

# Annual Report 2018



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# FOREWORD

The intelligent use of digital technology is transforming the ways in which infrastructure is planned and delivered. CoST is part of this transformation and this report showcases the many ways in which we used data in 2018 to help improve the social and economic performance of infrastructure investments.

Our experience is showing that data is as important a component of good quality infrastructure as concrete and steel. This was demonstrated recently in Afghanistan, where published data focussed attention on weaknesses during project preparation that were resulting in poor quality and inefficiency. This evidence and the debate it generated were the triggers for institutional reforms aimed at strengthening project preparation procedures. The Government has subsequently claimed that these measures have already ‘saved millions’.

This example also demonstrates that whilst good quality data is necessary to driving institutional reforms, it is not sufficient. That is why we invest resources to analyse the data disclosed by government, turn it into compelling information and support citizens, civil society organisations and the media to access it and use it to advocate for reform.

Those who publish data but do not also promote the uptake and use of it, miss out on the benefits associated with open government and cannot claim in any meaningful way to be transparent. The initial findings from our high-income country study suggest that some countries are making this mistake. This is something that we will be focussing more on during the next period.

Other challenges that we will be focussing on include launching new and improved tools including the Open Contracting for Infrastructure Data Standard (OC4IDS) and an Infrastructure Transparency Index. We will also be expanding our work to improve the transparency of public-private partnerships (PPPs) in infrastructure collaboration with the World Bank. And importantly, we will be working to attract new members, including from high-income countries.

CoST is hugely ambitious and we have good reason to be. We have an expanding body of evidence of impact, more members that have institutionalised the CoST approach and numerous examples of leading international bodies such as the G20, European Investment Bank and the United Nations Development Programme acknowledging the value of our work.

None of this would have been possible without the tremendous support we have received from the UK Department for International Development, UK Foreign and Commonwealth Office, Dutch Ministry of Foreign Affairs, World Bank and the hundreds of officials, activists and business leaders who are working together to promote CoST at the national level.

If there are any doubts about the efficacy of our approach, we recall the words of a government official spoken shortly after the publication of an assurance report: ‘CoST has changed everything. Of course, we knew what the problems were before, but now we have evidence, everyone is aware of it and it can’t be ignored.’ Welcome to the new normal.

Executive Director:  
**Petter Matthews**



Chair:  
**Christiaan J Poortman**



# HIGHLIGHTS

## GLOBAL ACHIEVEMENTS

Over **11,000**  
projects were disclosed  
across our CoST members,  
almost double the amount  
disclosed in **2017**.

Numbers trained to  
disclose and use  
infrastructure data:

**776**  
government

**724**  
civil society & media

**249**  
private sector

### GUATEMALA's

online platform recorded a monthly average  
of 390 infrastructure projects being disclosed  
– a significant leap from its 2014 monthly  
average of 60 projects.

### HONDURAS

saw a sector-wide reform carried  
out which introduced a  
management process to identify  
the environmental risk of projects.

### UGANDA

launched its Infrastructure  
Transparency Monitoring  
tool to help citizens engage  
in infrastructure projects.  
The tool was adopted by five  
local governments.

### PANAMA

established a legal mandate on CoST,  
amending its Public Procurement Law  
and ensuring the longevity of  
infrastructure transparency.

### EL SALVADOR

undertook bespoke private sector  
training, including with representatives  
from the influential CASALCO chamber  
of accountants and managers.

### UKRAINE

heads of enterprises and road sector  
administrations were called on by the  
Minister of Infrastructure to disclose data  
on the CoST Ukraine platform.

### AFGHANISTAN

launched its first assurance report at an event  
with Chief Executive H.E. Abdullah Abdullah.  
Issues raised in the report contributed to a  
design unit being established and likely to  
result in gigantic cost savings.

### THAILAND

facilitated a public forum where community  
members aired health and safety concerns to a  
project procuring entity. The entity rectified  
the issues and other important measures to  
protect pedestrians and motorists.

### ETHIOPIA

saw 12,685 unique visitors  
come to its disclosure  
platform, an impressive  
figure given government  
restrictions and limited  
internet access.

### MALAWI

deepened citizenship engagement, using  
radio outreach and convening a community  
gathering for citizens to bring key  
infrastructure issues to decision-makers.



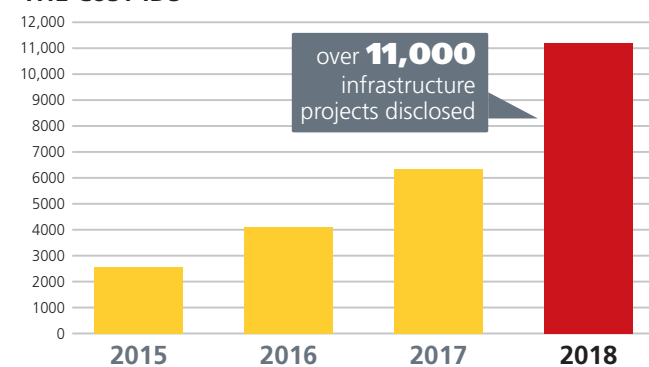
# INNOVATION

## The online platform, an invaluable tool to plug the disclosure gap

As highlighted overleaf in 2018 we saw a significant increase in data disclosure in CoST countries up from previous years, with data disclosed on over 11,000 infrastructure projects in line with the [CoST Infrastructure Data Standard](#) (CoST IDS). Behind this incline has been the development of online data disclosure platforms which centralise data and allow its accessibility to citizens in real time.

