Minutes of CoST Board Meeting No.53
1-2 October 2024

PARTICIPANTS	
Board	**CoST International Secretariat**
Chrik Poortman, Chair (CP)	Manuel Gonzalez (MG)
Kittidej Chantangkul (KC)	John Hawkins (JH)
Claire Schouten (CS)	Sean Henderson (SH)
Rueben Lifuka (RL)	Evelyn Hernandez (EH)
Petter Matthews (PM)	Olive Kabatwairwe (OK)
Gloria Patricia Rincón Mazo (PRM)	Melina San Martín (MSM)
James Mwangi (JM)	Chaman Rasuli (CR)
Eyasu Yimer (EY)	
Apologies	
Oleksii Sobolev (OS)	
Shiv Humfrey (SH)	

Discussion & decisions		Resp.	Deadline
Item 1. Chairman's welcome and opening remarks			
1.1	The Chair welcomed the Board and congratulated Chaman Rasuli who is joining the team as the new Finance, Grants and Contracts Officer.	N/A	N/A
Item 2.	**Approval of the minutes & matters arising – Papers A & B**		
2.1	The minutes from the 52nd meeting were approved as accurate.	N/A	N/A
2.2	OK informed the Board that the Cabinet Memo that would seek approval of the MoU between CoST and the Ugandan Ministry of Public Works was withdrawn. A meeting in June was held to discuss details of a proposed change to the Memo that includes a retrospective Ministerial approval of Uganda applying to join CoST as a member. The Ministry of Works and Transport are supportive in principle and are currently preparing another submission to the Cabinet.	N/A	N/A

2.3	The Memorandum of Understanding between EAP and CoST was approved by the EAP Board, with the caveat of including an arbitration clause. The legal adviser has developed the clause, which will be shared by the end of the month.	PM	Oct 2024
2.4	The Board discussed item 5.4 of the meeting minutes on the future of CoST Ukraine. In 2022, the CoST Ukraine MSG agreed that CoST Ukraine should be dormant. JH has been in contact with OS to see if this position should change based on a range of options. JH to follow up with OS.	JH	Nov 2024
2.5	The Board emphasised the importance of ensuring the results from Members are captured and communicated. The Board was informed that FCDO are likely to approve a proposal for an additional £500k. The additional funding will support a review of the theory of change and MEAL framework. This funding will also enable to grow the team, including hiring a story writer to help amplify impact stories A new role of Head of Communications & Advocacy has been approved for recruitment.	N/A	N/A
Item 3.	**Financial report – Paper C**		
3.1	The Board approved the financial report up to 30th June 2024.	N/A	N/A
3.2	It was requested to change a reference of 'Mexico' to 'Jalisco'.	SH	November 2024
3.3	The Chair confirmed that the organisation is in a much better financial shape.	N/A	N/A
3.4	The Board requested that the IS explore ways to align budgeting and financial reporting with organisational objectives. It was also requested to include additional guidance on allocation in future reports to ensure that any over or underspend is clearly identified.	SH	February 2025
Item 4.	**Board membership – Paper D**		
4.1	The process for appointing the new Board Chair involved: • Advertising widely including in the Economist with partner organisations communicating via their channels. • The CoST IS short-listed the applicants for the Board Sub-Group based on a set criterion. • The Board Sub-Group approved the short-listed and interviewed each of the three applicants. The Sub-Group reported that each of the three applicants were strong candidates.	N/A	N/A

4.2	The Board approved the appointment in principle of Rajiv Lall as the new Chair based on the recommendation of the Sub-Group. PM to offer the role to Rajiv Lall on behalf of the Board and based on his response will then approach the remaining candidates.	PM	October 2024
4.3	PM to share Rajiv's CV with board members and will arrange a meeting between Rajiv and the Chair.	PM	October 2024
4.4	The Board agreed that the current Chair will remain involved as a Special Advisor to the Board. PM to further develop the role descriptions, draft the Special Advisor role, including term limit suggestions and role review process.	PM	November 2024
4.5	The Board will also consider appointing a new Deputy Chair to support the new Chair.	Next Board meeting	November 2024
4.6	The Board agreed that the role of the Patron should be further considered and requested more clarity on the position, including how other organisations use high profile figures to help promote organisational values and goals.	PM	November 2024
4.7	The Board was informed that OS will stand down from the Board at the end of the year. His government responsibilities in Ukraine means that it is extremely difficult for him to participate in Board meetings and contribute to the organisation. The CoST IS will initiate the election process for a new Government representative in early 2025.	PM	January 2025
Item 5.	**Business Plan – Paper E**		
5.1	The Board suggested refining the CoST mission, vision and messaging, avoiding jargon and adding clarity to the overall goal. It was recommended to: • Structure the business plan as a strategic plan including objectives and desired impacts, with pillars serving as approaches rather than end goals. • Unpack political economy, the principles and the ToC. • Ensure diversity and inclusion is reflected in the pillars and the ToC. • Integrate AI and technology into the strategy. • Be more specific about accountability and participation and what that means for international investors. • Highlight relevance of the Assurance reports and how they showcase performance issues.	JH PM EH	March 2025

