

GHANA INFRASTRUCTURE TRANSPARENCY INDEX (ITI)

— 2025 —

Infographic Summary 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

WHAT IT EVALUATES

The ITI score is based on 4 core dimensions:



ENABLING ENVIRONMENT

- Access to Public Information Regulatory Framework
- Transparency Standards in the Public Infrastructure Sector
- National Digital Information Tools



CAPACITIES & PROCESSES

- Basic Knowledge in Access to Information and Transparency in Public Infrastructure
- Institutional Capacities on the use of digital technologies to facilitate efficiency and transparency
- Institutional procedures to disclose information
- Institutional enablers and barriers to information disclosure
- Institutional control over infrastructure projects disclosure



CITIZEN PARTICIPATION

- Digital citizen participation opportunities
- Use of information by citizens



INFORMATION DISCLOSURE

• Project identification	• Supervision contract procurement
• Project preparation	• Construction contract implementation
• Construction contract procurement	• Supervision contract implementation

ITI METHODOLOGY

The ITI methodology consists of 4 main stages that lead to the calculation of national / subnational and procuring entity-level scores.

STAGE 1: PREPARATION

This stage establishes all institutional, technical, and logistical foundations for the ITI data collection.

Evaluation Team

- A trained three-member team (Coordinator + Evaluators) with knowledge of CoST principles, national legal and policy framework on information disclosure and information systems.

Materials and Logistics

- Computers, internet access, ITI interview guides, and self-assessment questionnaires.
- Coordination with entities through communication, scheduling and formal follow-ups.

Procuring Entity Selection

- Thirty entities chosen through a stratified random sample based on infrastructure budget size, category, and sector.
- PE population retrieved from PPA website.

Project Selection

- Two completed projects (2022–2024) per entity from a pool of projects submitted by participating entity
- Project selection is through a mix of high-impact (budget and perceived socio-economic importance) and random sampling.

Evaluation Period

- March to November 2024

PE Non-Response

- Non-response is recorded for transparency in the final report.

STAGE 2: EVALUATION

This stage involves assessing all indicators across the four ITI dimensions using surveys, desktop research, and verification protocols.

Enabling Environment

- Evaluated once at the national level through desk top research.
- Two independent evaluators score each indicator; disagreements are resolved by a third reviewer.

Capacities & Processes

- Assessed per entity using interview/ self-assessment survey
- Verified through triangulation (*veracity statement evidence checks and clarifications*)

Citizen Participation

- Assessed per entity using interview/ self-assessment survey
- Focused on participation opportunities and citizen use of information

Information Disclosure

- Desktop research assessing published project data against CoST IDS/OC4IDS requirements.
- All selected projects per entity are assessed with double /triple scoring using official public data sources

PE Engagements

- Begins with a commissioning workshop for selected entities.
- Formal letters, reminders, and follow-ups support participation.

STAGE 3: Processing

This involves converting indicator-level results into weighted ITI scores.

Scoring Formula

ITI Score = Weighted sum of Dimension Scores

Where indicators → sub-variables → variables → dimensions → ITI.

Key Elements

- Each indicator uses a 0–5 scoring scale, converted to 0–1.
- Indicators have different weightings.
- Sub-variables, variables, and dimensions also have their respective weightings.

National/Subnational ITI Score:

- Dimension 1: national-only
- Dimensions 2–3: average across all entities
- Dimension 4: average across all selected projects

Entity ITI Scores:

- Only Dimensions 2, 3, and 4
- Dimension weightings differ from national ITI

STAGE 4: Reporting

This final stage consolidates and presents the ITI process and Results

- Dissemination events using presentations, infographic reports and full reports highlighting methodology, key findings, recommendations and reform proposals.

PROCURING ENTITIES SAMPLED FOR THE ITI

Thirty (30) procuring entities were selected through a stratified, context-based approach that prioritised high-budget infrastructure agencies, balanced institutional categories, and ensured broad sectoral and geographic representation.

