

# Development of the National System of Assessment and Certification of Infrastructure Projects on the Principles of Quality Infrastructure Investments (QII)

PROJECT WORKSHEET



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## PROJECT NAME

Development of the National System of Assessment and Certification of Infrastructure Projects on the Principles of Quality Infrastructure Investments (QII) (the “Certification System”, “QII Principles”).

## PURPOSE OF THE PROJECT

Development of a Russian system of assessment and certification of infrastructure projects in line with best international practices and foreign investors’ requirements to increase the number of QII projects and to mobilise private investment in infrastructure.

## OBJECTIVES OF THE PROJECT

**The main objectives for the development of the Certification System are the following:**

- ☑ **Improvement of infrastructure projects’ quality**, project preparation, and implementation standards by applying higher standards to assessment of new infrastructure projects.
- ☑ **Enhancement of infrastructure investment appeal** among Russian and international institutional investors and financial organisations, including international financial organisations, and other infrastructure market players by increasing Russian projects’ transparency and reinforcing trust in the said projects by naturally aligning the certification principle with international guidelines.
- ☑ **Increasing the inflow of foreign investments** by attracting a large pool of international investors (including institutional investors) which require project quality confirmation.
- ☑ **Development of construction industry** (customers, designers and contractors), enhancing quality and competitiveness of design, construction and engineering services in infrastructure development and/or rehabilitation.
- ☑ **Building a professional community** with competencies in sustainable development, quality investments and comprehensive management of infrastructure investment projects.

## SIMILAR INTERNATIONAL SYSTEMS



CEEQUAL (the United Kingdom)



Envision (USA)



Greenroads (USA)



Infrastructure Sustainability (Australia)



Pearl (UAE)

## RELEVANCE OF THE CERTIFICATION SYSTEM'S IMPLEMENTATION

1. **Comprehensive quality assessment** for infrastructure projects.
2. **Early detection of project disadvantages and risks** at the initial stage with further mitigation through the project comprehensive management system.
3. **Attracting private and institutional investments** in infrastructure projects on preferential terms.
4. **Easy access to long-term and easy-term financing** and reducing total financing costs.
5. **Design and development of infrastructure** meeting the requirements of tomorrow.
6. Tools for project **online self-assessment**.
7. **Improvement of project teams' qualifications through *ad hoc* training programmes.**
8. Opportunity to **get a benchmark project status and to be listed in best practices.**
9. **Recommendations for projects to enhance their quality** and compliance with sustainability principles.
10. **Encouragement of projects and teams** going beyond minimal requisite process, legal, environmental norms to achieve the best investment projects implementation indicators.

## MAIN PRINCIPLES OF THE CERTIFICATION SYSTEM

1. **Certification is a voluntary tool** to enhance the quality of infrastructure and **remains at the discretion of the project initiator**.
2. The project may choose **two assessment tracks: self-assessment or assessment by an accredited assessor**.
3. The assessment is based on independent verification of actual data and documentary evidence which enables publishing of assessment results (only the assessment results will be published, not the documentary evidence).
4. **Acknowledgement of the assessment results by international organisations and institutional investors**.
5. The Certification System sets **an agenda for long-term sustainable infrastructure development** in line with sustainability and QII principles.

## GEOGRAPHIC PRESENCE OF THE SYSTEM

### Russian Federation

## LEGAL GROUNDS FOR THE PROJECT

1. **The G20 Osaka Leaders' Declaration** of 29 June 2019 endorsing the Principles for Quality Infrastructure Investment (QII).
2. **Sustainable Development Goals (SDGs)**.

## MAIN COMPONENTS OF THE CERTIFICATION SYSTEM

1. **Methodology of assessment and certification of infrastructure projects on the Principles of Quality Infrastructure Investments (QII) (the “Methodology”):**
  - 1.1. Main assessment areas and criteria.
  - 1.2. Subject assets.
  - 1.3. Assessment results.
2. **Assessment process:**
  - 2.1. Assessment tracks (self-assessment and certification).
  - 2.2. Project assessment stages.
  - 2.3. Main stakeholders in the assessment and certification process.
  - 2.4. Structure and procedure of stakeholders' interaction during project assessment and certification.

