

GHANA INFRASTRUCTURE TRANSPARENCY INDEX (ITI)

— 2025 —

Infographic Report



WHAT IS ITI?

The Infrastructure Transparency Index (ITI) is a global assessment tool developed by CoST - the *Infrastructure Transparency Initiative* - to measure how transparent, participatory, and accountable public infrastructure delivery systems are at the national and sub-national levels.

It provides a structured, evidence-based evaluation of how well governments and procuring entities disclose, manage, and use infrastructure data across the entire project lifecycle.

WHY IT MATTERS



**Identifies
strengths &
weaknesses**



**Tracks
progress
over time**



**Strengthens
institutional
performance**



**Promotes
accountability**



**Informs reforms
in infrastructure
governance**

HOW ITI IS STRUCTURED

WHAT IT EVALUATES:

The ITI score is based on 4 core dimensions:



**ENABLING
ENVIRONMENT**



**CAPACITIES &
PROCESSES**



**CITIZEN
PARTICIPATION**



**INFORMATION
DISCLOSURE**

ITI STRUCTURE:

➤ **4 DIMENSIONS**

➤ **16 SUB-VARIABLES**

➤ **10 VARIABLES**

➤ **93 INDICATORS**

**SCORES AGGREGATED INTO PE SCORES AND A NATIONAL
ITI SCORE**

ITI METHODOLOGY

Evaluation Approach



- Desktop research (Dimensions 1 & 4)
- PE self-assessment surveys (Dimensions 2 & 3)
- Multi-officer collaboration within each PE
- Evidence provided by PEs (weblink, screenshots)

Quality Assurance:

1. Two independent evaluators per indicator
2. Third evaluator resolves discrepancies

Sample Size & Selection



Procuring Entities (PEs)

- Population: 1,239 PEs
- Sample: 30 PEs
- Sampling Method: Quota sampling
- Selection Criteria:
 1. Infrastructure budget size
 2. Sector coverage (roads, health, education, water, energy, etc.)
 3. Category/type (central, municipal, autonomous)
 4. Socioeconomic impact

Projects

- Total Projects Evaluated: 60 (2 per PE)
- Eligibility: Fully completed (2022–2024)
- Selection Logic:
 1. Project A: Highest-budget or highest-impact project
 2. Project B: Randomly selected
- Projects previously assessed under ITI were excluded



Respondents

- One lead information officer per PE
- Supported by planning, procurement, works, and finance units

Data Collection Period

- Feb–July 2025: PE surveys (Dimensions 2 & 3)
- May 2025: Enabling environment assessment (Dimension 1)
- Sept–Oct 2025: Project disclosure assessment (Dimension 4)



30 Procuring Entities Sampled for the ITI

LOCAL GOVERNMENT

Sekondi-Takoradi Metropolitan Assembly (STMA)
Effia-Kwesimintsim Municipal Assembly (EKMA)
Ahanta West Municipal Assembly (AWMA)
Wassa East District Assembly (WEDA)
Mpohor-Fiase District Assembly (MDA)
Shama Municipal Assembly (SMA)
Nzema East Municipal Assmbly (NEMA)
Techiman Municipal Assembly (TMA)
Tarkwa Nsuaem Municipal Assembly (TNMA)
New Juaben South Municipal Assembly (NJSMA)
Obuasi Municipal Assembly (OMA)
Ho Municipal Assembly (HMA)
Sunyani Municipal Assembly (SMA)
Wa Municipal Assembly (WMA)

State Housing Company Limited (SHCL),
Ghana Ports and Harbours Authority (GPHA)
Ghana Water Company Limited (GWCL),
Department of Urban Roads (DUR)
Ghana National Petroleum Corporation (GNPC),
Ghana Civil Aviation Authority (GCAA)

