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ASIAN DEVELOPMENT BANK BUSINESS OPPORTUNITIES FAIR 2026

21-24 SEPTEMBER 2026 | ADB HEADQUARTERS, MANILA

VALUE FOR MONEY: DRIVING QUALITY INFRASTRUCTURE

De-risking procurement: a data driven approach to fighting corruption

Manila (Philippines)

24 Sep, 2026 / 1:30 - 3:00 pm

Bernadine Fernz

Head of Asia

bfernz@open-contracting.org

Nishant Bhatnagar

Senior Manager Asia

nbhatnagar@open-contracting.org



**OPEN
CONTRACTING
PARTNERSHIP**

Section 1
***Introduction to Open
Contracting Partnership (OCP)***

Our approach

**We help partners
across government,
civil society and the
private sector to
transform public
procurement by**

**Only we bring these
together, at scale.**

**1
Designing
goal-driven
reforms**

To transform public procurement, we rethink it to focus on goals and outcomes, rather than a compliance-driven bureaucratic process.

**2
Co-creating
digital
solutions**

Powered by open data, digital solutions are the game changer to reaching scale and digital transformation.

**3
Building
coalitions
of change**

We build feedback loops and empower all actors to work together in the open to deliver results.



G7 Ministerial Commitment



G20
Global
Smart Cities
Alliance



Open
Government
Partnership



Patrick J McGovern
FOUNDATION



Read about open contracting on:



Section 2

What is open contracting?



"As I hurtled through space, one thought kept crossing my mind - every part of rocket was supplied by lowest bidder."

John Glenn

#1

**Procurement is government's
#1 corruption risk**

57%

**OECD foreign bribery cases
involve bribes for public
contracts**

30%

**Companies say corruption
prevented them from winning
contracts in EU**



Open contracting: a global norm

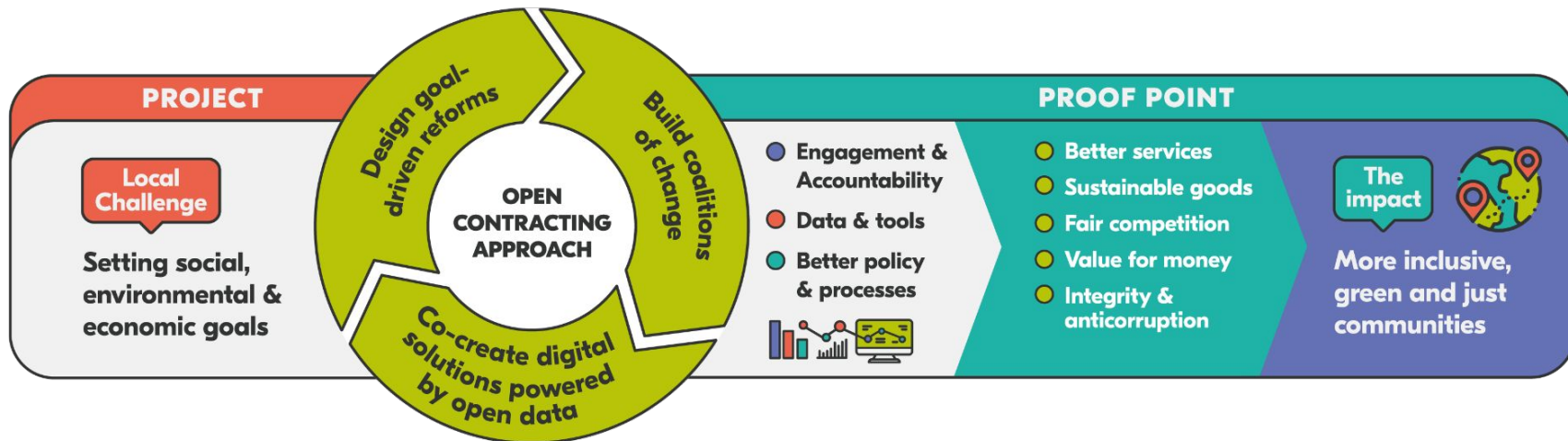
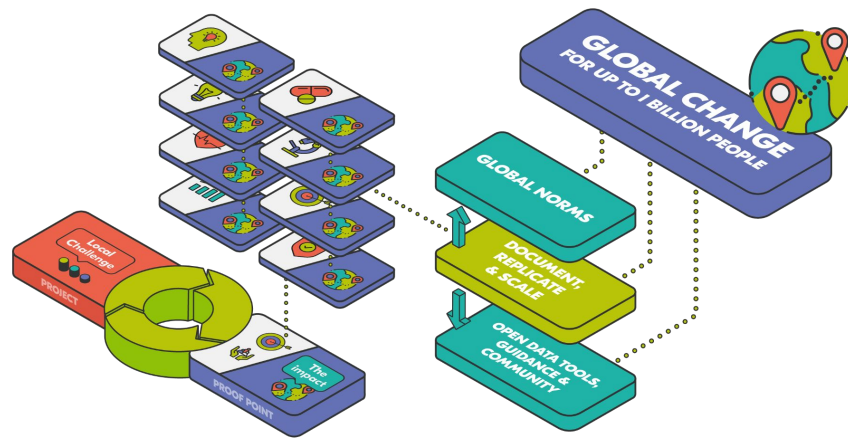


**OPEN
CONTRACTING
PARTNERSHIP**

Now in over 50 countries around the world

OPEN CONTRACTING PARTNERSHIP

Theory of Change



Use cases

Apart from specific business use cases, open contracting also helps in pursuit of SDG goals.



