

**OPEN
CONTRACTING
PARTNERSHIP**



Annual Report 2025

Letter from our Executive Director

In the age of tech billionaires, data harvesters, and addiction-for-profit platforms, it can sometimes be hard to remember that many of the people credited with inventing our digital world didn't do so to get rich. They wanted to make knowledge available for the whole of society, creating an open web as a public good and a basic right that would help improve our lives.

Open contracting applies these principles to government spending, bringing together high-quality data and the right people to build trust and improve how taxpayers' money creates value for us all through public contracting.

Ten years after the Open Contracting Partnership (OCP) first opened its doors, open contracting approaches are endorsed by world-leading institutions and practiced by governments, technologists, researchers, communities and businesses in more than 50 countries. Together, we have generated billions of savings for taxpayers and indirectly benefited millions of people.

We are not only shining a light on public spending but making it better. Government procurement touches almost every imaginable part of society. In 2025, open contracting strategies and data solutions were used to:

- Prioritize climate resilient investments to protect those most vulnerable to flooding in 5 states in India.
- Track medicine prices for more equitable access to healthcare in Brazil.
- Manage investments to rebuild Ukraine even as the war still rages.
- Navigate the uncertainties of buying artificial intelligence.
- Enable women entrepreneurs in Uganda to grow their businesses.
- Create jobs for people with disabilities in Lithuania.
- Prove that bulk purchasing trims costs in the Philippines.
- Track the nationwide school meals program in Paraguay
- Compare spending across the EU, the world's single largest market.

- Manage risks in UK procurement supply chains.
- Publicly track construction for major sporting events like the winter olympics, and much more.

Public procurement matters more than ever for governments navigating these turbulent times. In 2025, we elevated open contracting as an important mechanism for better spending in its own right. We amplified our partners at global events, from the Open Government Partnership (OGP) Summit to World Bank meetings and high-level regional gatherings. Their stories show that change is possible — even in times of crisis, the trillions of dollars already spent globally through public contracts can go a lot further.

Our reach and impact

We estimate our interventions in 2025 resulted in around US\$17 billion of better procurement spending, positively impacting 19 million people.

But unprecedented shifts in the global policy and funding landscape hit us and many of our partners hard. We had to make difficult decisions and adapt to best deliver our mission. Despite taking a hit on our original ambitions for the year, we still achieved major wins and provided value to our community.

Given that many of our partners and projects relied on USAID funding, which was cut early in the year, achieving 7 out of our target 10 progress and impact stories was a strong result. These include progress in [Chile](#), [Assam in India](#), [the Philippines](#), [Lithuania](#), [Brazil](#), [the UK](#), and [Portland in Oregon, USA](#).

We're excited to have 51 publishers of open contracting data, with new publishers including the national governments of Brazil and Tanzania and the city of Portland, Oregon — the first government in the United States.

We care deeply about supporting partners to secure non-OCP funding and will provide even more assistance for this in 2026. This will be critical to reaching our strategy ambition of enabling one billion people to live in more equitable, prosperous and sustainable communities by 2030.

Buttressing our community

The 2025 OGP Summit reminded us that the open contracting ecosystem remains resilient: our partners from the Philippines and the United Kingdom were recognized as OpenGov Challenge Award winners, and our partners from Brazil, Mexico's Nuevo León, and the Colombian cities of Bogotá and Cali received honorable mentions. The energy and solidarity among our community at such events power us forward.

Seeing Ukraine's DREAM Digital Reconstruction Ecosystem become institutionalized as the Public Investment Management system for the whole country was another high point. OCP runs the DREAM support office coordinating the project, which is working closely with the Ukrainian government and many civic and regional stakeholders. DREAM provides a single pipeline of projects from communities to funders, linking all stages of project preparation and delivery and supporting unprecedented transparency and accountability for some 14,000 projects under development, totaling UAH2 trillion (around \$48 billion).

Improving service offer

We provided strong programming and partner support in turbulent times. We helped design better procurement processes, build better e-procurement systems and digital solutions and strengthen data systems. Our Net Promoter score increased this year to 91 out of 100, indicating our community appreciates working with us.

Our resources continue to provide value. Last year, our partners overwhelmingly told us they want more support and learning around AI. Our new Buying AI guide lays a strong foundation and in the coming year, our team is well-positioned to continue providing assistance around both buying and using AI generally.

What's next?

In 2026, we plan to 1) put positive impacts on people first, 2) expand our offer around AI and 3) change global norms and scale reforms.

We love the opportunities presented by AI and digitization but supporting our country partners with transformational change and delivering positive impact for people comes first. We see a rich pipeline of groundbreaking procurement reforms across the world ripe for action.

New partnerships are helping us scale open contracting around the world. We are grateful to the government of Norway and the United Nations Office on Drugs and Crime that our global partnership to boost integrity in public procurement will continue and grow. Our collaboration with the United Nations Office for Project Services to make their procurement data more transparent and accessible is coming to fruition. And we're pleased to assist the OECD's upcoming revision of its recommendations on public procurement to support more data-driven monitoring of procurement outcomes.

Our world runs on public contracts. Each dollar spent on them is an opportunity to drive innovation, sustainability and economic inclusion.

Gavin Hayman
Executive Director



Our organization

01.

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-create digital solutions powered by open data.

Our vision

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

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

Services

We help our partners lead a data-driven digital transformation in public procurement and carry out successful high-profile and high-value procurement projects using our proven open contracting methodologies, frameworks and resources.

We support our partners to



Design a better procurement process



Build digital solutions



Strengthen data systems and put them to work



Transition to e-procurement systems

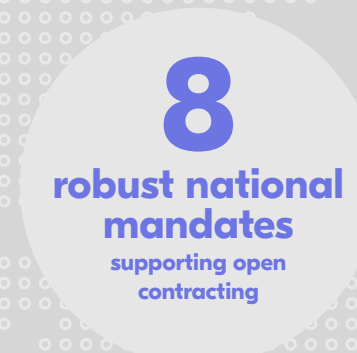


Deliver thematic data-driven research

Our work in numbers

02.

In 2025, our work had an estimated indirect positive impact on more than **19 million people** and **US\$17 billion** of public spending.



Timeline 2025

03.

January

- Our [Opening Doors and Opening Markets](#) insight brief highlights strategies to empower small businesses in public procurement.
- Uganda boosts opportunities for [women businesses](#) through our Lift impact accelerator.
- [Green public procurement](#) is on the rise in India's Assam, as a new methodology for tracking green purchases pioneered by CivicDataLab and OCP shows.

February

- The [UK](#) rolls out its new public procurement regime, becoming the first G7 economy to transform its public contracting using the OCDS.
- [US cities](#) leverage procurement data to strengthen local economies through our Lift impact program.
- Our partners Indonesia Corruption Watch share their method for [identifying fraud risks](#) using [opentender.net](#).
- At the [OGP Asia Pacific](#) regional meeting, open contracting practitioners discuss designing impactful reforms and strengthening anti-corruption efforts with data.
- The Philippines institutionalizes open contracting and beneficial ownership transparency by approving the [implementing rules](#) of its new procurement law.