AGENCIES

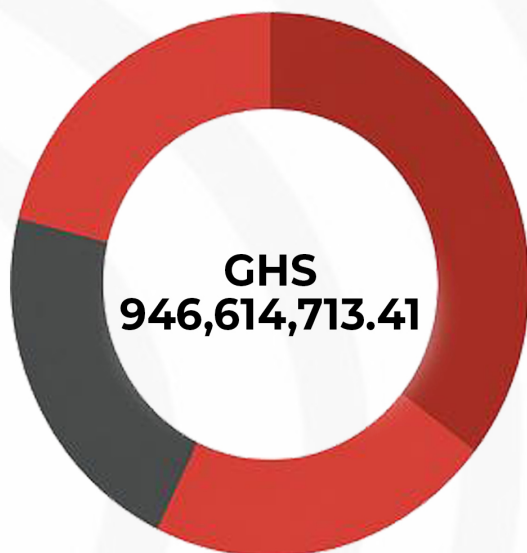
Ministry of Roads and Highways (MRH)
Ministry of Health (MoH)
Ministry of Education (MoE)
Ministry of Energy and Green Transition (MEGT)
Ministry of Communication, Digital Technology and Innovation (MoCDTI)
Ministry of Food and Agriculture (MoFA)
Ministry of Works, Housing and Water Resources (MoWHWR)
Ministry of Transport (MoT)
Ministry of Sports and Recreation (MoSR)
Ministry of Local Government, Chieftaincy and Religious Affairs (MoLGCRA)

MINISTRIES

PROJECTS ASSESSED

2 Completed Projects per Entity (2022–2024)

BUDGET
ALLOCATION
(disclosed)



TOTAL
PROJECTS



60

Economy



Road



Education



Health



Water & Sanitation



Transport



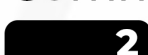
Environment



Sports / Recreation



Communication



Energy



Security



Housing



Social



Judiciary



NATIONAL ITI SCORE



Ghana's 2025 National ITI Score

1	Enabling Environment Strengths: - Access to information rights = 100% - Sanctions for non-compliance = 100% - Procurement & project disclosure laws = 100% Weaknesses: - No national infrastructure data standard = 0% - No GIS platform = 0% - Digital tools weak (42%)	60.90 (Strong)
2	Capacities & Processes Institutional Capacity: - Basic knowledge on transparency laws low (28.40) - Digital capacities moderate (34.93) Institutional Processes - Weak procedures for proactive disclosure - Limited training (26.67) - No mitigation plans (3.33) - Weak control over disclosure (16.00)	25.45 (Weak)
3	Citizen Participation Strengths: - Some formal participation mechanisms exist - Complaint systems exist in some PEs Weaknesses: - Weak online info request tools (18.67) - Low evidence of citizens using disclosed information - Limited joint actions and feedback loops	26.35 (Weak)
4	Information Disclosure Strongest Area: - Project Identification – 76.03 Weakest Areas: - Supervision procurement – 15.37 - Execution implementation – 22.75 - Supervision implementation – 18.95 - Environmental impact disclosure – 8	34.14 (Weak)

TOP PROCURING ENTITY ITI RANKINGS

Top 3 MMDAs

- | | |
|--|-------|
| 1. Shama Municipal Assembly | 66.07 |
| 2. Wassa East District Assembly (WEDA) | 65.15 |
| 3. New Juaben South Municipal Assembly (NJSMA) | 59.29 |



Top 3 Agencies

- | | |
|--|-------|
| 1. Ghana Water Limited | 30.77 |
| 2. Ghana Civil Aviation Authority | 13.94 |
| 3. Ghana National Petroleum Commission | 13.53 |

Top 3 Ministries



- | | |
|--|-------|
| 1. Ministry of energy and Green Transition | 50.5 |
| 2. Ministry of Roads and Highways | 48.98 |
| 3. Ministry of Transport | 23.8 |



Ranking by PE Project Information Disclosure and Citizen Participation Opportunities