Market
opportunities



Value for
money



Public
integrity



Service
delivery



Internal
efficiency



Section 3

What are red flags?

What is a red flag?

Red flags can be defined as indicators that can help spot potential risks of irregularities, corruption and wrongdoing along the entire chain of a contracting process.

While these indicators do not necessarily demonstrate the presence of corruption, they can be considered good measures to signal corruption risks and can be correlated with corrupt practices.



WARNING

How corruption may happen at different stages

Full methodology with 70+ procurement red flags: [mapped to OCDS](#)

Planning	Tender	Award	Contract	Implementation
Key planning documents not provided	Non-public bid opening	High number of contract awards to one bidder	Large difference between contract award and final contract amount	Modify contracts after contract award on line item requirements
Eligibility criteria for which companies can bid for a contract set too narrowly	Use of direct awards/ exceptions/ emergency procedures	Supplier address - P.O.Box - Similarities btw suppliers	Supplier receives multiple single source contracts	Change orders to increase prize substantially
	Vague description of supply terms	Company has no history in providing service or product	Final prize is higher than industry average	Payment without delivery of service
	Issue of tender at an inconvenient time	Cover pricing: Colluding to drive up prices artificially		Shoddy implementation

	A	B	C	D	E	F	G	H	I	J	K
1	R_id	ID	Stage	Associated Scheme(s)	Red Flag	Indicator Description	Calculation method	Rationale	OCDS fields	Additional data fields	OCDS Extension
2	R001	F001	Planning	Info withholding/release of bad info	Planning documents unavailable	Key planning documents unavailable	Check if key planning documents are published, for instance the procurement plans, market studies, feasibility study among others. Check the OCDS document type codelist to see the possible documents.	A lack of planning documents could signal poor procurement planning or integrity risks.	planning/documents/documentType='plannedProcurementNotice', 'procurementPlan', 'marketStudies', 'feasibilityStudy', 'projectPlan'		
3	R002	F002	Planning	Corruption; Unjustified Direct awards	Manipulation of procurement thresholds	Change in threshold value or grouping of a high number of procedures below threshold to avoid more competitive procedures.	Using the estimated value of the procurement identify if a high number of procedures is bundled just below threshold. For empirical examples on how to calculate this indicator see Tas, B. (2019) or Palguta, J. (2017) . The analysis can be done segmenting by sector.	Procurement thresholds for different levels of competition in bidding can be manipulated to avoid competition or prior review and to facilitate the award of contracts to favored bidders, often as the result of corruption (International Anticorruption Research Center, 2012).	planning/budget/amount, tender/procurementMethod	Procurement thresholds as stated by the local regulations	
4	R003	F003	Tender	Corruption; Excluding qualified bidders	Short submission period	The submission period is too short. The submission period starts with contracting documents being available to potential suppliers and ends with the submission deadline for expressions of interest or bids.	For each contracting process, the submission period is calculated as in whole days. A contracting process is flagged if the submission period is shorter than the threshold of X whole days. X can be defined depending on the minimum bidding period according to the procurement method used. See https://cardinal.readthedocs.io/en/latest/cli/indicators/R/003.html	A short submission period leaves less time hence make it harder for non-connected companies to bid and to submit; well-connected firms can use its inside knowledge to win repeatedly.	tender/tenderPeriod/startDate; tender/tenderPeriod/endDate; tender/procurementMethod		
5	R004	F016	Tender	Rigged specifications; Bribes & Kick-backs	Failure to adequately advertise the request for bids or proposals	Key tender documents are not available through online platform during tender period	Check if the tender documents were published before or at the start of the tendering period. Note: a procuring entity can limit access to tender documents using other methods that are harder to identify using specific data points such as "refusing to sell the documents to certain bidders, physically preventing the bidders from purchasing the documents, increasing the cost of the documents or falsely claiming that they are unavailable" (International Anticorruption Research Center, 2012).	Project officials can reduce competition and exclude qualified bidders by limiting access to bidding documents, usually as the result of corruption.	tender/documents/documentType=(tenderNotice, biddingDocuments, technicalSpecifications), tender/documents/datePublished, tender/tenderPeriod/startDate; tender/tenderPeriod/endDate		
						Key tender documents are not available. These can include: the tender notices, bidding		Project officials can reduce	tender/documents/documentType=(tenderNotice, biddingDocuments		

