

Monitoring the performance of CoST National Programmes

1. Introduction

It is imperative that the CoST Board (the Board) and International Secretariat (IS) monitor the performance of its' participating countries to ensure that national programmes are making progress towards implementing the standards it sets and are complying with the CoST principles. Currently countries are required to submit progress reports to the (IS) every 6 months. The IS uses the progress reports to inform the Board of the progress of national programmes. The Board then writes to the Multi-Stakeholder Group (MSG) with their observations on their success and challenges. In early 2015, the MSGs in each CoST country was asked for their views on a consultation paper that set out the procedures to monitor the performance of CoST National Programmes. The feedback from the MSGs was used to develop the following performance monitoring procedures. **The procedures were approved by the CoST Board in February 2016 and come into effect on 1st April 2016.**

2. Identifying good or 'meaningful' performance

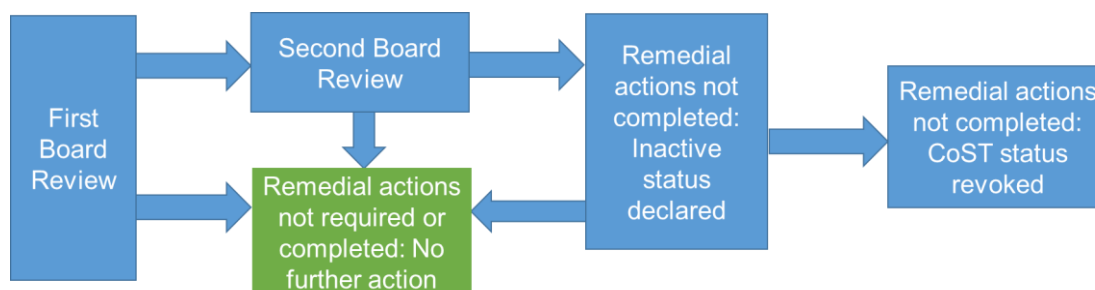
Identifying good or 'meaningful' performance is the more straightforward aspect of performance monitoring as unlike poor performance, no remedial action is required. The Infrastructure Transparency Index (ITI) will in time provide a mechanism that will effectively highlight improved performance over time. In addition, the six monthly reports that national programmes are requested to submit to the IS are another opportunity to track progress, identify potential problems and highlight success. Multi-Stakeholder Groups are also encouraged to inform the IS of success so that we can bring those stories to the attention of the Board and help highlight them internationally.

3. Managing poor performance, non-compliance with the CoST principles and political instability or conflict

This section of the paper sets out a procedure for managing three different circumstances that may arise when implementing a CoST national programme. Each circumstance requires the action of the CoST Board. The three circumstances are as follows:

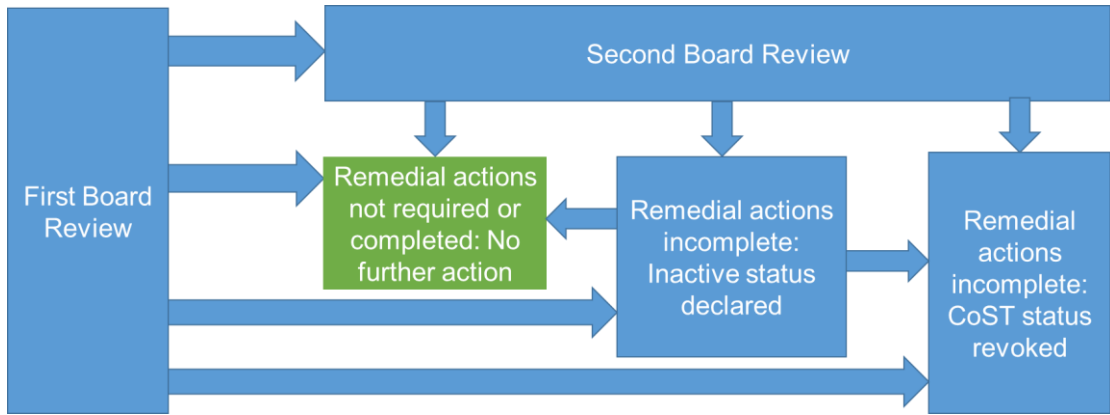
- Managing the poor performance of a CoST national programme based on assessing if meaningful progress has been made against the approved implementation plan. Figure 1 below summarises the procedure for managing poor performance.