2.5. Assessment and certification steps (to obtain a certificate).

**3. QII Principles rating assessment educational and accreditation activities:**

3.1. Procedure for training and accreditation of assessors, verifiers.

3.2. Requirements towards assessors and verifiers.

**4. Domestic and international promotion of the System.**

## PROJECT'S IMPLEMENTATION PERIOD: FROM 2020 TO 2022

**Phase 1:** development of a Methodology of Assessment of Infrastructure Projects on the QII Principles (**2020**), including first draft Methodology (August 2020), publishing of the pilot revision of the Methodology in December 2020.

**Phase 2:** testing the Methodology on the ongoing infrastructure projects (including project selection), improvement of the Methodology based on the results of the testing, publishing of the final revision of the Methodology (**2021**).

**Phase 3:** project certification process description and regulations, alignment with the effective regulations (**2021-2022**).

**Phase 4:** establishment of a VEB.RF's methodological centre to train assessors, development of educational programmes for management teams, middle and senior managers, and accreditation of ranking specialists (**2021-2022**).

*The Project's Roadmap is given in Annexe 1.*

## DEVELOPERS OF THE CERTIFICATION SYSTEM

**State Development Corporation VEB.RF**

**National PPP Development Centre**

**AECOM**

***with the support of the Russian Ministry of Finance***

The Certification System's development will bring together a wide range of experts including representatives of international financial, expert and civil organisations and associations such as the World Bank, the OECD and the World Wide Fund for Nature, consulting companies, leading infrastructure investors, executive authorities and other stakeholders.

*The Certification System's Organisational Chart, including a description of functions and duties, is given in Annexe 2.*

## MAIN PRINCIPLES FOR ASSESSMENT OF PROJECTS

The Methodology's project assessment areas and criteria meet, explain or complement the Principles for Quality Infrastructure Investment (QII) endorsed by G20 leaders in 2019.

A **quality investment** means attracting investments to the project aimed at improving infrastructure efficiency over the project's life-cycle to meet the requirements of future generations towards technologies, sustainability and social considerations.

### Principles for Quality Infrastructure Investment (QII):

#### 1. Maximising the positive impact of infrastructure to achieve sustainable growth and the national economy's development:

- Creating favourable conditions for economic activities;
- Promoting sustainable development goals.

#### 2. Raising economic efficiency in view of life-cycle cost:

- Systemic cost-benefit analysis throughout the project's life-cycle;
- Mitigation of the risks of delay and CAPEX overrun, and those in post-delivery phases;
- Innovative technologies should be leveraged to raise economic efficiency.

#### 3. Integrating environmental considerations in infrastructure investments:

- Environmental considerations should be entrenched in the entire life-cycle of projects;
- The environmental impact of infrastructure investment should be made transparent to all stakeholders.

#### 4. Building resilience against extreme natural events and other risks:

- Disaster risk management mechanisms should be factored in when designing infrastructure;
- Disaster risk insurance mechanisms shall ensure resilient infrastructure.

#### 5. Integrating social considerations in infrastructure investment:

- Open access to infrastructure services should be secured in a non-discriminatory manner;
- Practices of inclusiveness should be mainstreamed throughout the project life-cycle;
- All workers should be treated fairly, should have equal opportunities to access jobs and develop skills;
- Safe and healthy occupational conditions should be put in place.

## **6. Strengthening infrastructure governance:**

- Openness and transparency of procurement;
- Efficient cooperation between authorities in planning and implementing infrastructure projects;
- Anti-corruption efforts;
- Open access to information and data on infrastructure projects.

## **MAIN ASSESSMENT AREAS AND CRITERIA**

The assessment of projects will be divided into four main areas:

### **Economy and governance (in compliance with QII Principles 1, 2, and 6):**

- Quality infrastructure investment should attain value for money and remain affordable with respect to life-cycle costs.
- Infrastructure projects shall encompass strategies to reduce risks of delays and cost overruns, proper planning and governance, efficient procurement, transparent management, and affordable financing.
- Sound infrastructure governance over the life-cycle of the project is a crucial factor to ensure long-term cost-effectiveness and transparency of the project's implementation.

### **Social considerations (in compliance with QII Principle 5):**

- Quality infrastructure investment projects are an integral part of the society and should be planned, designed and implemented through meaningful consultation with affected communities.
- Safe and healthy occupational conditions should be put in place for workers and affected communities, both at the construction and operation stages.
- The projects should contribute to the cohesiveness of local communities, and defuse social tension, secure access to all users and improve quality of life.

