CoST – the Infrastructure Transparency Initiative

Recruitment Pack: Chair of the Board of Trustees

August 2024

Introduction

Thank you for your interest in CoST and the Chair position. After a highly successful tenure, Chrik Poortman will step down as Chair at the end of the year and, as we look to the future, we are seeking an experienced and highly accomplished international figure to fill the position.

The Chair role (an unpaid position) exists to ensure the Board of Trustees is effective in upholding the vision and values of CoST and to ensure it delivers its mission in accordance with our constitutional, legal, and financial obligations.

The successful candidate will join an ambitious international programme which currently works in 20 countries and in partnership with major international organisations. As we develop a new strategic plan 2025 - 2030, we are seeking an exceptional individual to be our new Chair. That person must be highly motivated and capable of guiding the organisation through this next period and on to even greater success.

In this recruitment pack you will find:

- Overview of CoST

- Role Description

- How to Apply.

Overview of CoST

Tackling global challenges, such as climate change, inclusive growth and meeting the Sustainable Development Goals, requires more and better-quality infrastructure. However, it is estimated that there is a $15 trillion gap between global infrastructure needs and spending through to 2030. Whilst the focus is often on mobilising additional investment to fill this gap, there is a significant opportunity to increase available resources by reducing the one third of investment lost on average through corruption, mismanagement and other forms on inefficiency. This is where CoST comes in.

We work with government, industry and civil society to promote transparency and accountability in infrastructure investment. This helps to inform and empower citizens and other stakeholders, and enables them to hold decision-makers to account. Informed stakeholders, particularly when combined with responsive public institutions, increases scrutiny, improves value for money and contributes to better quality infrastructure and services. We have a growing track record of impact which demonstrates this.

 These just a few examples of impact:

- **Saving public money**: The Ministry of Finance in Thailand reports that CoST has helped it save hundreds of millions of dollars through the deterrent effect of transparency and accountability. In Afghanistan, working in extremely challenging circumstances, CoST prompted the adoption of a project review mechanism that saved more than $8m in 2018-2019 alone.

- **Increasing market competition**: CoST Uganda worked with the private sector to improve business practice. This resulted in the number of bids per tender for infrastructure projects increasing from 1.6 in 2019 to 12.5 in 2020. In Ukraine, CoST increased the proportion of road contracts subject to open bidding from 53% in 2018 to 96% in 2021.

- **Transforming institutions**: CoST Honduras published the evidence used by the Government to investigate and eventually dismantle and replace, a National Road Fund responsible for the countries 14,000 km network of roads. CoST Guatemala supported the Ministry of Finance to introduce a legal requirement for procuring entities to disclose data. As a result of this reform, data on more than 40,000 investments had been disclosed.

CoST was launched as a pilot project by the UK Government in 2008. It became an independent non-profit organisation in 2012. Its day-to-day activities are coordinated by a small team based in London, part time regional managers and one or two (non-CoST) staff in each member country. We have a 9-person board, with 4 elected by CoST members and 5 appointed by the board. This lean and efficient structure enables us to achieve significant impact for modest investment.

More information can be found on our website: infrastructuretransparency.org

Role Description

1. General Description

To work closely with the Executive Director to ensure that the charity has a clear vision, mission and strategic direction and that the Board and the IS are focused on achieving these. To ensure an effective relationship between the board, the Executive Director and external stakeholders. To act as a spokesperson and figurehead for the Charity as appropriate.

2. Reporting to: Board of Trustees

3. Time Commitment

Four Board meetings per year on average, typically three of them online and one in-person. Online meetings are usually of two hours duration. In-person meetings are held in London, or in a CoST member country, and are of between two and three-days duration. The Chair will also be asked to join one or more subcommittees that tend to conduct business via email. Additionally, the Chair is also expected to have regular meetings with the Executive Director and may occasionally represent the Charity at events and meetings with key stakeholders. The time commitment is likely to be a minimum of 40 hours per annum. In addition, and depending on the location and availability of the successful candidate, opportunities will be available to travel to conferences and events to represent the organisation.

4. Remuneration

The role of Chair is not accompanied by any financial remuneration but out-of-pocket expenses (e.g. travel, accommodation and stationery) can be reimbursed.

5. Purpose of the role

To hold the Board and Executive Director to account for the Charity's mission and vision, providing inclusive leadership to the Board of Trustees, ensuring that each trustee fulfils their duties and responsibilities for the effective governance of the charity. The Chair will also support, and, where appropriate, challenge the Executive Director and work closely with him/her to achieve agreed objectives. The Chair will act as an ambassador and the public face of the charity in partnership with the Executive Director.

