



# 2024 Annual Report

**OPEN**  
**CONTRACTING**  
**PARTNERSHIP**

# Letter from our Executive Director



10 years ago, we launched the Open Contracting Partnership from a single desk in snowy Washington, D.C. with the grand ambition to transform public procurement, the world's largest marketplace. We saw a unique opportunity to make government work better, converting taxpayer money fairly and effectively into schools, roads, hospitals and other vital services.

We were never just after a bit more transparency; we wanted to transform how procurement is done. Rather than taking bureaucratic, paper-based procurement processes online, we wanted to reinvent procurement as a digital public service for citizens to unlock innovation, increase economic inclusion, and build public trust.

2024 was also the first year under our new strategy, which distilled the lessons of our first 10 years. We put people at the center of our work and impact, setting a bold target to help one billion people to live in more equitable, prosperous and sustainable communities by 2030 by improving US\$2 trillion in public procurement spending. We set ourselves hard targets to demonstrate real-world impact and change, not only on policies but also on the whole procurement market and on people's lives. I am pleased to say that we met or exceeded those targets in 2024.

In our 2024 Annual Report, we celebrate how we worked with amazing local partners to:

- empower residents in Buenos Aires' informal neighborhoods;
- increase the users of Mexico City's bike share service by six times at half the cost;
- provide business opportunities for small businesses in Paraguay, women entrepreneurs in Uganda and underrepresented and small firms in Boston;
- set the standard for sustainable infrastructure procurement in Chile; and
- support Indonesia's oversight institutions to get better results from public spending.

We also went all-in on supporting Ukraine's DREAM ecosystem. What started as a project to transparently track the financial flows for Ukraine's reconstruction has since developed into a public investment management system for the country, enabling coordination

between ministries, donors, and communities.

Building partnerships that sustain change has been at the heart of our open contracting approach from day one. Bold reformers, cross-sector coalitions, and engagement inside and outside of government continue to be key to overcoming political and systemic challenges. Vested interests and bureaucratic inertia run deep in procurement, making meaningful reform impossible without the coalitions of change that can work across silos, shift incentives, and defend progress.

2024 also saw AI rise to being the top issue that our community wanted help and advice on in our annual partner survey. We are responding with updated resources, new research and by developing innovative digital tools, such as our pilot data solution with Indian experts aimed at reducing disaster risks in Assam and other states and our refreshed red flags and risk indicator guides to support smarter, tech-driven decision-making.

Our community's feedback matters to ensure we can serve you best. We are grateful and proud to learn that 88% of you would recommend working with us, according to our annual community survey. You also said we are helping you improve your open

contracting knowledge and skills, rating us 7.5 out of 10. You gave our resources a good vote of confidence, scoring them 8.3 out of 10 for usefulness and asked for more case studies on AI as above, implementing anti-corruption strategies, and building better e-procurement systems. You also would love more opportunities to connect, collaborate, and learn together. We are working on it, so stay tuned!

Finally, a note of thanks to our incredible donors. None of this would be possible without you, especially as we navigate these uncertain and challenging times.

As 2025 unfolds, government accountability, climate resilience, and supporting inclusive economies remain top priorities, and stronger public procurement will play a critical role in delivering on them. OCP's work will be needed more than ever.

**Gavin Hayman**  
Executive Director

# Our organization

## Our vision

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

## Our mission

We open up and transform public procurement to be a smarter, more human-centered, digital public service. We are doing this by helping partners across government, civil society, and the private sector to design goal-driven reforms, build coalitions of change, and co-creating digital solutions powered by open data.

## Our 2030 strategy goal

We want to enable one billion people to live in more equitable, prosperous, and sustainable communities by 2030 by improving US\$2 trillion in public procurement spending.

## Our values



OPEN



BOLD



CURIOUS



PEOPLE-CENTERED

# Our work in numbers

In 2024, our work had an indirect positive impact on more than

**15 million**  
people

&

**US\$9 billion**  
of public spending

1

new global norm promoting open contracting

9

robust national mandates supporting open contracting

10

verified impact and progress proof points from OCP projects

11

publishers improving the usability of open contracting data

28

effective uses of open contracting data

48

open contracting data publishers

88

net promoter score

265

media mentions of open contracting

**108,270**

users of OCP resources

**\$1.8 million**

in direct support for our partners through grants & consultancies

# 2024 timeline

## January

- New entrants, more bids and a stronger supply chain: We share [Paraguay's secret](#) to attracting small businesses to procurement

## February

- All member countries of the Inter-American Network of Government Procurement sign a [declaration](#) on “Enhancing Sustainability through Public Procurement” at its annual conference in Asunción. The declaration, co-presented by OCP, promotes transparency, quality, and the use of open data and new technologies to strengthen environmental governance.

## March

- We launch our 2024-2030 [strategy](#) with a bold goal of enabling one billion people to live in more equitable, prosperous and sustainable communities by 2030 by improving US\$2 trillion in public procurement spending.
- At the ICLEI Procura+ conference in Lisbon, we share the latest open contracting insights on how procurement is addressing environmental, social and economic challenges.

## April

- Linking budgets and procurement, our [story](#) from the Philippines examines how civic groups fought for a budget to build better bike lanes, then followed the money.
- We launch a new [report](#) providing evidence and key drivers of better IT procurement, in partnership with the Open Data Institute and Amazon Web Services Institute.
- Our session at the World Bank/International Monetary Fund spring meetings highlights how open contracting can better serve public sector technology projects, sharing insights from government, business and multilateral banks.
- The Blue Dot Network, hosted by the Organization for Economic Co-operation & Development, launches the first global certification framework for infrastructure

projects, including a recommendation to use the Open Contracting Data Standard for quality information.

