**Annex 4 - Interview Data Summary**

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## Introduction

The Interview Data Summary compiles the main interview responses from Keystone’s conversations with key stakeholders as part of the survey process. A total of 13 interviews were held with partners of the Open Contracting Partnership out of 20 who were sent requests. This represents a response rate of 65%.

Quotes and narrative responses from interviewees are arranged according to the main themes of the interview guide used to conduct the interviews. Any identifying information has been omitted from the extracts. Quotation marks are used for any direct quotes. Each cell represents the response of a single interviewee. Not all questions were asked to each interviewee, as not all interviewees were familiar with each aspect of the OCP’s work. Moreover, given the expertise of some participants, it made sense to focus on certain higher-level strategic questions.

Key findings from the interviews are included throughout the main report and contribute to the list of conclusions and recommendations.

## Section 1: Context and content

### 1.1 Interaction with open contracting and the OCP

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| What has been the **most useful way the OCP has supported your work** and why? What can you now do that you couldn’t do before interacting with the OCP? |
| * “The OCP have provided us with a standard that formed the basis of the design for our own OCD system. They also reviewed our draft legislation that ensured that information disclosure will be enshrined in the procurement law.” |
| * “We created an open action plan for governments – There was no government that was active in open contracting   + We started engaging governments, stressing the importance of OC   + Several countries have made commitments since then.” |
| * “Great question! The OCDS is a concrete example of how reform, transparency, open data and collaboration works together. They have championed the OCDS, a leading product which is concrete – helps make the argument and show it can work. It's a good demonstration tool.” |
| * “Working in the African sector, the OCP is developing the OCDS, which is great because they are helping out these African organisations:   + Adding with their technology and know-how.   + Leveraging the locally grown systems to monitor contracts and procurement and strengthening the mapping of those systems, rather than just dropping something on them. * Fact that the OCP provides support to replicate the system in other countries is a useful thing for us.” |
| * “We see them as very close partners - we would not have a work stream with open contracting without the OCP * They provide practical ongoing advice and collaborations through workshops and have helped by reviewing our advocacy materials.” |

### 1.2 Communication with OCP

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| How would you describe the **quality** (i.e., timeliness, openness, relevance, accuracy) **of** **communications by the OCP**? |
| * “They need more advanced planning – Sometimes they move too fast, which can be great but in this case, we sometimes suddenly hear about new things and initiatives that we would have liked to be involved in or even funded.” |
| * “Always good experiences   + Timely   + Open   + Relevant   + They are very honest people” |
| * “More stories they could tell, and make more links between OC and other issues (but that requires more capacity, and they want a lean secretariat) * Could point finger more often, but that's not their approach * Frequency and content is all good.” |
| * “There are always extremely responsive and substantive. * We have a relationship with an ever-growing number of their staff. * Been trying to rationalise a bit the more primary contact people.” |
| * “We were not happy with the process of the Open Contracting Innovation Challenge. The application form was terribly long (have been doing grant proposals for years and I can honestly say that this form was the worst). The OCP also did not explain the criteria by which the winners were chosen. * An interesting contradiction: An organisation that promotes transparency, but does not open their criteria, or judges for the Challenge. This is not a good example of what they advocate for.” |

### 1.3 Open Contracting Data Standard (OCDS)

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| **How useful do you find the Open Contracting Data Standard (OCDS) documentation and tools?** |
| * “The OCDS is pretty good. It is the best thing you can find on the market. It is a little difficult to implement, which is a hurdle, but procurement is complicated so no blame there. * OCDS and all of its guidelines are for the supply side, for government implementers. They need more useful cases for civil society / media.” |
| * “It is useful as it puts order to the organisation of data, but I doubt that it is meant for Africa,” working in an environment “absent of freedom of information legislation in most countries.” |
| * “Great example of how to build a standard. It is a great tool and easy to use if you have the right technical background. Needs more internal capacity though.” |
| * “All of the OCP tools are very useful.” |