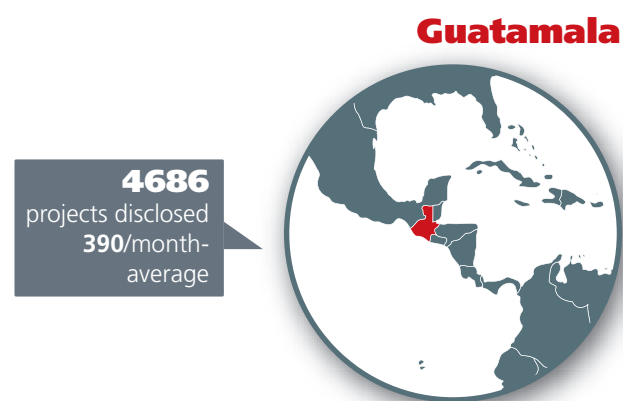
As six CoST members launched platforms in the year, the correlation between disclosure increase linked to platform development became evermore evident. Three Afghan ministries launched disclosure portals with the support of CoST Afghanistan in August, and by the end of the year 1892 projects were disclosed on these platforms. CoST Ukraine launched its platform in January onto which 1285 projects were disclosed by October. On the pre-existing [Guatecompras](#) disclosure was the most rapid rate among CoST members, with data published on 4686 Guatemalan infrastructure projects by the year

### NUMBER OF PROJECTS DISCLOSED IN LINE WITH THE CoST IDS



end – an average of 390 projects per month. This is significant when compared to 2014 which saw an average of 60 projects disclosed per month.

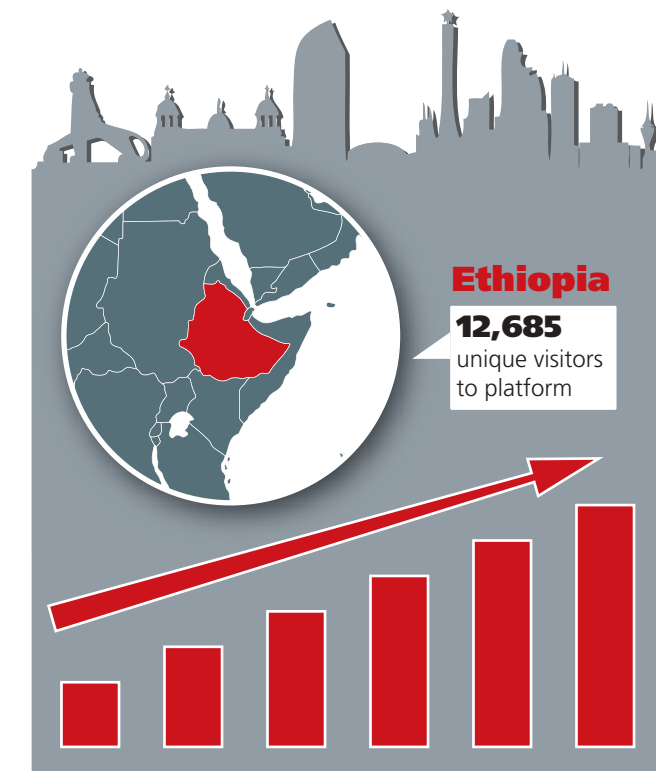
### SIGNIFICANT NUMBER OF PROJECTS DISCLOSED:



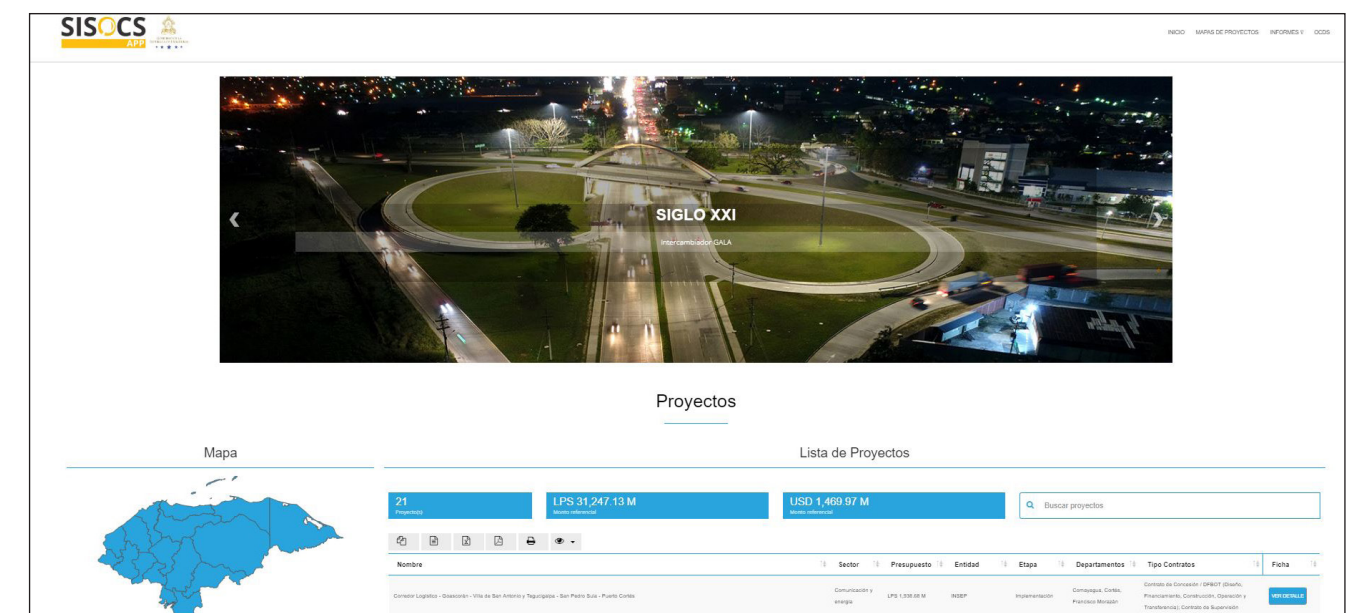
## Belief in online platforms

The value of the platforms could be questionable if they were not widely used by their end target user – the citizen. Fortunately, we have seen that the platforms are bought into and importantly,

that they lead to action (see the Story of change section). In Ethiopia 12,685 unique visitors came to its platform throughout the year, an impressive figure given that only a small percentage of the population has internet access and government restrictions placed on internet use during the year's political turmoil.



