



OCP Governing Board Meeting

09 Dec 2025 | Virtual Meeting

Public Minutes

Objectives of the meeting

The objectives of this meeting are:

- Finance:
 - Decisions: Approve YTD spending and FY26 budget
- Governance:
 - Decisions: Approve the Netherlands Stichting voor Open Contracting setup, executive compensation pay, and the appointment of a new board member
 - Discussion: Review the transition to the new accounting firm
- Strategy and program:
 - Discussion: Discuss updates, progress and challenges on yearly targets, projects, the team, and a deeper dive into the AI offering

Attendance

Governing Board

- Attending: Sally Guyer, Alan Detheridge, Michael Owh, Joseph Asunka, Caroline Nicholas, Max Nefyodov, Juan Ricardo Ortega, Tania Perich
 - Sends apologies: Jennifer Bradley, Aidan Eyakuze

OCP

- Attending: Gavin Hayman, Kathrin Frauscher, Steve Chaplain, Oscar Hernández, Lindsey Marchessault, Cindy Cervantes; Deep Dive: Kaye Sklar

The Governing Board approved the following:

Finances

- The [minutes](#) from the last board meeting.
- The [FY25 YTD](#) report.
- The [FY26 Budget](#).

Governance

- The appointment of [Juan Ricardo Ortega](#) as a new Governing Board member.
- The establishment of Stichting voor Open Contracting in the Netherlands, including the Articles of Association and the proposed Supervisory and Governing Board structure.
- The new investment policy.
- The Executive Compensation pay.

Action Items

The OCP team will:

- Onboard new Board member, Juan Ricardo Ortega.
- Follow up with Juan Ricardo Ortega on the LATAM portfolio.
- Share examples of successful and unsuccessful country experiences with AI adoption in procurement with Board members.
- Share additional insights with Board members on the use of beneficial ownership data in procurement.

Summary of discussions and decisions

Conflict of Interest declarations

At the beginning of the meeting, Sally, Alan, Michael, Joseph, Caroline, Max, Juan Ricardo, and Tania declared that they had no conflict of interest with the Dec 9th meeting agenda or decisions.

Update on Targets, Progress, Challenges & Team

Highlights

The OCP team reflected on progress toward its strategic targets following significant changes in the external funding environment earlier in the year, including the collapse of

USAID funding that affected both the team and many partners. While the second half of the year has felt more stable, these changes continue to affect partner funding and program timelines.

Despite this context, most annual targets are expected to be met, with seven proof points documented to date. Some targets, particularly those related to partner funding, may fall short given the broader contraction in development funding.

Looking ahead, Brazil, the Philippines, and the United Kingdom were highlighted as key opportunities to advance long-term impact toward the goals of reaching 1 billion people and \$2 trillion in public spending. The team also expects to enter the next fiscal year with approximately \$300,000 remaining to raise to fully fund operations and is prioritizing the development of major systemic partnerships while continuing to expand fee-for-service work.

Growing interest from funders in AI was also noted, along with updates on new projects in the United States and Europe.

The Board welcomed the update and congratulated the team on maintaining strong morale and steady progress while navigating changes in the funding landscape. They emphasized the importance of continuing to strengthen major partnerships and fundraising efforts in the coming year.

Targets

Progress against strategy targets was reviewed two years into the current strategy. All Year 1 targets were achieved, and while some targets this year may fall short. Steady progress continues despite changes in the external funding environment.

Seven proof points have been documented to date, including reforms and improvements in Chile, Assam (India), the Philippines, Lithuania, Brazil, the United Kingdom, and Portland. An additional proof point may emerge in Tanzania before the end of the year, though concerns about recent election violence are being monitored. Work on sustainable procurement in Paraguay may also generate a further proof point. Even with these additions, the total will likely remain below the annual target of 10.

The absence of a new LIFT cohort, which generated several proof points in the first year of the strategy, together with wider funding disruptions, contributed to the lower total this year.

Progress toward the longer-term population and public spending targets remains limited so far, with Chile and Lithuania currently contributing to those metrics. Developments in Brazil and the United Kingdom next year are expected to make a significant contribution toward the goals of reaching one billion people and influencing \$2 trillion in public spending.

Data targets have been exceeded this year. Eleven partners improved the usability of procurement data and fourteen strengthened the use of data in practice. The number of OCDS publishers has increased to 51, with new publishers including Brazil, Tanzania, and Portland. Several lapsed publications were also noted, including Australia, the Netherlands, and Colombia, which are being followed up on.