★ Top 3 Projects

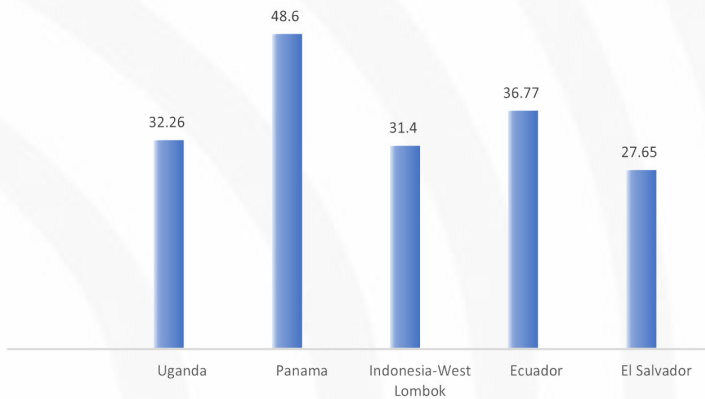
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|--|-------|
| 1. Ahanta West Municipal: Classroom Block | 87.00 |
| 2. Shama Municipal : Community Park | 85.90 |
| 3. Wassa East District: 3-Unit Classroom Block | 80.10 |

! Citizen Participation

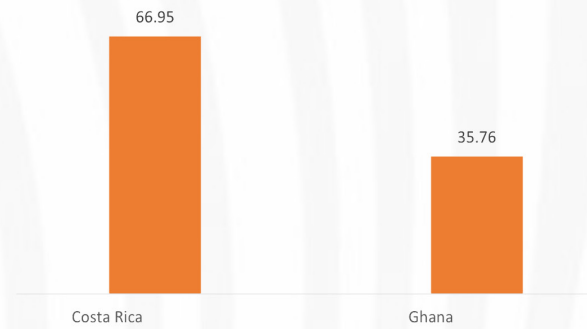
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|---|
| 1. Tarkwa-Nsuaem Municipal - 87.7 |
| 2. Effia-Kwesimintsim Municipal - 82.3 |
| 3. Ministry of Energy & Green Transition - 80.4 |

COMPARISON OF INTERNATIONAL SCORES

NATIONAL ITI SCORE 2024



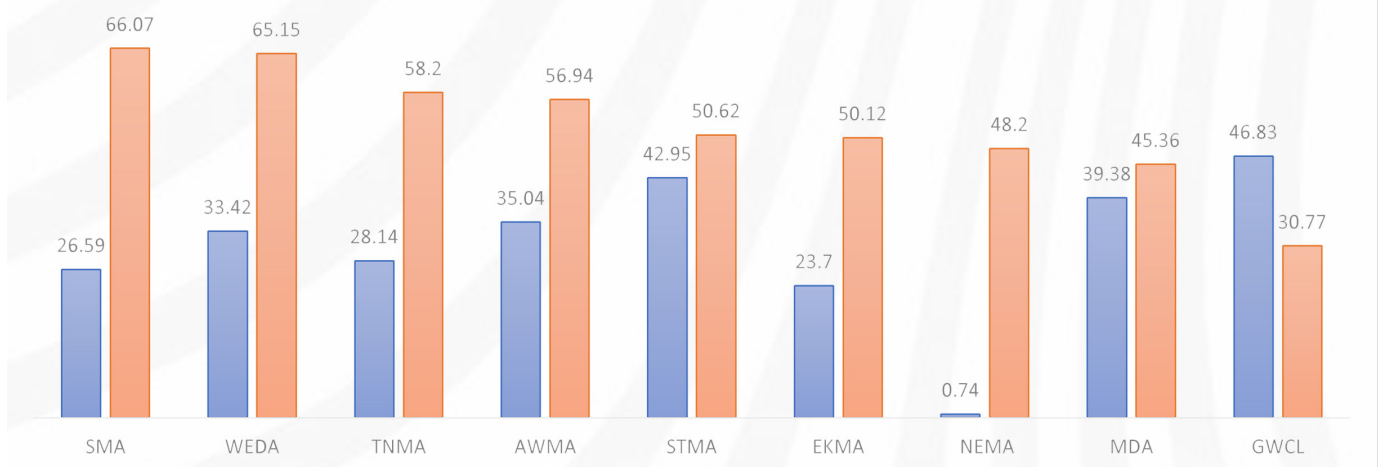
NATIONAL ITI SCORE 2025



COMPARISON OF SCORES FROM PREVIOUS ITI SURVEYS (2021 AGAINST 2025)