March

- OCP marks [10 years of impact](#) at our strategic retreat in Albania.
- Italian transparency advocates showcase their [Open Olympics 2026](#) campaign a year out from the Milano Cortina Winter Games.
- [Nairobi, Kenya](#) pledges to build an e-procurement system in its [Open Government Partnership Action Plan](#)
- E-GP transformation, local ownership

and emerging uses of AI-powered anti-corruption are hot topics at the OGP Africa & Middle East regional meeting.

April

- CivicDataLab and OCP launch a new [disaster risk reduction solution](#) to help five Indian states better assess flood risks and prioritize spending.
- On Earth Day we explore how existing interoperable, iterative systems can be adapted to manage [climate finance](#) investments.
- Our East Europe and Central Asia team examines how Kazakhstan curbed [non-competitive procurement](#).
- Brazil launches Medicamentos Transparentes to compare [medicine prices](#) across all levels of government.

May

- We work with allies to push for open data and agile contracting in the EU's updated Public Procurement Directive.
- In Chile, beneficial ownership [reforms](#) result in all government procurement suppliers disclosing their real owners.

June

- We make the case for procurement reform as a cross-cutting priority public financial management reform for sustainable development at the [Financing for Development Conference](#) in Spain.
- Our analysis of the UK's new open contracting data shows the [UK Procurement Act](#) is generating better information.
- Tanzania begins publishing [OCDS data](#) from its locally developed, transactional e-procurement system.
- Public procurement is the most widely available data cluster in the [Global Data Barometer](#).

July

- Ukraine's open reconstruction platform [DREAM](#) becomes the country's official public investment management system.
- Latin American open contracting innovators share lessons on the power of data to transform public institutions and build more equitable societies at [AbreLatam/ConDatos](#).
- The Dominican Republic's new [procurement law](#) comes into force, establishing a comprehensive framework built on transparency, efficiency, inclusion, and sustainability.

August

- We partner with George Washington University Law School to run a summer [webinar series](#) on open contracting case studies.
- CivicDataLab shares new risk score models for managing disaster-related spending in India's [Bihar and Uttar Pradesh](#).
- [Bangkok](#) becomes the first Southeast Asian government publisher of open contracting data.

September

- At the World Bank's [Global Forum on Coalitions for Reforms](#), African panelists examine success factors for open, participatory and accountable public procurement.
- Brazil starts publishing [OCDS data](#) on federal tenders and awards, including small business participation.

October

- Partners from the [Philippines](#) and [UK](#) win [OpenGov Challenge Awards](#) at an energizing OGP Global Summit in Spain, while Brazil, Bogota, Cali, and [Nuevo León](#) get honorable mentions.

- We showcase impactful open contracting reforms at [Asia Xchange](#) hosted by Rockefeller Foundation.
- The World Bank's working group on anti-corruption and public procurement holds its first meeting.
- Open contracting approaches take center stage at key regional events, including the Interamerican Government Procurement Network (RICG) Annual Conference and Africa Public Procurement Network General Assembly.
- We support UNODC's workshop on developing regional indicators to fast-track UNCAC implementation in East Africa, focusing on procurement integrity.

November

- Climate finance gaps attract attention at the UN Climate Change Conference COP 30 in Belém, Brazil.
- Our [Buying AI](#) report draws over 30,000 visitors in the first months after launch.

December

- Building on the UNCAC's first resolution on public procurement, we partner with UNODC to present practical [guidelines](#) on adopting technology to combat corruption, at the Conference of States Parties in Doha.
- Global experts call for greater data-driven procurement oversight to strengthen integrity, at the 2nd Global Conference on Harnessing Data to Improve Corruption Measurement.
- The [Asian Development Bank](#) champions open contracting on International Anti-Corruption Day.
- The Philippines' Procurement Service - Department of Budget and Management pilots [new price setting guidelines](#) to boost competition and value for money.

Open contracting around the world

04.



Global progress

2025 was all about building on the strong set of open contracting norms our community secured in the first decade of OCP's work.

The new UNODC Guidelines on the Adoption and Use of Technologies to Combat Corruption in Public Procurement, published at the UN Conference of States Parties to the Convention Against Corruption, were a crucial step in putting the principles of the first-ever dedicated public procurement resolution to the UN Convention Against Corruption into practice.

But the open contracting champions around the world do far more than fight corruption and fraud. They harness the transformative opportunities presented by public procurement to deliver better outcomes for people and the planet. The Fourth UN Financing for Development Conference Sevilla Commitment referenced the critical role of public procurement for domestic resource mobilization and optimization, the importance of open data on contracts, and underlined investing in country procurement systems as a matter of priority for the global development agenda. We're working to put these pledges into practice with our government and civil society partners in collaboration with multilateral development banks, for example in Tanzania where indicators linked to World Bank loan disbursement included progress on e-procurement and open contracting data.



Issues of the year

Artificial Intelligence



Each year, we ask our global community where help is needed most. The resounding answer in 2025: procuring AI. In response, we released Buying AI: Tips and tools for public procurement – a practical guide with insights from over 50 experts, the guide features practical insights on navigating the challenges of acquiring emerging technologies like GenAI and agentic AI.

We also launched a new blog series capturing our experience working with partners on both around procuring AI, and leveraging AI for public procurement systems. Emerging use cases include deploying large language models to compare green criteria against real tender notices, matching medicine purchases to standard product codes, classifying tenders for small business suppliers, and extracting data from documents to analyze fraud risks and other violations.



Poor AI procurement can cost governments millions, not just in failed projects, but in lost public trust. Done right, though, it can modernize services, boost efficiency, and prove that governments can use emerging technology responsibly.



Kathrin Frauscher
Deputy Executive Director,
Open Contracting Partnership

Green procurement



In the past, public procurement was often about getting the best price. But governments are increasingly thinking more strategically about building incentives into public contracting that create real value for society. In 2025, we saw strong demand from all regions for support on incorporating climate and environmental goals. For example, in Assam, India, with our partners CivicDataLab, we helped to introduce the state's Green Budget worth \$3 billion per annum which is driving climate action forward at an impressive pace. Now, with \$6.79 billion worth of contracts opened and a new framework for buying green, public procurement officials are better equipped to prioritize spending on green goals. For the first time, 32 departments are required to buy green.

Climate friendly spending tripled in the first year of the Green Budget and quadrupled in the second year.

Managing and tracking climate financing is another area where open contracting has the potential to add real value. In 2025, we called for high-level climate finance initiatives to embed centralized monitoring systems so that the ambitious climate action commitments being made can be turned into reality. We are keen to find ways to adapt elements of existing data-driven public investment systems, such as DREAM in Ukraine, and MapalInversiones in Latin America, to measure the impact of national and international investments in climate adaptation, mitigation and resilience.