The local government cluster intentionally includes a majority of Western Region MMDAs to allow clear comparison with previous ITI participants and to assess changes in transparency standards over time.

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 M Assembly (SDA)
Nzema East Municipal Assmby (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)

MINISTRIES

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)

AGENCIES

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)

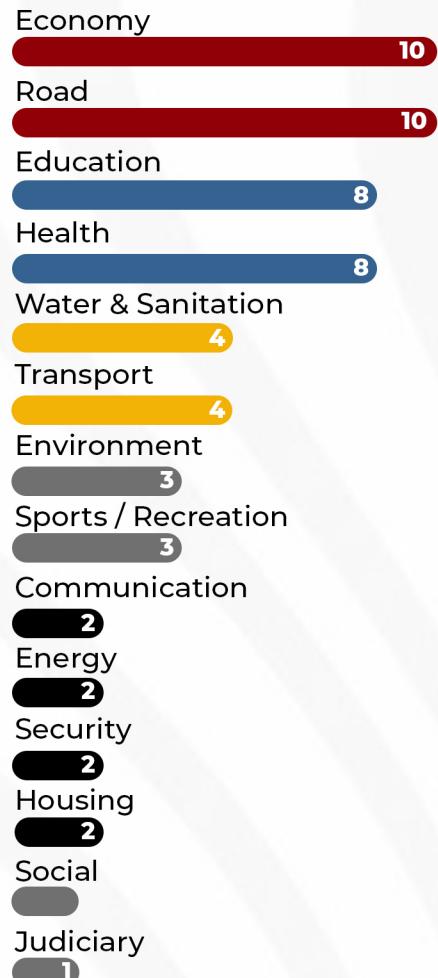
INFRASTRUCTURE PROJECT SAMPLE

2 Completed Projects per Entity (2022–2024)

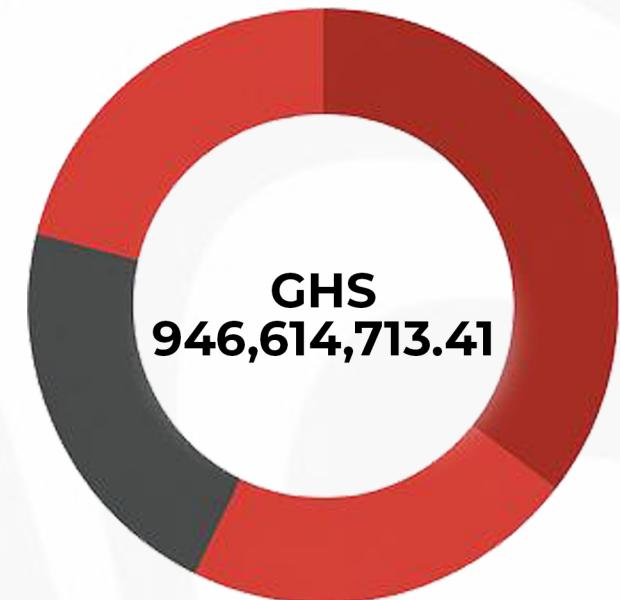
**TOTAL
PROJECTS**



60



**BUDGET
ALLOCATION
(disclosed)**



NATIONAL ITI SCORE



Ghana's 2025 National ITI Score

1	<h3>Enabling Environment</h3> <p>Strengths:</p> <ul style="list-style-type: none">Access to information rightsSanctions for non-complianceProcurement & project disclosure laws <p>Weaknesses:</p> <ul style="list-style-type: none">No national infrastructure data standardNo GIS platformDigital tools weak	60.90 (Strong)
2	<h3>Capacities & Processes</h3> <p>Institutional Capacity:</p> <ul style="list-style-type: none">Basic knowledge on transparency laws lowDigital capacities moderate <p>Institutional Processes</p> <ul style="list-style-type: none">Weak procedures for proactive disclosureLimited trainingNo mitigation plansWeak control over disclosure	25.45 (Weak)
3	<h3>Citizen Participation</h3> <p>Strengths:</p> <ul style="list-style-type: none">Some formal participation mechanisms existComplaint systems exist in some PEs <p>Weaknesses:</p> <ul style="list-style-type: none">Weak online info request toolsLow evidence of citizens using disclosed informationLimited joint actions and feedback loops	26.35 (Weak)