ITI SCORE

■ ITI SCORE SUB-NATIOAL 2021 ■ ITI SCORE NATIONAL 2025



ENTITIES WITH ITI SCORE ABOVE 50%

PE Name	PE ITI Score	Capacities & Processes	Citizen Participation	Information Disclosure
Shama Municipal Assembly	66.07	55.05	74.6	70.38
Wassa East District Assembly	65.15	58.73	52.8	78.48
New Juaben South Municipal Assembly	59.29	43.31	71.4	65.7
Tarkwa Nsuaem Municipal Assembly	58.2	67.3	87.7	31.8
Ahanta West Municipal Assembly	56.94	52.33	30.25	77.65
Sekondi-Takoradi Metropolitan Assembly	50.62	52.18	74.9	34.08
Effia-Kwesimintsim Municipal Assembly	50.12	56.77	82.3	24.2
Nzema East Municipal Assembly	48.2	60.59	37.65	43.95

GENERAL INTERACTION AND STANDARD PROCESS

Item	Activity	Protocols
A 	Coordination with PEs	Contact Information: Preliminary information about the PE's mandate, and contact information was acquired. Preparation: Formal letters soliciting all PEs' participation in ITI survey, Information requirements, and sample self-assessment questionnaires Standardized Communications: Means of formal standard communication for follow-ups to ensure objectivity was agreed upon with ITI survey
B 	Buy-in from PEs	Collaboration Building: Working rapport between ITI team and the PEs was built for conducive and effective cooperation during the ITI processes
C 	Follow-up and Communication Protocol	Through one-on-one conversations, physically or via phone calls, ITI process was introduced to PEs, its expected outcome, and benefits thereof to PEs Follow-up by Evaluation Team on Dimension 2,3, and 4

KEY INSIGHTS (AT A GLANCE)



Improvements Since 2021:

- National score increased by 14.16 points
- Major improvement in information disclosure
- More PEs achieving above-average scores



Remaining Challenges

- 19 PEs did not complete surveys
- Environmental & social impact data almost absent
- No national infrastructure data standard
- Weak supervision contract transparency
- Citizen participation opportunities not fully embedded

RECOMMENDATIONS (REFORM ROADMAP)

1 Standardise Disclosure Across All

PEs 

Finding:

Disclosure is inconsistent, incomplete, and not comparable across MDAs/MMDAs.

Action:

- Adopt a **national lifecycle disclosure framework** aligned with CoST IDS/OC4IDS.
- Mandate uniform templates for all stages (ID → Preparation → Procurement → Implementation → Completion).
- Embed requirements into regulations or directives.
- Define clear responsibilities for PPA, sector ministries, RCCs, and MMDAs.

Impact:

Improved comparability • Higher ITI scores • Stronger public oversight.

3 Create a National Infrastructure

Disclosure Manual: 

Finding:

PEs lack a unified national reference on what, when, and how to disclose.

Action:

- Develop a national manual with:
 - Required data fields & timelines
 - Publishing platforms
 - Validation & QA rules
 - Institutional responsibilities
 - Sanctions & incentives
- Backed with a regulatory instrument for enforcement.

Impact:

Consistent, predictable, high-quality disclosure across government

2 Expand Digital Disclosure via OC4IDS-

Enabled GHANEPS 

Finding:

GHANEPS is used mainly for tendering; full-cycle transparency is impossible under current practices.

Action:

- Integrate **OC4IDS data fields directly into GHANEPS**.
- Extend disclosure obligations beyond procurement through legal/regulatory directives.
- Enable interoperability with **GIFMIS**, NDPC M&E system, and sector MIS.
- Start with well-resourced MDAs → scale to MMDAs.
- Invest in connectivity, servers, training, and digital tools.

Impact:

Automated, structured, real-time infrastructure transparency

4 Establish a Centralised Infrastructure

Transparency Portal 

Finding:

Information is scattered across multiple platforms, hindering access and lowering ITI performance.