Small business



Many countries' post-pandemic recovery measures include efforts to stimulate local economies by promoting opportunities for small businesses, especially marginalized groups. Public procurement can be a powerful lever for generating income and employment, but small business owners often struggle to learn about government contracting opportunities. Even for those who are well-informed, capacity challenges

and stringent financial requirements can get in the way of submitting a bid. Our work supported national and local governments around the globe (including in the US, Latin America, Uganda and Tanzania) to leverage user-friendly procurement systems and inclusive engagement strategies to diversify their supplier base and monitor whether policies designed to lift up underrepresented groups are having an impact.

Anti-corruption



Public procurement is one of the biggest corruption risks in any government, involving large sums of money, complex decisions, and dealings between officials and businesses. Open contracting systematically strengthens integrity through data, technology, civic participation and institutional change.

Automated red flag systems help stop and deter corruption by allowing authorities, businesses and citizens to monitor risk patterns in real time. In 2025, we supported partners in Thailand and Tanzania to apply our methodology and tools for calculating procurement risks as they work towards developing analytical solutions. Partners with established red flags systems, such as the Dominican Republic, Ecuador, Kazakhstan and Indonesia, have reported improvements in integrity through substantial savings, increased competition, reductions in unresolved complaints and cancelled tenders, and debarring suppliers for violations.

The multistakeholder development process for the new UNODC Guidelines on the Adoption and Use of Technologies to Combat Corruption in Public Procurement gave us the opportunity to bring together more than two dozen bright public procurement practitioners from government, CSOs, academia and multilateral organizations. We codified good practices for using technology to combat corruption in public procurement, including new and emerging tech like machine learning and AI. Experts from South Africa and the Philippines shared real world practitioner perspectives on implementing the guidelines in their country systems at the UN conference on a panel co-sponsored by the UNODC, Norway and France.



Implementing and developing the Open Contracting Data Standard

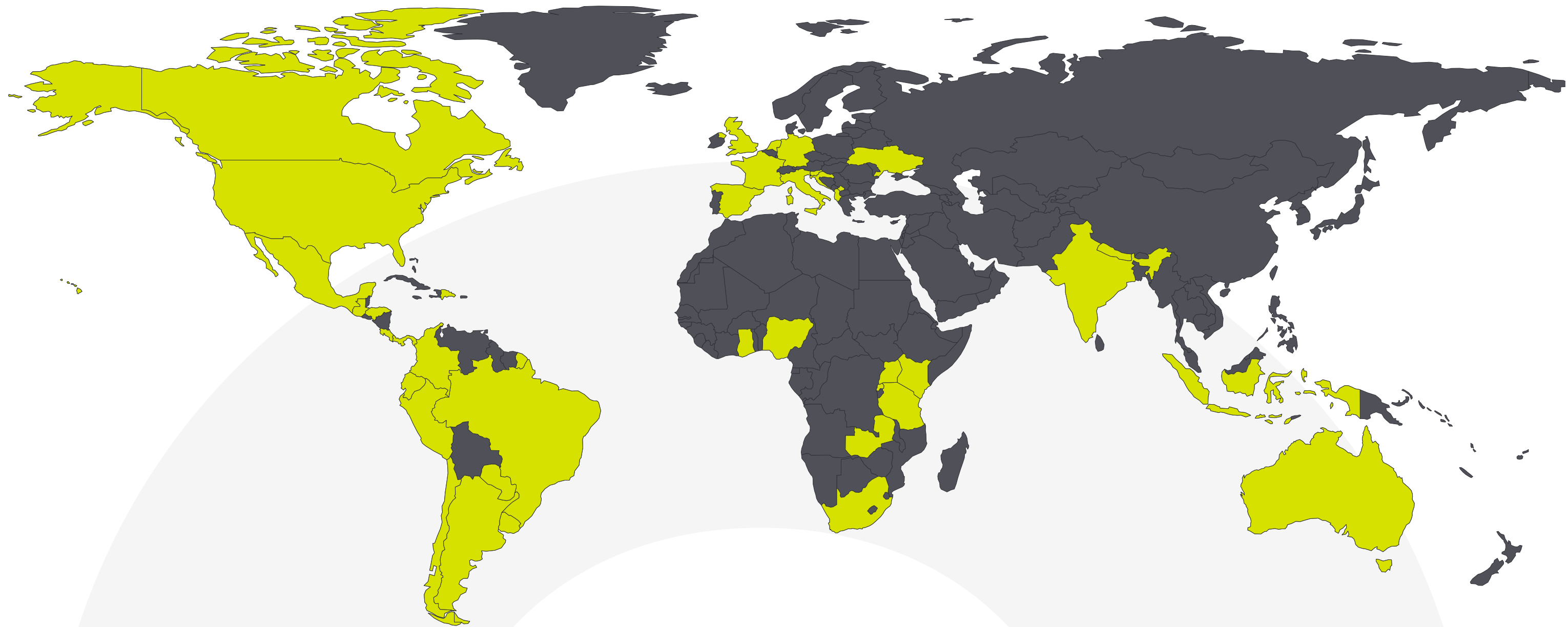
We closed the year with 51 minimum viable publications, including 41 publishers of the Open Contracting Data Standard (OCDS) and 7 of the Open Contracting for Infrastructure Data Standard (OC4IDS). We expanded geographically with some first-time countries and cities: Brazil, with government and civil society publications, and the City of Portland. We also expanded our work in Africa with a new OCDS publisher from Tanzania.

These new partners came with new, effective data uses of open contracting data: *Transparência Brasil* created *Medicamentos Transparentes* to search, create price baskets, and compare the prices of medicines purchased by the Brazilian public sector. The City of Portland developed *dashboards* to better monitor their procurement processes.

Our existing partners also made great use of existing data. In Ukraine, we have documented multiple uses of DREAM data, including by the Ministry of Education and Local Budgets.

Finally, 12 organizations improved their open procurement data, including: the *UK*, adding fields to translate the data needs from their new regime; *Uganda*, adding fields to identify

contracts awarded to women-owned businesses; the *Dominican Republic*, launching a new and improved *OCDS API*; and *Paraguay*, tagging tenders related to the new national school meals program.



 Publishing to the Open Contracting Data Standard

Americas

In Latin America, we continued to advance open contracting as a practical tool for digital transformation, integrity, and inclusion, particularly in Brazil, Chile, Colombia, Mexico and Paraguay. 2025 was a difficult year for the field, with unprecedented budget cuts across the broader ecosystem. Even so, the region continued to move the needle: helping partners drive digital transformation, strengthening actionable integrity tools built on open data, and expanding access to markets and better services for underserved communities.