4	<h3>Information Disclosure</h3> <p>Strongest Area:</p> <ul style="list-style-type: none">Project Identification <p>Weakest Areas:</p> <ul style="list-style-type: none">Supervision procurementExecution implementationSupervision implementationEnvironmental impact disclosure	34.14 (Weak)

NATIONAL ITI DIMENTIONS BREAKDOWN

ENABLING ENVIRONMENT

National Digital Information Tools

42.00

Transparency Standards in the Public Infrastructure Sector

52.00

Access to Public Information Regulatory Framework

90.00

CITIZEN PARTICIPATION

Use of information by citizens

24.07

Citizen participation opportunities (digital)

29.13

CAPACITIES AND PROCESSES

Institutional control over infrastructure projects disclosure

16.0

Institutional enablers and barriers to information disclosure

17.43

Institutional procedures to disclose information

29.73

Institutional Capacities on the use of digital technologies to facilitate efficiency and transparency

34.93

Basic Knowledge in Access to Information and Transparency in Public Infrastructure

28.40

INFORMATION DISCLOSURE

Supervision contract implementation

18.95

Execution contract implementation

22.75

Supervision contract procurement

15.37

Execution contract procurement

46.87

Project preparation

27.33

Project identification

76.03

PE ITI PERFORMANCE & RANKINGS

Top 3 MMDAs

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



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

Top 3 Agencies

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



Ranking by PE Project Information Disclosure

★ Top 3 Projects

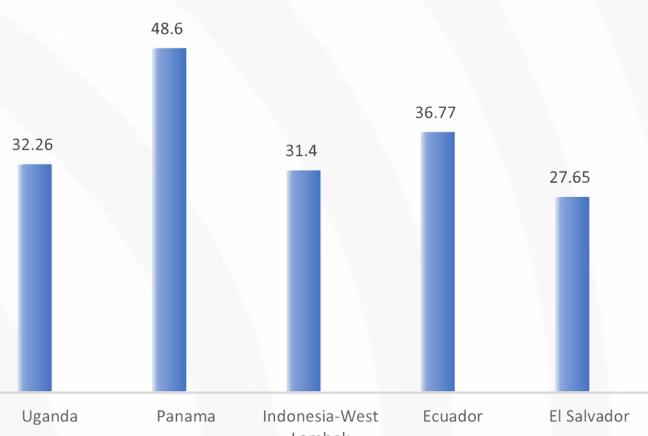
1. Ahanta West Municipal: Classroom Block	87.00
2. Shama District: Community Park	85.90
3. Wassa East District: 3-Unit Classroom Block	80.10

! Lowest-Scoring Projects

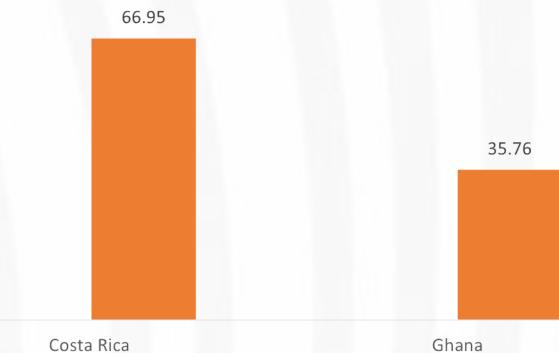
- GNPC – Petroleum House Refurbishment (9.25)
- STMA – Kojokrom Storm Drain (0.00)
- SHC – Housing Projects (Amrahia, Kumasi GIS Estate) (0.00)