Belief in the value of the platforms is being recognised at the global level by key influencers. In January, CoST Honduras partnered with the World Bank to launch the innovative [SISOCs-APP](#), an information platform for public-private partnership (PPP) projects. The system incorporates the CoST IDS, the World Bank's PPP Disclosure Framework and the Open Contracting Data Standard, ensuring that information is disclosed for the full financial and contractual arrangement. This is significant for demonstrating that CoST can be applied to infrastructure projects where there is private investment. In the last half of 2018, SISOCs-APP was populated with information on major PPP projects including, ports, airports, roads and



SISOCs-APP platform

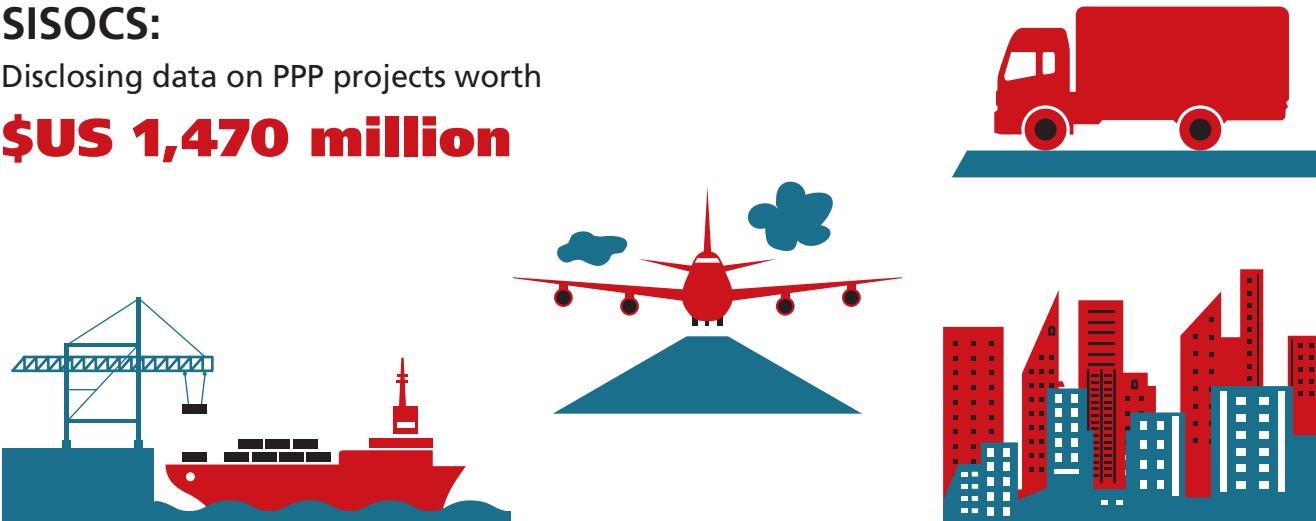


public buildings worth \$US 1,470 million. CoST also entered into an informal partnership with the Inter-American Development Bank (IADB) to integrate the CoST IDS into [MapalInversiones](#) Costa Rica, a platform promoted by the IADB in Latin America.

To catalyse CoST impact, we encourage sharing among members and partners and over the past year we have been working

on making the platform code for SISOCS-APP open to CoST members and others. In Uganda plans are underway to incorporate it into a PPP platform developed by the Ministry of Finance and the World Bank. In 2018 CoST Panama also began to develop a new platform based on SISOCS. With these and other developments in mind we are confident the upward trajectory of infrastructure data disclosure will continue worldwide.

SISOCS:  
Disclosing data on PPP projects worth  
**\$US 1,470 million**



MapalInversiones platform

Panama mainstreams transparency

Since CoST began five members have established legal mandates that ensure the longevity of infrastructure transparency. In 2018 Panama joined these countries as an amendment was made to its Public Procurement Law. The amendment requires procuring entities of public infrastructure to publish data in accordance with the CoST IDS and includes an obligation for disclosure on Panama’s online platform, [PanamaenObras](#).

With PanamaenObras, its legal mandate and plans to increase social accountability measures, Panama is likely to follow in the footsteps of other CoST countries in the region and see a spike in data disclosure. And with Panama’s government elections in 2019, establishing a legal mandate of this kind is particularly important; ensuring measures to improve infrastructure transparency do not change even if the government does.



PanamaenObras platform

**Where else can we expect reform?**

**In Ukraine** where the Minister of Infrastructure, Volodymyr Omelyan called on the heads of enterprises from other sectors and road sector state administrations to disclose data on the CoST Ukraine platform.

**In Afghanistan** where an Official Circular from the Afghanistan Economic Committee of the Ministries Council asked all procurement entities to fully cooperate with CoST.



## SPOTLIGHT ON INFRASTRUCTURE

### From data to compelling information: CoST illuminates assurance process

In November we held an ‘Assurance Week’ where we were able to draw attention to the value of the CoST assurance process and provide clarity on what the process is and isn’t. Through online fora and outreach we showed how assurance is designed to improve rather than interfere with or duplicate existing processes and how it can have a catalytic effect on sector reform and project improvements (for examples, see the Story of change section).

During the week CoST members Afghanistan, El Salvador, Ethiopia, Guatemala and Uganda published their reports and promoted the findings through approaches suitable to their contexts – from a Ugandan local community



A road project in Afghanistan

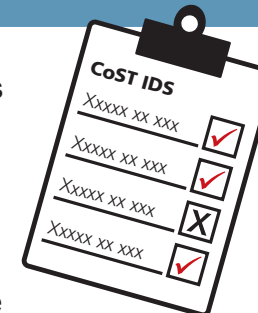
event to a high-level presentation featuring the Chief Executive of Afghanistan. Several months in the making, the reports did not deal in small change. They highlighted key issues and good practice from 72 infrastructure projects worth over \$US 511 million.



CoST Afghanistan First Assurance Report launch  
From left to right: Minister of Economy, Mustafa Mastoor, Chief Executive of Afghanistan, H.E. Abdullah Abdullah and CoST Executive Director, Petter Matthews.

