

Summary of CoST delivery responsibilities

Introduction

This document outlines the roles and responsibilities of the main CoST entities and personnel during the CoST pilot stage. This document outlines the key responsibilities and reporting relationships. More information is available in the relevant terms of reference and CoST design documents. These are referenced in the appropriate places as guidance.

This document does not supersede the specific terms of reference, contractual obligations or previous agreements relevant to each entity or individual.

1. Organogram

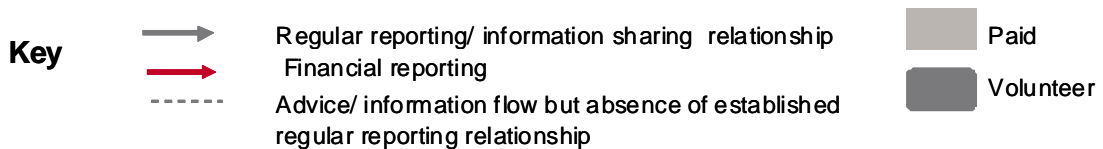
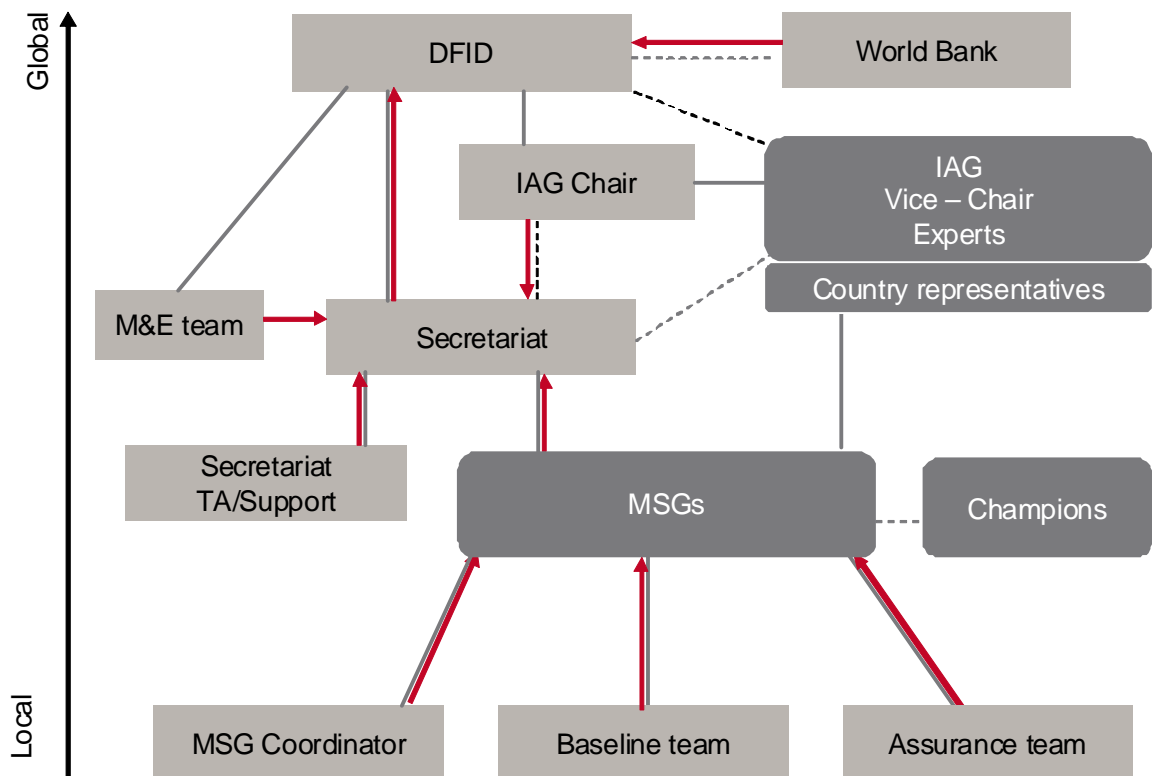


Figure 1: CoST Organogram



2. Description of responsibilities

2.1. DFID

The Department for International Development (DFID) finances CoST and provides global strategic guidance. DFID, as the catalyst of the CoST initiative, has overall responsibility for:

- Financing the CoST Pilot Programme
- Strategic oversight of the CoST Secretariat and the overall CoST Pilot
- Pilot monitoring and evaluation
- Adherence to the CoST principles (see design document)
- Achievement of pilot objective
- Coordination of donors and increased support for CoST.

DFID has one International Advisory Group (IAG) representative. It also has Policy Advisor who oversees the work of the Secretariat. DFID guides and receives advice from the Secretariat, the IAG Chair and the World Bank. DFID also funds the World Bank to provide technical advice to the CoST Programme.