	A	B	C	D	E	F	G	H	I	J	K
1	R_id	ID	Stage	Associated Scheme(s)	Red Flag	Indicator Description	Calculation method	Rationale	OCDS fields	Additional data fields	OCDS Extension
24	R023	F070	Tender	Collusion	Fixed multiple bid prices	Difference between bid prices is an exact percentage (whole number)	-Calculate the difference between the different bid prices and flag a tender if bid prices are an exact percentage apart from each other, for example 1%, 2%, 3%, 5%. -Also the relative standard deviation of bid prices can be calculated (standard deviation of bid prices divided by the mean of bid prices). Extreme or unusual offer price distributions are found to signal collusion by academic literature Abrantes-Metz et al. (2006), Oxera (2013), Padhi and Mohapatra (2011). -Concerted bids: two companies A and B participate in different bidding processes, with bid values CA and CB such that their ratio CA/CB or their difference CB-CA is always the same. (Velasco et al., 2020)	Very similar or equal bid prices is considered a signal of potential collusive agreements between bidders. Also extreme or unusual offer price distributions are found to signal collusion by academic literature Abrantes-Metz et al. (2006), Oxera (2013), Padhi and Mohapatra (2011)	bids/details/id, bids/details/value/amount, bids/details/value/currency		Bids statistics and details
25	R024	F049	Tender	Collusion	Price close to winning bid	The percentage difference between the winning bid and the second-lowest valid bid is a low outlier.	See https://cardinal.readthedocs.io/en/latest/indicators/R/024.html Relative difference between lowest and second lowest bid price per tender= (second lowest - lowest) / lowest Flag outliers using IQR method	The difference between the lowest (winning) and second lowest bid is relevant for collusion measurement. Academic evidence suggests that this difference can signal collusive behaviour or coordinated pricing behaviour (See Fazekas & Toth, 2016 ; Abrantes-Metz et al., 2006; Oxera (2013), Padhi and Mohapatra, 2011)	bids/details/id, bids/details/value/amount, bids/details/value/currency		Bids statistics and details
26	R025	F017	Tender	False bidding; Fictitious contractor; Collusion	Excessive unsuccessful bids	The ratio of winning bids to submitted bids for a top tenderer is a low outlier.	See https://cardinal.readthedocs.io/en/latest/indicators/R/025.html To identify perennial losing bidders different approaches can be used: -Flag bidders with a high participation rate but a very low success rate. (see Velasco et al., 2020) -Using SNA identify cutpoint formations in co-bidding networks (see Fazekas, M & Toth, B. 2015).	Superfluous losing bidders are those bidders which only submit losing bids in the presence of one dominant company extracting the rents of collusion. One of the most straightforward ways to mimic competition while in fact coordinating bidding and pre-determining who wins is when competitors recurrently submit losing bids making a pre-selected company a sure winner.	tender/tenderers/id OR parties/roles (=tenderer) OR bids/details/tenderers/id AND parties/identifier/id awards/suppliers/id OR parties/roles (=supplier) AND parties/identifier/id		

Common corruption schemes

Red flags can help you identify

1. **Collusion:** companies coordinate their behaviour regarding price, quantity, quality or geographical presence in order to increase market prices.
2. **Fraud:** failure to meet contract specifications, false documentation
3. **Excluding / favoring bidders:** rigged specifications, splitting purchases, unjustified direct awards.

You should investigate which risks are most common and relevant for the local context

Section 4

How to implement Red flags?

Step 1 > Investigate your context

Red flags should be relevant to the specific context

1.

*Understand how
procurement
works in your
context*

2.

*What are the
laws and
regulations*

3.

*Who are the
key
stakeholders
involved*

Step 2 > Select the relevant indicators

Low transparency



Indicators that show low transparency of the procurement process, which can increase the risk of corruption and opacity.

Collusion risks



Collusive tendering, occurs when businesses that would otherwise be expected to compete, secretly conspire to raise prices or lower the quality of goods or services for purchasers who wish to acquire products or services through a bidding process. ([OECD](#))

Bid-rigging



The indicators in this category relate to schemes performed by corrupt officials, colluding firms or officials and firms acting together, to limit competition, avoid controls, rig the process or favor a supplier and exclude legitimate bidders.

Fraud



Indicators that could signal a deliberate deception intended to influence any stage of the process (e.g. providing false information).

Low competition



This category has indicators that signal low competition, which could be a result of other risks in the process. For instance a single bid could be the ideal corrupt outcome.