6. Principal responsibilities

The principal responsibilities of the Chair include but are not limited to:

6.1 Strategic leadership

- Provide leadership to the Charity and its Board, ensuring that the Charity has maximum impact for its beneficiaries
- Monitor the performance and impact of the Trustees in fulfilling their duties and responsibilities for the effective governance of the Charity
- Responsibility for the Board operating within its charitable objectives, and provide a clear strategic direction for the Charity

Charity number 1152236 Company number 8159144

- Put arrangements in place so that the Board is able to regularly review major risks and associated opportunities, and satisfy itself that it can take advantage of opportunities, and manage and mitigate the risks
- Responsibility for the Board fulfilling its duties to maintain sound financial health of the Charity, with systems in place to ensure financial accountability.

6.2 Governance

- Responsibility for governance arrangements working in the most effective way for the Charity
- Developing the knowledge and capability of the Board of Trustees
- Encouraging positive change and, where appropriate, address and resolve any conflicts within the Board
- Appraising the performance of the Trustees and the Board periodically
- Regularly refreshing the Board of Trustees incorporating the right balance of skills, knowledge and experience needed to govern and lead the Charity effectively, and ensuring representation of members
- Working within any agreed policies adopted by the Charity.

6.3 External Relations

- Act as an ambassador for the cause and the Charity
- Maintain close relationships with key stakeholders and influencers
- Act as a spokesperson for the organisation when appropriate
- Represent the charity at external functions, meetings and events
- Address any potential conflict with external stakeholders.

6.4 Efficiency and Effectiveness

- Chair meetings of the Board of Trustees effectively and efficiently, bringing impartiality and objectivity to the decision-making process
- Trustees should be fully engaged and decisions taken in the best, long-term interests of the Charity, the Board taking collective ownership
- Foster and maintain constructive relationships with and between the Trustees
- Work closely with the Executive Director to give direction to Board policy-making and to ensure that meetings are well planned, meaningful and reflect the responsibilities of trustees
- Monitor that decisions taken at meetings are implemented.

6.5 Relationship with the Executive Director

- Establish and build a strong, effective and a constructive working relationship with the Executive Director, as s/he is held to account for achieving agreed strategic objectives
- Support the Executive Director, whilst respecting the boundaries which exist between the two roles

- Maintain regular contact with the Executive Director and develop and maintain an open and supportive relationship within which each can speak openly about concerns, worries and challenges
- Liaise with the Executive Director to maintain an overview of the Charity's affairs, providing support as necessary.

7. Person Description

In addition to the qualities required of a Trustee of the Charity, the Chair must also meet the following requirements:

7.1 Personal Qualities

- Demonstrate a strong and visible commitment to the Charity, its strategic objectives and cause
- Personal gravitas to lead a significant international organisation
- Exhibit strong inter-personal and relationship building abilities and be comfortable in an ambassadorial role
- Demonstrate tact and diplomacy, with the ability to listen and engage effectively
- Strong networking capabilities that can be utilised for the benefit of the Charity
- Ability to foster and promote a collaborative team environment
- Observe high standards of honesty and integrity
- Ability to commit time to conduct the role well, including travel and attending events out of office hours.

7.2 Experience

- Significant experience in at least five from: anti-corruption, engineering, infrastructure, financing, governance, open government, climate change, international development, sustainability, resilience and poverty reduction
- Experience of operating at a senior strategic leadership level within an organisation
- Successful track record of achievement through their career
- Experience of charity governance and working with or as part of a Board of Trustees
- Experience of external representation, delivering presentations and managing stakeholders
- Experience of change management
- Significant experience of chairing meetings and events
- We do not rule out the possibility of an exceptional candidate with experience that diverges from that described here, but nonetheless demonstrates how their particular experience equips them to fill the position.

7.3 Knowledge and skills

- Broad knowledge and understanding of infrastructure governance, current issues affecting it and its role in improving the efficiency of investments
- Strong leadership skills, ability to motivate staff and volunteers and bring people together
- Financial management expertise and a broad understanding of charity finance issues
- Good understanding of charity governance issues.

How to Apply

Applicants should submit the following:

- A detailed CV of no more than 2,000 words, including details of positions held and dates

- A supporting statement of no more than 1,000 words, explaining your motivation in becoming CoST's new Chair and addressing how you meet the role description

- Contact details (full name, phone and email) for two referees. Please note that we will not take up references without your prior permission.

Applications should be submitted to Melina San Martín at m.sanmartin@infrastructuretransparency.org no later than 1st September 2024. Your application will be acknowledged and treated with strictest confidence.

It is anticipated that interviews will be held in the third and fourth weeks of September.

www.infrastructuretransparency.org

cost@infrastructuretransparency.org

CoST International

@CoSTransparency

Construction Sector Transparency Initiative (CoST)

Construction Sector Transparency Initiative (CoST)