

Minutes of CoST Board Meeting No.18

25 February 2016 (virtual meeting via WebEx)

Participants	
Board: Chrik Poortman (Chair) George Ofori (GO) Alfredo Cantero (AC) Per Nielsen (PN) Vincent Lazatin (VL) Petter Matthews (PM)	In Attendance: Marcelo Rozo (MR) Andri van Mens, MinBuZa (AvM) Jan Meijer (JM) John Hawkins (JH) Eleanor Morgan (EM) Apologies: Mark Harvey (MH) Bernadine Fernz (BF)

	Discussion & Decisions	Responsible	Deadline
Item 1. Chairman's Welcome and Opening Remarks			
1.1	The Chair welcomed all those present, including JM who represented MinBuZa until the delayed arrival of AvM. Apologies were made on behalf of BF, currently in Panama developing CoST's profile amongst national stakeholders.	N/A	N/A
1.2	Although it is only a few months since the last meeting, there is a need to discuss two draft papers recently circulated. Overall, other matters are reserved for the meeting in person in June.	N/A	N/A
Item 2. Minutes and Actions from Meeting No. 17 held on 8 & 9 Dec 2015			
2.1	The minutes of meeting No.17 were approved as an accurate record of the meeting.	N/A	N/A
2.2	There are several sets of minutes that have been finalised but not yet published on the CoST website. This will be done by the end of February.	EM	Feb 2016
2.3	Both the Independent Evaluation report and the EAP report for the DGF have been published on the CoST website and circulated through the newsletter.	N/A	N/A
2.4.1	El Salvador – A letter from CP will be sent shortly to the Minister of Public Works to encourage him to help accelerate progress.	BF, CP	April 2016
2.4.2	Tanzania – The general situation has improved and the national programme was recently awarded a grant of \$15,000 from the Open Knowledge Foundation to	IS	Mar 2016

	strengthen the role of civil society within infrastructure governance. There was a poor response to the published ToR for external contractors to bid for the scoping study. However, CoST Tanzania have identified a member of the MSG that is capable of undertaking the work. CoST had a successful meeting with the new Champion for Tanzania, the Minister for Good Governance Angellah Kairuki.		
2.4.3	Uganda – No significant progress has been made by the MSG in utilising the IS funding to complete the scoping study and appoint a national coordinator. The IS still seeks to engage with AfDB to discuss unlocking funding allocated to the programme.	BF	April 2016
2.4.4	Ukraine – An EIB/EBRD funded project is still planned to be included in the pilot on 4 projects. CoST IS will meet with EIB in April 2016 to discuss further.	IS	April 2016
2.4.5	UK – CoST IS is developing a brief for Infrastructure UK on CoST and open data. This follows a positive meeting at the end of 2015. There has also been a positive meeting with Broadlands Housing Association who participated in the pilot and are still interested in taking CoST forward. The IS is to organise a roundtable meeting with a focus on the housing sector to be hosted by the Association for Consultancy and Engineering in the next 2 to 3 months.	JH	May 2016
2.4.6	Zambia – A letter to the Minister of Works and Supply has been drafted to inform the government that CoST Zambia will be declared 'inactive' given the new policy on performance monitoring. This will be sent by registered mail and following receipt, the Zambia country page of the CoST website will be updated to reflect the change. Further dissemination may be considered following the country's Presidential elections in August, in respect of the political nature of the issue.	IS	Mar 2016
2.5	With support from the British FCO, BF is currently in BF Panama to assist stakeholders in developing an application to CoST. BF will also travel to Costa Rica to provide similar support. Applications to CoST from both countries are expected in the near future.		N/A
2.6	At the upcoming technical assistance visits in Guatemala and Honduras, BF will discuss the testing of the Transparency Index with Country Coordinators. BF will lead on the process, with support from JH.	BF/JH	N/A
2.7	The updated draft of the Performance Monitoring policy JH paper has been approved by the Board and will now be published and implemented by CoST IS.		Mar 2016
2.8	DFID have agreed to the utilisation of its resources for JH desk-based research aimed at demonstrating the potential value-added of CoST in OECD countries. The process may also involve test countries to complement desk research.		N/A