2.2. World Bank

The World Bank supports CoST through technical assistance and advice to DFID and the International Secretariat. The World Bank provides technical assistance through advice and research. DFID funds part of this work.

The World Bank also has one represented on the IAG.

For details, please refer to the World Bank terms of reference.

2.3. IAG Chairperson

The IAG Chair derives his (her) mandate from the IAG's discussions and decisions and acts as an ambassador and international champion of CoST.

The Chair's primary focus is the building of partnerships with key stakeholders, raising the profile of CoST internationally and the establishment of the fundamentals for a broader roll-out, if decided on, after the pilot phase.

In addition, the Chair has a key role in ensuring the IAG relevant processes and policies are adequate and facilitate the IAG function. The Chair is responsible for:

- Chairing the IAG and facilitating dialogue and decision- making as needed between IAG meetings;
- Identifying needs for improved IAG processes and policies and collaborating with the Secretariat and DFID on addressing such needs;
- Ensuring the IAG meetings are participatory, well prepared, the agenda set is relevant and the decision- making process is based on consensus;
- Ensuring that lessons learned are captured and disseminated as agreed during the IAG meetings and technical support needed by the IAG is properly prioritised.

The Chair is the first point of contact for IAG members in respect to issues of CoST policy and principles. The Chair is responsible for ensuring that the policy and guidance he supports is consistent with the CoST guiding principles and design documents.

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The Chair is supported by the International Secretariat on regular basis. The Secretariat supports the Chair in achieving the decisions and recommendations of the IAG and in his role representing CoST to internally and externally.

The Chair is also supported by the IAG vice- Chair as needed. The IAG vice- chair helps with chairing the IAG and the improvement of IAG process and policies as needed.

The same Chair will be in place for the duration of the pilot phase, as long as he has the confidence of IAG members.

For more details, please refer to the job description in the design documents.

2.4 International Advisory Group (IAG)

The IAG is an advisory group to help DFID guide the project. The IAG consists of:

- A representative of each pilot country, appointed by the MSGs
- Four expert appointments representing industry, civil society and academia
- One representative of DFID and the World Bank (each).

The members of the IAG represent the main CoST stakeholder groups:

- The IAG country representatives present feedback and lessons learnt on the basis of the experience of the country Multi-Stakeholder Groups
- The IAG expert appointees provide technical advice and comparative country knowledge
- The IAG academia and civil society representatives ensure that the IAG follows the CoST principle of multi-stakeholder participation and consensus.

For more details see the IAG Terms of Reference.

2.5. International Secretariat

The International Secretariat is responsible for the day to day management of CoST and for ensuring progress by providing technical and administrative assistance (globally and in country).

2.5.1. Chair

The Chair of the International Secretariat is responsible for ensuring a good working relationship between the secretariat and other CoST entities and that the strategic direction of the work of the secretariat meets the needs of the other CoST entities. The Chair is responsible for:

- Exercising strategic leadership over Secretariat activities
- Chairing Secretariat meetings as required
- Working in close collaboration with the IAG Chair, taking such action with key external agencies or stakeholders as may be required
- Strategic oversight of Secretariat preparation for and follow-up to IAG meetings
- Ensuring that agreement is reached on contentious issues arising between the Secretariat and other CoST entities
- Regular critical review of the Secretariat approach to issues raised by the MSGs and the IAG to ensure that CoST principles and priorities are being followed

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- Direct communication with the CoST Champions and MSG Chairs, to ensure that they are appropriately supported, informed and prepared for the demands of their respective roles

The Chair is responsible for ensuring that IAG decisions and priorities are adequately addressed in a timely manner by the Secretariat. The Chair, as all Secretariat members, is also responsible for the close monitoring of progress in one pilot country (Ethiopia).

2.5.2. Senior policy advisor

The senior policy advisor is responsible for:

- Leadership in establishing the technical processes and mechanisms needed for successful implementation of CoST
- Leadership in identifying technical assistance needs
- Quality control of technical assistance
- Focal point for technical assistance requests
- Focal point for the development, implementation of and support with the monitoring and evaluation (M&E) system
- Baseline study quality assurance
- Assurance reports review and quality control
- Direct technical support as needed
- The close monitoring of progress in two pilot countries (Tanzania and Vietnam).

The senior policy advisor is supported by a pool of technical experts, the policy advisor and the secretariat manager.

