

3. CoST LOGICAL FRAMEWORK (Log-frame): DFID-style presentation of the design of the initiative

v 2.0

Actions and reactions	OVis <i>Objectively Verifiable Indicators</i>	MoV Means of Verification	Assumptions	Core Indicator Reference
Super Goal: the long term (10 years plus) impact that national governments and aid donors want to bring about				
Super goal: Improved delivery of infrastructure that is more relevant to needs, and represents better value for money, thus contributing to inclusive economic growth.	Improved delivery of relevant and cost-effective quality infrastructure becoming apparent within 10 years of the start of the CoST pilot project.	Statistics and reports published by governments, the construction industry and international organisations.	National policies for infrastructure development promote inclusive growth Poor Governance and Corruption are significant factors in constraining the development of relevant and cost-effective infrastructure	17, 18, 19, 20, 21
Goal: to be achieved by national construction industries in the medium term (3 to 10 years), supported by the CoST initiative				
Goal: Greater transparency and accountability in public sector construction projects, in which governments and consumers "get what they pay for".	1. Stakeholders are raising informal or formal queries about projects with disclosed information, by 3 years after the start of the pilot project.	CoST implementation reports, based on logs of use of disclosed data reported quarterly.	Stakeholders have the interest, skills and resources needed to access and effectively to make use of disclosed information Assurance Team involvement will limit any misinterpretation of Material Project Information, thus reducing risk of unwarranted challenges undermining the initiative.	14
	2. Formal challenges and complaints are being raised that trigger investigation, by 5 years after the start of the pilot project.	CoST implementation reports. Feedback from civil society stakeholders	Stakeholders have sufficient influence and persistence to be able to trigger investigations Agencies responsible for audits and investigations have the capacity, mandate and political support needed to respond objectively and effectively to valid challenges and complaints	16
	3. Audits uphold challenges and recommend specific action to be taken, by 5 years after the start of the pilot project.	CoST implementation reports Official press releases and reports on investigations into alleged malpractices on construction projects.	Agencies responsible for audits have the capacity, mandate and political support needed to allow due process to take its course.	15
	4. Public enquiries, police or judicial investigations, or prosecutions are taking place in response to upheld challenges, by 7 years after the start of the pilot project.	CoST implementation reports Official press releases and reports on public actions taken against individuals or organisations in connection with alleged malpractices on construction projects.	Agencies responsible for investigations have the capacity, mandate and political support needed to allow due process to take its course.	16
	5. Construction projects delivered to specification at appropriate cost, with fewer contract amendments (variations) within 10 years of the start of the CoST pilot phase.	CoST implementation reports External audit reports made available to CoST Client and donor reports on sector performance	The increase in transparency resulting from CoST is matched by parallel initiatives needed to improve governance and reduce corruption in the sector. These include issues of: - Accountability (ability to call to account) - Sector capacity (professional and financial) - Trust (including appropriate contracts)	17, 18, 19, 20, 21
	6. Systemic institutional change in favour of greater transparency within 10 years of the start of the CoST pilot phase	CoST implementation reports Client and donor reports on institutional performance Client and donor reports on procurement capacity	Project-level client experience of CoST will result in change at institutional and sector level CoST is complemented by, and in turn complements and does not undermine other parallel initiatives at client and sector level	10,13
Purpose: to be achieved through CoST's pilot phase (2 years)				
Purpose: To pilot test a new multi-stakeholder approach to the public sector procurement of major construction projects which increases transparency and facilitates accountability. <i>[Procurement is defined to include all stages of the project cycle from initial identification to delivery and final payment]</i>	1. The pilot phase demonstrates that a construction sector transparency initiative is feasible in practice (in at least 4 countries).	CoST implementation reports from at least 4 pilot countries. Feedback from actual and potential CoST international partners	There is sufficient flexibility in the detailed design and implementation of CoST for it to be perceived by all stakeholders to be relevant to the priority needs of each pilot country Key stakeholders (at both national and international level) consider that there is value in increasing transparency and facilitating accountability.	1, 2, 3, 4, 5, 6
	2. Disclosed material project information is both accessible to and accessed by key stakeholders during the pilot phase (in at least 4 countries).	CoST implementation reports, based on logs of use of disclosed data.	Assurance Team involvement will ensure that Material Project Information is presented in a clear and compelling manner that is readily available to, and understood by, the general public	10,11,13
	3. Disclosed material project information is used in the formulation of challenges by the end of the pilot project.	CoST implementation reports, based on quarterly feedback reporting from CoST partner organisations		13,14

