyodov, Joseph Asunka, and Lea Gimenez.

We are also proud to be a collaborative, globally distributed team that lives in the regions where

we work. We now have nine people based in the US, four in Ukraine, two each in Argentina, Canada, Chile, Colombia, Nigeria, and the UK, and one person each in Costa Rica, Germany, Indonesia, Paraguay, and Uganda.

It was a joy for us to reconnect in person as the pandemic lifted and we've been working hard since then on both our own inclusive practices as a team and on refining our service offer to our many global partners. Our next Belonging Survey will be carried out in early 2023. One important change has been bringing all [data support in house](#) to further improve coordination, learning and impact from our work.



Finances

Our total revenue for 2022, our first full fiscal year as an independent organization, was \$3.4m. Grants & contributions made up \$3.3m of this revenue while the rest came from in-kind contributions, investment income, and other sources.

A large part of our revenue came from our generous long-term supporters including the BHP Foundation, Chandler Foundation, Luminate Foundation, the UK Foreign, Commonwealth and Development Office (FCDO), and the UK Prosperity Fund. We added new restricted grants from the Asian Development Bank, the Inter-American Development Bank, the International Development Research Centre, Mastercard, the McGovern Foundation, Microsoft, Transparency International UK, and UNODC.

We continued our partnerships with the Laura and John Arnold Foundation, and with the William and Flora Hewlett Foundation. All our funders are listed on our [website](#).

Our total expenditure for the year was \$5.6m and was financed from 2022 revenues and income brought forward from 2021. Data products and support services and implementation accounted for 80% of our programmatic expenditure of \$4.6m.

Our team is global, and our local footprint is reflected in our finances. For example, in 2022, \$2.1m out of our \$4.6m programmatic spend went directly to in-country local partners to build capacity and support change in countries and regions around the world. The majority of our services supported partners in low-income countries. For example, our open data helpdesk spent 73% of their time on supporting such countries.

Our reserves at the end of FY22 were \$905k, sufficient to cover more than two months of operating expenses. We plan to add \$150k to our reserves in 2023, mainly from an improvement in interest rates as well from a modest carryover of unrestricted revenue.

This section including our revenue and expenses on the next page has been updated in August 2023 with our 2022 audited financial statements.

Revenue and support

	FY22
Grants and contributions	\$3,372,255
In-kind contributions	\$24,000
Other revenue	\$11,239
Investment return	\$7,864
Total revenues and support	\$3,415,358

Expenses

	FY22
Data products and support services	\$1,617,491
Implementation	\$2,081,848
Advocacy and communications	\$555,160
Community building and research	\$370,107
Management and general	\$757,014
Fundraising	\$275,352
Total expenses	\$5,565,972
Net assets, end of year	\$1,132,731

* Net assets, end of year includes \$905,182 in board-designated operating reserves.

Targets

Global norm

2022				2019–2023 Strategy	
Objective	Target	Count	Details	Target	Count
Advocacy asks	2	2	G20 Smart Cities Open Contracting Model Policy; Summit of the Americas Declaration	7	8
New robust open contracting mandates	4	8	Assam, India; Colombia; Costa Rica; Ecuador; Italy; Kazakhstan; Paraguay; Ukraine	10	26
Open contracting commitments	N/A	9	Africa Public Procurement Network; Armenia; Dominican Republic; Indonesia; Malawi; Romania; UK; Uzbekistan	Monitored	92
High level international media mentions	N/A	15	Apolitical; Daily Maverick; El Economista; El Espectador; El Financiero; El Universal; EU Observer; Forbes; Forbes KZ; Foreign Policy; Financial Times; FT letter; IPS News; Next Billion; La Estrella de Panama	Monitored	83
National media mentions	N/A	273	We have seen regular mentions of open contracting in local media, particularly in our priority countries such as Colombia, Dominican Republic, Mexico, Nigeria, South Africa, UK, Ukraine.	Monitored	1,127

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 monitored target to publish one impact story that showcases how procurement contributes to equity or sustainability but published two progress stories that cover these issues. We

overshot our data targets—a shout out to the hard work of our country partners and data team to get to 17 data quality improvers. The strong development of robust mandates should contribute to progress and impact in 2023, especially in Paraguay, Costa Rica, and Assam, India. While we add value and are building capacity, our survey results highlight that we need to provide more support in Africa and the US.