[*\(full list of red flag indicators\)*](#)

73

Number of indicators
in our red flag
methodology

Check our guide:

www.open-contracting.org/redflags

Step 2 > Select the relevant indicators

Example

Collusive
bidding

Business similarities between bidders:
common addresses, personnel, phone
numbers

The same companies always bid, the same
companies always win and the same
companies always lose

The **indicators should be tailored** to the local regulations, e.g.
*What is the minimum tendering period for an open
procedure?* [*\(full list of red flag indicators\)*](#)

Step 2 > Select the relevant indicators

For each indicator you should know:

1. At which stage of the process it occurs
2. Who can detect the risk?
3. How to detect it?
4. What happens after detecting the risk? Follow up actions.
5. What data do you need? **(next section)**

Step 3 > Identify your data needs

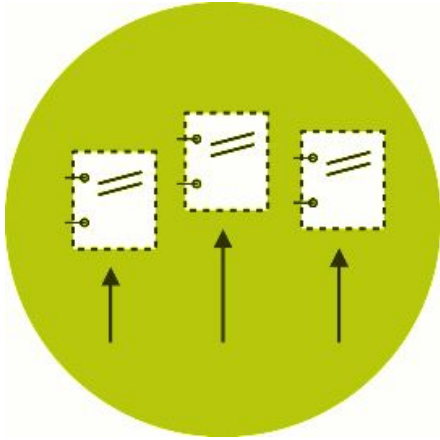
**You can't manage
what you can't
measure**

Good quality, open data on public procurement is very valuable. It allows you to analyze how funds are being spent, supports better decision making and enables better oversight.

Each red flag will need different data fields

Phase	Associated Scheme(s)	Red Flag	Indicator Description	Possible: OCDS?	OCDS Field(s)
Award	Fictitious contractor; Bribes & Kick-backs; Hidden Interests/ Shadow Bidding; Collusive Bidding	Bidder that has never bid previously wins tender	Supplier has never submitted a bid for another contract	1	awards/suppliers; tender/tenderers
Tender	Bid manipulation; Favoring/Excluding (Qualified) Bidders	Failing to read out bid prices and terms at bid opening	Tender available but missing price, eligibility criteria, key dates, etc.	1	tender/id; tender/value/amount; tender/awardCriteria; tender/awardperiod/startdate
Award	Collusive Bidding	The same companies always bid, the same companies always win and the same companies always lose	For same PE, when X supplier wins, same tenderers always lose	1	awards/suppliers; tender/tenderers; tender/procuringEntity
Award	Collusive Bidding	Business similarities between suppliers: common addresses, personnel, phone numbers, etc.,	Supplier 1 info matches supplier 2 info	1	awards/suppliers/address; awards/suppliers/faxnumber; awards/suppliers/streetAddress; awards/suppliers/contactPoint
Planning	Corruption; Unjustified sole source awards	Manipulation of procurement thresholds	Change in threshold value	0	awards/value/amount
Tender	Corruption; Manipulation of bids; Excluding qualified bidders	Inappropriate evaluation criteria or procedures	Unreasonable evaluation requirements	0	tender/awardCriteria; tender/awardCriteriaDetails
Tender	Corruption; Excluding qualified bidders; Rigged specifications	Unreasonable prequalification requirements	Unreasonable prequalification requirements	0	tender/numberOfTenderers
Tender	Corruption; Unbalanced bidding	Vague, ambiguous, or incomplete specifications	Unreasonable technical specifications (broad)	0	tender/tenderers; tender/documents/technicalSpecifications
Tender	Corruption; Excluding qualified bidders; Rigged specifications; Bribes & Kick-backs	Unreasonably strict or narrow contract specifications	Unreasonable technical specifications (narrow)	0	tender/tenderers; tender/documents/technicalSpecifications

Examples



Tender

Single bid received

1. Procurement method
2. Number of bidders

Business similarities between bidders

1. Bidder id or name
2. Bidder address, contact point, email, legal representative, telephone, beneficial owners, etc.

Step 4 > Implement the red flags

1. **Calculate** the indicators (which indicators can be calculated with the data that I have).
2. Select the **right solution** for the partner:
 - a. Internal alert system
 - b. BI solution with red flags.
 - c. Transactional red flags (embedded in the eGP system)
3. Strategy to **institutionalize implementation**: how are the red flags going to be used in practice?