### 1.4 OCDS Helpdesk

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| **How helpful have you found the OCDS Helpdesk**? How responsive have you found it? What could have made their service more helpful to you? |
| * “We get a lot of help for OCDS but no help in the community with other issues – they are not helping the implementers.” |
| * “Yes, through emails and Webex and they were very useful and quick.” |
| * “It would be good to have a public channel, like a public live forum where people can talk and ask questions. Good way to open discussions and include others without just OCP.” |
| * “The helpdesk was very helpful in training our staff and later on even commenting on the Terms of Reference.   + They had a session to train consultants on OCDS” |
| * “Most of the technical experts on the OCDS sit within the helpdesk – hard to get independent support on technical side of things. Need a broader set of people who can help with the standard, but independent of the help desk.” |
| * “The OCP was very helpful and very responsive, and their team helped to make sure we were following the guidelines and requirements.” |

## Section 2: OCP Strategy and Goals

### 2.1 Strategy

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| In general, **how credible do you find OCP’s advocacy and arguments**? What have you found to be the most useful argument? Why? Thoughts about their advocacy work? |
| * Advocacy work they are doing is great, but from a more distant perspective, the field needs to be aware of not following the data and programmatic approach but also know how to use this data. * “Appreciate the field building approach, but risk that focus too much on supply side (like broader open data movement) and tech solutions, rather than legislative framework for example.” |
| * “The credibility of the people I interact with is incredibly high. I have realized however, that there is a lack of showing “X will lead to Y and why.” |
| * “The OCP is working with our government and I feel that they are portraying them in a good light where they are not doing enough or not doing what they say they are doing. I understand that the OCP is just trying to push the government and remain good relations but they also need to be critical.” |
| * “Very credible. Open contracting helps governments themselves – because poor procurement is inefficient and vulnerable and that helps encourage collaboration between sectors and avoids confrontation.” |
| * “They are extremely credible. * Governments see them differently to international NGOs because they come from the World Bank and they are framed more as a partnership that includes governments. * Very good and skilled at tailoring their arguments and shifting between economic benefits and social and business benefits depending on who they are speaking to. * The work they are doing to interrogate issues around confidentiality is a good example of the fact that they take potential objections serious.” |
| * “To be very honest, I think that OCP is a strong organisation and they do their best. That is great. They respond as soon as they can. I believe that they are also trying to create regional hubs, which is important. Have been providing a lot of support. Would be nice to know how they are using the scoping studies. * Main concern is about coordination and integration. How do people work around that? Could be a good pointer question - there is so much learning for countries if those that got it right can share their experiences.” |
| * “Although our approaches are complementary, we are here with the same mission, sometimes I feel a little disconnected. Like some things come up and are publicly launched but they are just brought up and perhaps we could have discussed being part of it or consult with others.   + Example: Innovation fund: We would have been interested in investing and it seems like it didn’t come to mind for them to involve us.   + Although we have constant calls would be nice to have an advanced agenda or planning sharing system in place. * What also would be good is some stronger or very clear kind of guideline of governance how to balance confidential information and (public disclosure requirements, right to information and confidentiality). Which kind of information about individuals might and should be in contract because the general right of the public overrides that of the individual. * The other would be policy guidelines on what would be the elements of a conducive legal environment. What kind of legal standards should be in place? They did a piece on confidentiality but it was not really a guideline. I understand that this may not be one of their responsibilities but more legal advice would be nice – even if other organisations take the lead on this.” |