One area falling short of the target is the number of partners receiving funding, with seven documented cases compared to a target of sixteen. While international financial institutions have incorporated open contracting principles in individual projects and remarks, a clear institutional endorsement paired with implementation has not yet been achieved.

Looking ahead, the pipeline for early 2026 includes potential proof points in Boston, Paraguay, and Nuevo León.

The Board welcomed the update and recognized continued progress across regions. They noted strong performance against data targets and encouraged continued focus on strengthening pathways to impact and on partner funding.

Traffic lights

Partners' funding for open contracting work outside of OCP (Red)

This indicator remains red. Four partners received new non-OCP funding this year, compared to a target of 16 and 16 instances in 2024. This reflects a significant contraction in funding for integrity-focused work, particularly at the country level. Expanding partner capacity remains an important part of the strategy, and efforts are underway to increase implementation funding so civil society partners can continue supporting country-level work.

Feedback was requested on whether the target of 16 partner funding instances per year should remain in place, given the current funding environment. The Board encouraged keeping the target for now, noting that the strategy is still early in its cycle and that targets should remain aspirational while progress is monitored.

FY26 Fundraising (Amber)

The remaining fundraising gap for FY26 is approximately \$300,000, largely in team time, and is expected to be closed in the coming months. Most funding for 2026 has already been secured through collective efforts across the OCP team. Progress was also reported in securing new projects in the United States and Europe, allowing more regional staff time to be funded through restricted income while preserving unrestricted resources for catalytic investments.

Fee-for-service work generated approximately \$250,000 this year and is expected to grow toward \$500,000 annually by 2027. While these engagements demonstrate the value governments place on the work, they require careful management to ensure outcome-based payments align with team inputs and costs.

Looking ahead, fundraising efforts are increasingly focused on 2027, when several major partnerships are due for renewal. Priorities include building relationships with larger multi-year funders and exploring new opportunities, including through the planned Netherlands foundation and potential EU funding streams. Emerging trends in fundraising were also noted, including increased interest in AI-enabled platforms and stronger expectations from funders for clear metrics on beneficiaries and return on investment.

The Board congratulated the team on the progress made in closing recent fundraising gaps and recognized the effort required in the current funding landscape. Board members emphasized the importance of continuing to strengthen relationships with funders and exploring a range of funding opportunities. They also encouraged further development of clear metrics on impact and beneficiaries to support future fundraising.

UNODC engagement (Amber)

The OCP team worked closely with UNODC in 2025 at both central and regional levels, including supporting the development of the Guidelines on the Adoption and Use of Technologies to Combat Corruption in Public Procurement under the 2023 Public

Procurement Resolution. Collaboration also included events and country support activities through regional hubs.

Implementation during the year involved some administrative adjustments, though collaboration with UNODC colleagues remained constructive. The partnership continues to provide an important platform for advancing global norms on open contracting and anti-corruption in public procurement.

Looking ahead, 2026 will be the final year of the current Norway-funded project. Work is underway with UNODC and other partners to explore options for continued collaboration and funding beyond 2026.

A small additional contribution from the UNODC Africa Hub, supported by UNDESA, was also noted to expand work in 2026.

OGP Summit and other global events (Green)

The recent Open Government Partnership (OGP) Summit saw strong participation, with well-attended sessions covering topics including AI, medicines procurement, infrastructure, and climate finance.

Several partners were recognized during the OpenGov Challenge Awards, including partners from the Philippines and the United Kingdom, as well as partners from Brazil, Nuevo León (Mexico), and the Colombian cities of Bogotá and Cali.

Strong engagement was also noted at other international events, including the Inter-American Government Procurement Network (RICG) meeting in Colombia and the Africa Public Procurement Network event.

Looking ahead, participation is planned in UNDP's corruption measurement conference in New York and the Conference of States Parties (CoSP) to the UN Convention Against Corruption in Doha, where the new Guidelines on the Adoption and Use of Technologies to Combat Corruption in Public Procurement will be launched.

Climate finance

Approximately \$200K has been secured through FCDO's FTAI program to develop business requirement documentation for a climate finance platform, building on lessons from systems such as DREAM and MapaInversiones.

The work will examine existing climate and infrastructure finance platforms, gather insights from key stakeholders, and outline core components for a potential platform that more clearly links climate finance to public spending and outcomes.

Delivery will take place on a relatively tight timeline due to the current FCDO funding window.

Regions

The OCP team also provided a brief update on regional work. Overall, they reported steady progress across regions despite changes in the political and funding environment.

USA (Green)

\$400K in funding was secured from the Family Workers Fund and Recoding America Fund to support work in Colorado through Spring 2026, with the possibility of additional funding extending into 2027. This work focuses on supporting the state's efforts to modernize procurement for safety-net technology systems.