2.5.3 Policy advisor

The policy advisor is primarily responsible for:

- Data collection, quality control and regular analysis against the project outcomes and outputs (including M&E system, review of regular country reports) and regular up-date of the secretariat
- Support to the senior policy advisor as needed
- Direct technical support to MSGs
- Focal point for baseline study support requests
- The close monitoring of progress in two pilot countries (UK and Philippines)
- Support to the UK MSG

2.5.4. Civil society advisor

The civil society advisor is responsible for:

- Support to MSGs to promote the application of the participatory principles of CoST
- Technical assistance with civil society participation and capacity building as needed
- Regular oversight of MSG progress in engaging civil society
- Representing international civil society views, best practice and experience in the secretariat deliberations
- Coordination of civil society focused and capacity building activities with other transparency initiatives/ relevant programmes and projects both globally and in country as needed
- Support with tools for analysing and building capacity

2.5.5 Manager

The CoST Secretariat manager is responsible for the coordination of all CoST activities, ensuring adequate information flows among the relevant parties and appropriate allocation of resources. The manager is responsible for:

- Every day running of CoST resource and task distribution, prioritisations, allocation
- Every day management of the international part of the CoST programme
- Information management, including regular country and web-site up-dates
- Establishing adequate reporting structures to ensure progress and transparency
- Quarterly analysis of country progress reports
- Focal point for capacity building and support requests from pilot countries
- Quarterly reporting to DFID on overall CoST progress
- Quarterly reporting to the IAG on CoST progress
- Support to the IAG Chair and the IAG members as needed
- Mobilising the relevant technical assistance (in collaboration with the relevant advisors)
- Contracting and monitoring of contractual arrangements of relevant parties
- Procurement of research and technical assistance needed
- Organising of the IAG meetings, under the IAG Chair leadership

The secretariat manager is also responsible for the close monitoring of progress in two countries (Malawi and Zambia).

The secretariat manager is supported by additional resources and experts as needed. These include communications expert, accountant, and administrative assistance.

2.6. Secretariat provided Technical Assistance (TA) and other support

The secretariat has the mandate and dedicated resources to procure external/ additional technical assistance as needed or/ and upon request by the MSGs, the IAG, and/ or the IAG Chair and/ or DFID. These experts are hired on ad- hoc basis for specific assignments and with specific terms of reference.

Local secretariat appointees

If and when needed, mostly upon request by the country MSG and/ or if significant delays in progress against the work plan occur, the secretariat will provide technical and/ or administrative assistance in- country. This assistance will be on part- time basis and a temporary arrangement until the capacity gap is met using more permanent and more sustainable arrangements.

This support is entirely needs-based and terms of reference will be agreed between the secretariat and the requesting MSG.

2.7. Multi Stakeholder Groups (MSGs)

The MSGs are responsible for the CoST country goals, structures, process, work- plans and progress. The MSGs are responsible, in particular for:

- Ensuring they are representative and follow CoST principles
- The decisions- making process is consensus based and the discussions are participatory

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- Analysing capacity building needs and requesting assistance
- Establish a working structure to ensure progress against the work- plan
- The recruitment, proper use and oversight of a full time MSG country coordinator
- The establishment of process for and the election of CoST projects
- The procurement of the baseline study and review of the results
- The procurement of the assurance and review of the results
- Taking appropriate action as result of the assurance work
- Requesting technical assistance as needed
- Requesting administrative assistance if needed
- Ensuring that funds disbursed against the work- plan are used as agreed in the work- plan
- Communicating regularly with their IAG representative
- Engaging with the country CoST Champions
- Ensuring continuity and proper succession plan
- Reporting to the Secretariat – as per the agreed work- plans and reporting templates.

For more details see MSGs terms of reference.

2.8. CoST Champion

The primary role of the Champion is to give leadership to CoST in his or her country giving CoST activities high visibility, spreading knowledge of CoST at senior levels, encouraging media and other interest and support, and helping to open doors when necessary.

The Champion is the national point of contact on CoST for Ministerial colleagues and other key governance bodies (eg Parliament, the Presidency, the Prime Minister's Office etc) foreign Ambassadors and ranking members of relevant regional and international organisations such as the African Union and the World Bank, as well as UK DFID and others.

The Champion represents his or her country at high-level international Ministerial meetings, where diaries permit. Perhaps the most important contribution of the Champion is to use his or her strategic position to help overcome challenges at key moments.

For more details, see a separate note on the Champion's role.

2.9. MSG coordinators

The MSG coordinator is a full time, paid position entirely dedicated to support to the MSGs. It is in the mandate of each MSG to scope the work of their coordinators. As a minimum, the coordinator must support the MSGs with:

- reporting to the International Secretariat on the basis of the agreed/ required forms and processes
- M&E data collection and recording
- facilitating the process of procuring the assurance and baseline work
- facilitating project selection.

For more details, see individual countries' terms of reference.

For more information on [the assurance team](#), [the baseline team](#) and [the M&E team](#), see separate documents and terms of reference.