In Ethiopia, of the 14 building projects included in its assurance process procuring entities disclosed an average 68% of the CoST Infrastructure Disclosure Standard (CoST IDS). In Guatemala, its assurance projects included a wide range of sectors such as transport, education sport and sanitation. Whilst the process found an increase in average disclosure up from its last assurance report, it highlighted that only 64% of the CoST IDS was disclosed. The other countries saw similar levels, bar Afghanistan, which was carrying out its first assurance process and so encountered an expectedly low average level of disclosure at 27%.

**Assurance team** checks accuracy and completeness of disclosed data

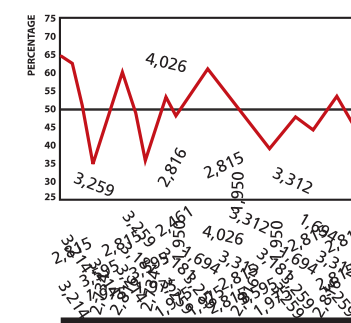


### Assurance Week leads to further analysis

Not only did Assurance Week help to dispel myths and promote the value of assurance but the five reports provided a starting point for us to identify common trends. To do this we broadened our data set and looked back to other reports

published in 2018 which included 112 projects with a total value of over \$US 847 million. We found that the average increase in cost and duration of the infrastructure contract had risen by 79% and 87% respectively. Diving deeper into this

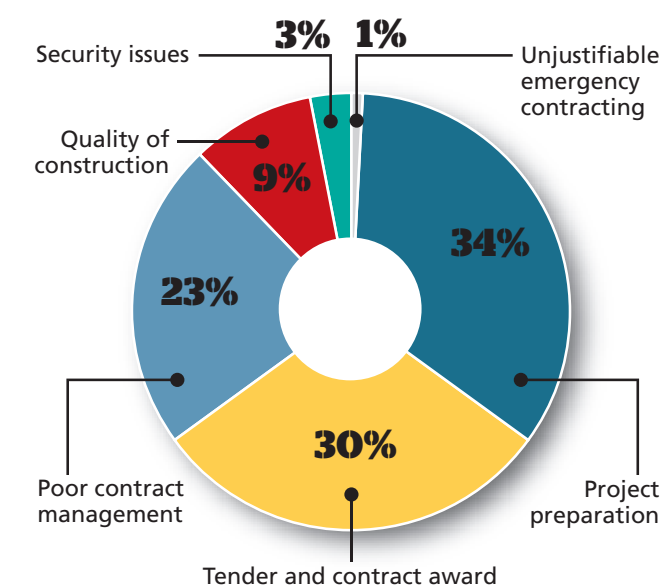
**Assurance team** turns data into compelling information, highlighting concerns & good practice



we looked at key issues of concern across the project cycle, finding the project preparation stage to be particularly problematic. An example of this was a canal dredging project in Guatemala where no project planning had taken place although the project had been contracted 10 months after the need was identified. The project experienced a 137% cost increase and a six-fold increase in project length.

This analysis was later used as part of a paper presented at the London Southbank University Conference, ‘Professionalism and Ethics in Construction’ in November which was awarded best conference paper. Drawing on its success we intend to assess if this is a common trend and identify other potential patterns on an even wider data set – using assurance reports from the last three years which include over 200 infrastructure projects with a total value of \$US 3,700 million. Once complete, we can use this information to further demonstrate the value of the assurance process and to refine it to contribute towards greater infrastructure delivery.

### KEY ISSUES EMERGING FROM CoST ANALYSIS





# STORY OF CHANGE

## CoST impact strengthens at project and sectoral levels

In the last year we have seen significant changes at both sectoral and project levels across CoST countries which can largely be attributed to a deeper level of engagement with procuring entities. Collectively, in 2018 we saw five sector reforms introduced by government and key issues addressed on 14 projects, helping to deliver better quality infrastructure and greater cost savings.

### AFGHANISTAN: Ministry of Public Works establishes Design Review Unit



In Afghanistan's First Assurance Report, key challenges were highlighted in project preparation phases of several road projects such as incomplete surveys, design and

tender documents which impacted on cost and time overruns. Attention was drawn to these issues at the report launch in November where the Chief Executive of the Government of Afghanistan, H.E. Abdullah Abdullah addressed relevant government ministries, the private sector, civil society, media and international partners. The issues identified contributed to the establishment of a Design Review Unit overseen by the Ministry of Public Works to improve project preparation, which, according to the Minister of Transport, H.E. Yama Yari, 'has saved millions.'

### HONDURAS: Changing management processes to help mitigate environmental risks



In Honduras, its Fourth Assurance Report identified concerns in the projects of ENP, the National Port Company, including a lack of an environmental study on a project with dirt and

drainage works. After CoST Honduras engaged the ENP at its report launch and consequent activities, the ENP carried out a sector-wide reform by introducing a management process for identifying environment risks according to the type of project. This process is important for building awareness of risks in project planning stages and ensuring a mitigation plan is in place to deal with them. This has the potential for large cost savings by avoiding expenditure on extensive risk mitigation during the project construction phase.



CoST Honduras Fourth Assurance Report

### THAILAND: Protecting the community through improved road safety



Of the 14 actions taken at the project level in 2018, the example from road construction projects in Thailand particularly speaks to the value of CoST's social

accountability feature in catalysing change. Thailand's second assurance report identified issues concerning the health and safety of a road expansion and flyover construction project which were exacerbated by a lack of communication between the project contractor and local community. To address these issues, CoST Thailand held a public forum, bringing together community leaders and the procuring entity and the contractor of the project. Here the community could constructively voice their concerns and request specific actions such as the need to connect local houses to a drainage network and to install a footpath in the business areas to allow safe pedestrian access. The

procuring entity and the contractor agreed to these measures and also introduced barriers on the roads, warning signs and boards to show how traffic should flow during the project's construction. In addition to making the project safe, a greater sense of trust was built between the community and decision-makers.