In Brazil, we reached a major milestone by supporting the first federal government OCDS publication and helping launch Medicamentos Transparentes, a new platform that uses open data and AI to make medicine prices more comparable across a fragmented procurement market. In Chile, we helped consolidate one of the region's strongest examples of beneficial ownership disclosure in public procurement, with the public procurement agency ChileCompra using the data to detect conflicts of interest and strengthen oversight. In Paraguay, our data disclosure work is now helping track the national school meals program, building on a model already tested with the civil society organization reAcción in school infrastructure and citizen monitoring. In Colombia, we concluded a successful pilot of the solution Crederre to improve financial inclusion for SMEs winning government contracts, reaching 12,464 SMEs and generating 56 approved loans, roughly one-third for women-led firms.

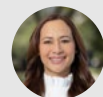
Looking ahead, we are focused on refining approaches that can travel: building a stronger school meals portfolio, developing practical guidelines on red flags and beneficial ownership based on lessons from countries like the Dominican Republic and Chile, and working with state-owned enterprises to move from reputational risk management toward real gains in building green supply chains fostering economic growth.

Service highlight

In Nuevo León, Mexico, OCP supported the state government to lay the foundations for a new end-to-end e-procurement system. We carried out a deep process diagnosis, helped define modular functional requirements aligned with the OCDS, and supported market engagement so the state could choose a solution grounded in operational needs.



The transformation of public procurement did not arise from improvisation but from a technical, participatory, and collaborative process. OCP's functional analysis helped us identify structural gaps, including the lack of a governing body, without which it is impossible to align policies, professionalize staff, and, above all, generate institutional synergies.



Gloria Morales
Secretary of Administration,
Nuevo Leon

Top support requests

Issues



AI



Anti-corruption

Skills

Using data, Publishing OCDS

Chile: Incentivizing beneficial ownership transparency

All private businesses participating in Chile's public procurement declare their real owners following a major legislative reform passed in December 2023. With support from OCP the public procurement agency ChileCompra is using the beneficial ownership data to detect potential ties between public sector officials and government suppliers.

Conflicts of interest have dropped 67% since the law changed, from 18.7 to 6.1 cases per month.

Brazil: Monitoring medicine prices to improve healthcare

In Brazil, the price of medicines can be compared nationwide for the first time with the new platform, Medicamentos Transparentes. The platform was developed by Transparência Brasil using open data and artificial intelligence, with technical support from OCP's Lift program. It is a first, valuable step in procurement reformers' plans to make essential medicines affordable for the 150 million people who depend on Brazil's universal healthcare system.

Medicamentos Transparentes aggregates medicine purchases recorded in 263 different systems, for more than 5,000 municipalities, 27 states, and federal entities.



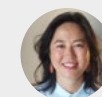
We emphasized that transparency would create a fairer and more trustworthy marketplace where honest companies could compete on equal terms.



Verónica Valle
Director ChileCompra



Strengthening the transparency and monitoring of medicine purchases is fundamental to guaranteeing the right to healthcare access.



Juliana Sakai
Transparência Brasil

United States

Local, state, and federal governments in the United States spend over \$4 trillion annually through procuring goods and services. We work at the state and city level to harness that power to drive economic opportunities, support stronger safety net technology, and respond to our community's ask for better guidance on buying AI.

For example, right now states struggle to effectively procure the mission-critical technologies that support the delivery of public benefits like public health insurance (Medicaid) and food stamps (SNAP). Despite significant investment (approximately \$4 billion annually) these backbone IT systems regularly fail to meet the needs of applicants or caseworkers: poor design of these systems makes it hard for people to apply for benefits, slows down determinations and renewals, and complicates communications and access.

Nearly all of this infrastructure is built and managed by vendors, meaning that states must adapt their approach to procurement if these systems are to be improved. Procurement reforms are a crucial prerequisite to better benefits delivery.

To show that a different approach to procurement is not only possible but necessary, OCP is helping the State of Colorado modernize its integrated public benefit eligibility and enrollment by adopting an agile, modular and outcomes-driven procurement approach.

We also support our partners to leverage procurement for economic inclusion. In 2025, this resulted in Portland, Oregon as our first OCDS publisher to strengthen access to opportunities for small businesses. Boston's policy to provide opportunities for all SMEs is delivering results. We will continue to support projects to increase SME financing and inclusion as a way to create economic opportunities and jobs.

Top support requests

Issues



AI



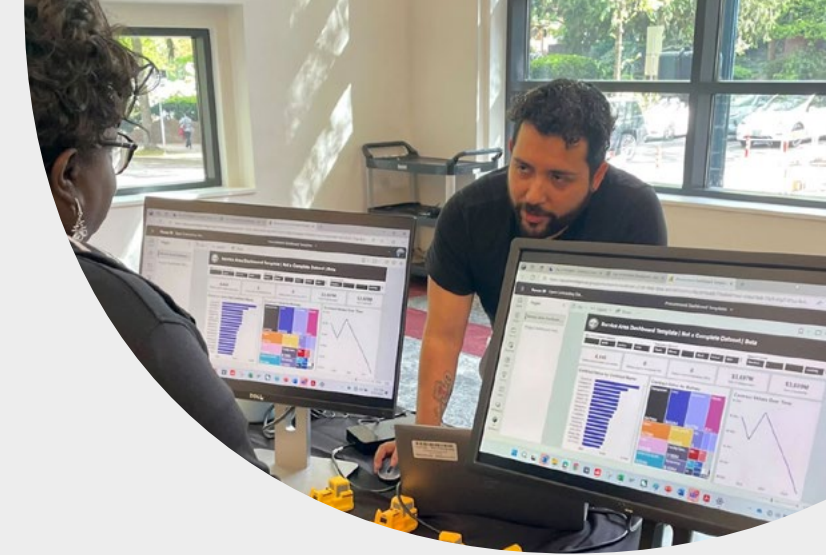
Vendor engagement

Skills

Storytelling, Making the case for open contracting



Annual Report 2025



Portland: Building trust with local businesses

For many potential suppliers in Portland, the government's patchwork of procurement systems made tendering a complex and confusing process. With support from OCP's Lift program, the City of Portland connected data stored across multiple internal IT systems, from solicitations to payments, so everyone could see what the city buys, for how much, and from whom. They also hosted new market outreach events and simplified tendering documents. Now, smaller businesses can better understand how the system works, city staff can easily track important metrics, and residents can see how public funds are benefiting their community.

Portland is the first city in the US to use the OCDS to standardize public contracting data.



The more vendors, the lower the prices, the better the quality, and the better for taxpayers.



Gennie Nguyen
Procurement Data Analyst,
City of Portland

Africa

Across Africa, the most common request from governments continues to focus on the transition from paper-based procurement to electronic government procurement (e-GP) systems. Countries are at different stages of this transition, and support needs therefore range from early planning to more advanced system development. Priority areas include designing national transition strategies, defining functional and technical requirements for new e-GP systems, managing change, and addressing challenges related to data quality, governance, and interoperability.