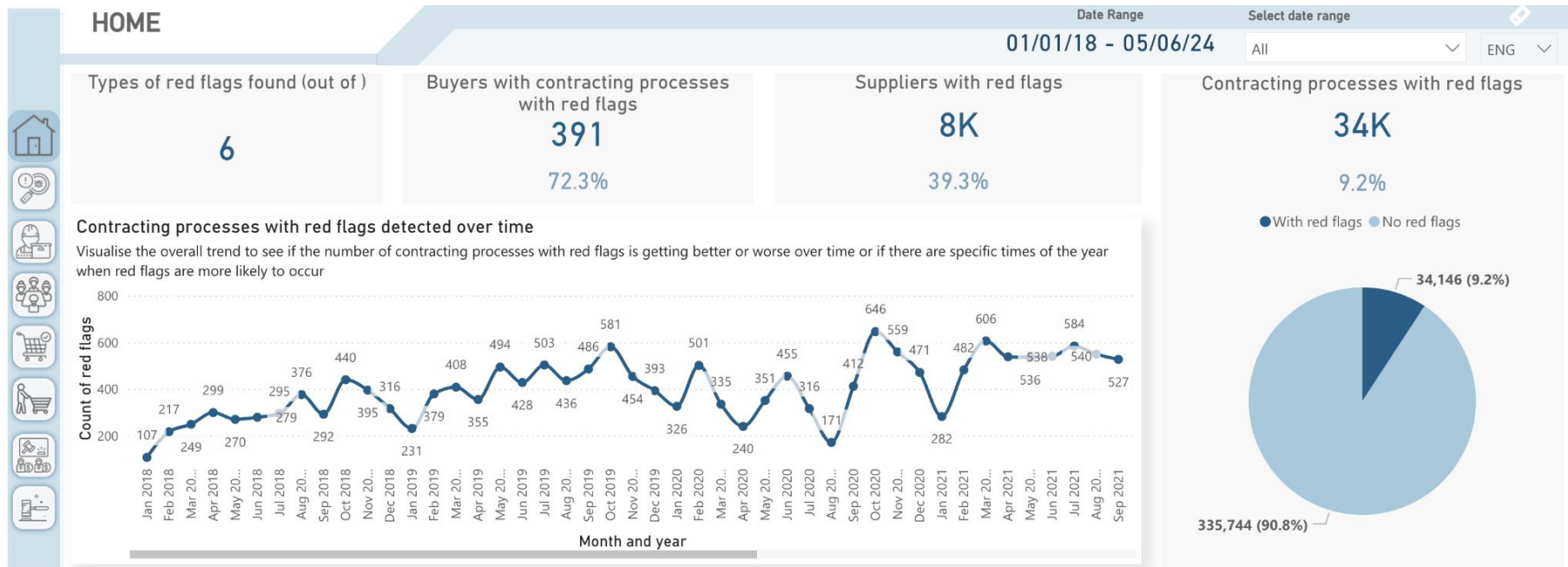
Step 5 > Verify the results

What happens after a red flag is detected?

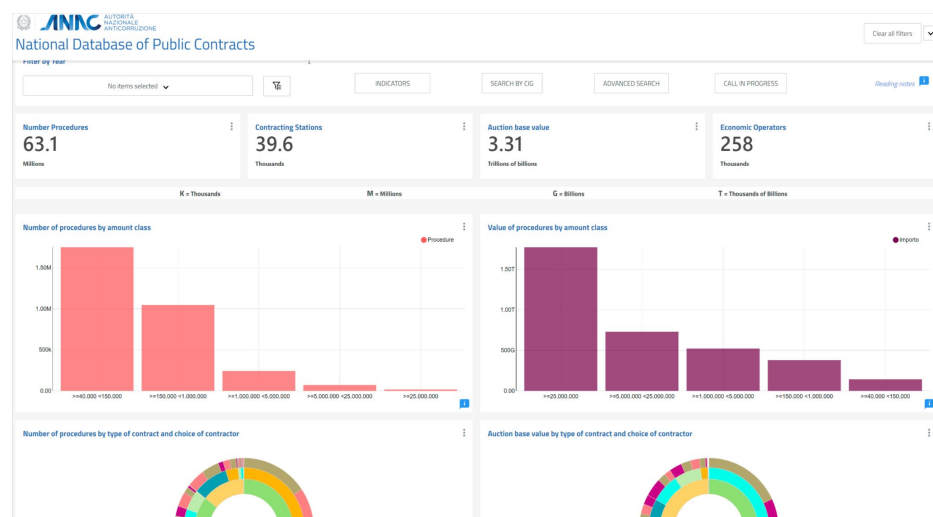
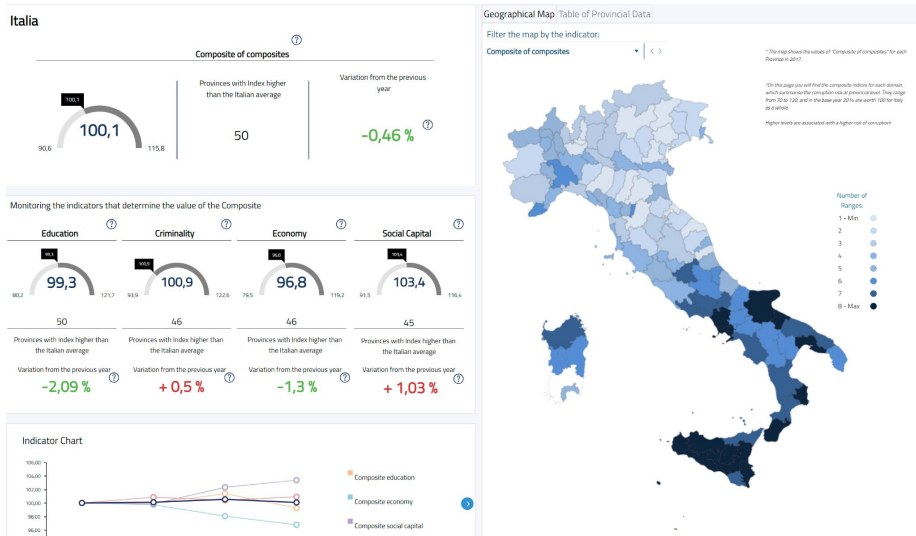
- a. Some **manual checks** might be needed.
- b. Fact check and clearly state where available data is insufficient.
- c. Calibrate results i.e. don't rely entirely on one red flag: **triangulate your data** whenever possible
- d. Don't jump to conclusions on conflicts of interest
- e. A lot of the data is simply bad quality or erroneous.