These stories demonstrate that through deepened engagement with procuring entities, key issues are more likely to be rectified and the message amplified that decision-makers will be held accountable. Ultimately this helps to ensure the issues do not occur in the first place.



CoST Thailand road project included in its assurance process



Road expansion project in Thailand



# ENGAGING CITIZENS

## CoST routes deepen social accountability

The CoST core feature of social accountability recognises the crucial role played by civil society, the media and public in ensuring decision-makers react to key issues in public infrastructure. Over the past year, CoST members have used a variety of methods and platforms to engage these stakeholders – an approach testament to the flexibility of the CoST model and the diverse context in which it operates.

### Working with the media

CoST Uganda launched its first investigative journalism award following the examples of Honduras and Malawi whose similar schemes have led to influential media outlets reporting on key issues of concern and the CoST assurance process.

To initiate the awards, CoST Uganda began a bespoke training for budding and experienced journalists, including a session delivered by a reporter from Uganda's influential 'New Vision' outlet. Journalists in attendance went on to publish stories through 18 media houses across TV, radio and print media. The coverage demonstrated a clear understanding of the CoST approach and relayed the importance of its assurance and social accountability features. CoST Uganda's regular interaction with the trained journalists has led to an increased understanding of where and how to obtain information to create reliable and interesting reports. For example, several journalists noted they now regularly ask for responses and opinions from government officials to give further substance to their stories.



CoST Uganda journalism training

### Working with civil society

In 2017 CoST Honduras worked with the renowned 'School of Social Accountability' in Honduras to establish a course which trains expert members of civil society to monitor complex infrastructure projects. Over the last year members from 28 of the country's 298 municipalities were trained to look at projects disclosed on the data disclosure platform, [SISOCs](#). They have since produced social audit reports which have raised alarms on areas of concern of infrastructure projects and have consequently informed forthcoming CoST Honduras assurance processes.



Honduras social accountability school

### Working with citizens

CoST Malawi has a good track record of encouraging public participation, marked most notably by its 2016 OGP Award for work engaging citizens to send SMS messages on key infrastructure issues to local radio. Continuing to use influential radio to reach citizens, 70 radio jingles developed by CoST Malawi were broadcast to encourage visitors to its new online disclosure platform.

CoST Malawi also convened 250 people at a community event to increase understanding on CoST. They had used lessons from successful local community events known as 'barazas' held in Uganda which have amplified the voice of citizens to decision-makers. One such event in November allowed Ugandan citizens to tell local authorities about some of the issues raised in CoST Uganda's second assurance report including insufficient citizen participation and environmental impact assessments which resulted in poor garbage management along construction sites and nearby towns. The authorities then took several measures to address these issues.

### New tool helps citizens have a say in Ugandan infrastructure delivery

In June, CoST Uganda launched its [Infrastructure Transparency Monitoring Tool](#) to help engage citizens in the delivery of infrastructure.

In addition to helping to assist government, private sector and civil society, 'community monitors' can use the tool to undertake site visits and assess the level of data disclosure on

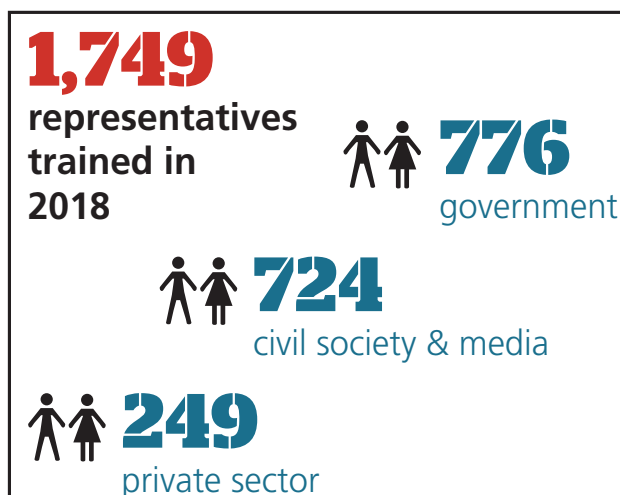


projects against the CoST Infrastructure Data Standard and monitor project performance. It can also be used by contractors, consultants and project managers for self-assessment of their projects. The tool offers practical steps on its use and questions to ask when visiting a project. It encourages the user to develop relationships with the relevant contractor or procuring entity of the project and to share findings and follow up to help rectify any issues identified.

The tool has received significant endorsement, shown notably by its adoption by five local governments including Wakiso District Local Government. In initial and follow up training conducted by CoST Uganda positive feedback has been given, including how procuring entities are using the tool to gather evidence and inform council meetings and how it is helping to inform which projects should be more closely monitored. Several officials have testified that their knowledge has deepened on what to monitor and how to ask the right questions to contractors and consultants. The United Nations Development Programme has also expressed interest in supporting CoST to introduce the tool to citizens beyond the seven districts in which it has been used.

# LEARNING AND SHARING

## CoST training supplies the demand



As the depth of CoST programmes has grown worldwide CoST training to government, the private sector, the media and civil society remains a priority, with 1,749 representatives trained in 2018. Our training carefully considers the different role each stakeholder plays in the initiative and ensures consistent adaptation to participant needs. For government our focus is broadly on the process for disclosing data and in recent years this has homed in on online platform usage, so these important tools are

used as intended. In contrast, our training with civil society and the media has looked at using the disclosed data and assurance findings to help to improve accountability mechanisms. The focus in the last year on investigative journalism has helped to deliver substantial change across several CoST members (see the Story of change section).

Whilst most representatives we train are from government and civil society and the media, in 2018 we responded to a need to increase understanding among influential private sector members and to focus training on promoting a key message to this group - how the CoST approach can reduce the risk of doing business - delivering a level playing field, better performance and better infrastructure.

This was particularly evident through training delivered in El Salvador and Guatemala. In July CoST El Salvador ran a four-day training with 24 private sector participants explicitly titled, 'Transparency and opportunities for the private sector'. Attendees included legal representatives, civil engineers, accountants and managers

## CoST training leads to action

Wherever relevant CoST training encourages commitments to be made.