- Our Disaster Risk Reduction data solution IDS-DRR is one of 10 case studies endorsed by the United Nations' [Global Initiative on Resilience to Natural Hazards Through AI](#).

## May

- We go big at Code for America's Annual Summit, holding a pre-event on human-centered procurement for human-centered results and our Board member Michael Owh presenting his experience on the big stage.
- For [World Sustainable Contracting Day](#), we showcase Lithuania's open and green procurement strategy.
- We lead the East Africa UNCAC implementation thematic working group on public procurement and public integrity at meetings in Kenya.

## June

- Calculating common risk indicators of corruption and collusion in procurement becomes easier with [Cardinal](#), our new open-source library for public procurement red flags.
- DREAM makes waves at the [Ukraine Recovery Conference](#) in Berlin and is scaling rapidly, with more than 5,000 projects worth over \$4bn in just one year after its launch.
- At the [Public Procurement Global Revolution 2024](#) conference at the University of Nottingham, we highlight our work on green public procurement in India and gender participation in procurement in East Africa.

## July

- Our new blog series kicks off to explore the promises and challenges of [AI in public procurement](#), featuring [lessons](#) from our “Green Cure” project that applied AI to green buying.

## August

- Indonesia's reforms to empower auditors with data-driven monitoring and oversight show

results: Our [story](#) documents the significant improvements, particularly in audits triggered by public complaints.

- We re-imagine city contracting for more equitable and sustainable results during our session at the [NIGP Forum](#) in Atlanta, US.

## September

- We [gather](#) more than 100 European thought leaders and practitioners for the 3rd International Open and Sustainable Public Procurement Conference in Rome. Our [Vision Declaration](#) highlights that better data, digitalization, and new technologies can make procurement more efficient, transparent, user-friendly, and socially impactful.
- Was UK's Covid PPE procurement even worse than we thought? Our [new analysis raises more red flags](#).
- Tanzania launches its locally developed e-government procurement system, [NeST](#), at the East African Procurement Forum in Arusha.
- The 42nd meeting of the Follow-Up Mechanism of the Inter-American Convention against Corruption (MESICIC) features a deep dive on open contracting.
- DREAM is officially recognized as a foundation for Ukraine's Public Investment Management Information System.
- The European [Public Procurement Data Space](#), a new service to access procurement information, goes live.

## October

- The City of Boston publishes its [new equity in city contracting dashboards](#), developed as part of OCP's Lift Impact accelerator.
- CREDERE [expands across](#) Colombia, opening doors to the procurement market for more small businesses.
- Our new [insights brief](#) explores what a human-centered approach to government procurement technology could look like and proposes three principles to chart the way forward.
- Developed with the support of OCP's Lift impact accelerator, Chile's Ministry of Public

Works launches a new [Policy on Sustainability in Infrastructure](#) for all of its public works projects.

- The importance of our data-driven approach to disaster risk reduction is recognized at [Asia Xchange](#) in Bangkok.

## November

- [Wheelie good procurement](#): our new [infographic](#) examines how Mexico City improved its bike share scheme, Ecobici, at half the cost.
- We join the Africa Public Procurement Network [conference](#), where the hosts, Rwanda's Public Procurement Authority, [launch](#) their new open contracting portal to promote effective and inclusive procurement.
- Our new Director for the US [outlines](#) our plans to promote human-centered public procurement.

## December

- We publish a case study on how to make better public procurement decisions with business intelligence, based on the [insights from Ukraine](#).
- We share [lessons](#) on implementing an inclusive approach to improving local infrastructure [and a new resource for civic monitoring of urban infrastructure projects from Buenos Aires](#).
- We [make the case](#) for public procurement as a development finance priority in the run up to the 4th Financing for Development Conference at preparatory meetings in New York.
- At [América Abierta](#) in Brasília, we feature sessions on open contracting for climate change and reconstruction.
- Smarter project planning is possible through open contracting: We [document](#) how Mexico City's new pre-bidding module informs major projects.
- On International Anti-Corruption Day, we publish a refresh to our most in-demand resource: our [Red Flags in Public Procurement Guide](#).
- At the Asia Pacific Public Electronic Procurement [Network](#) conference in Manila, we share how open contracting enhances accountability and integrity in e-procurement.



# Status of open contracting implementation

## Global progress

Public procurement reform should be a critical, cross-cutting priority in public financial management to drive progress on the UN Sustainable Development Goals. From providing affordable health services and quality education to building climate-resilient infrastructure, better procurement is vital to achieving the sustainable development agenda. In 2024, we joined partners in making the case for [transparency, integrity and accountability in development finance](#) in the lead up to the Fourth International Financing for Development Conference in Spain.

To build resilience to disasters and support greener and cleaner supply chains, sustainability must be at the heart of every government purchase. That’s why we put the planet, along with people, at the center of our new strategy. At the annual conference of the Inter-American Network of Government Procurement, 26 governments from Latin America and the Caribbean signed a [declaration](#) promoting sustainability through public procurement. Co-presented by OCP, the declaration highlighted the importance of transparency, quality, and the use of open data and new technologies in strengthening environmental governance.

Countries like Chile have developed and launched a [new policy on sustainability in infrastructure](#) as part of our Lift impact

accelerator program. In India, we have been working with our partners CivicDataLab to scale a new data solution to improve decision-making and spending to mitigate disaster risks. The Indian state of Assam [stepped up climate action through green public procurement](#). We helped to introduce a green budget worth US\$3 billion annually, which provides the operational framework for procurement officers to “buy green.”