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Outputs: to be delivered jointly by the CoST international secretariat and the MSGs (see separate note on responsibilities)				
1. Establishment of a new multi-stakeholder approach to the public sector procurement of major construction projects.	1.1 Representative national Multi-Stakeholder Groups have been set up and are meeting regularly in 4 or more countries.	CoST implementation reports, MSG meeting minutes	CoST complements and does not duplicate existing initiatives and functions, so harnesses genuine support rather than encountering resistance.	1, 2, 3, 4
	1.2 Clients, contractors and consultants all demonstrate support for CoST	CoST implementation reports		5, 7, 8
	1.3 Essential package of CoST principles and criteria agreed internationally	CoST implementation reports Reports on CoST through other international organisations		9, 10, 11
2. Improved capacity of government, civil society and industry to disclose, analyse and act upon information relating to public sector construction.	2.1 Quality reports on infrastructure projects are being produced and disseminated by government and industry.	Government, industry and media reports; civil society publications, as monitored by National and International Secretariats.	The success of CoST pilots generates sustainable capacity. Construction companies and organisations willing to work with pilot country governments, civil society organisations and donors to reduce waste and corruption in the construction sector. Pilot country governments are willing to work with non-state actors to increase access to information and improve accountability of publicly funded construction projects	Indicators to be defined when precise nature of related activities has been clarified
	2.2 Quality assessments of infrastructure projects are being produced by civil society.	Civil Society and media reports; civil society publications, as monitored by National and International Secretariats.		
3. Increased transparency in pilot countries' construction projects.	3.1 In 4 or more pilot countries, CoST data and reports have been produced and shared with the NMSG, and disseminated more widely.	CoST initiative implementation reports. Publicly available CoST reports.	Clients, Consultants and Contractors agree in principle to the principles of disclosure and the role of the Assurance Team. Data can be obtained on the accessing and use of CoST-generated data and reports	11, 12
4. Increased accountability in pilot countries' construction projects.	4.1 In 4 or more pilot countries, CoST data and reports have been accessed and used by stakeholders.	Publicly available CoST reports.		13, 14, 15, 16
		Incidences of clarification or other actions in response to queries raised against published information		
5. Increased technical, financial and political support to expansion of CoST after the pilot phase from donors, country governments, civil society and industry.	5.1 Greater support for CoST demonstrated within the pilot countries and elsewhere, as evident through: - positive public reference to CoST by leaders in construction industry - positive references to CoST by Government and donors - financial support and/or voluntary efforts in support of CoST	CoST implementation and financial reports. Other countries expressing interest in joining CoST.	Movement of persons championing CoST does not affect the credibility or implementation of CoST CoST is viewed by host governments, clients, and potential donors as a cost-effective means of achieving improved governance and reduced corruption	5, 6, 16, 22
6. A replicable CoST model developed for use in other countries.	6.1 Lessons from pilot projects learned and disseminated.	Standard CoST reports documents recording lessons learned	The key factors underpinning CoST pilot design are consistent across pilot countries	9
	6.2 M&E framework for the pilot programme contributes valid lesson learning.	M&E quarterly reports		9
	6.3 CoST Sourcebook produced, containing principles, criteria and guidance on CoST at the end of the pilot phase.	CoST Sourcebook		
	6.4 Policy advice is developed on transparency and accountability in the construction sector, based on lessons learnt.	Documents produced, such as for international fora to share lessons learned from the pilot programme with stakeholders.		
Activities	International secretariat	International advisory group (IAG)	Pilot countries	Progress on activities to be reported through standard reporting formats
	1. Support to countries to undertake their activities, including provision of templates and guidance	1. Issuing policy guidance on CoST issues	1. Formation and operation of MSG	
	2. Reporting to DFID, World Bank and the IAG	2. Undertaking six-monthly progress review	2. Appointment and work of CoST champion, MSG coordinator, assurance team	
	3. Provision of funds to pilot countries to undertake approved technical assistance and capacity building activities	3. Preparation for CoST after the pilot phase	3. Development of workplan and design of activities	
	4. Provision of funds to support approved expenses incurred by CoST implementation		4. Implementation of CoST disclosure and assurance process	
	5. Coordination between CoST stakeholders, dissemination of CoST literature and case studies and organising events		5. Commissioning CoST related research	
	6. Commissioning CoST related technical assistance and capacity building of interest to more than one country		6. Commissioning CoST related technical assistance activities	
	7. Commissioning CoST related research of interest to more than one country		7. Identifying lessons learned and sharing information for case studies	
			8. Reporting to the international secretariat 9. Reporting to CoST stakeholders in country, and raising awareness on CoST	