- f. **Create a process or system to enable data informed action**
e.g. alert system in the Dominican Republic.

Step 6 > Visualize the results



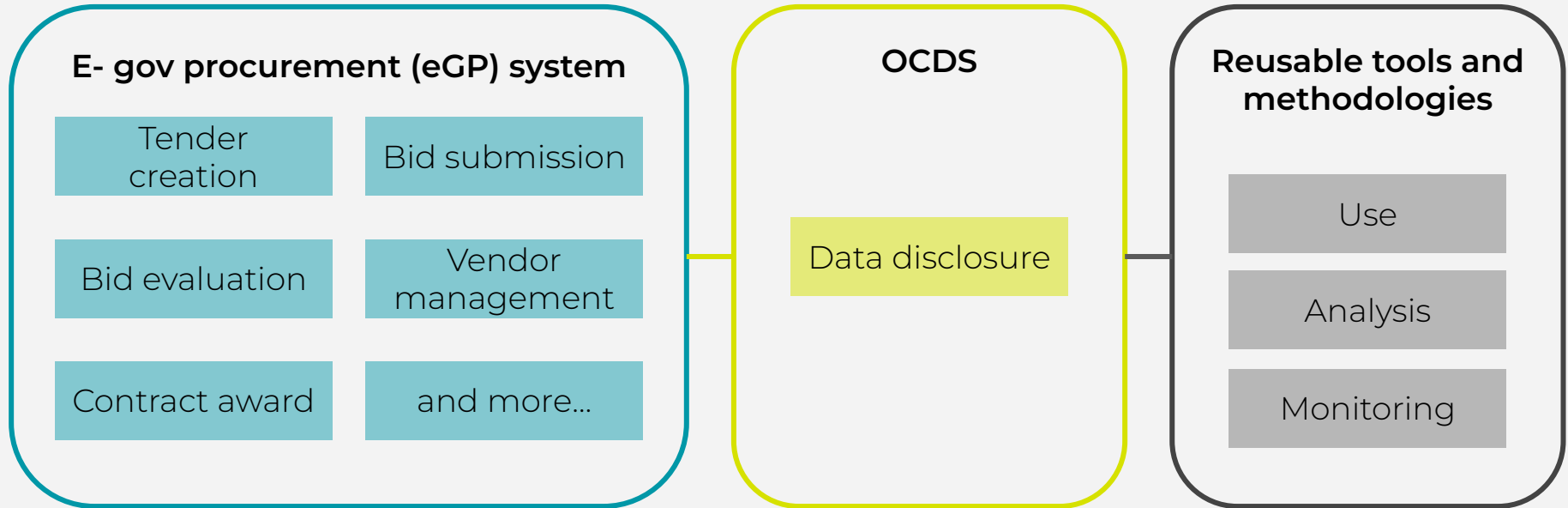
Italy: ANAC, National Anti-corruption Authority & red flags OCDS data