### **Environment and climate (in compliance with QII Principles 3 and 4):**

- Both positive and negative impacts of infrastructure projects on ecosystems, biodiversity, climate, weather and the use of resources should be internalised by incorporating these environmental considerations over the entire process of infrastructure investment, including by improving disclosure of environment-related

information, and thereby enabling the use of green finance instruments, factoring in disaster risk management plans when planning and designing infrastructure.

### **Design solutions and technologies (in compliance with QII Principle 1):**

- Advanced technology and know-how may be transferred during the life-cycle of infrastructure projects whenever advisable to enhance the economic effectiveness of new and existing assets.
- Advanced technologies can help to improve data availability to monitor infrastructure use, performance and safety. This can result in better allocation of resources, enhanced capacities, skills upgrade and improvement of productivity for local economies.
- Design solutions shall factor-in eventual infrastructure changes due to new technologies and shall not require significant capital expenditures to adapt the infrastructure to the future needs of humanity.

*The development of detailed criteria for each area is ongoing.*

## **SUBJECT ASSETS**

Assessment and certification services will be available to the projects in the following industries:

### **1. Transport infrastructure:**

- 1.1. Highways.
- 1.2. Railways and terminals.
- 1.3. Airports.
- 1.4. Terminals and hubs.
- 1.5. River and sea ports, transport and logistic centres.
- 1.6. Urban transport infrastructure.
- 1.7. Major pipelines.
- 1.8. Artificial structures.

### **2. Social infrastructure (except for housing):**

- 2.1. Culture and tourism facilities.
- 2.2. Healthcare facilities (hospitals, health centres).
- 2.3. Education facilities (schools, kindergartens, campuses).
- 2.4. Sports venues (stadiums, ice arenas, health and fitness centres).
- 2.5. Penitentiary facilities (detention centres, prisons, penal colonies).

### **3. Utility infrastructure:**

- 3.1. Community facilities.
- 3.2. Waste recycling and waste treatment facilities.
- 3.3. Ground protection.

#### **4. Power generation facilities:**

- 4.1. Wind energy.
- 4.2. Hydroelectric and tidal power plants.
- 4.3. Solar and gas power plants.
- 4.4. Overhead power lines.

*The Methodology applies to public and private infrastructure facilities, notwithstanding their scale and complexity.*

## **ASSESSMENT RESULTS**

The project may be assigned one of five rating categories:

| <b>Category</b> | <b>Score, %</b> |
|-----------------|-----------------|
| Diamond         | 95 – 100        |
| Platinum        | 80 – 94,9       |
| Gold            | 60 – 79,9       |
| Silver          | 40 – 59,9       |
| Bronze          | 20 – 39,9       |
| No rating       | <19,9           |

The rating is assigned when the project achieves the minimum required score (%) established by the Methodology.

Only the projects meeting the minimum threshold of compliance (minimum requirements to be established) will be allowed to apply for certification.

The project which fails to meet the minimum requirements cannot apply for certification.

**Nevertheless, the Initiator of a project not meeting the minimum requirements may use the Methodology for self-assessment.**

## PROJECT ASSESSMENT STAGES

The Methodology may be applied at the following stages of the investment project: **strategy, design, construction.**

### **Project assessment types:**

#### **Whole Project assessment:**

Whole Project assessment is completed at the end of each stage of the investment project or at the end construction.

Verification and assessment of the project are completed at the end of each stage of the project or at the end of construction.

The Whole Project assessment shall be applied not only by the investor but also by the designer and the general contractor.

#### **Strategy only assessment:**

Strategy only assessment is available before design or construction (if the design documentation is already available) and after the decision to implement the project. Strategy only assessment gives an approximation of the project's maturity and readiness for the next stage. Strategy only assessment is not replacing the investment analysis and shall not be used to justify economic feasibility or investment efficiency.

#### **Strategy & Design assessment:**

Strategy & Design assessment is completed jointly with the designer at the end of design (including the issuance of a favourable opinion of an expert review board) before construction has started. It could be in a situation where the construction stage has been postponed or where the investor does not wish to apply for a Whole Project assessment.

#### **Design only assessment:**

Design only assessment is available at the end of design (including the issuance of a favourable opinion of an expert review board) to confirm the contribution to the sustainability of the project.

#### **Design & Construction assessment:**

Design & Construction assessment is completed at the end of construction (after the issuance of the commissioning permit) and involves both the general contractor and the designer.

#### **Construction only assessment:**

Construction only assessment is carried out at the end of construction (after the issuance

of the commissioning permit) to confirm the contribution to the sustainability of the project.