Our advocacy for stronger global norms on open contracting more widely continued at the UNCAC Prevention Working Group and the G20 Anti-Corruption Working Group where we held side events on the latest legislative reforms and best practices in how digitization and open data can make them real. These global and regional platforms will remain on our radar as new guidance mandated by the [landmark resolution](#) we helped secure at the end of 2023 moves into implementation.

We help partners across government, civil society and the private sector to design goal-driven reforms, build coalitions of change and co-create digital solutions, powered by open data.

On the following pages, we highlight how we are doing this across each region, featuring some of our newest projects.

## Our digital tools and solutions

We are working with our partners to build better and user-friendly e-procurement systems and digital solutions. At the heart is the Open Contracting Data Standard, a free, non-proprietary open data standard for public contracting that we have created and support.

### CREDERE

CREDERE addresses the access-to-finance gap that limits micro- and small businesses from confidently competing for and delivering government contracts. It provides small businesses in Colombia with easy access to financial products, enabling them to meet the requirements to bid for public contracts. Businesses complete applications for support in less than 30 minutes and access credit within a few weeks.

During a successful year-long pilot in Bogotá that was expanded [nationwide](#), we reached over 12,000 SMEs and received more than 500 credit applications, unlocking over US\$200,000 in financing for small businesses. The results of the CREDERE pilot confirm the solution’s potential to support fairer contracting practices to small businesses and we are exploring adaptations in other countries. The project pilot was supported by [Mastercard Strive](#).

### Cardinal

We launched our open-source library in 2024 to make it easier to calculate common risk indicators of corruption and collusion in procurement. Cardinal helps developers to build red flags tools that promote effective data use for procurement integrity and to contribute to further data improvements.

The library and command-line tool can:

- calculate the coverage of an OCDS dataset, listing each field and the number of non-empty values it has, to assess which indicators can be calculated;
- identify and correct data quality issues in the OCDS dataset that interfere with indicator calculation;
- automatically calculate procurement indicators and red flags.

To develop Cardinal we conducted user research to design a tool that responded to user needs, and then worked with local partners in the Dominican Republic and Ecuador to adapt our indicators to the most relevant risks in their contexts and build business intelligence (BI) tools to help them monitor procurement risks.

We developed Cardinal with support from the [Microsoft Advanced Cloud Transparency Services \(ACTS\) program](#).



**Our impact accelerator program Lift**

Lift is one of our core programs that supports teams of bold procurement reformers from public administration and civil society to deliver transformational change through open contracting. Teams are selected through a competitive process and receive 18 months of change management and open contracting assistance to use public procurement to improve effective governance and support more equitable and green communities. Many of the regional stories featured in this report detail the progress and achievements of the Lift participants, past and present.

**Implementing and developing the Open Contracting Data Standard**

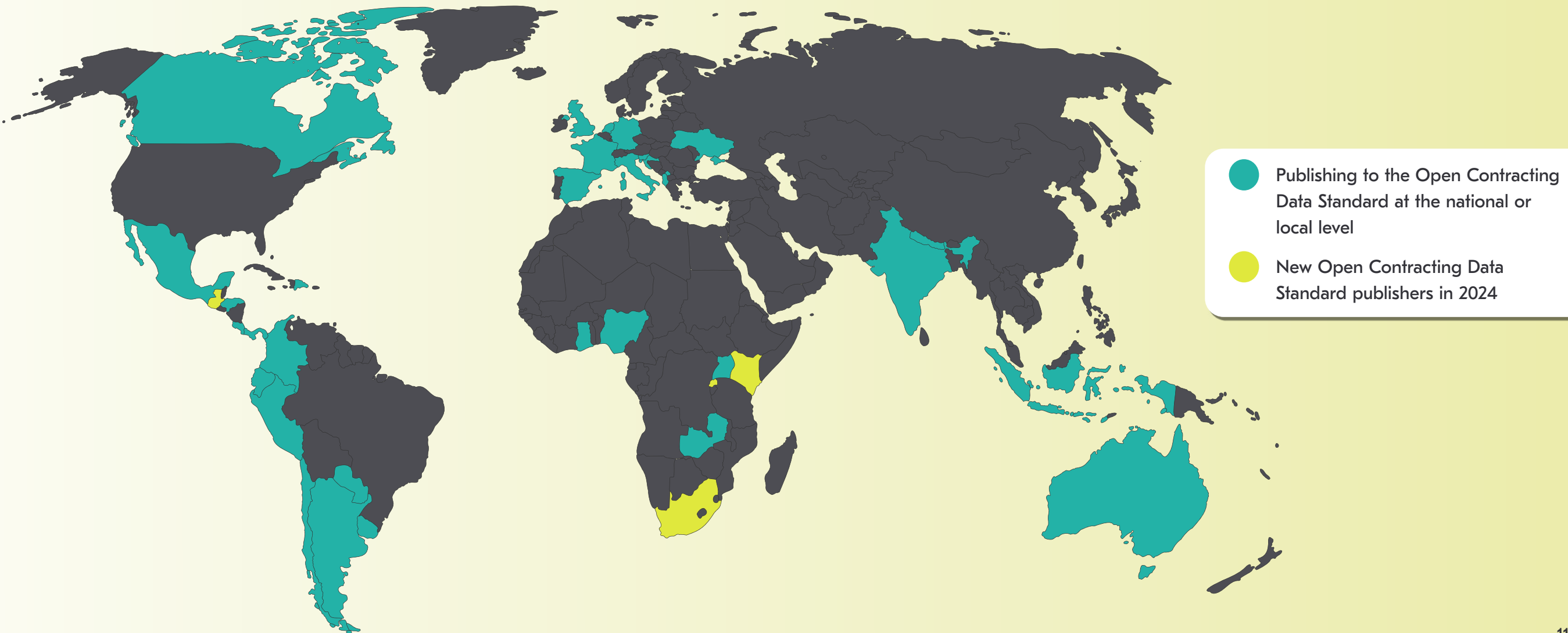
Our data support aims to publish new and improved procurement data that can lead to effective data use. We need better quality data to enable more effective and impactful reforms.