Progress is also being made toward additional funding related to electronic benefits transfers. These projects present opportunities to expand similar work across other states and with other funders. Continued fundraising will remain a priority for the U.S. portfolio in 2026.

During the discussion, Board members noted increased interest among government partners in using procurement and technology solutions, including AI, to improve service delivery and manage operational costs.

Europe (Amber)

The team also secured a new \$160K project with the OECD and the Government of Poland to support reforms in green procurement, including developing national procurement performance indicators and new data-driven tools.

They began a new fee-for-service engagement with the UK Cabinet Office to support improvements in open contracting data quality and the development of dashboards under the new UK Procurement Act. The work provides an opportunity to support the UK's efforts to strengthen the use of [procurement data and transparency](#).

The team noted that these projects provide important opportunities to deepen collaboration with partners in Europe and to demonstrate the impact of improved procurement data and systems.

LATAM (Green)

One Board member stepped out of the discussion for this section to avoid any potential conflict of interest.

Implementation continues across core countries, with notable progress in Brazil and Chile. In Brazil, the team launched [Medicamentos Transparentes](#) and expanded the use of procurement data in areas such as medicines, food procurement, and sustainability. In Chile, the team is working with [ChileCompra](#) to apply beneficial ownership data in procurement and develop tools to support SME inclusion.

The team highlighted continued work in Paraguay on monitoring school meals procurement and supporting small vendors, as well as progress in Nuevo León, Mexico, on requirements for a new e-procurement system and the rollout of an OCDS dashboard.

A key milestone during the period was [Brazil's first federal OCDS publication](#). The team noted that Latin America now has fourteen OCDS publishers across eleven countries.

They also shared updates on ongoing funding, including support from CAF, fee-for-service work in Nuevo León, and a new agreement with the Open Society Foundations related to procurement reforms in Mexico.

During the discussion, Board members expressed interest in the use of beneficial ownership data in procurement and suggested sharing further insights on this work in future meetings.

Africa (Amber)

Progress continues across several countries, including success in securing smaller fee-for-service engagements. This includes advisory work on e-procurement strategies in Mozambique, Malawi, and Burundi through the World Bank.

The portfolio is currently rated amber largely due to developments in Tanzania. While technical work with government counterparts has continued, recent political developments have introduced uncertainty around the timing of potential impact documentation.

Work in Rwanda, Kenya, and Uganda continues to progress. Looking ahead, a key priority is securing at least one larger grant to strengthen regional capacity and support continued implementation.

During the discussion, Board members shared perspectives on developments in Tanzania. While earlier progress had been encouraging, the current environment requires caution. The Board emphasized the importance of closely monitoring the situation and ensuring the safety of partners working in the country.

Asia (Amber)

Work in Asia currently focuses on India, the Philippines, and Indonesia. The team also welcomed a new team member, [Nishant Bhatnagar](#), who is based in Delhi and will support regional work.

The Philippines remains a key opportunity for impact in 2026. The country recently received an Open Government Partnership award recognizing its open contracting reforms. The team noted strong reform momentum, while emphasizing the importance of sustaining progress and securing additional funding to support continued implementation.

In India, the team reported steady progress, including a new proof point related to green budgeting in Assam and continued work to expand flood resilience initiatives to additional regions.

Overall, there is strong potential for impact across the region, with the current amber rating reflecting the importance of maintaining reform momentum and securing additional resources.

Ukraine (Green)

DREAM has now become the official Public Investment Management (PIM) system for the country, marking an important milestone in Ukraine's reconstruction and public investment planning.

The team reported recent progress, including the launch of the single project pipeline within DREAM, which now includes 89 projects and 60 programs. The team also continues to support national ministries and regional authorities as they adopt the new PIM processes, including through extensive training and outreach.

DREAM has also been used to support major financing programs, including [Ukraine's State Fund for Regional Development](#) and the [European Investment Bank's Ukraine Recovery Program III](#), demonstrating growing international engagement with the platform.

The team noted that new partnerships are being finalized to support the project's continued implementation, and overall project risks have been reassessed with several indicators improving. Team morale remains strong as the work continues to scale.

During the discussion, Board members noted that progress on DREAM has been significant despite the complex operating environment. They emphasized that continued capacity building and sustained engagement with national and regional stakeholders will be important as the system continues to expand, and encouraged the team to remain patient as adoption develops across institutions.

Team & Team capacity (Green)

The past year required adjustments by the OCP Team in response to changes in the funding environment and program demands. Despite these pressures, morale remains positive, and colleagues have continued to support one another throughout the period.