2.9	Changes have been planned for the CoST website and will commence initially with updates to the CoST country profiles.	EM	Ongoing
Item 3.	Draft Global Advocacy Strategy		
3.1	Draft Global Advocacy Strategy – comments overall		
3.1.1	Originating from Board Meeting No. 16, CoST IS developed a draft Global Advocacy Strategy with the purpose of gaining funding for the initiative and raising its international profile. The IS directly sought input from the Board on the direction of the draft strategy, its primary targets and the risks involved.	N/A	N/A
3.1.2	The draft Global Advocacy Strategy will be influenced by the results of the Strategic Review and subsequent CoST Business Plan, available from Q3 2016. The Strategy is therefore a ‘living document’, guiding initial relationship building activities and responding to external opportunities.	N/A	N/A
3.1.3	CoST IS should actively engage current donors, especially DFID, in its Global Advocacy. The process for leveraging the influence of these donors must be addressed further in the Strategy, both in terms of accessing other bilateral donors and engaging in global discussions. AvM will reflect on how MinBuZa can utilise its leverage to support the Strategy in partnership with CoST.	CoST IS	N/A
	Overall, the Board agreed that the draft Strategy provided a good direction for the initiative’s global advocacy efforts but required refinement. CoST IS agreed to develop the draft further, incorporating the Board’s comments. Specific points included: inclusion of an overall SWOT analysis of CoST; provision of a matrix to understand which Board member should support specific donor targets; incorporation of ‘relevance’ as a category in audience analysis.	EM	Mar 2016
3.2	Draft Global Advocacy Strategy – potential risks		
3.2.1	The Board agreed that a focus on three funders was a major risk, given the difficulty in generating a successful funding partnership. The Board advised CoST IS to broaden its outreach through a second tier of potential funders. This would ensure that the IS does not spread its resources too thinly, whilst alleviating dependency on the primary three target donors. PM confirmed that the Strategy will remain opportunistic and flexible.	N/A	N/A
3.2.2	The lack of CoST impact evidence will impede the initiative’s efforts to secure funding from donors. CoST IS is aware of this issue and noted language barriers and lack of human resources as the cause. CoST IS is developing renewed M&E processes to capture data more effectively and resolve the issue; these will be launched at the CoST Coordinators workshops in April 2016.	CoST IS	April 2016

3.2.3	CoST must acknowledge the risk that the initiative could be seen as a corrective programme in developing countries. CoST IS has developed its messaging to reflect the initiative as a global standard and will endeavour to engage middle and high income countries, supported by Item 2.8.	N/A	N/A
3.3	Draft Global Advocacy Strategy – Fundraising		
3.3.1	The Strategy should make a clearer distinction between core funding and project funding. These will be of different interest to different donors and should therefore guide analysis. CoST IS should also continue to encourage and support country programmes to fundraise independently, deterring dependency mentalities at national level. However it was noted that country programmes have a greater chance of securing funding if they can capitalise on a strong reputation of CoST IS and its core funding achievements.	N/A	N/A
3.3.2	CoST IS will further explore foundations within the second tier of funding outreach organisations, though acknowledged that previous efforts had not provided a return on investment.	CoST IS	N/A
3.3.3	PM highlighted that CoST IS has informed DFID that it is unlikely to achieve its first indicator related to a letter/email confirming funding intent on the part of at least one donor. The IS will pursue discussions with DFID to consider a review of the indicators.	PM/JH	N/A
3.3.4	PN advised that CoST connect with Danish Export Association to support their approach to DANIDA.	PN/PM	N/A
3.3.5	AC agreed that financial support from IDB would be advantageous but warned that in the experience of CoST Honduras, the donor is slow to respond and this is an institutional weakness.	N/A	N/A
3.4	Draft Global Advocacy Strategy – Engagement		
3.4.1	The Board agreed that engagement in global discussions was crucial to raising its profile amongst donors and securing funding.	N/A	N/A
3.4.2	The Board advised that CoST IS broadens its engagement focus to encompass those working in the field of trade and investment. Global discussions are broadening their scope from a focus on development assistance to incorporate the role of the private sector. CoST should capitalise on this issue as it is also an attractive topic for donors.	N/A	N/A
3.4.3	CoST IS recognises cautious support from the Board with regards to establishing itself as a thought leader, given existing priorities and lack of human resources. GO confirmed his support to CoST IS in developing academic knowledge products. However there was acknowledgement that CoST's strength is in feeding its	N/A	N/A