### 2.2 Making open contracting the new norm

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| **The OCP aims to make open contracting the new norm by 2022** – to achieve this they aim to build a field of open contracting champions and support providers. What do you believe is the most important service, product or resource that they should offer but which they currently do not? Are you confident that the OCP will achieve this overall goal? What do you feel the OCP has achieved in the past 12 months? What would you like the OCP to prioritize in the coming 12 months? |
| * The OCP are doing a very good job at building the global community and encouraging progress with government commitments. The strength of the OCP is that they have been focused on several things and there is no need to increase their scope. * There is a “little too much emphasis on finding and showcasing examples of success and not enough honest learning on challenges”. * The OCP does not do any “naming and shaming and their tone is carefully considered, which I don’t think they should necessarily change. But they should definitely reflect on whether the friendly tone is the right one or if they want to take a stronger stance.” |
| * “There should be one standard in open contracting so that we can understand each other internationally”. The way to introduce a global standard would most likely involve a bottom-up approach, closely cooperating with those that have the means to implement such a standard on a government level, which includes working with experts who can advise the government and civil servants. The main issue and motivation factor that is needed to persuade the government would be to have supporters on the working level to persuade top-level people. I believe that if such a leader does not exist, it is almost impossible to create or implement such a procedure or global standard. |
| * “We have seen quite a change. The field has developed quite a bit in the last year. Achievements are impressive and outstanding. The question here is scope, quality, and ambition. This goes back to the earlier point of having 180 countries formally sign up to open contracting and having them take the first few steps or maybe instead having fewer countries with more ambitious strive? The issue of quality vs. quantity. – Having an open contracting seal or badge is perhaps not the best thing to do but maybe we need it as well?” |
| * “A lot of organisations like the OCP need to first demonstrate their impact (prove themselves) - The key is to find out what it is that they are doing, that is making a difference and focusing on that and stop doing other things that may be adding to this information overload.” |
| * “They have a good strategy on how to involve the government but not how to engage with civil society groups.” |
| * “The regional and global conferences are good and they should continue with them. I think they should engage the legislature or leaders of government to champion it and be part of the conferences. I think the matter of lack of Freedom to information laws in most countries has a potential negative impact to smooth implementation.” |
| * “They need a plan on how to bring in civil society, and have someone in OCP be the top lead on this - from start to finish.   + They should create region-specific teams to focus on local issues better, and bring in local organisations too.   + The OCP could be more critical in its position, and push for REAL open contracting, rather than superficial token gestures from the government. This also needs more civil society involvement. They could have better focus on involving civil society and forcing government to involve them.” |
| * “Could use OCP support for action plans – our action plans are based on government commitments. If OCP could support us to implement our plans, that would be good:   + Technical support   + Financial support: Help us with the training costs of OCDS” |
| * “Their goal is not achievable from a practical standpoint. Maybe there is room for more collaboration to link open contracting data with broader open discussion.   + Demonstrate the power of collaborating open contracting data with our data sources   + Push the data from OC more and see how it can be used * To get to the “last mile” - OCP thinks a lot of about the process of contracting. Maybe it could do more on the “consequences” of contracts on people’s lives – help with advocacy. Maybe heat map on country on “good” and “bad deal” to show?” |
| * “I think the priority is the country level implementation * They are operating with lean staff and hope is that their partners in the countries are running these   + The fact that they want their partners on the ground to be the drivers for this and the fact that the local partners may have other jobs or activities on the side means that they need to be careful how they engage with their local partners * They can bring in the technology and know-how but they need to also make sure that the grantees have the capacity to follow up and deliver on their time-lines   + At the country level should also think about the practicality locally and not just the technological advancements   + Need to make sure technological know-how sits well with their local partners.” |
| * + - Doing a great job positioning themselves in terms of advocacy – Moving the discussion and agenda forward. * Nonetheless, far away from meeting goal of it becoming the ‘norm’. That is “wishful thinking.” Size and scope of what the OCP are trying to achieve is so complex and has so many layers   + “Need evidence of the value of this work, and in climate of focus on “impact”, they need more evidence on value and causation. Mainly only anecdotal at this point. Need more rigorous and scientific evidence, not just nice stories (although some progress like in Ukraine – but what is the role OC helped in achieve things?!)” * Need more of a focus in certain countries than others, may need to even out, but that's as a sector and open contracting as a whole. * “Shouldn't be more confrontational, but can be more forceful. * Practical use of OC data and things needs to improve – more focus on supply side. Not enough on data analytics and using data for performance. * Advocacy – focus is on corruption. “Emphasise on getting the crooks”, but to link government, private sector and civil society, this messaging is off-putting for governments. That language is hard for governments to engage with. Corruption is important, but balance it with messaging on utility of OC for governments, in terms of effectiveness. Standardised data is a big selling pitch, not used so much. Makes sales pitch easier…” |
| * “I think that 5 years is a bit of a short period of time for it to become a norm * It is going to be important for there to be enough of an evidence base and there to be a discussion of how it works and how it can /should be improved. By 2022 there should be a base of how to improve and who is involved and what we can expect of this * In terms of it being an established norm, we should add another 5 years to that. * Will need to work on including the private sector * They are definitely on the right strategic track but need to track back from if you had a norm, what things would need to be in place to have that norm and what can you shoot for.” |
| * It is good when OCP makes connections with other aspects of the OC agenda, but I slightly feel that there is too much focus on OCP and that part of OC. There is not enough focus on other areas of OC – extractives, development assistance, financial flows, follow the money agenda, etc.” |
| * “They have two options:   + The first is, that if they want to the same open movement that is decentralized, they need to be very focused because they do not have a big enough capacity.   + Or, the second and better option is to increase capacity and work with someone big (like Google) to create new global standards. * The OCP don’t just need to create a global standard but need the power to pressure governments.” |
| * “To be very honest, I think that OCP is a strong organisation and they do their best. That is great. They respond as soon as they can. I believe that they are also trying to create regional hubs, which is important. Have been providing a lot of support. Would be nice to know how they are using the scoping studies. * Main concern is about coordination and integration. How do people work around that? Could be a good pointer question - there is so much learning for countries if those that got it right can share their experiences.” |
| * “I think on the whole they want to grow the field and not be the field. * Only question: Sometimes it is clear what roles they want to play and sometimes it is less clear. I see them as a central partner of ours. Not sure if we are working on this together or if we are drawing on them for support. Basically, they need to be clearer on the parameters and extent of the partnership.” |
| * A worldwide procurement exchange system is a good idea but there has to be collaboration between all stakeholders. The grassroots movement should come from civil society, the commercial/business sector should innovate and compete and the government should roll it out nationally. * “I believe that OCP is doing something like this and that it can make it, but momentarily they have the idea and concept but not the resources or power to expand in the way they may wish to. Thus, “we can have the global procurement strategy as a good ambition for the OCP but for that purpose it would have to become a more centralized operation and get the necessary funding or support from a “big player with exposure to make this possible.” * Their strategy could even “extend to include components of government accountability into international agreements.” |
| * “Because the OCP is not an organization from the region, we had to set up trust before bringing them in, otherwise the local organisations and partners would think that the OCP is playing the ‘foreign agenda’ card, where outsiders come into the country without knowing the local ways and show them how to deal with open contracting. – It can be seen as patronizing. This should be considered with respect to working in different cultural contexts.” |
| * “What I like about them and where their potential lies, is in data and interpersonal reactions. There are several gains from open contracting   + Efficiency gains to make sure you don’t overpay   + Creativity and innovation gains * Should think about the accountability, efficiency and creativity side (the gains for creativity might conceivably outweigh the others).” |
| * OCP could interfere and get involved with politicians in order to persuade the government to engage with open contracting. |