Several steps are being taken to support wellbeing and cohesion, including an end-of-year organizational break, internal team sessions, and a staff survey to better understand team experiences and priorities. Annual review processes are expected to resume in early 2026 following a pause earlier in the year.

Plans for 2026 include strengthening internal planning and collaboration through virtual sessions and exploring a future team retreat, if resources allow.

A brief personnel update was also shared. Short-term support will be arranged to ensure continuity during upcoming staff leave, and overall team capacity has improved compared with earlier in the year following the return of several colleagues from leave and the addition of new team members.

Financial updates

FY25 YTD (for Approval)

An update on FY25 year-to-date financials through October 31, 2025 was presented.

Income totaled approximately \$8 million, representing 142% of the \$5.6 million expected for the year. This included several major grants and contracts as well as advance funding related to work planned for FY26.

Spending totaled \$6.1 million, representing 92% of the annual budget. Overall spending remains on track to fully utilize the budget by the end of the fiscal year.

Approximately \$2.9 million is projected to carry forward into FY26, largely reflecting advance payments for work scheduled next year; however, this amount will decrease as we spend on commitments for the last few weeks of the year. Cash on hand totaled \$2.7 million excluding reserves and \$3.8 million including reserves.

Most funding received during the year was restricted, including support from FCDO, CAF, Open Society Foundation, the Families and Workers Fund, and the Eurasia Foundation. Fee-for-service work generated approximately \$250,000.

Board members welcomed the strong fundraising performance and the OCP team's ability to recover funding from cancelled contracts during a period of change in the funding environment.

The Board approved the FY25 year-to-date financial report.

Fundraising Goal for FY26

The FY26 fundraising outlook was also reviewed.

The current fundraising goal is approximately \$300,000, representing about 4% of the FY26 budget. Most of this amount covers team costs, with a smaller portion allocated to a potential team retreat.

Fee-for-service work generated approximately \$250,000 in FY25 and is expected to continue contributing to revenue in the coming year. Spending adjustments could be considered if the fundraising target is not met by the spring.

Looking ahead to FY27, the fundraising goal is approximately \$5.5 million, covering both core work and Ukraine-related programming. Efforts are underway to secure new partnerships, and the gap is expected to decrease as funding discussions progress.

Reserves and Retained Revenue

Approximately \$2.9 million is projected to carry forward from FY25 into FY26. This includes arrears payments expected from FTAI and advance payments from partners such as the BHP Foundation and Open Society Foundation.

Earlier in the year, the Board approved using \$65K from reserves to cover goodwill payments for staff departures. The OCP team confirmed that these funds have since been fully replenished through investment returns.

Progress continues toward the goal of increasing reserves from \$1 million to \$1.5 million, equivalent to roughly three months of operating expenses. The reserve balance currently stands at approximately \$1.15 million, supported in part by interest earned through short-term certificates of deposit.

Board members shared potential connections to philanthropic networks and offered to follow up with possible opportunities.

FY26 Proposed Budget (for Approval)

The proposed FY26 budget includes approximately \$7 million in expenses, supported by expected income of about \$7.3 million from retained revenue, secured funding, and anticipated new funding. This includes an estimated \$300K from fee-for-service activities, which continue to complement traditional fundraising.

Additional funding is expected to be confirmed in the coming months. If secured, these funds would increase total income and contribute to retained revenue for FY27.

Personnel costs remain the largest expense category, with a modest salary adjustment planned to reflect inflation and merit considerations following a pause in increases during the current year. Implementation funding has increased slightly to support country-level work, while some operational and travel costs have been reduced to manage overall spending.

Investments are also planned in communications and operational infrastructure, including legal work related to establishing the Netherlands entity.

A recent funding update increased the expected FY26 budget to approximately \$7.5 million.

The Board approved the FY26 budget at \$7.5 million.

Governance

Netherlands Foundation

The OCP team presented a proposal to establish a new foundation in the Netherlands. The Board had previously given preliminary approval to explore this option, and the Executive Committee has been consulted throughout the process. The team thanked Alan for his review and advice, informed by his international experience.

The proposed Dutch foundation (stichting) will support closer collaboration with European partners and enable access to funding opportunities from European governments, institutions, and the European Commission that are not always accessible through the existing US public charity structure. The Netherlands was selected after comparing several European jurisdictions.

The US entity and the Dutch stichting will operate as separate legal entities but will enter into reciprocal agreements allowing them to support each other's work and share assets at cost in furtherance of grant objectives. Legal advice confirmed that the proposed structure aligns with Dutch requirements and international nonprofit practice.