Following capacity building with representatives from ministries of economy, transport, public works and others in Afghanistan in May, action plans were put into motion on how the CoST Infrastructure Data Standard (CoST IDS) could be included in existing online disclosure platforms. In August three ministries launched platforms incorporating the CoST IDS.

Likewise CoST Thailand held a seminar with key stakeholders in September encouraging the development of an action plan for participating in CoST and to help firm up commitments to establish a legal mandate on CoST through the Government Procurement Act.

from CASALCO, the Salvadorian chamber of accountants and managers, and CADES, the college of architects. Among topics examined the training looked at contractor responsibility, practical advice on successfully hiring contractors and the legal obligations of using El Salvador's online platform for disclosure. Such was the success of this training that participants were left wanting more, a request put to El Salvador for 2019. In Guatemala private-sector training was held with the Board of Directors of CGC, the Guatemalan Chamber of Construction who represent influential construction companies throughout the country. This focussed on raising awareness of CoST and collaboration to promote competitive bidding for infrastructure contracts. CoST Guatemala continues to work closely with the Chamber, including on a proposal to carry out training with more construction companies on transparency issues and promotion of the [CoST IDS](#).

## Joining up our global programmes

CoST is not about reinventing the wheel, we encourage lesson learning and sharing among our members so that successful activities can be easily duplicated in CoST contexts. This has seen innovation and technology shared among members and social accountability activities such as investigative journalism training and citizen monitoring of infrastructure projects adapted to contexts. Likewise, when a member is facing challenges, we bring them to other members to talk through their issues and the solutions.

In the last year we held regional and international workshops where countries reviewed action plans and commitments to CoST and were inspired to

take on new activities, try different approaches and form focus groups on certain activities. These annual workshops recognise that bespoke training helps; in Africa assurance teams joined its regional workshop to focus on improving the assurance process and in Latin America its workshop placed emphasise on interaction across multi-stakeholder groups (MSGs).

To enhance learning among all our members, we also held an important exchange visit, bringing together Afghanistan and Ukraine country managers and MSGs. This had particular value as both countries were able to share experiences relating to working in a Fragile and Conflict Affected State.

During the visit MSG members shared lessons on better management and important lessons were delivered on the value of technology with a presentation by an expert of the highly renowned e-procurement portal in Ukraine, ProZorro. The Afghanistan MSG used lessons learnt to create an action plan with clear objectives and a specific commitment to 'disclose procurement data using the ProZorro method'. This was later put into action through the development of the Ministry of Transport's disclosure platform launched in August.



The CoST global managers' workshop



# INFLUENCING

## CoST value gains increased recognition across three key communities

CoST engagement targets three influential groups including the open government and infrastructure governance communities and the construction industry. In 2018 we deepened our advocacy with key influencers within these communities, developing and building new partnerships, launching joint products, and encouraging the endorsement of CoST in the thought leadership tools of these organisations.

Whilst our engagement follows different routes, a good return on investment has been participation at the calendarial events of organisations where our global team has presented CoST, debated, shared lessons, explored technical issues and engaged potential new members. Over the course of 2018 CoST actively participated in many influential forums worldwide, spanning contexts as diverse as Argentina, Bali, Cote d'Ivoire, Egypt, France and Japan.

### Influencing the infrastructure governance community

In 2018 we saw an increasing recognition of the value CoST can bring to organisations within the infrastructure governance community, including the G20 Infrastructure Working Group (IWG), Organisation for Economic Co-operation (OECD) and international donors such as the World Bank.

The year saw good results from G20 influencing, CoST was one of several CSOs who participated in a G20 IWG Infrastructure Financing Seminar and we later joined an influential OECD seminar

in Tokyo on financing quality infrastructure under the 2019 G20 Japan Presidency. These and other activities culminated in CoST being given a bigger influencing role, at the end of the year we were invited to Chair the C20 IWG, the civil society influencing group of the G20 IWG during the Japan Presidency.

Additionally, CoST was placed high on the agenda at the World Bank's Second Africa Infrastructure Roundtable in Cote d'Ivoire where we were invited back to the event for the second time to join a plenary panel entitled, 'Making sure it's done with integrity' which looked at the impact of infrastructure on lives, trust in government and the environment. Later in the year CoST joined a panel at the civil society policy forum at the



CoST Executive Director, Petter Matthews at the civil society forum at the annual World Bank meetings

annual World Bank meetings in Bali which focus on rebuilding trust in government and improving infrastructure spending in Southeast Asia.

### Influencing the open government community

To the organisations with an open government approach we used the year to build on key partnerships with Open Government Partnership (OGP), Transparency International (TI), Hivos and Open Contracting Partnership (OCP) to demonstrate how CoST promotes impact through open data.

A highlight of this partnership work was our collaboration with OCP where we used the regional and international summits of the OGP to collaborate, focussing on pertinent issues such as keeping recent transport infrastructure scandals, Odebrecht, Carillion and Malaysia's



Head of Members and Affiliates, Evelyn Hernandez at the IODC

1MDB in the past. Later, at the International Open Data Conference in Argentina a CoST and OCP session looked more specifically at our recent joint innovation, our [Open Contracting for Infrastructure Data Standard](#) (OC4IDS). Making best use of the event's data experts the session solicited their feedback to further develop the standard.

In November we took part in TI's International Anti-Corruption Conference (IACC) in Denmark joining a panel of ministers and representatives from Afghanistan, South Africa, the UN and the Asian Infrastructure Bank who highlighted approaches to address corruption in infrastructure. Here CoST presented the comparative advantage of having components of multi-stakeholder working and assurance – with the key message that data is useless unless it is made sense of and used.

Events such as the IACC are valuable as they join up communities (the diverse panellists listed speak to this point in particular) and with CoST's impact being so broad it can effectively demonstrate its value to both.