## Section 3: OCP Network

### 3.1 Networking

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| The OCP works to bring people together and share resources and experience. **To what extent has your interaction with the OCP helped you to connect with other organizations** who support your work? Why? Do you feel there is a close sense of community among the OCP network? Any examples? |
| * “We have met some new organisations since the OCP is the initial nucleus of this movement. The program I am in, is partially only here because we say that open contracting could become an interesting opportunity for us.” |
| * “I do not think that the OCP is creating a community at all. They never introduced me to anyone even those of which I know that they are from the same area. We create our own groups.” |
| * “I have connected with people but not organisations, perhaps the concept can be explored further by identifying possible partnerships and networks.” |
| * “The events were very relevant and important for networking and bringing people together.” |
| * OCP has helped bring different people together and help them get to know each other, who are working on similar issues, but before this was not so much the case. * Still lacks private sector angle, but that has always been the case – needs their support and their voice represented. * Technical support and OCDS has been critical – couldn't do it without them. For the (org name), the entry point is governments, so having help desk has been critical * Where do they want OCDS to live once OCP phases itself out? Sustainability of the tools after OCP comes to an end? |
| * “They have been crucial to introducing us to NGOs, governance, civil society and private sector. * Have definitely developed partnerships through and with OCP.” |
| * “We went to some events where we met other organisations but also met some virtually. The OCP put us in touch with so many different people, it was incredibly useful.” |