In 2024, we revised our methodology to better account for this theory of change, ensuring that data publications meet a minimum usability criterion.

Applying these new criteria, we documented 43 minimum viable publications of the Open Contracting Data Standard (OCDS) and the Open Contracting for Infrastructure Data Standard (OC4IDS) worldwide, with eleven increasing the usefulness of their publication. For example, as more users started to engage with their data and ask questions, the Dominican Republic has improved its publication several times during the year, including updating the data more often and adding fields that enable calculating sustainability-related indicators. Similarly, the Ukrainian DREAM system continues to develop

new services to ensure that public investment projects can be tracked better.

Better open contracting data impacts many actors and provides the foundation for digital solutions. High-quality procurement data is helping academia, the private sector, civil society and governments to track women-owned business participation in public procurement, provide credits to small and medium-sized enterprises (SMEs), analyze infrastructure projects, calculate red flags, and develop public-facing tools to interact with data.



# Americas



In Latin America, we continue to promote inclusive procurement, resilient and sustainable infrastructure, and transparency across the region, particularly in Argentina, Brazil, Chile, Colombia, Ecuador, Mexico and Peru.

Our Lift project with the Chilean Ministry of Public Works and the Observatorio del Gasto Fiscal achieved one of its major goals: launching a new policy on sustainability in infrastructure, which was grounded in community input from different regions and stakeholders. This policy includes evidence-based decision-making processes that explicitly mention open data, as well as actions for measuring, monitoring and accountability. Building on Chile's new procurement law, we helped develop baseline indicators that integrate inclusion and sustainability into its implementation. We also collaborated with researchers from the University of Chile to study the impact of a major cyberattack on ChileCompra, producing lessons that are informing the rollout of new modules and functionalities in their e-government procurement (e-GP) system.

Brazil's government is transforming its public procurement system, and we are taking this opportunity to increase universal access to

medicines through our Lift project. We also strengthened procurement accountability at all government levels by enhancing data usability and improvements in the National Procurement Portal and incorporated data improvement measures for active transparency in the Integrity and Anti-Corruption Plan of the Office of the Comptroller General. We are supporting the Amazon state of Rondônia in publishing open, structured infrastructure project data and visualizations, along with providing recommendations based on stakeholders' needs and best practices in transparency, conservation, and internal efficiency.

In Nuevo León, Mexico, we worked with the state government to lay the foundation for a new e-procurement system based on open contracting principles. In 2024, we helped define the system's functional requirements and supported the state in publishing its first OCDS data.

## Top support requests:

Issues		Skills
 AI	 Anticorruption	 How to use, analyze and visualize procurement data

## Argentina: Inclusive infrastructure management

Grecia Guzmán, a teacher and architect has called Villa 20 home for most of her life. Since 2016, Grecia and her neighbors in the Buenos Aires informal settlement have partnered with Asociación Civil por la Igualdad y la Justicia (ACIJ) to make sure the government's promises of better housing, clean water, and reliable sewage systems become a reality. Through community-driven monitoring, open contracting data, and persistent advocacy, they have improved local services and strengthened residents' voices in holding authorities accountable.



"We neighbors had to act as supervisors. We said, 'What's wrong with the work on this building that's not moving forward?' We had to take two hundred photos to get the company's contract terminated, and another company had to take over."

- Grecia Guzmán

## Chile: Procurement monitoring open to the public

In 2012, Chile's public procurement agency, ChileCompra, established an internal service called the Public Contracting Observatory to detect and prevent irregularities in government contracting. Recent legislative changes paved the way for information from the Observatory system to be shared with the public. Citizens can now report questionable contracts and track the results of investigations, thereby strengthening oversight of public procurement.



"By taking advantage of all the information and great technological advances that we are implementing, we can improve public contracting for the benefit of the entire country."

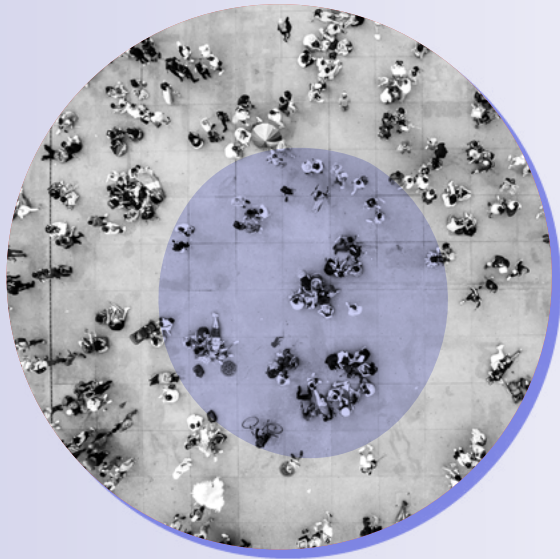
- Verónica Valle, Director, ChileCompra





Mexico City: Better planning through participation

Over nine million Mexico City residents are benefiting from the government’s new transparent tool for seeking input from potential suppliers and the public in the planning phase of procurement. The new pre-bidding module has facilitated more than 1,500 questions and comments on draft contracting documents for 23 procurement procedures before tenders are formally advertised. This inclusive and open approach has improved project planning, reduced risks, and made it easier for suppliers to do business with the government.