A consistent regional priority is support for integrating OCDS into e-GP systems and public procurement portals. Governments are increasingly interested in ensuring that procurement data is structured, accessible, and usable for oversight, analysis, and public accountability. Countries with more mature digital procurement systems are now requesting support to move beyond data publication toward deeper data use. For example, Rwanda and Tanzania have interest in advanced analytics, including the development of business intelligence tools to generate insights and identify potential procurement risks through red-flag monitoring.

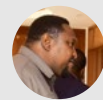
Another growing area of demand across the region is support for sustainable public procurement (SPP). Governments are seeking assistance to operationalize existing laws and policy commitments by translating them into practical implementation frameworks and measurable indicators. This includes strengthening institutional capacity and developing mechanisms to track implementation and results. Within SPP, countries are particularly focused on two dimensions. The first is environmental sustainability, including the integration of green procurement criteria. The second is economic inclusivity, with growing interest in policies and tools that expand access to public procurement opportunities for women-owned businesses, youth-led enterprises, persons with disabilities (PWDs), and local firms. Together, these priorities reflect a regional shift toward procurement systems that are not only digital and transparent, but also strategic in advancing broader development goals.

Service highlight

In Tanzania, we ran a week-long Open Contracting Data Standard (OCDS) Bootcamp for the Public Procurement Regulatory Authority's technical team to enhance their skills and tools to effectively publish and use standardized data. After initially focusing on converting tender stage data into a valid open data format, Tanzania now publishes open contracting data across the full procurement cycle.



We are transitioning from having data to information, which is going to help us make the right decisions. We started this journey to be more proactive than reactive.



Dennis Simba
Director General,
Public Procurement Regulatory
Authority, Tanzania

Top support requests

Issues



Skills

Funding opportunities,
Drafting new legislation

Europe & Central Asia

Across Europe, demand for open contracting remains strong, shaped by an evolving legislative, policy, and geopolitical environment. Over the past year, we supported partners on multiple fronts: from the design of next-generation e-procurement systems in Moldova and Albania, to advancing socially responsible procurement in Lithuania, strengthening open contracting data use in the Netherlands, and amplifying the voice of the open contracting community in discussions shaping the future EU public procurement directives.

Public buyers in Europe are grappling with tough questions: how to safeguard democratic resilience, strengthen economic security, ensure transparency and oversight across complex supply chains, and strike a credible balance between economic pragmatism and the green transition. At the same time, artificial intelligence is advancing far faster than the capacity to absorb and govern it. Combined with the European Commission's strong push for simplification and strategic autonomy, this has created a context of volatility and uncertainty, but also a real opportunity.

We see AI, in particular, as a powerful enabler of public sector capacity. Our ongoing work with the EU's Public Procurement Data Space feeds our thinking on how data-driven approaches can move procurement beyond compliance and publication, enabling governments to track policy outcomes in practice. Through our early efforts to measure the environmental impacts of Green Public Procurement in the Public Procurement Data Space, we are helping demonstrate how better data architecture can translate political ambition into measurable results across all EU member states.

We are encouraged by the trust placed in us by partners in Latvia, Lithuania, Poland, the Netherlands, Italy, and beyond, and we look forward to supporting many more governments as they embrace procurement not just as a process, but as a truly strategic lever for change.

Service highlight

OCP has contributed many assessments of the UK's public procurement landscape and data since 2016. We also provided technical support to the UK government on modeling and publishing procurement data following the OCDS, improving data publication over time (including new methods, fields and adapting the publication to the new procurement regime), and providing user experience (UX) feedback on the procurement platforms.

Top support requests

Issues



Skills

Using data, Funding opportunities



Monitoring the construction of the new ice track for the 2026 Olympics. Photo: Carlotta Bartolucci

Lithuania: Socially responsible procurement

Having made its procurement green, Lithuania is now working to make it socially responsible, uplifting marginalized groups, including people with disabilities and refugees, through economic opportunities delivered through public contracts. Through our Lift program, OCP supported the practical implementation and real-time tracking of the newly introduced voluntary social criteria.

The government already had defined eight categories of social criteria, but no structured mechanism existed to promote their use, build buyer capacity, or monitor results. The project, therefore, supported the design and deployment of an integrated support framework combining guidance, training, stakeholder engagement, communication activities, and new data-collection tools to track uptake levels through an interactive dashboard.

This contributed to measurable progress: within 18 months, socially responsible procurement reached more than 10% of procurement value, supported by strengthened institutional collaboration, enhanced buyer awareness, and the introduction of system-level tracking and reporting capabilities.

The share of procurement spending using social criteria has increased from 1.2% in 2024 to 10.9% in 2025.



It's time we start thinking not only about transparency and efficiency of public procurement but also if citizens in all their diversity might enjoy the works and services funded by public funds equally.



Rugile Trumptyte
CEO of Lithuanian Diversity Charter

United Kingdom: Integrated and iterative procurement

For the first time, the UK has a single source of truth on who buys what, from whom, for how much in a procurement market worth £300 billion annually. Find A Tender Service gathers all the UK's scattered procurement information in one place as structured and machine-readable data using the OCDS. A new notice regime collects more detailed information than ever to assess procurement performance. The supplier registration process has been centralized too. The New UK Procurement Act and National Procurement Policy Statement incorporate open contracting principles based on OCP's advocacy efforts. In 2025, the UK won an OpenGov Challenge award for making government spending more transparent.

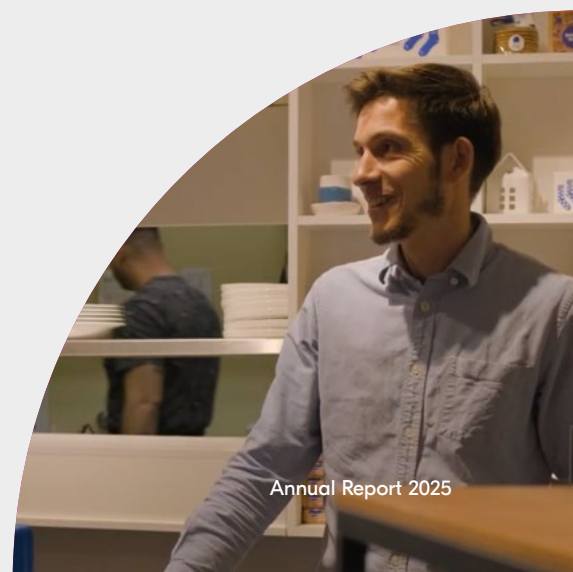
80% of common performance indicators are now calculable using OCDS data, up from 50% in 2021.



Having unique identifiers means we can track spend and contracting activity with contracting authorities and suppliers throughout the whole of the lifecycle.