### Influencing the construction industry

Our work influencing the construction industry has continued to grow, helping to demonstrate how CoST can promote integrity and improve better performance in the sector. In 2018 we developed our relationship with the International Federation of Consulting Engineers (FIDIC) and the World Road Association (PIARC) in particular. CoST participated and helped organise a PIARC seminar on planning and monitoring performance and later in the year took part in FIDIC's Annual Conference. We also took indirect routes to engage industry, including





Programme Director, John Hawkins at the PIARC seminar

presenting our approach and forthcoming data standard at the first Global Engineering Congress organised by the Institution of Civil Engineers and presenting our assurance process to academics and professions from Bechtel, Balfour Beatty and the Chartered Institute of Builders and others at a London Southbank University conference (See the Spotlight on infrastructure section).



Road connecting the English-Scottish border

CoST research finds major opportunity for Scotland

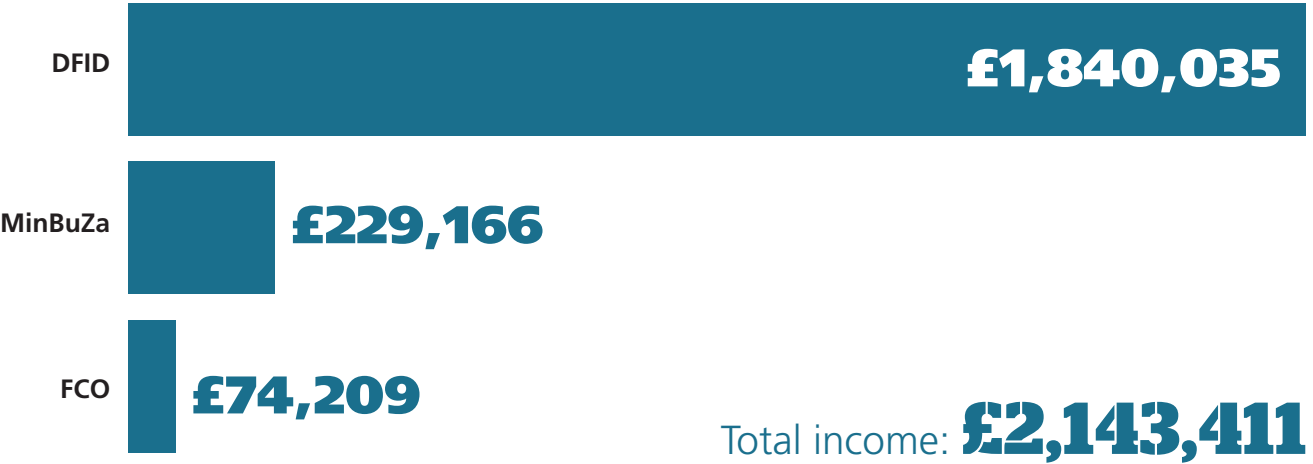
In 2018 CoST released the second case study exploring the potential added value of CoST in high-income countries. Published in partnership with BRE, ‘Infrastructure Governance in Scotland’ examines the extent to which public infrastructure is planned and delivered in a transparent, participatory and accountable manner.

We found that Scotland has a high level of infrastructure transparency, especially for major projects, but that data disclosure is fragmented and hard to find and that drawing on CoST expertise with online disclosure portals is one of several areas where CoST’s core features could add value. Others include deepening stakeholder engagement through multi-stakeholder working and enhancing the scrutiny of projects. Such measures would complement the government’s commitment to openness and transparency as illustrated by its pioneering membership of OGP. The research programme has helped to engage with high-income countries, including Argentina, who, through the Province of Buenos Aires, submitted an application to join CoST at the end of 2018.