**Assessment types:**

| Investment project stages |          |        |              |
|---------------------------|----------|--------|--------------|
| Assessment types          | Strategy | Design | Construction |
| Whole Project             |          |        |              |
| Strategy                  |          |        |              |
| Strategy & Design         |          |        |              |
| Design                    |          |        |              |
| Design & Construction     |          |        |              |
| Construction              |          |        |              |

*The decision on the applicability of the Methodology to the projects in operation will be made at the end of 2020.*

## MAIN STAKEHOLDERS IN THE ASSESSMENT AND CERTIFICATION PROCESS

**Initiator** means a project representative applying for certification, usually the owner of the project, responsible for the 'project's implementation or an investor interested in the project assessment and/or certification.

**Assessor (Independent Assessor)** means an individual, specialist, accredited by the certification body to carry out project assessment in line with the Methodology.

**Verifier** means an individual, specialist, accredited by the certification body to confirm or verify the results of the assessment by the Assessor.

**Certification body** means a company providing the methodological support to the System of Assessment and Certification of Infrastructure Projects on the Principles of Quality Infrastructure Investments (QII), accrediting ranking specialists, and gathering and analysing assessment data.

**Rating Committee** means a sub-committee of the Certification body. Members of the Rating Committee manage the rating process, carry out regular audits of the Certification System, and verify the accreditation of assessors and verifiers.

**The main duty of the Rating Committee** is to assign Bronze, Silver, Gold, Platinum, and Diamond ratings.

## PROCEDURE OF STAKEHOLDERS' INTERACTION DURING PROJECT ASSESSMENT AND CERTIFICATION

**The role of the Certification body will be played by the Methodology (Certification) Centre powered by VEB.RF.**

The **Certification body** is the sole holder of the Methodology and is responsible for updating and promoting the Methodology and granting certificates.

The Certification body facilitates the establishment of the institute of assessors which will prepare assessors and verifiers, develop educational programmes on the implementation of the Methodology for project teams, accredit rating specialists, gather and analyse data on the score, keep a register of certified projects, assessors and verifiers,

improve and update the Methodology, perform administrative functions.

**Please find below the description of the functional roles of the Certification body's stakeholders during project assessment and certification:**

- Assessors gather, catalogue, and analyse obtained evidence to carry out an assessment in line with the Methodology taking into account particular features of the project. Verifiers verify and confirm assessment results, and, if required, revise the results of the assessment. Verifiers ensure direct communication with the Certification body.
- Assessors may be a part of the project team of the investor/designer/contractor or be representatives of the Certification body.
- The Assessor shall be accredited with the Certification body to submit the results of the assessment for verification. If the project team does not have any accredited assessors, an assessment may be carried out by the assessors of the Certification body.
- Verifiers are appointed by the Certification body and are entirely independent of the project and its stakeholders. Verifiers directly related to at least one stakeholder of the project or previously engaged in any manner in preparation, justification, and review of the project shall not participate in the verification of the said project.
- The Certification body will prepare educational programmes not only for assessors and verifiers but also for sustainable development and QII specialists. These specialists will be responsible for the integration of QII principles in the comprehensive project management system to enhance the quality of project management and sustainability of projects.
- The final decision to award the rating to the project is within the remit of the Rating Committee.
- Verifiers submit their recommendations on the assessment and the rating of the project to the Rating Committee.
- The project initiator may publish the results at the end of the certification.

# PROCEDURE FOR ASSESSMENT AND CERTIFICATION OF QII PROJECTS

The procedure for assessment and certification will comprise 4 main stages:

## 1. Application

The Initiator applies to the Certification body to assess a project. The Initiator fills in and submits a form to confirm his intent to assess the project. The form shall feature main project's details and the type of assessment chosen by the Initiator. The Certification body receives the form and other requisite application details, and the parties sign an official rating services agreement. The Certification body appoints a Verifier for the project. The Verifier shall assist the Assessor and the project team at all stages of the assessment process.

## 2. Assessment

A kick-off meeting between the Verifier, the Assessor, and the project team opens this stage. The agenda of the meeting includes discussions on the scope and battery limits of the project, its schedule, allocation of responsibilities, key assessment objectives. It will take the Assessor from several weeks to several months to gather and analyse evidence, compute weighting factors and prepare recommendations depending on the scale, complexity, and maturity of the project.