Figure 1: Managing poor performance



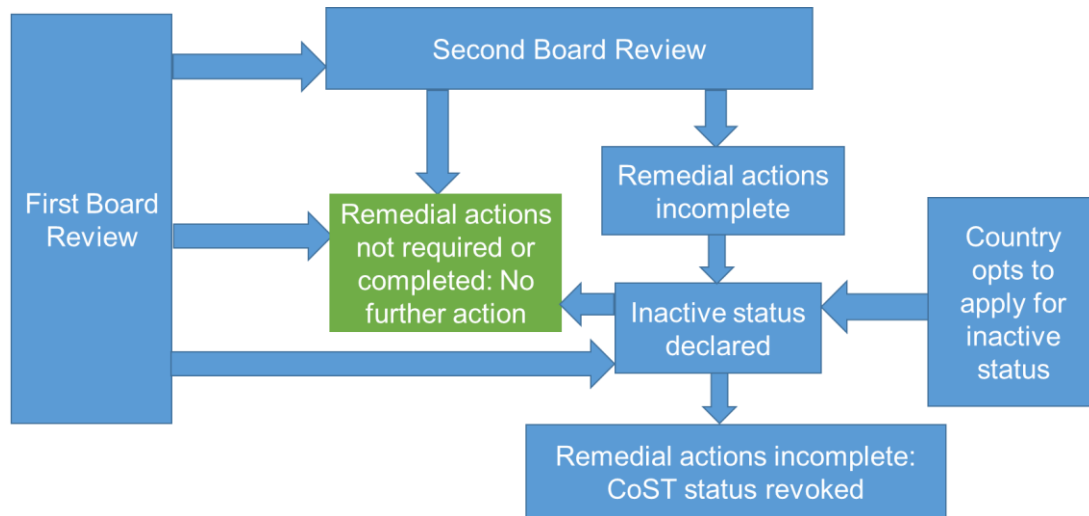
- Managing non-compliance with the CoST principles is based on evidence that stakeholders are not complying with the CoST Principles or where the Board is concerned that adherence to the CoST Principles is compromised. Figure 2 on the following page summarises the procedure for managing non-compliance with the CoST principles.

Figure 2: Managing non-compliance with the CoST principles



- Managing political instability or conflict is based on evidence that a national programme cannot properly function due to political instability or conflict. Figure 3 below summarises the procedure for managing political instability or conflict.

Figure 3: Managing political instability or conflict



The aim of the procedure is to identify the problem, help the programme in question get back on track, or in circumstances where that is not possible and progress is not feasible, manage the process of them leaving the CoST programme. This has led to introducing three different terms to help describe the status of a CoST country: participating country, an inactive country and revoking CoST status. Box 1 on the following page provides a definition for each term.

3.1 First Board Review

a. Managing poor performance

The first Board Review assesses whether a country has made meaningful progress in meeting the objectives of their implementation plan. It is initiated by the IS when it believes that poor performance cannot be resolved through an informal dialogue with the national programme. The Board will also consider:

- The level of commitment from government
- The functioning of the multi-stakeholder group
- Progress towards a Formal Disclosure Requirement
- The quality and quantity of disclosures in the Infrastructure Data Standard format and assurance reports and,

- Submission of timely progress reports and publication of an implementation plan
- Where applicable, efforts to address recommendations for improving CoST implementation.

Where the first Board Review indicates that a national programme has not made meaningful progress towards meeting its objectives, the national programme will retain its ‘participating’ status usually for a 6 month period or alternative period to be decided by the Board. The Board will set out the remedial actions that the national programme is required to undertake during this period. At the end of the agreed period, a second Board review will be carried out.

Box 1: Definitions

A participating country is a country that is implementing a national programme and is abiding by the CoST principles. A participating country can use the CoST brand, be eligible for technical support and funding from the IS, participate at the General Assembly and vote for the Board.

An inactive country is a country that has been deemed by the Board to have not made meaningful progress in implementing a national programme, has not complied with the CoST principles and / or cannot continue the programme due to political instability or conflict. An inactive country will be able to use the CoST brand and attend the General Assembly, but it must make a public statement that it is an inactive country. It will not be eligible for funding from the IS or be able to vote for the Board.

Revoking CoST status means that the Board has concluded that an inactive country has not resolved the matters highlighted by the Board or made meaningful progress. The country can no longer consider itself a CoST country. They can no longer use the CoST Brand, receive technical assistance and funding from the IS attend the General Assembly or vote for the Board.

b. Managing non-compliance with the CoST principles

The first Board Review assesses whether a country is complying with the CoST Principles. It is initiated by the IS when it believes the national programme is not complying with the CoST principles. Where the first Board Review indicates that a national programme is not complying with the CoST Principles, the Board has the following options:

- The national programme will retain its ‘participating’ status for a period to be decided by the Board. The Board will set out the remedial actions that the national programme is required to undertake during this period. At the end of the agreed period, a second Board review will be carried out.
- Where it in the Boards view that a significant aspect of the CoST Principles are not adhered to by a national programme, the Board will declare that the national programme ‘Inactive’ or
- Where it is clear that a significant aspect of the CoST Principles is not adhered to by a national programme and there is no prospect of any remedial action, the Board reserves the right to revoke the CoST status of a national programme.

c. Managing political instability or conflict

The first Board Review assesses whether the national programme can properly function given the political instability or conflict. It is initiated by the Board asking the IS to gather information about

the situation and to submit a report to the Board. Where the first Board Review indicates that a national programme is unable to function, the Board has the following options:

- Monitor the situation for a 6 month period or an alternative period set by the Board. At the end of the agreed period, a second Board review will be carried out or:
- Where it is clear that the national programme cannot function, the Board will declare the national programme 'Inactive'.