Mexico City: Wheely good procurement

Mexico City upgraded its Ecobici bike-share program by adopting open contracting practices, engaging citizens and suppliers in a transparent procurement process. They expanded the service from 6,500 to 9,300 bikes and from 480 to 687 stations, and upgraded the technology and design to enhance user experience, for about half the previous operating costs.



“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.”

- María Fernanda Rivera Flores, former General Director for Road Safety and Sustainable Urban Mobility Systems, Secretary of Transport

Paraguay: Open for small business

Paraguay is making public procurement more inclusive by opening up opportunities for micro, small, and medium enterprises (MSMEs) through open contracting approaches. The changes include legal reforms that require 20% of the value of contracts to be awarded to MSMEs, improving the capacity of these businesses to bid for government contracts, simplifying the bidding process, and more. As a result, more small businesses are securing government contracts, driving local economic growth and creating fairer competition in the marketplace.



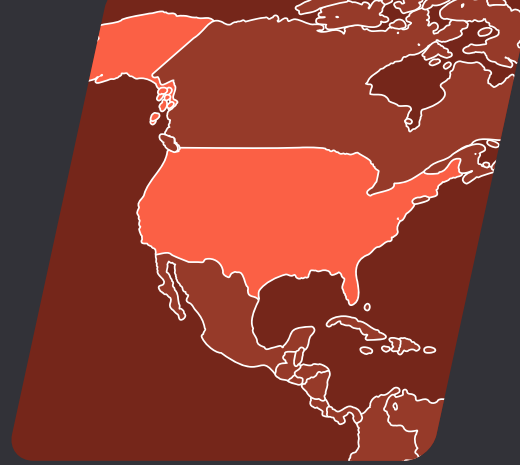
“We have noticed more interest on the part of MSMEs in the procurement market. Since these reforms, they see it as a more ‘possible’ market.”

- Martha Arriola, ASEPY association for small businesses





# United States



In the US, we are showing how smarter, more inclusive public procurement can drive equitable economic growth across cities. The City of Boston, one of our Lift teams, launched a new open data [dashboard](#) that publicly tracks progress toward its supplier diversity goals. For the first time, residents, advocates and businesses can easily access real-time data on contract awards and spending with women- and minority-owned businesses.

Meanwhile, Portland is poised to become the first OCDS publisher in the US – a milestone for our work in the country. The city is building business intelligence dashboards to simplify tracking of performance against diversity targets, including spending with diverse subcontractors. Portland's adoption of the OCDS is not just about compliance but part of a larger effort to promote local economic growth by improving transparency and empowering small, local businesses to compete and win.

Our insights report on [human-centered procurement technology](#) highlights how prioritizing user needs, public outcomes, and access to reliable data can transform the technology that underpins government purchasing.

In line with this human-centered approach, we are also supporting efforts to transform procurement so that it improves, rather than impedes, the delivery of critical public services

like social safety net programs. By supporting delivery-focused procurement reforms, we're helping government agencies design and implement systems that deliver accessible, dignified public services for people who need them most.

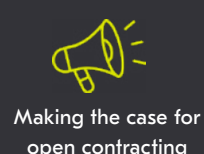
As part of these efforts, we deepened our relationships with other nonprofit, philanthropic, and government partners across local, state, and federal levels. For example, we supported Code for America's cohort of states through learning sessions that promote a results- and data-driven procurement process that strengthens safety net programs. We also participated in the working groups from the Aspen Institute Financial Security Program and Facing a Financial Shock Life Experience Interagency Team on procurement and vendor management trying to make procurement more people-centered.

## Top support requests:

### Issues



### Skills



## Boston: More equitable public procurement

The City of Boston has revamped its procurement planning process to help businesses better prepare for tenders and craft stronger bids. Boston's new annual forecast provides a list of goods and services that different departments expect to purchase in the future but have not advertised or published bid documents for yet. The City has also made the buying plan itself easier to understand and use.



"The process of gathering information for the buying plan also helped improve coordination across the organization, and revealed process improvements for departments to think farther in advance about their needs."

- Laura Melle, Director of Procurement Planning & Support Services, City of Boston



# Africa



Across Africa, we continue to support the digital transformation of procurement systems as a crucial step toward better public services and inclusive economic growth. We are also assisting procurement agencies to provide more opportunities for small and women-owned businesses.

In Uganda, the Public Procurement and Disposal of Public Assets Authority (PPDA) introduced reservation scheme guidelines to promote greater participation of women-owned businesses, youth, and persons with disabilities in public procurement. As one of our Lift teams, with support from the Africa Freedom of Information Centre (AFIC), PPDA launched advocacy and communication campaigns, delivered targeted capacity building, and upgraded the Government Procurement Portal to capture gender-disaggregated data – now available in OCDS format.

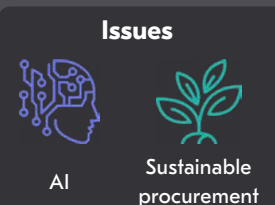
Our partners in Rwanda, the Rwanda Public Procurement Authority (RPPA), achieved a major milestone with the launch of the Umucyo Open Contracting Portal, developed by the local tech team. This platform provides public access to government contract data since 2016. By making this wealth of procurement data available for scrutiny in OCDS format, RPPA has

demonstrated a commitment to transparency and accountability. With OCP's support, Transparency International Rwanda revived the Rwanda Contracts Monitoring Coalition, and trained independent monitors to pilot the monitoring of high value public contracts.