To ensure the stichting is recognized as a European entity, the governance structure includes both a Governing Board and a Supervisory Board. The Governing Board will include a majority of Dutch nationals, while the Supervisory Board will provide oversight, including approving board appointments and certain financial decisions.

The proposed name is Stichting voor Open Contracting (StichtingOC). Once established, the entity will apply for ANBI public benefit status with the Dutch tax authorities. The Board was asked to approve the English-language versions of the formation documents, with flexibility for the executive team to approve minor non-material amendments based on advice from Dutch legal experts.

The Board approved the resolution supporting the establishment of the Dutch foundation.

The Board also approved the Articles of Association for StichtingOC.

The proposed Governing Board members are [Jesse Renema](#), [Eke Verbeke](#), [Kathrin Frauscher](#). The proposed Supervisory Board members are [Alan Detheridge](#), [Steve Chaplain](#), and [Gavin Hayman](#).

Board members approved the proposed Supervisory Board and Governing Board structure.

As part of the registration process, board members are providing proof-of-residency documentation required for due diligence by the notary and corporate service provider.

New Accounting Firm

An update was provided on the transition to a new outsourced accounting firm.

As the work has grown from approximately \$5 million to \$8.5 million, with an increase in international projects and funding in multiple currencies, additional expertise in international nonprofit accounting has been considered necessary.

Following a competitive review process involving six firms, Palmer Financial was selected to replace Aldridge Borden.

Palmer Financial began transitioning in October and assumed full responsibility for outsourced accounting services on November 1. The scope of work remains largely unchanged, with additional capacity to support growing international accounting needs.

The team thanked Alan for his support and advice during the selection process.

Investment Policy

The OCP team presented a draft investment policy following a discussion with Merrill Lynch, where reserves and excess cash are currently held in certificates of deposit (CDs). The conversation focused on formalizing an investment policy and reviewing the current investment mix in light of declining interest rates on CDs.

The proposed policy outlines investment goals, risk tolerance, and the types of financial instruments that may be used. At present, investments remain focused on low-risk, cash-equivalent instruments such as CDs. The policy also allows limited flexibility to hold other cash-equivalent options, including savings accounts, money market accounts, and U.S. Treasury bills.

Board members agreed that this is not the right time to introduce higher-risk investments. However, establishing a policy now provides a framework for future decisions should reserves grow beyond current operating needs. The policy notes that if funds exceed the

equivalent of three months of operating expenses, additional investment options could be considered.

The team noted that current investments are FDIC-insured and spread across multiple certificates of deposit.

Board members approved the investment policy.

Executive Pay

It was noted that the executive team implemented a 5% salary reduction effective March 1, 2025, in response to the USAID funding cuts and related budget adjustments. This step was taken alongside broader cost management measures during that period.

At the time, the Board and leadership agreed that executive salaries would return to their previous levels beginning January 1, 2026, provided that fundraising and financial conditions stabilized.

The current financial outlook supports restoring executive salaries to 100% beginning January 1, 2026.

The Board approved the return of executive salaries to their previous levels effective January 1, 2026.

Deep Dive on AI

Kaye Sklar, Senior Program Manager of Content and Insights for OCP, joined the meeting to present an overview of emerging trends in AI use and procurement.

The presentation noted that governments are still in the early stages of understanding how to adopt and procure AI tools. In many cases, governments are experimenting with AI use rather than formally procuring large systems, and interest is growing in responsible and ethical approaches to AI use in public procurement.

The OCP team recently released practitioner-focused [guidance on AI procurement](#) following a yearlong process involving around 50 practitioners and several rounds of consultation. The resource has received significant attention and is currently the most-visited page on the website. The team plans to continue building on this work and is seeking funding to expand it.

The discussion also highlighted how AI is beginning to appear in several existing tools and proposals, including work in Brazil, Paraguay, Ukraine, and India. While interest from partners and funders is increasing, governments are still exploring practical use cases.

Board members discussed both opportunities and risks related to AI adoption, including data privacy, responsible procurement, and the importance of ensuring that AI solutions address clear use cases rather than being adopted simply because they are new technologies. Members also shared examples from their own work on AI governance and procurement.

Board members encouraged the team to remain focused on how AI can support the core mission and deliver practical value for governments and partners.

The OCP team will share examples of successful and unsuccessful country experiences with AI adoption in procurement with Board members.

The Board closed the discussion by recognizing the team's hard work and congratulating them on the progress achieved despite a particularly challenging year.

Next Steps

The OCP team will coordinate FY26 meeting dates with the Board. The first FY26 meeting is scheduled for April 16, 2026, at 10:30 AM EST.

Minutes submitted and approved by:  _____
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