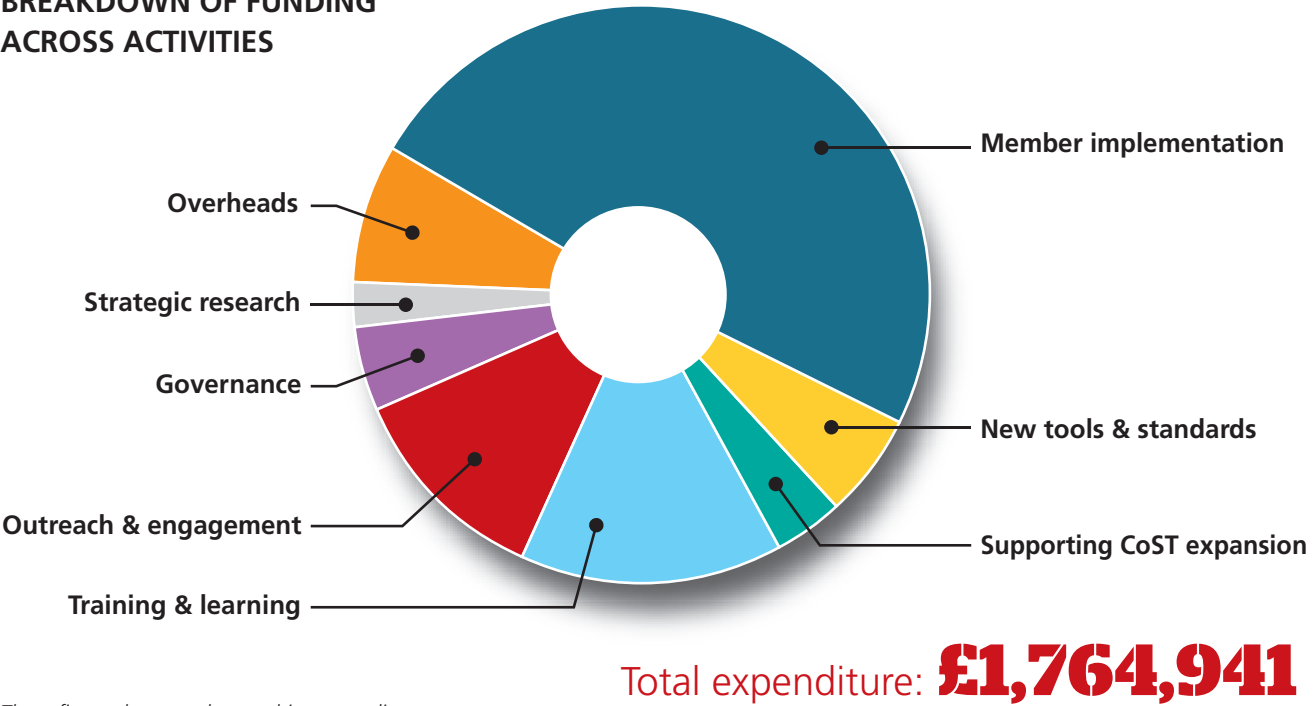
FINANCIAL SUMMARY

OVERVIEW OF SUPPORT TO THE CoST INTERNATIONAL SECRETARIAT AND TO CoST MEMBERS

In 2018 we received funding from the Department for International Development (DFID), Dutch Ministry of Foreign Affairs (MinBuZa), UK Government Foreign and Commonwealth Office (FCO) and the United Nations Development Programme (UNDP).



BREAKDOWN OF FUNDING ACROSS ACTIVITIES



These figures have not been subject to audit. The audited accounts will be made available in late 2019.

# CONCLUSION

As this report has shown, with many of our member programmes reaching a high level of maturity, many stories of change are being told. Several factors have contributed to these stories and stem from the uniqueness of the CoST approach and its four core features. Disclosure levels have doubled, CoST assurance has delivered more compelling information, deeper engagement with procuring entities has ensued and been spearheaded via our multi-stakeholder groups, and citizen and other voices have been amplified to further accountability.

Looking at the broader picture CoST is being increasingly recognised by key stakeholders and international influencers. We have continued to see national and local government backing CoST in the form of CoST institutionalisation, public statements, sectoral reform and the adoption of tools. More international organisations are showing their

support to the initiative, with CoST placed high on the agenda of core events across different communities, and where CoST can demonstrate its value to each. Endorsement of CoST has come in other forms too – such as our work with the World Bank to adopt its Public-Private Partnership (PPP) Project Framework in SISOCS or CoST research being awarded by academia.

As a non-profit organisation with a modest operation, we seek to ensure value for money - directing most of our expenditure to CoST members through financial support and technical assistance and joining up our programmes and working in partnerships to replicate successes and deliver better results. By continuing this approach, we can continue the acceleration of CoST impact evident in this report. Our next annual report will outline this progress and other achievements including:

- More impact stories demonstrating the depth of our programmes
- More governments with their private sector and civil society partners from a range of contexts joining the initiative
- The launch and roll out our Open Data Standard for Infrastructure (OC4IDS)
- Greater innovation applied in members' data platforms, incorporating sophisticated analytical tools and more PPP projects
- Increased engagement with key influencers such as the C20 and G20
- Use of research to demonstrate the value of CoST in high income countries.

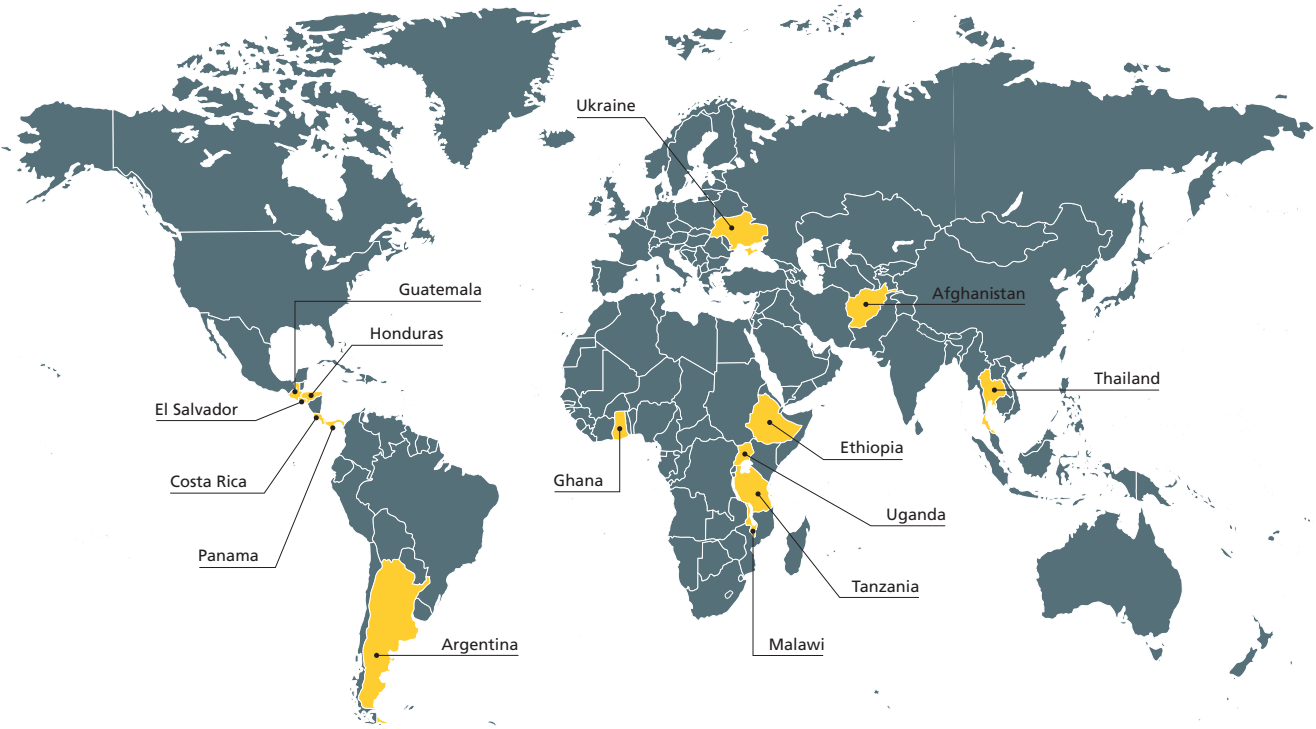
We look forward to reporting back next year!

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