	• Define what is the intermediary role that CoST can bring, through the multi-stakeholder approach. • Be bolder on CSO engagement, raise the bar further to be more specific on what inclusion may mean. • Be more specific on what climate action means to us and how do we want to contribute towards it. • Consider what can be done to engage private and institutional investors. Rajiv can advise on this.		
5.2	An internal analysis and stakeholder mapping exercise was advised to ensure alignment between themes, pillars and vision, and allow a broader discussion about what enables impact and how is that linked to the change pathways we want to see in 2030.	N/A	N/A
5.3	It was recognised that post-war reconstruction is an increasing priority, and that regionally tailored support packages, specifically designed for relevant development banks and partners, could be developed to address this growing demand.	N/A	N/A
5.4	It was discussed that a shift from membership growth to a focus on promotion of tools and standards is necessary, particularly to support low- and middle-income countries and expand partnership opportunities.	N/A	N/A
5.5	It was recommended to address the climate agenda in the strategic plan but mindful of the fact that climate finance might not be a priority to all countries.	N/A	N/A
5.6	It was discussed that the ITI should have its own business plan and that a strategic partners mapping exercise would be useful.	N/A	N/A
Item 6.	**Membership Policy – Paper I**		
6.1	The proposed Membership Policy recommends a single membership category as agreed at Board Meeting 52.	N/A	N/A
6.2	The membership sub-group proposed establishing an 'associate member' category. This new category would allow entities to use tools and standards while working towards full membership.	N/A	N/A
6.2	The Board discussed how the CoST brand is used by members and how to balance the ownership many MSG members and the local secretariat often have verses not crowding out the brand of local partners especially a civil society organisation who are often doing the work.	N/A	N/A
6.4	Strategies for countries with multiple members (e.g., Indonesia) and subnational status were discussed, with suggestions to grant membership to entities in cases where broader government support may be difficult.	N/A	N/A

6.5	It was suggested to review the membership policy to answer key questions raised and embed this new policy in the business plan in order to build a process to answer to these questions in the next five years.	EH JH	March 2025
Item 7.	**Applications to join CoST as a member – Paper H, I and G**		
7.1	The Board approved the applications from the Regency of Belitung Island, Indonesia and the Dominican Republic as members. The Board requested annual implementation plans from each Member and a review after a year. The CoST IS held several calls with each applicant to ensure the applications responded to the joining requirements.	EH OK MG	December 2024
7.2	CoST IS will inform the successful applicants and support them with the public announcements of their membership.	N/A	N/A
7.3	The Board suggested updating the application templates to include a checklist of the necessary documentation.	EH	November 2024
Item 8.	**OC4IDS Modules**		
8.1	The Board agreed that CP would write to the World Bank requesting a meeting to understand how the new OC4IDS modules can be approved as quickly as possible. JH to develop a draft for CP.	JH	November 2024
Item 9.	**Infrastructure Transparency Index**		
9.1	EH showcased the ITI dashboard including the results from Panama and Jalisco and explained that it is not a requirement to be a CoST member to implement the ITI.	N/A	N/A
9.2	The board was impressed by the demonstration and the analytical functions of the tool and recommended that the CoST IS seek legal advice on copyright. It was also agreed that there is significant potential to develop a business model to scale up the application of the Index.	PM EH	March 2025
Item 10.	**Membership performance – Paper H**		
10.1	OK and MGC presented performance updates on African, Asian and Latin American members.	N/A	N/A
10.2	Interest in Membership comes from Zambia, Ghana and Kenya. There is also discussion with Tanzania and Makandha a town in South Africa.	N/A	N/A
10.3	The Board requested the CoST IS analyse and demonstrate performance or underperformance against the monitoring and evaluation indicators and output targets. The Chair also requested an in depth presentation and discussion on monitoring and evaluation.	EH MSM	November 2024
10.4	The following letters will be sent on behalf of the Board:	EH OK MG	December 2024

	• Congratulate and support MSG and Secretariat efforts to recognise good performance to: Uganda, Malawi, Kaduna, Thailand, West Lombok, Nussa Tenggara, Jalisco, Guatemala, Costa Rica and Panama. • Encourage MSG and Secretariat to increase their efforts in Ethiopia, STMA, Mozambique, Ecuador, Bogota, and El Salvador.		
10.5	CoST IS to share membership performance presentation with the Board.	OK MG	October 2024
Item 11.	**Any other business**		
11.1	The next Board call will be on 26 November at 1300 GMT. CoST IS to check Board availability and confirm location and date for the next in-person meeting.	All	November 2024
Item 12.	**Chair's closing remarks**		
12.1	The Chair thanked members for travelling to London and for their invaluable contributions. He also thanked RL who had joined the meeting virtually.	N/A	N/A

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

26 November 2024

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Christiaan J. Poortman   Date
Chair