Action:

- Build a **single national portal** hosting lifecycle project data.
- Integrate with GHANEPS + MIS systems.
- Provide machine-readable downloads, dashboards & search tools.
- Include citizen feedback and grievance mechanisms.
- Assign ownership to **PPA** (for MDAs) and **OHLGS** (for MMDAs).
- Ensure long-term maintenance funding & independent QA.

Impact:

One-stop access for journalists, citizens, CSOs, and oversight institutions

RECOMMENDATIONS (REFORM ROADMAP) Cont.....

5

Strengthen Institutional Capacity

Nationwide

Finding:

Low performance often stems from limited capacity, not deliberate non-disclosure.

Action:

Implement a structured capacity programme covering:

- Disclosure standards (Open Contracting for Infrastructure Data Standard – OC4IDS)
- GHANEPS beyond procurement
- Contract management & reporting
- Data validation & quality assurance
- Analytics for performance monitoring

Institutionalisation:

Embed training in **Civil Service/HR frameworks**, RCC support systems, and sector ministry programmes. Include digital infrastructure upgrades and refresher training.

Impact:

Sustainable, long-term improvements despite staff turnover

6

Strengthen Accountability & Oversight

(Cross-Cutting)

Finding:

Sanctions are rarely enforced; citizen monitoring remains underutilised.

Action:

- Introduce periodic **disclosure audits** and **independent assurance reviews**.
- Publish performance dashboards and annual transparency scorecards.
- Link compliance to budgets, performance ratings, and incentives.
- Institutionalise civil society & community monitoring in the national framework.

Impact:

Reinforced compliance • Stronger credibility • Improved ITI scores

ABOUT CoST:

CoST – the Infrastructure Transparency Initiative is an international charity headquartered in the United Kingdom, with a global membership spanning four continents. As one of the world's leading non-profit organisations dedicated to improving the governance of public infrastructure, CoST promotes transparency, participation, and accountability in the delivery of infrastructure that enhances quality of life and strengthens economies.

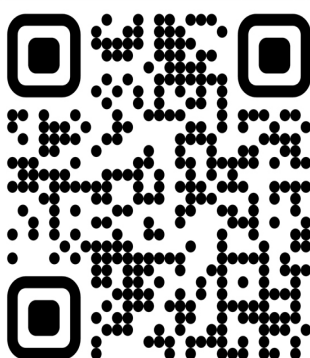
Across different country contexts, CoST's work has demonstrated impressive results in achieving cost savings, improving the quality and reliability of infrastructure, and building trust between citizens and decision-makers. These outcomes are driven by its well-established four-feature approach comprising: proactive Disclosure of infrastructure data, Independent Review to validate and interpret the information, a Multi-Stakeholder Group (MSG) that brings together government, private sector, and civil society to provide oversight, and Social Accountability mechanisms that enable citizens to engage constructively in infrastructure decision-making.

CoST collaborates extensively with global partners such as the Open Contracting Partnership, the Open Government Partnership, the International Budget Partnership, Transparency International, GIZ, and the Water Integrity Network. The organisation also contributes its expertise to influential global platforms including the OECD, Civic-20, and the United Nations Environment Programme (UNEP). Through these collaborations, CoST supports reforms that strengthen infrastructure governance at both national and sub-national levels in over 20 countries.

In Ghana, CoST Sekondi-Takoradi serves as the local chapter of CoST International. Established in 2019, the chapter is dedicated to making the management and delivery of publicly funded infrastructure more transparent and accountable. It plays a vital role in promoting proactive disclosure of infrastructure information, strengthening public confidence in Procuring Entities (PEs), and fostering a culture of participation and oversight among citizens and stakeholders. By improving the visibility and credibility of infrastructure data, CoST Sekondi-Takoradi contributes meaningfully to the broader national effort to enhance infrastructure governance and ensure value for money in public investments.

This maiden national ITI assessment was jointly conducted by CoST Sekondi-Takoradi and Transparency International - Ghana (formerly Ghana Integrity Initiative).

<https://infrastructuretransparency.org/>
<https://infrastructuretransparencyindex.org/>
<https://costsekondi-takoradigh.org/>



SCAN FOR FULL
ITI REPORT