## 3. Result confirmation (verification)

**Assessment result verification comprises two stages.**

### Stage 1.

The Verifier analyses the results of the assessment, including all the evidence, and defines the compliance level and calculates the score. The Verifier also prepares recommendations for the project which have to be implemented to obtain the initial assessment score and submits the recommendations to the Assessor. For example, if the Assessor assigns level 2 to the project, and the Verifier believes that the project meets only level 1, the Verifier will highlight areas of improvement for the project to achieve level 2. The Verifier informs the Assessor on the results of the first stage of verification.

The Assessor shall either agree with the results of the first stage of verification or revise the results of the self-assessment and re-apply for stage 2 of the verification.

### Stage 2.

Revised assessment results with the additional evidence are submitted to the Verifier for re-verification.

## 4. Certificate issuance

The final decision to award the rating to the project is within the remit of the Rating Committee. Verifiers submit their recommendation on the assessment and the rating of the project to the Rating Committee.

If the project meets the mandatory requirements, the Certification body awards the project with one of the ratings: Bronze, Silver, Gold, Platinum or Diamond. The assigned rating is given to the infrastructure project.

The project's Initiators may publish the results at the end of the certification.

## **GUIDELINES ON HOW TO USE THE METHODOLOGY AND PUBLISH THE RESULTS OF THE ASSESSMENT**

- ☑ The Methodology has been prepared as step by step guidelines. It may be freely used for self-assessment of the project's sustainability, integration of results and expertise to a comprehensive quality project management system.
- ☑ The Methodology enables the owner of the project to identify and assess the risks of the project over its life-cycle, to prepare mitigation solutions and to cut costs, to use sustainable solutions, to improve its integrity and reputation on the market.
- ☑ The rating resulting from self-assessment under the Methodology's guidelines may be used only for information.
- ☑ The Certification body does not certify ratings resulting from the self-assessment using the Methodology's guidelines.
- ☑ Only the results of the official certification will be certified. The official certification requires the review of the project's score by independent assessors and submission of documentary evidence to confirm the score.

*The Methodology is provided free of charge. The Certification body provides its services on a commercial basis.*

## CONFIDENTIALITY

All data and information obtained during assessment/certification and assessment results shall not be published or transferred to third parties or used in any other way without the consent of the Initiator by the certification authority or assessors/verifiers.

## DISCLAIMER

- Application of the Methodology is voluntary.
- The opinion of the Certification body and the assessment results do not substitute for professional consultations with market participants.
- The certificate does not confirm the economic efficiency of the project and does not give any direct or indirect guarantees of the project's compliance with the law and regulations.
- The Certification body and persons involved in the assessment should not be held responsible for the consequences of investment decisions made following the results of the assessment.
- The Methodology of assessment and certification of infrastructure projects under development does not substitute for compliance audits against effective standards, building codes, GOST national standards etc. The Methodology is not an alternative to the Technological and Pricing Audit under the procedure approved by Resolution of the Government of the Russian Federation No. 563 of 12 May 2017.

## Roadmap for the Development of the National System of Assessment and Certification of Infrastructure Projects on the Principles of Quality Infrastructure Investments (QII)

| No. | Event  | Timeline          | Notes   |
|-----|--|-------------------|---|
| 1.  | Signature of a trilateral cooperation agreement between State Development Corporation VEB.RF, the National PPP Development Centre and AECOM  | February 2020     | The agreement was signed on 13 February 2020 at the Russian Ministry of Finance   |
| 2.  | Publishing <i>Infrastructure for Sustainable Development. Attracting New Quality Investment Projects</i> study to raise awareness among the expert community   | March 2020        | Completed on 10 March 2020  |
| 3.  | Preparation of proposals for the development of the National Certification System and submission to the members of VEB.RF's Executive Committee  | March 2020        | The proposals were approved by VEB.RF's Executive Committee on 06 March 2020  |
| 4.  | Preparing and holding an event for potential participants in the development of the National Certification System  | April - May 2020  | Presentation on the National Certification System development concept to potential members of working groups in various development areas   |
| 5.  | Establishing a pool of developers and advisers of the National Certification System as the result of the event. Approval of the lists of members of working groups and the Expert Council, assignment of developers and reviewers to specific sections | April - May 2020  | Working groups (members and chairpersons appointed) established to cover the following areas: economy and management, social considerations, environment and climate, engineering solutions, and technologies |
| 6.  | Development and approval of technical specifications for the development of the Methodology of the National Certification System   | April - June 2020 | Technical Specifications for development of the Methodology of the National Certification System approved by the chairpersons of the working groups   |