3.2 Second Board Review

The second Board Review will assess if the remedial actions have been completed satisfactorily and that meaningful progress has been achieved or that compliance with the CoST principles has been achieved. Where the national programme has satisfied all the remedial requirements, the Board will reinstate it to full participating status.

a. Managing poor performance

Where the Review verifies that the country has made no or only limited progress, the Board will declare the national programme 'inactive'.

b. Managing non-compliance with the CoST principles

Where the Review verifies that the country has made only limited progress, the Board has the following options:

- Declaring the national programme 'Inactive' or
- Where there is little prospect of any remedial action, the Board reserves the right to revoke the CoST status of a national programme.

c. Managing political instability or conflict

The second Board Review will assess if the national programme is able to function. Where the national programme has satisfied all the remedial requirements, the Board will reinstate it to full participating status. Where the Review verifies that the country is unable to function the Board will declare the national programme 'Inactive'.

3.3 International Secretariat or Board Visit

The IS and the Board reserves the right to visit the national programme at a time agreed with the Multi-Stakeholder Group as part of the First and or Second Board Review. Representatives of the MSG and the Host Organisation should be available to meet with the IS or Board representatives during their visit, to discuss the national programme and afford them access to any information held by them relevant to the national programme.

3.4 Declaring 'Inactive' status

a. Managing poor performance and non-compliance with the CoST principles.

When the Board declares a national programme 'inactive' it will set out the outstanding and/or additional remedial actions that the programme is required to undertake usually within 6 months or an alternative period set by the Board in order to restore 'participating' status. The Board will only consider extending the 'Inactive' status for up to an additional six months in cases where there has been considerable progress and the outstanding remedial actions are minor and can be quickly undertaken.

The 'Inactive' status of a national programme will be published on the CoST website and elsewhere. Guidance on the 'Inactive' status as a temporary mechanism will also be clearly indicated on the website. An inactive country will be able to use the CoST brand and attend the General Assembly,

but it must state that it is an inactive country in its communications. It will not be eligible for funding from the IS or be able to vote for the Board at the General Assembly.

b. Managing political instability or conflict

When the Board declares a national programme 'Inactive', after six months it shall review the potential for a functioning national programme. If there is no prospect for a functioning programme, the Board will revoke the CoST status of the participating country. The Board will only consider extending the 'Inactive' status for up to an additional six months in cases where there are prospects for a functioning national programme.

A national programme that is experiencing exceptional political instability or conflict may also voluntarily declare inactive status. In this situation, the MSG should lodge an application for voluntarily inactive status with the Board. The Board will monitor and review the situation on a regular basis.

The 'Inactive' status of a national programme will be published on the CoST website and elsewhere such as the CoST newsletter. An explanation on the 'Inactive' status as a temporary mechanism will also be clearly indicated on the website. An inactive country will be able to use the CoST brand and attend the General Assembly, but it must state that it is an inactive country in its communications. It will not be eligible for funding from the IS or be able to vote for the Board at the General Assembly.

3.5 Restoring 'participating country' status

The MSG may apply to restore the participating country status period at any time. The application should document the remedial measures it has undertaken. If the Board is satisfied that the reasons for awarding 'Inactive' status have been addressed or no longer apply, the 'participating' status will be restored. Upon restoring the participating country status, the Board will consider setting new reporting deadlines as appropriate. At all stages in the process, the Board shall ensure its concerns and decisions are clearly communicated to the national programme.

The Board may consider extending the 'Inactive' status for up to six months, if there has been continuous progress and the outstanding remedial actions are minor and can be undertaken quickly. If the 'Inactive' status is in effect for more than 12 months, the Board has the right to revoke a national programme's CoST status.

3.6 Revoking CoST status

Revoking a national programme's CoST status will occur when a participating country has been declared 'Inactive', and the matter has not been resolved to the satisfaction of the Board by the agreed deadline or where it is manifestly clear that there is no prospect of a functioning national programme

A notice will be published on the CoST website indicating that the country's CoST status has been revoked. The country will no longer be able to use the CoST brand, it will not be eligible for technical assistance and funding from the IS, be able to participate at the General Assembly or vote for the Board.

A country whose CoST status has been revoked may reapply for admission as a CoST participating country at any time. The Board will apply the agreed procedures with respect to assessing applications. It will also assess previous experience in CoST implementation, including previous barriers to effective implementation, and the implementation of corrective measures.

3.7 Appeals

A participating country whose CoST status is declared 'Inactive' or is 'Revoked' may petition the Board to review its decision. In responding to such petitions, the Board will consider the facts of the case, the need to preserve the integrity of CoST and the principle of consistent treatment between countries. The Board's decision is final.