Implementation

2022				2019–2023 Strategy	
Objective	Target	Count	Details	Target	Count
Impact stories	3	3	Ecuador; Indonesia; Nuevo Leon (Mexico)	10	10
Impact showing improved equity and sustainability	1	0	While we did not have a new impact story, we counted 2 progress stories on inclusion and sustainability (Lithuania, Buenos Aires).	3	1
Progress stories	6	6	Albania; Buenos Aires, Argentina; Italy; Edo State, Nigeria; Kyrgyz Republic; Lithuania	30	22
Data use stories	N/A	13	Buenos Aires (Argentina) SMEs; Australia Bidhive; Central America HIV; Central Asia price analysis; Colombia Manizales; ECA media use; India floods; India health; Infrastructure Indonesia; Kazakhstan Adildik Zholy; Kazakhstan Protenge; Kyrgyz civil society; Nigeria Dataphyte	Monitored	54
Actors using OCDS data	55	67		75	2019: 41 2020: 51 2021: 65
Partners improving the quality of their open data	16	17		20	2019: 9 2020: 11 2021: 19
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	15	Mapa Inversiones; Red flags methodology; OCDS Flatten Tool; OCDS Merge; Open Contracting Explorer; Kingfisher database; Contrataciones Abiertas INAI; DNCP Visualizations; OCDS Kingfisher Collect; OCDS Kingfisher Process; Nigerian portal; TheyBuyForYou; Zambia OCDS Reports - European Dynamics; OCP Performance Indicators; PODER Todos Los Contratos (Costa Rica)	Monitored	2019: 15 2020: 26 2021: 14

Community

2022				2019–2023 Strategy	
Objective	Target	Count	Details	Target	Count
Number of projects, programs, and organizations that get non-OCP funding for open contracting work	N/A	25	CivicDataLab (from Assam State Finance Dept); PPDC (MacArthur Foundation); Indonesia, CSO Coalition (USAID Integritas); TI Sri Lanka (Commonwealth Fund); WeSolve Philippines (OGP); Paraguay DNCP (EU); Ecuador SERCOP (GIZ); TAPAS Ukraine (USAID); SACCI Ukraine (USAID); Ecuador Fundapi plataforma (USAID and PADF); Albania OC (EBRD); Sembrando Sentido (New Profit's Civic Entrepreneur); NGO Progress (USAID SICA KZ); Public Fund "Digital Society" (USAID SICA KZ); TI Ukraine (BHP Foundation); ICW and Integritas coalition (USAID); Layertech (IRI); GI procurement in crisis learning journey in Ghana, Bosnia, Serbia (OSF); Lebanon (WBG); Malawi Civic Engagement (WBG); Peru OCDS implementation (IDB); Integrity Astana (SICA); Todos los Contratos Costa Rica (Hivos); Follow Taxes Nigeria (USAID)	Monitored	98
Network average interconnectivity	N/A	TBD	This is not a score where a larger number is necessarily better or worse, what's important is that we've stayed within a healthy range between 4 and 20	Monitored	11.6
Number of people and organizations in our wider network who engage in open contracting conversations	N/A	9,837	This analysis relies primarily on our Twitter network. With the changes to Twitter governance, we will explore different ways of measuring this concept going forward.	Monitored	9,837
Average community wide belonging score	7.5	6.9	On a scale of 1-10	7.5	6.9
Net promoter score	80	78	Measuring the credibility and usefulness of OCP on a scale of 1-100	Monitored	86

Learning

2022				2019–2023 Strategy	
Objective	Target	Count	Details	Target	Count
Partners who say they can do more with less OCP support	55	57	Percentage of partners responding 8 or higher (out of 10) to the questions: "Do you feel more capable of doing open contracting work in the coming year?" AND "How confident would you feel in achieving your open contracting goals with less OCP support in the coming year?"	60	54
Partners who report high usefulness of key resources	55	68	Average score "highly useful" in our annual survey	80	69
Survey averages of CAPABILITY across sessions, workshops, and events held in which OCP had a principal role in shaping agenda and delivering event.	N/A	8.21	Post-event survey averages for the capability indicator across sessions, workshops, and events in which OCP had a principal role in shaping the agenda and delivering the event.	Monitored	8.21
Access to key OCP resources	N/A	144,782	Total access to key OCP resources: 15,238 OCDS resources: 123,634 COVID resources: 5,910	Monitored	282,104