With our support, Kenya and South Africa have upgraded their procurement portals and now publish procurement information in OCDS format. This development will facilitate increased civic monitoring of public contracts and simplify access to procurement opportunities for SMEs and women-owned businesses.

In Tanzania, the adoption of the locally developed e-GP system, NeST, showcased the transformative potential of automating procurement systems. In collaboration with local partners Wajibu and Twaweza, we trained small businesses in five districts on using the new system to increase their participation in the procurement market.

## Top support requests:



AI

Sustainable procurement



Making the case for open contracting

## Rwanda: Digitalization promotes effective and inclusive procurement

The launch of Rwanda's new open contracting portal is part of a larger data-driven reform aimed at improving the integrity of the country's procurement system while attracting more small and women-led businesses to the market and strengthening oversight. In the districts of Rwamagana and Musanzi, public oversight activities are being piloted with support from Transparency International Rwanda, OCP, and the local mayors to empower monitors to track infrastructure projects worth RWF 12 billion (US\$9.6 million).



"The number one source of data is the e-GP system, starting at the planning stage. Every step has a clear action and timeline. This helps us ensure the integrity of the process."

- Director General of RPPA and President of the African Public Procurement Network (APPN)



## Uganda: Empowering women businesses

Our work with PPDA and AFIC through the Lift program is empowering more women, youth, and persons with disabilities to bid for government contracts. New regulations are reducing bidding times and simplifying bidding procedures for these businesses under the reservation scheme. For the first time, four major Ugandan governmental entities have gender-disaggregated data to measure the participation of these groups over time and understand if the inclusion efforts are working.



"Before, we would look at who has won the contract and just add the name of the provider. But now we want to know who the provider is. Is it a woman-owned enterprise or a male-owned?"

- Benson Turamye, Executive Director, PPDA Uganda



# Europe & Central Asia



Important strides toward smarter, more sustainable public procurement are being made in Europe. Initiatives such as the rollout of e-Forms, the launch of the Public Procurement Data Space and a review of the Open Data Directive have the potential to drive better clarity and coordination in procurement to deliver economic innovation and improve lives across the European Union. Building on this momentum, we brought together procurement leaders from 26 countries to shape a collective vision for the next generation of procurement in Europe, and advocated for its adoption with the European Parliament and the Commission.

In Lithuania, the government continued to promote social procurement and launched a new data-driven system that tracks the uptake of social procurement across institutions. The data reveals that 4% of public spending in 2024 supported socially responsible procurement, setting a baseline for even greater impact in 2025. Together with our partners, we are consolidating what we have learned into a plan for systemic impact in the coming year and have expanded that work to Latvia and Poland.

In Albania, we supported the Public Procurement Commission on its journey to transform the procurement complaint system and improve the capacity of economic operators to report their concerns more effectively.

In the UK, we have been closely involved in supporting the implementation of the new Procurement Act that will go live in 2025. We gave detailed feedback and advice to help shape the secondary legislation and the design of the upcoming central digital platform to ensure they deliver on the government's bold transparency commitments. We also supported the development of a guide for Buying Greener Technology in the UK, which is a collaboration with our partners at PUBLIC and Crown Commercial Services targeted at local councils.



## Top support requests:

### Issues



AI



E-procurement systems

### Skills



How to use, analyze and visualize procurement data

## Ukraine

Amid the destruction caused by Russia's full-scale invasion, Ukrainian government reformers remain determined to rebuild their country to be even better than before. We worked with them to create DREAM, envisioned as a fully transparent platform to plan and track the tens of thousands of complex projects needed to restore and modernize Ukraine.

In 2024, DREAM expanded its scope to provide a one-stop platform for managing public investment projects, creating a single pipeline from communities to funders. OCP hosts DREAM's project office in Kyiv.

As of December 31, 2024, DREAM includes information on 8766 projects with an estimated value of \$14.7 billion, and a funding rate of 17%. The platform's registered users include 1312 local communities (or 89% of all communities in Ukraine), 17 Ministries, 23 regional administrations, and key state-owned enterprises such as Ukrainian Railways, Postal Service, Naftogaz, Ukrenergo, and the Agency for Restoration.

DREAM allows for communities to propose their own priority projects, and for donors and government authorities to either choose existing DREAM projects that match their funding needs or run new selection processes. For example, the system has been used to select projects for a \$100 million program for school shelters and canteens. Out of 500 applications, 228 projects were selected through an open and efficient data-driven process. This process set a new transparency standard since not only the selection but

also the project implementation is available online.

Together with the Government of Ukraine, we presented DREAM updates at the Ukraine Recovery Conference in Berlin and launched an interactive map that makes more data available about projects for citizens.

To support onboarding and user service, our team helped integrate a chatbot and customer relationship management system and established a network of 16 regional account managers who coordinate thousands of monthly requests. We are proud of our net promoter score from local communities — 88% of DREAM users recommend working with the platform and our team. We delivered 81 training sessions for more than 9,000 clients in most regions. To respond to the high demand for capacity building, we are improving the DREAM learning management system and developing online courses on public investment management.

Additional DREAM improvements include integrating procurement data from Prozorro, improving interoperability with e-construction and treasury transaction systems, integrating the registry of educational facilities, and improving our business intelligence tools.

In 2025, we will focus on ensuring the DREAM platform effectively supports Ukraine's public investment management reform.





# Asia



In Asia, we invested in Thailand and the Philippines as part of our Lift program, helping turn procurement into a powerful tool for climate resilience, inclusion, and innovation.