Lindsay Maguire
Deputy Director, Procurement Reform, Cabinet Office



Ukraine

Ukraine continues its fight for independence and sovereignty, facing daily drone and missile attacks that destroy infrastructure, the economy, and human lives. According to the latest Rapid Damage and Needs Assessment by the World Bank, rebuilding Ukraine will require investments exceeding an estimated \$588 billion. Amid the war, Ukraine is implementing structural reforms, including in open contracting and open government spaces.

OCP runs the project office of DREAM, now recognized as the country's official public investment management system. DREAM provides detailed insight into what communities need, who is building what and where the funds are coming from, and how the investments are changing lives.

In 2025, we supported the Government of Ukraine to design and implement the country's public investment management (PIM) reform with DREAM as its digital vehicle. We helped to reimagine 18 different procedures for project preparation and selection, establishing a single framework for investment planning, project identification and preparation, appraisal, prioritization and funding allocation, implementation and monitoring, completion and impact assessment. All these steps are based on global best practices, including those of the UK 5 Case Model, European Investment Bank Joint Assistance to Support Projects in the European Union (EIB JASPERS), and World Bank. The procedures are now being gradually implemented in DREAM based on digital transformation principles. The new framework integrates climate and environmental, gender equity and social inclusion, and citizen engagement frameworks to ensure that Ukraine is building back better. We helped develop methodological guidelines and training materials, establish PIM/DREAM training programs, and provide regular client support.

Our investment in policy design, along with developing and implementing DREAM, helped kick off a new approach to public investment across the country. The rollout included an awareness campaign, a helpdesk, and 96 training sessions for almost 30,000 people.

Today, DREAM has national and almost 800 local single project pipelines from two-thirds of all municipalities, covering 13,000 public investment projects. In 2026, we will focus on strengthening governance and further modernizing DREAM's functionalities, including integrating AI services to support better project quality and investment decision-making. We will also start integrating citizen participation modules to guarantee that any investment contributes to a better quality of life, especially in frontline regions.

Service highlight

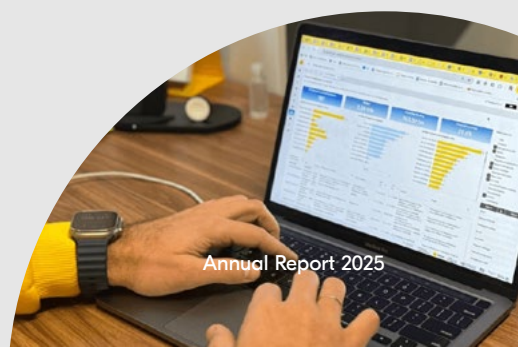
DREAM's helpdesk addressed 850 requests a day at the peak of the reform, supporting the country to establish a national Single Project Pipeline, as well as two-thirds of all municipalities.



For the first time, we have a clear list of national priorities. Now, only projects that are truly needed by the people and the country receive funding.



Denys Shmyhal
Former Prime Minister of Ukraine



Asia

In Asia, demand for open contracting is on the rise. Our partners are working on diverse reforms, from anti-corruption in Indonesia, to efficiency and value for money in the Philippines, to climate resilience in India. Governments are now more open about the need for effective anti-corruption tools and solutions, which marks an important shift in attitudes. Alongside this, there is a growing interest in AI for procurement, as well as modernizing e-GP systems and leveraging procurement for climate or social impact.

We are also seeing increased willingness to publish and share procurement data. In August 2025, we welcomed the Bangkok Metropolitan Administration, Thailand as our first Southeast Asian government publisher of open contracting data. At the national level, the Thai Comptroller General's Department is also working to publish OCDS data and incorporate our red flags methodologies. The Philippines has committed to publishing OCDS data as part of the e-GP system upgrade too.

Our growing regional community is eager to learn and strengthen their core capabilities to drive lasting procurement reforms. In particular, they need support to create enabling environments for open contracting, especially how to influence new policies, laws, and regulatory frameworks. They also need to be upskilled to analyze and visualize procurement data to generate actionable insights that can improve decision-making. Some of our newer t have also asked for help advocating and making the case for open contracting in their respective jurisdictions.

Service highlight

In the Philippines, OCP provided technical support and expert inputs including OCDS mapping to prepare for the upgrade to its e-GP system (mPhilGEPS). We also supported PS-DBM in developing their ambitious commitments for the OGP Open Government Challenge reform, targeted at improving data availability, interoperability and public participation in procurement. We continue to assist them in working towards achieving their Challenge's six key milestones by 2028.

Top support requests

Issues



AI



Green procurement



Beneficial ownership

Skills

Making the case, Using data

India

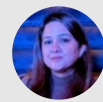
As floods, deadly heatwaves and other climate disasters become more frequent and destructive, governments must make tough decisions about how to best manage funds intended to curb climate change and disaster risks. In the Indian states of Bihar and Uttar Pradesh, situated on the Ganges and its tributaries, around 130 million people are regularly exposed to floods. In 2025, we began working in these two states to help them prioritize flood-related spending by using an open-source platform (developed by OCP and CivicDataLab).

The Intelligent Data Solution for Disaster Risk Reduction (IDS-DRR) platform has already been tested in three other states: in Assam, it informed the allocation of flood preparedness funding in 2025, while in Himachal Pradesh and Odisha, we are deepening our work after successful pilots. Data analysis by CDL suggests flood-related procurement in Assam has increased substantially over the last four years, both in frequency and spending. As our focus expands to heat, we have opened up data on heat-related tenders in Odisha along with large datasets on land surface temperatures. We are also pursuing recognition of IDS-DRR as a Digital Public Good to accelerate mainstreaming of smart decision-making in disaster-related public financing at scale.

In 2025, funding and projects were approved in 7 out of 10 districts of Assam we identified as priorities, while annual flood response spending across the state was estimated at \$2.3 million – a tenfold increase since 2021.



The key to success for any solution is to collaborate, engage and co-create.



Shuchita Rawal
Open Contracting India Lead,
CivicDataLab



Philippines: Making an open and modern e-procurement system

Philippines, the central procurement agency has become an unexpected champion for transparent and accountable government. After a major corruption scandal, the Procurement Service - Department of Budget and Management (PS-DBM) underwent a series of radical reforms to rebuild trust in the institution.

With support from OCP's Lift program, they worked with the civil society group WeSolve Foundation to conduct targeted research on how to improve the centralized procurement of common use supplies and equipment. Meanwhile, broader contracting reforms pursued by PS-DBM and WeSolve and supported by OCP, led to the adoption of a new procurement law that expressly embeds open contracting principles, sustainable public procurement principles, public participation and beneficial ownership transparency.