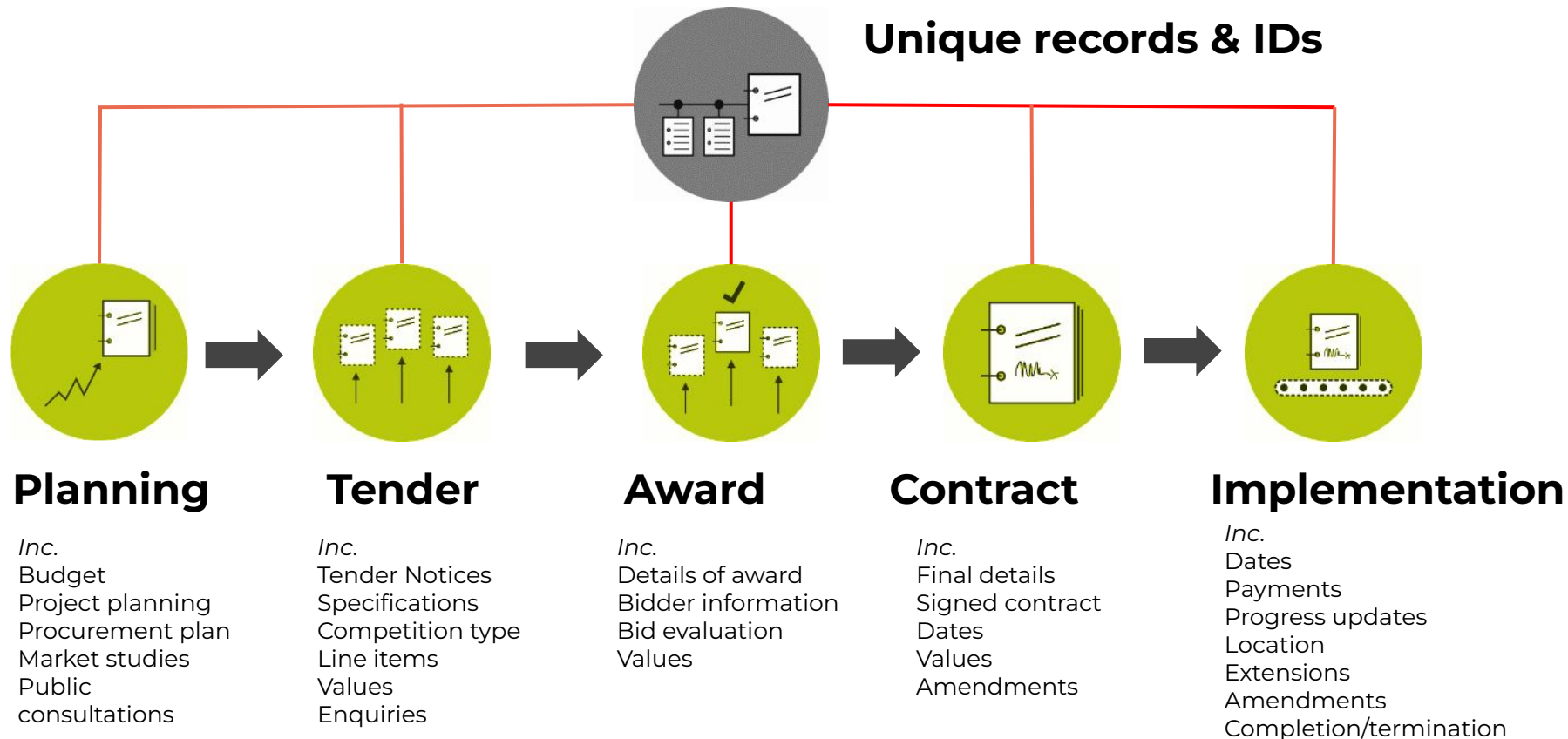
Read our story: [Behind Italy's 'small revolution' in the fight for corruption-free contracts](#)

Ingredients for success

Having a good eGP system able to produce good quality data will increase the potential to develop data driven risk detection initiatives



Solution - Open Contracting Data Standard



Section 5

Results: Dominican Republic

In practice: Using open data & improved processes to address corruption risks



DOMINICAN REPUBLIC

With our support, the procurement agency DNCP developed a data-driven corruption risk monitoring system built on open contracting data, a BI tool to visualize risks, and strengthened the institutional capacity of government buyers to address risks, improve cross-agency coordination and increase collaboration with civil society.

Results

1. Real-time monitoring of all procurement processes through the country's electronic procurement system using 21 targeted red flags
2. More than 60 suppliers debarred for violations
3. Less unresolved complaints & canceled tenders
4. Single-bid tenders decreased across all methods
5. More than 20,000 new suppliers have registered



¿Questions?

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Section 6

Group exercise

Case 1 - Medical equipment, Ministry of Health

1. Between January and March 2025, the Provincial Health Office made 14 separate **direct purchases** of patient monitors, each valued between \$96,000 and \$99,400 against a competitive tendering threshold of \$100,000. All 14 went to the same supplier.
2. Each purchase order cites the national health emergency regulations as the **justification** for direct contracting; the emergency declaration lapsed eleven months earlier.
3. The **supplier's** registered line of business is "construction services". Its first contract with the office in December 2024, was for US\$1,850.

Red flags present

Flag	Indicator
R002 / R011	Manipulation of thresholds and splitting purchases to avoid them (same buyer, same item category, short period, values just below threshold)
R010	Unjustified use of a non-competitive procedure (lapsed emergency basis)
R013	High use of non-competitive methods by this buyer
R040/R050	High share of one buyer's contracts / high market share held by one supplier
R048	Heterogeneous supplier (registered activity unrelated to what was supplied)
R049/ R055	Direct awards below threshold; multiple direct awards from the same buyer that together far exceed the threshold
R052	Small initial purchase followed by much larger purchases

Data needed

1. Procurement method and rationale
2. Buyer identifier and name
3. Items being procured with their codes
4. Award values
5. Supplier name

Case 2 - Rural road upgrading

1. **The Provincial Roads Authority advertised** a 42 km road rehabilitation contract (\$8.4 million) on its procurement portal, giving bidders 12 working days to submit (the national law sets a 30-day minimum for contracts of this size).
2. **Prequalification** required five previous road contracts of at least \$6 million each, completed in the same province within the last three years.
3. **Three firms bid.** The two lowest bids were \$8.34 million and \$8.39 million; the third came in at \$11.8 million. The engineer's estimate was \$8.4 million. The lowest bidder was disqualified with no further detail recorded, and the contract went to the second-lowest at \$8.39 million. The two lower bidders list the same telephone number in the bidding documents and were created four months apart by the same legal representative. Six weeks after signature, the disqualified firm appears as the subcontractor for the project.