In Thailand, we worked with the Bangkok Metropolitan Authority to strengthen the city's resilience to flooding by enhancing the efficiency, transparency, and effectiveness of its flood procurement processes. We are supporting the development of a data visualization platform to help improve internal supervision and oversight and at the same time, empower citizens with critical information needed to cope with annual floods. Outside of Lift, we also collaborated with the Comptroller General's Department (CGD), the national procurement agency under the Ministry of Finance, to integrate OCP's red flag tools into their upgraded e-GP system. These projects in Thailand are delivered in partnership with HAND Social Enterprise.

In the Philippines, we are supporting the Philippines Procurement Service of the Department of Budget and Management and the WeSolve Foundation to improve the procurement of common-use supplies and equipment. As part of this effort, in December 2024, the e-marketplace was launched. It aims to modernize government procurement and is designed to be inclusive, offering opportunities for micro, small, and medium enterprises, social enterprises, and women-led businesses to participate in government

procurement. Alongside the Lift project, we also supported the development of the New Government Procurement Act and the corresponding Implementing Rules and Regulations which introduce robust reforms incorporating open contracting principles and best practice.

Together with CivicDataLab, we continue to scale our disaster risk reduction work across India. We began our work with the Assam State Disaster Management Authority in the state of Assam, and have since replicated the work in two additional states of Himachal Pradesh and Odisha. In 2025, we will also scale to Bihar and Uttar Pradesh.

## Top support requests:

### Issues



Anti-corruption



E-procurement systems

### Skills



How to use, analyze and visualize procurement data

## Indonesia: Data-driven auditing to curb corruption

Indonesia is harnessing data-driven oversight to empower auditors and citizen monitors to crack down on corruption in its procurement system. With our partners at Indonesia Corruption Watch, we are building the capacity of government auditors and citizens to use open contracting risk monitoring to improve both preventative and reactive auditing processes.

As a result, the rejection rate of complaints submitted by citizens has halved, cases resolved by auditing authorities have increased by 10 percentage points, and response times are faster.



"I'm proud of the quality of reports done by civil society last year because they were escalated by the procurement agency to the auditing authorities. This is a big change from the past, when there were a number of reports that couldn't be passed on."

- Wana Alamsyah, Indonesia Corruption Watch



# Our team

We are lucky to have a brilliant and committed team working with local reformers at the frontlines to make public procurement better for people and the planet.

In November 2024, we welcomed André Lima as our new Director for the US, who joined us from the City of Boston, where he was the Director of Supplier Diversity. We are enjoying his insights on people-focused public procurement and are already integrating them into our work.

We are grateful to our Governing Board, who continue to support our work and guide us towards sustained impact. Many thanks to our government, civil society, academia and media partners, and the many other members of our energetic and inspiring open contracting community.



# Our supporters

We are deeply grateful to our funders and partners for their continued support during these challenging times. Your trust, collaboration and investment in us help make government work better and transform lives globally through open contracting.

## List of 2024 supporters and partners:

- BHP Billiton Foundation
- Caribou Digital (UK) Ltd
- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
- Dexis Consulting Group
- Eurasia Foundation
- Foreign, Commonwealth & Development Office
- International Development Research Centre (IDRC)
- International Institute for Sustainable Development (IISD)
- Management Systems International, Inc. (MSI)
- Microsoft
- National Endowment for Democracy (NED)
- The Eric and Wendy Schmidt Fund for Strategic Innovation
- The Patrick J. McGovern Foundation (PJMF)
- Results for America
- The Rockefeller Foundation
- United Nations Office for Project Services
- United Nations Office on Drugs and Crime
- USAID
- William & Flora Hewlett Foundation
- World Bank Group

# Our finances

2024 revenue was \$7.4 million, which was slightly less than the \$8 million in revenue we raised in 2023. This was due to receiving some large, longer-term funding in 2023. Overall, our fundraising remained strong in the 2024 financial year (FY24) with numerous proposals and contracts being signed towards the end of the year, some of which ultimately were withdrawn due to the shutdown of USAID. A breakdown of our revenue by category can be found in the chart below.

Our \$8.4 million of expenditure in 2024 was up from \$6.3 million the previous year. Most of this \$2.1m increase in spending was due to ramping up our investments in our major project in Ukraine.

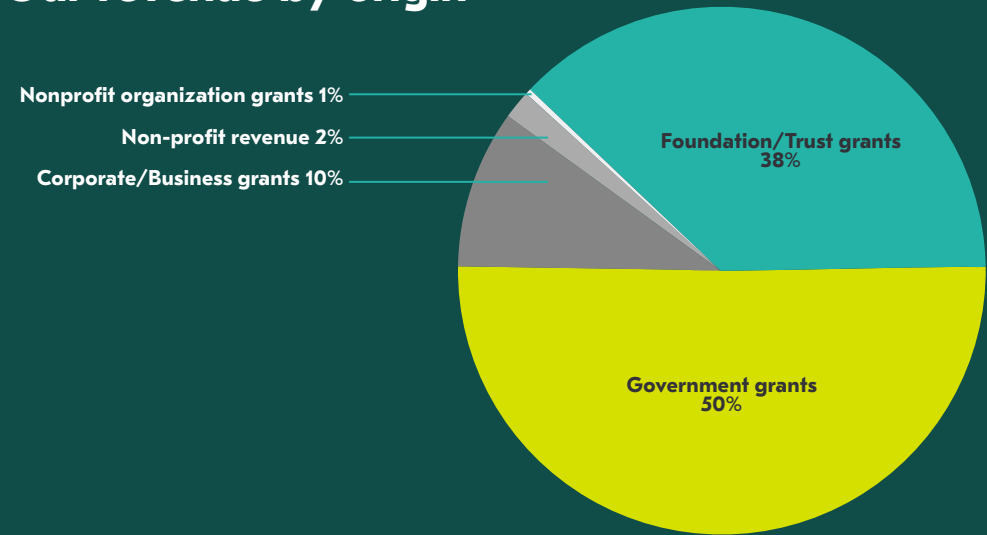
In terms of expenses by category, Data Products & Support Services increased by 43% this year to \$1.9m as we brought more of this work in-house. Implementation expenses also increased by 43% from FY23 to \$4.3 million in FY24, mostly due to our increased

work in Ukraine. Advocacy & Communications increased to \$930K while Community Building and Research increased \$620K from the previous year due to the growing demand for our work across all regions and in local communities.