OCP's recommendations were meaningfully incorporated into the new law's Implementing Rules & Regulations, which were approved and published in February 2025. With a stronger and broader mandate, PS-DBM continued to make strides throughout the year, launching an open data portal for more user-friendly analysis of government performance and an e-marketplace platform to lower barriers to entry for smaller businesses, as well as streamlining processes to improve annual procurement planning, reduce late payments to vendors and set fairer prices. All this will help improve service delivery, increase competition and enhance better value for money.

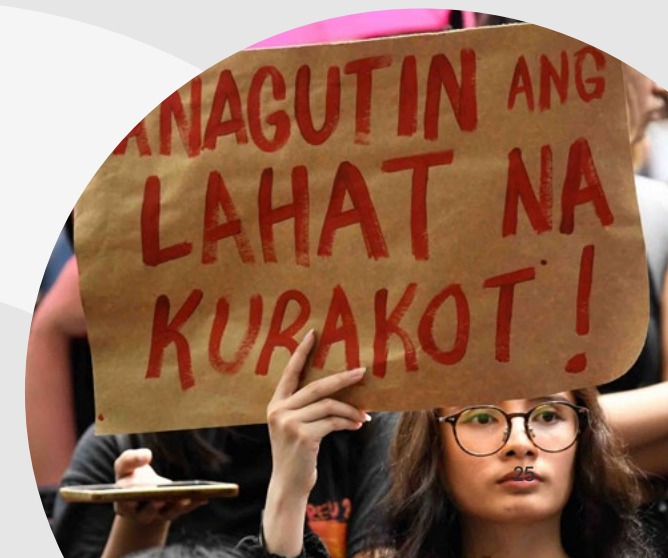
94 agencies have purchased vehicles through the Philippines' new e-marketplace, reportedly generating savings of around \$850,000 on the buyers' approved costs.



Having independent monitoring by a community of independent researchers, investigative journalists and observers will be critical to assess whether the new procurement law is succeeding in its objectives and how it can be better implemented.



Ken Abante
WeSolve Foundation President



Indonesia: Improving oversight through public monitoring

Indonesia Corruption Watch (ICW) built the open contracting risk monitoring platform [opentender.net](#) to make it easier to enable citizens and internal auditors to detect potential anomalies in government contracts requiring further investigation.

OCP has been supporting ICW to transform government audits to be more data-driven and more efficient. Since 2025, the [opentender.net](#) platform links directly to the anti-corruption agency's official complaint-handling system (e-pengaduan), allowing citizens to track the status and outcome of their public procurement complaints.

But reporting irregularities is only half the battle. Officials receiving the complaints must also know what to do with them. That's why ICW is working with government agencies to develop guidance known as Standard Operating Procedures (SOPs) so officials have clarity on the correct procedures and processes for receiving, investigating and resolving complaints efficiently and effectively when to involve auditors for cases that are administrative issues or law enforcement for criminal matters, and how the complaint should be handled through to completion. By 2025, the governments of [Maros Regency](#), [Kupang City](#), and [Semarang City](#) had all formally adopted SOPs. This included introducing standard service windows, ranging from 9 to 30 business days, to informing complainants of the outcome of investigations and follow-up decisions, marking a significant shift from previous response times which could stretch well over a year.

Indonesia's long-term shift toward data-driven procurement oversight was reinforced in its latest [OGP Action Plan](#), which includes a commitment by the anti-corruption agency LKPP to develop an e-purchasing early warning system for its e-purchasing platform (e-katalog). Together with ICW, we will continue to support these important commitments and share previously unpublished datasets with ICW.

In two regions where internal auditors were assisted to adopt standard operating procedures, average response times for public complaints improved by 75%. Indonesia's oversight reforms are estimated to benefit over 2.7 million people.



These efforts are meant to help the public feel more comfortable with procurement data and to use that data to hold the system accountable.



Wana Alamsyah
Head of Knowledge Management Division,
Indonesia Corruption Watch



Our team

05.

We are grateful to be supported by an exceptional and deeply committed team working alongside local partners to strengthen public procurement systems for people and the planet. Across regions, they bring practical expertise and a deep understanding of local contexts, helping navigate complex systems and move change forward.

In October 2025, we welcomed Nishant Bhatnagar as our Senior Manager for Asia. He brings experience in government reform, sustainability and digital transformation, with previous roles at Ernst & Young, GIZ and the World Resources Institute. His perspective and approach are already strengthening our work and partnerships across the region.

We also thank our Governing Board for their continued guidance, and our government, civil society, academia, and media partners whose sustained support and investment help extend the reach and resilience of our work.



Our supporters

06.

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 2025 supporters and partners:

BHP Billiton Foundation • Caribou Digital (UK) Ltd • Consejo Nuevo León • Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) • Dexis Consulting Group • Eurasia Foundation • Foreign Commonwealth & Development Office (FCDO) • Global Impact • Goaco Group Ltd • Gobierno del Estado de Nuevo León • International Development Research Centre (IDRC) • International Institute for Sustainable Development (IISD) • Management Systems International, Inc. (MSI) • Microsoft • National Endowment for Democracy (NED) • Open Society Foundations • reAcción • Republic of Burundi • Results for America • The Eric and Wendy Schmidt Fund for Strategic Innovation • The Patrick J. McGovern Foundation (PJMF) • The Rockefeller Foundation • United Nations Office for Project Services • United Nations Office on Drugs and Crime • University of Sussex • William & Flora Hewlett Foundation

Our finances

07.

2025 revenue was \$9.3 million, exceeding the \$7.4 million we raised in 2024, despite losing about \$1.5 million in previously committed USAID funding due to the agency's sudden closure.

Overall, our fundraising remained strong in 2025 thanks to an inspiring "all hands on deck" approach to seek out new grants and contracts amid unprecedented funding challenges in our field. A breakdown of our revenue by category is shown in the chart below.

Our \$7.3 million expenditure in 2025 was down from \$8.4 million the previous year. Most of this \$1.1 million decrease was a consequence of the terminated USAID grants and contracts. During this turbulence, we reduced some of our investments and had to let go of four team members.