Red flags present

Flag	Indicator
R003	Submission period shorter than the legal minimum
R006	Unreasonable prequalification requirements (local + recent + high-value experience, tailored to small set of firms)
R014	Short time between advertising and bid opening
R018 / R019	Effectively low competition — three bidders, only two credible
R022	Wide disparity in bid prices (the third bid is 41% above the other two)
R031	Winning bid very close to the estimated price (99.4%)
R032 / R033 / R044	Business similarities between bidders — shared contact details, shared legal representative, possible shared beneficial owner
R036	Lowest bid disqualified
R037	Poorly supported disqualification
R070	Losing bidder hired as subcontractor

Data needed

1. Submission period dates
2. Qualification requirements
3. Estimated tender value
4. Procurement method
5. Details of the bids: names of the bidders, value of the bids.
6. Bidders details: contact information, legal representative, beneficial owners.
7. Subcontractor information

Case 3 - Construction of a water plant

1. A US\$3.1 million project for the **construction of a water treatment plant** was tendered using quality and cost-based selection.
2. The award, to the **only bidder** that was qualified (out of 5 bidders) was announced in February. The contract was signed nine months after that, at **US\$3.67 million**.
3. Over the following two years, four **amendments** were approved, taking the contract to **US\$5.02 million** and **extending it by 20 months**; the stated rationale for each is "additional scope as instructed". The winning firm subcontracted around **80% of the work to a firm that had been disqualified** in the same competition.
4. The **final audit report** lists two of the eleven contractual deliverables as not received, but a completion certificate was issued and the contract was paid in full.

Red flags present

Flag	Indicator
R021	High use of discretionary evaluation criteria (40% undefined, single scorer)
R035	All except the winning bid disqualified
R037 / R038	Poorly supported disqualifications; excessive disqualified bids
R060	Long time between award date and contract signature
R059	Large difference between award value and final contract amount
R064 / R069	Contract has modifications; amendments increasing price
R070 / R071	Losing bidder hired as subcontractor; contractor subcontracts most of the work
R073 / R067	Discrepancies between work completed and contract specifications; deliverables not received

Data needed

1. Procurement method used
2. Award criteria
3. Bids status
4. Bidder details
5. Award and contract signature dates
6. Values: tender, bids value, award, contract value.
7. Details on the amendments
8. Contract milestones
9. Subcontracting details
10. Information on implementation reports and delivery.
11. Payment information

Some more common examples

Big rigging flags related to procurement timelines

- The submission period is too short
- Decision period extremely long
- Decision period extremely short
- Short time between tender advertising and bid opening

Big rigging flags related to differences in values

- Large difference between the award value and final contract amount
- Tender value is higher or lower than average for this item category

Low competition red flags

- Single bid received
- Low number of bidders for item and procuring entity
- High share of buyers contracts
- High market share
- High market concentration

Section 7

What next?

OPEN CONTRACTING PARTNERSHIP

Menu of Services



Intensity of engagement	Types of support offered
LOW	• Simple data support (less than 3 hours) for data publication and data use by government • Signposting to guidance and resources • Basic advocacy on why open contracting matters
MEDIUM	• Comments on draft legislation, TORs, project documents, briefing notes for decision makers • Co-design and/or comments on project plans • Policy and legislation support and guidance • Articulating political commitments and mandates (including OGP) • Feedback on progress and areas for improvement • Regional and global shared learnings (virtual and in person) • Bespoke advocacy on why open contracting matters
HIGH	• Workshops and trainings on problem identification, stakeholder collaboration, data publication, monitoring, etc. • Peer support and fellowship • Embedding technical support and internal capacity through hiring of consultants • Help to develop budget/funding proposals • Documentation and MEL support • Specific advocacy missions, including bespoke local campaigning and documentation

Red flags for conservation

INFRASTRUCTURE SAFEGUARDS
FOR NATURE

2023



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A new guide with a set of indicators that help stakeholders identify infrastructure risks, in particular how they affect nature. We identified:

- **22 indicators** as red flags for conservation
- **31 indicators** from our existing red flags for integrity resource – which identify potential corruption risks from public contracts – that may also affect conservation.



Red flags for conservation:

What are they?

- Is spatial information on the proposed project available?
 - **If no**, it's a **red flag**
- If yes, does the proposed project area avoid overlap with any conservation or sensitive areas?
 - **If no**, it's a **red flag**
- Has this overlap been accounted for e.g. EIAs, CBAs etc to mitigate the negative impacts of the planned project?
 - **If no**, it's a **red flag**



English OCP Post-event survey

[www.surveymonkey.com/
r/ocp-post-event](https://www.surveymonkey.com/r/ocp-post-event)

Scan QR code below to access
the survey on your device.



¿Questions?

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