| No.  | Event   | Timeline                     | Notes  |
|------|---|------------------------------|--|
| 6.1. | Consultations with representatives of international organisations and leading infrastructure investors (WWF, World Bank, LTIIA, GIIA, CEEQUAL etc.) and invitation to participate in the development of the National Certification System                 | April 2020                   | Technical Specifications prepared taking into account comments and remarks from the international organisations. Introduction of the representatives of the international organisations to the list of members of the Expert Council |
| 6.2. | Surveys, interviews, workshops with the market participants and potential users of the National Certification System to obtain feedback and define priorities   | April - June 2020            | Key requirements towards the National Certification System prepared as an underpinning for the technical specifications. Priorities for the first version defined  |
| 6.3. | Public debate on the technical specifications involving the Russian expert community  | May - July 2020              | Technical Specifications prepared taking into account comments and remarks from the Russian expert community   |
| 7.   | Development of the Concept for the National Certification System  | August 2020                  | Development of the Concept for the National Certification System completed   |
| 8.   | Issuance of the first draft Methodology of the National Certification System  | August 2020                  | The draft Methodology made available to the market players   |
| 9.   | Consultations and discussions with the expert community/investors/banks/representatives of government authorities, testing  | September - December 2020    | Improvement of the Methodology based on the discussions and testing results  |
| 10.  | Revision of the draft Methodology of the National Certification System and preparation of the final version   | December 2020 - January 2021 | Pilot version of the Concept for the National Certification System prepared  |
| 11.  | Pilot version of the Methodology of the National Certification System published (in Russian and English)  | February 2021                | Pilot version of the Methodology published and generally available   |
| 12.  | Promotion of the National Certification System on the global stage  | March - May 2021             |  |
| 13.  | Testing the Methodology of the National Certification System on ongoing infrastructure projects. Improvement of the Methodology based on the testing results. Defining assumptions and provisions for general and specific application of the Methodology | 2020 - 2022                  | The Methodology of the National Certification System tested on a pool of projects with different scale, nature, location, maturity   |

| No. | Event  | Timeline    | Notes   |
|-----|--|-------------|---|
| 14. | Establishment of the Certification body to prepare assessors, develop educational programmes, accredit rating specialists  | 2021 - 2022 | The <b>Certification body</b> is the sole operator responsible for granting, updating and publishing certificates |
| 15. | Establishment of the institute of assessors which prepares assessors and verifiers, develops educational programmes for management teams, middle and senior managers, accredits rating specialists | 2021 - 2022 |   |
| 16. | Development of software for the Methodology of the National Certification System powered by ROSINFRA (in Russian and English)  | 2021 - 2022 | Dedicated software for promotion and online assessment of projects developed                                      |
| 17. | Publishing the patented Methodology  | 2022        | Russia has the National Certification System recommended to all the market players                                |

## CERTIFICATION SYSTEM DEVELOPERS ORGANISATIONAL CHART

### 1. **Coordination Council** (with the participation of the executive authorities and regulators):

- to be convened at any stage of the Methodology's development (if required);
- monitors the compliance of the Methodology with the priorities of the national regulatory policy on infrastructure investment.

### 2. **Expert Council** (VEB.RF, the National PPP Development Centre, AECOM + invited international organisations (OECD, WWF, World Bank, etc.), main functions:

- appoints/approves senior reviewers, content developers, advisory group members;
- approves the Project's Worksheet and technical specifications for developers and reviewers;
- reviews and comments prepared sections of the Methodology.

### 3. **Expert Working Groups:**

- directly participate in the development of the Methodology;
- develop four focus areas of the Methodology: economy and management, social considerations, environment and climate, engineering solutions, and technologies. The working groups comprise senior reviewers, content developers and advisory group members.

#### 3.1. **Senior reviewers** are assigned to specific duties:

- monitor and supervise content developers and advisory groups members within their remit;
- synchronise processes and efforts with other reviewers to develop the Methodology.

#### 3.2. **Content developers and advisory group members** are assigned to develop and advise on specific categories or indicators of the Methodology:

- are responsible for developing the content of the Methodology;
- carry out baseline surveys of global rating systems and international assessment standards.

*Specialists directly involved in the development of the Methodology may undergo accreditation to become certified rating and/or verification specialists.*