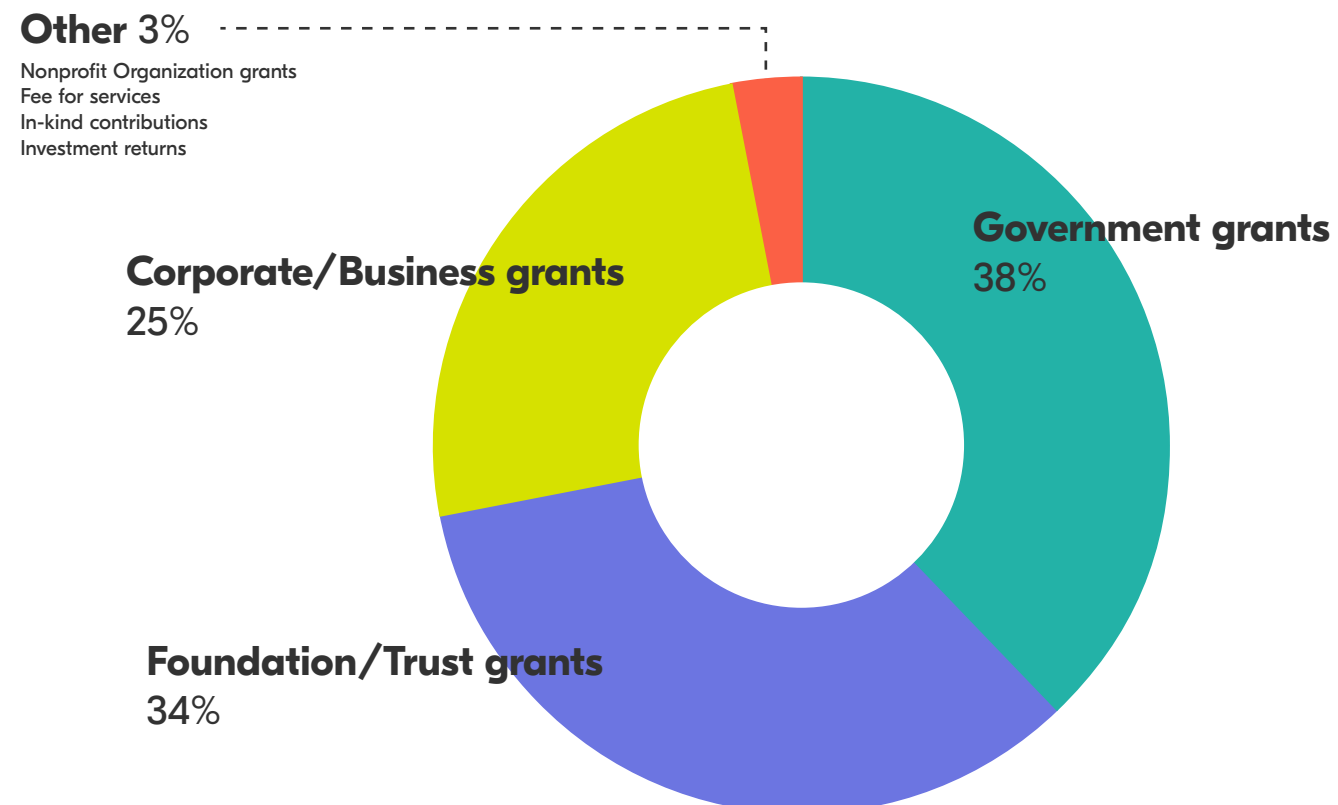
Our spending decreased across almost all expense categories. Data Products and Support Services decreased by 13% this year to \$1.7 million. Implementation expenses also decreased by 14%

from \$4.2 million in FY24 to \$3.7 million in FY25. Advocacy and Communications decreased from \$930K in FY24 to \$809K in FY25, while Community Building and Research (renamed Research and Learning) decreased to \$539K from \$620K.

As in 2024, 92% of our total spend went to programs, while only 8% went to general administrative expenses, reflecting our ongoing commitment to direct resources where they matter most.

In FY25, our net assets increased by \$2 million to \$3.8 million. Included in these assets is a designated reserve fund of \$1,153,745 at year-end, up slightly from \$1,127,732 in 2024.

Our revenue by origin



Revenues

	FY25	FY24
Grants & contributions	\$9,085,959	\$7,263,460
Fee for services	\$63,265	NA
In-kind contributions	\$31,999	\$32,000
Other revenue	NA	\$4,801
Investment returns	\$99,954	\$106,121
Total revenues	\$9,281,177	\$7,406,382

Expenses

	FY25	FY24
Data products & support services	\$1,685,534	\$1,937,838
Implementation	\$3,708,239	\$4,263,244
Advocacy & communications	\$809,089	\$930,163
Research & learning	\$539,394	\$620,109
Management & general	\$547,096	\$641,602
Fundraising	\$28,316	\$17,814
Total expenses	\$7,317,668	\$8,410,770

Net assets

	FY25	FY24
Net assets, beginning of year	\$1,857,981	\$2,862,369
Net assets, end of year	\$3,821,490	\$1,857,981
Change in net assets	\$1,963,509	\$(1,004,388)

Our 2025 targets

08.

We estimate that our interventions resulted in around \$17 billion of better procurement spending this year, positively impacting 19 million people.

Like others, we had to make difficult decisions to best deliver our mission in 2025. Despite taking a hit on our original ambitions for the year, we still achieved major wins and provided value to our community.

Given that many of our partners and projects relied on USAID funding, which was cut early in the year, achieving 7 out of our target 10 progress and impact stories was a strong result. These include progress in [Chile](#), [Assam in India](#), [Philippines](#), Lithuania, Brazil, [UK](#) and [Portland](#) in Oregon, USA.

We are pleased to have exceeded all our data targets this year, we are excited about our 51 publishers of open contracting data. New publishers this year include the national governments of Brazil and Tanzania, and the city of Portland, Oregon, which is the first government in the United States to publish OCDS.

Vision

Objective	2025 target	2025 count	2025 details	2024-2030 Strategy target
Better procurement spend	-	\$27,406,898,796	Buenos Aires, Argentina; Mexico City; Paraguay; Ukraine. New in 2025: Chile; Lithuania	\$2 trillion
Population benefiting from better procurement	-	35,642,278	Buenos Aires, Argentina; Mexico City; Paraguay. New in 2025: Chile	1 billion

All photos are linked to our projects and reproduced with permission.

Change on the ground

Objective	2025 target	2025 count	2025 details	2024-2030 Strategy target
Verified proof points of impact and progress from OCP projects	10	7	Assam, India; Brazil; Chile; Philippines; Lithuania; Portland, United States; United Kingdom	17/60
Robust advocacy mandates that include budget, resources and timeline/targets	5	8	Dominican Republic; Ecuador; Ethiopia; Kupang, Indonesia; Malawi; Maros Regency, Indonesia; Thailand; Ukraine	17/30
Number of times that the usability of open contracting data has improved	10	12		23/60
Number of effective uses of open contracting data	10	19		49/60

Achieving global scale

Objective	2025 target	2025 count	2025 details	2024-2030 Strategy target
Number of projects, programs, and organizations that get non-OCP funding for open contracting work	16	18		34/100
Increased capacity of partners to affect change in their procurement systems	7	8.2	Level of interaction with OCP: High: 8.7 Medium: 7.8 Average: 8.2	7
High-level normative statements supporting open contracting that reference key principles of open contracting	1	1	New UNCAC Guidelines provide practical guidance to implement 2023's Resolution 10/9 on public procurement	2/6
Clear endorsement of open contracting and action on the ground by major International Financial Institutions	1	1	Tanzania's World Bank grant disbursement-linked indicators include a requirement for implementing open contracting	2/6



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