### 3.2 Outreach

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| For the OCP, building the size of the network is important, but we also want to have the right mix of different people in it. To what extent is the diversity of those involved in open contracting discussions adequate for achieving the strategies and meeting purposes of the OCP? **In terms of outreach, who is missing and why**? |
| * “Much of open contracting agenda has focused on data angles, and not enough focus on incentives and political dynamics – the same goes for OCP. Given that governance challenges rely on incentives and politics, OCP needs to pay more attention to these issues.” |
| * “It is a step by step process that starts with the civil society and should then move on to the government to create a sustainable platform.” Civil society and NGOs are a good place to start as they can experiment and use the ‘learning by doing’ approach which is not possible with government institutions (e.g.: “we went through 2 different ways of tackling open contracting before we found a system that works for us”). |
| * “So far it is a community of change agents or champions, which is fine and good. I guess the private sector engagement is still very low as it is with the whole field. * At the national level, there are only a few NGOs observing activity - need to get more demand side at local level.” |
| * “Bring in the politicians.” |
| * “The more diverse the group the better, have different opinions and can achieve better solutions that address more issues. * They already have a good mix – include civil society and the private sector.” |
| * “Need more journalists (ICIJ, etc.). Could OC have their own “panama papers”? Use investigative journalism more? |
| * “At this point I think they have a good mix of Government and CSO but I think they need to make sure that there is full government buy-in   + Some countries have signed up to implementing it nationally but the question always remains that if you want this to be effective and having OC as a principle, but not having policies and laws in place that allow for transparency, etc. makes that difficult. * They are bringing in the private sector to a certain extent but I think at the country level there is a need to build that component a little more   + There is no intentional private sector engagement at the moment. This should increase to have them more interested and engaged - They are the critical drivers of this!” |
| * “OCP is creating a field but needs more strengthening. They do some direct working (‘learning projects’?) which is useful but takes a lot of their energy away from reflecting with partners on learning and facilitating at a higher level * Could be more systematic in their way of documenting learning and then sharing, learning events happen only now and then.” |
| * “Private businesses have not been included before - it is a work in progress that will take time.” |

### 3.3 Learnings

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| There are lot of different actors working on open contracting across the world. What aspect of their work would you like to learn more about and why? |
| * “Where it has really worked, I would appreciate a hand-holding to replicate locally so that since we have started, we can go all the way.” |
| * “Story-telling around the results and what they took is important   + The OCP have done that a lot around Ukraine. * Would be good to do that for other places as well. * Need to nail more how we can incorporate the private sector. * How can we involve other sectors and from other countries as well?” |
| * “I like about the OCP that they are dedicated through learning and sharing. However, it could be very useful, specifically in Africa, if we could get some more learning. We love OCP’s approach but if we do not get it right from the beginning it will be a big miss. Don’t know how well other countries have integrated open contracting across different institutions. Institutions that are controlling data, not just providing it. Thus, it would be nice to know how others are doing it and see what we can integrate from the budget cycles, implementation cycles, etc. – We would like to see more, and share the findings and learning so that we can adapt our approaches.” |

## Section 4: Questions, comments or recommendations

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| **What did we not ask that we should have asked**? Any questions or comments for us? |
| * “You haven’t asked about data itself that comes from open contracting – development gateway, resource contract, organization tool. * Is OCP working with other initiatives?” |
| * “You covered all grounds, I believe one thing is about that when they have convening’s where people are to learn from each other, etc., I think the key thing is for them to make sure that it is not just a technology fair but that it has some practical component to it.   + Have an example from other countries that results can be achieved through this process. It should be more practical.” |