	<p>practical knowledge from country programmes into the international thought discussion. PM suggested that a partnership with an academic institution, comprising a joint funding application, could be explored.</p> <p>It was agreed overall that CoST can provide valuable sector insight into the global debates surrounding open government and open contracting and their practical implementation. CoST IS should therefore strengthen partnerships with OGP and OCP accordingly.</p> <p>CoST IS agreed to continue exploring its role within global knowledge production and raise the point within the Strategic Review for further input.</p>		
3.4.4	<p>The Strategy requires further definition and practical guidance on how CoST IS will engage in relevant global dialogues including the G20 infrastructure policy, climate finance and the implementation of the SDGs.</p> <p>As Item 3.4.3, these efforts will be greatly strengthened by collaborating with OGP and OCP. CoST can utilise their leverage to gain prominence globally and achieve greater impact in global discussions.</p>	N/A	N/A
Item 4. Strategic Review Update			
4.1	<p>The draft inception report from IMC has been circulated amongst the Advisory Panel and received comments. The Board has been provided with the draft paper but it is not a requirement to comment, simply optional. The draft report will be updated to reflect any comments received.</p> <p>IMC will now circulate a questionnaire to over 500 CoST contacts for further input. This will be complemented by individual interviews and a dialogue with CoST Coordinators. Following this, a draft report is scheduled for June 2016.</p>	N/A	Mar 2016
4.2	<p>CoST IS and the Board acknowledged that the performance of the consultants at the meeting in December could have been stronger. However, it was agreed that the inception report is of a high standard and better reflects IMC's capabilities.</p>		
4.3	<p>CoST IS and the Board agree with the overall direction of the report and its evolutionary view. However, a key risk was noted in the initial formulation of an alternative delivery model at this stage. The IS and Board expressed concern that this would lead to a binary discussion and impede the emergence of other model variations. CoST IS has outlined this risk to IMC and the final inception report should reflect these concerns.</p>	N/A	N/A
Item 5. Other Business			
5.1	<p>PM has accepted an invitation to participate in an OECD symposium on the governance of infrastructure and their 9th Annual Meeting of Senior Infrastructure and PPP Officials (Paris, 29 Feb – 1 March 2016). This is an</p>	PM	Mar 2016

	opportunity to strengthen this strategic relationship in relation to the Global Advocacy Strategy and membership to CoST of an OECD country.		
Item 10. Future Meetings			
10.1	The next board meeting, in person, will take place on 21-22 June 2016 in London, in advance of the Strategic Review Advisory Panel meeting on 23-24 June.	N/A	N/A
10.2	At the previous meeting, it had been outlined that the Board meeting in Q4 will take place in a Central America CoST country in December. This was in light of the International Anti-Corruption Conference (IACC) due to take place in Panama at this time. CoST IS believes that it should be flexible to other country locations though, given that Q4 represents a pivotal point in its fundraising activities. It could be advantageous to hold the meeting in a country of high-priority for existing or future donors. However in this case, the meeting would need to take place in November so as not to clash with the IACC. CoST IS will consult the Board on their availability at this time and further consider the costs and benefits of both options.	IS	Mar 2016
Item 11. Chair's closing remarks			
11.1	CP thanked everyone for their contributions. He also thanked the IS for preparing the papers for the meeting and MR for the technical provisions of the meeting.	N/A	N/A

These minutes were approved as an accurate record of the meeting.



_____ 25 June 2016 _____

Christiaan J. Poortman Date Chair