We are pleased to note that of our total spend in 2024, 92% went to programs, while only 8% went to general administrative expenses. Last year, the percentages were 86% and 14% respectively. The reduction in the general administrative expenses percentage was due to further streamlining of our fundraising and administrative activities in FY24.

In FY24, our net assets decreased by \$1m to \$1.9 million as we had recognized much of that multi-year revenue in the previous year. Included in these net assets is a designated reserve fund which amounted to \$1,127,732 at the end of 2024, an increase from \$978,485 from the previous year.

## Our revenue by origin



## Revenues

	FY24	FY23
Grants & contributions	\$7,263,460	\$7,891,918
In-kind contributions	\$32,000	\$32,000
Other revenue	\$4,801	\$48,388
Investment returns	\$106,121	\$80,189
Total revenues	\$7,406,382	\$8,052,495

## Expenses

	FY24	FY23
Data products & support services	\$1,937,838	\$1,364,162
Implementation	\$4,263,244	\$3,001,160
Advocacy & communications	\$930,163	\$654,797
Community building & research	\$620,109	\$436,534
Management & general	\$641,602	\$712,453
Fundraising	\$17,814	\$153,751
Total expenses	\$8,410,770	\$6,322,857

## Net assets

	FY24	FY23
Net assets, beginning of year	\$2,862,369	\$1,132,731
Net assets, end of year	\$1,857,981	\$2,862,369
Change in net assets	\$(1,004,388)	\$1,729,638



# Our 2024 targets

## Vision

Objective	2024 Target	2024 Count	2024 details	2024-2030 Strategy target
Better procurement spend	-	9,457,867,058	Paraguay; Argentina (Buenos Aires informal settlements); Mexico (Mexico City); Ukraine (DREAM)	\$2,000,000,000,000
Population benefiting from better procurement	-	15,983,443	Paraguay; Argentina (Buenos Aires informal settlements); Mexico (Mexico City)	1,000,000,000

## Achieving global scale

Objective	2024 Target	2024 Count	2024 details	2024-2030 Strategy target
Number of projects, programs, and organizations that get non-OCP funding for open contracting work	15	16		100
Increased capacity of partners to affect change in their procurement systems	7	7.5	Level of interaction with OCP: High: 8.3 Medium: 6.8 Average: 7.5	7
High-level normative statements supporting open contracting that reference key principles of open contracting	1	1	OECD Bluedot Network Certification & Framework	6
Clear endorsement of open contracting and action on the ground by major International Financial Institutions	1	1	IFI's commitment to use Ukraine's DREAM	6

Our new five-year organizational strategy is working well. We have achieved even greater impact and served our partners even better than in previous years.

We can see that both in our overarching organizational targets, which we have all met or exceeded, and in our annual community survey results. Based on 232 responses, equally distributed across all regions, we

reached an average score of 7.5 from partners that said OCP had helped them to improve their capacity to create change in public procurement; those that engaged with us in high-intensity projects rated us with a score of 8.3. This is a target that we had missed in the last two years, and it shows that our improved model of working more intensely with partners is paying off.

## Change on the ground

Objective	2024 Target	2024 Count	2024 details	2024-2030 Strategy target
Verified proof points of impact and progress from OCP projects	10	10	Buenos Aires, Argentina (inclusive infrastructure); Chile (sustainable infrastructure)); Indonesia (auditing & anti-corruption); Mexico City, Mexico (Ecobici); Mexico City, Mexico (vendor inclusion); Paraguay (SME inclusion; Rwanda (e-procurement); Uganda (women business participation); Ukraine (DREAM); Boston, USA (vendor inclusion)	60
Robust advocacy mandates that include budget, resources and timeline/targets	5	9	Chile, Assam (India), Indonesia, Peru, Philippines, South Africa, Tanzania, Uganda, Ukraine	30
Number of times that the usability of open contracting data has improved	10	11	Albania: Public Procurement Commission; Brazil: Comitê Gestor da Rede Nacional de Contratações Públicas (2); Dominican Republic: Dirección General de Contrataciones Públicas (3); Italy: Autorità Nazionale Anticorruzione; Mexico: Secretaría Ejecutiva del Sistema Estatal Anticorrupción de Aguascalientes; Rwanda: Public Procurement Authority; Ukraine: DREAM (2)	60
Number of effective uses of open contracting data	10	28		60



# OPEN CONTRACTING PARTNERSHIP

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[engage@open-contracting.org](mailto:engage@open-contracting.org)

**Cover:** This year's cover illustrates the open contracting path from setting goals to achieving impact. We see people asking for better bike lanes in Manila (Photo: Casey Mateo/Make It Safer Movement), digital solutions that empower residents in Portland and small business owners in Paraguay (Photo: ASEPY), and businesswomen who can access government contracts in Uganda.