COMPARISON OF INTERNATIONAL SCORES

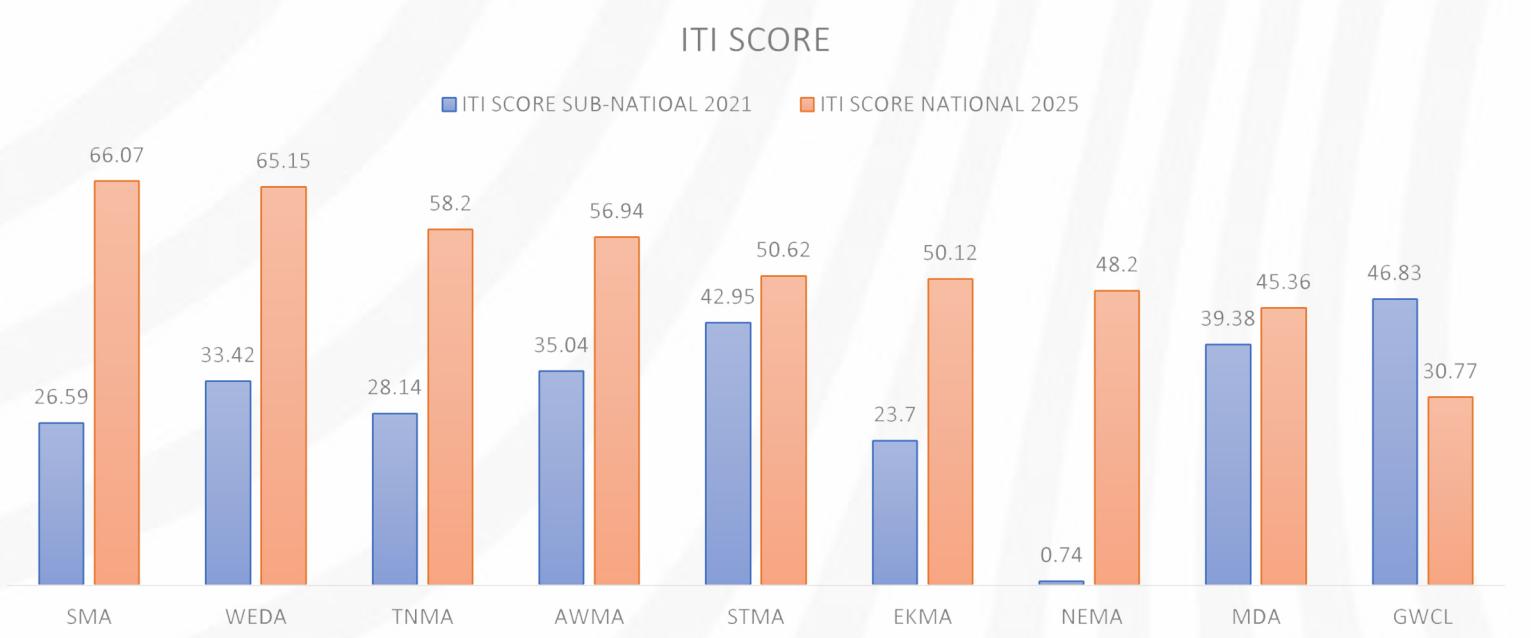
NATIONAL ITI SCORE 2024



NATIONAL ITI SCORE 2025



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



GENERAL INTERACTION AND STANDARD PROCESSES

TOP ITI PERFORMANCES

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

ACTIVITY	PROTOCOLS
Coordination with PEs	<ul style="list-style-type: none"> Obtained preliminary information on each PE's mandate and contacts. 19th Feb. 2025 - Submitted formal letters requesting participation, outlining CoST, the ITI process, required information, and sample self-assessment forms (SAFs).
Collaboration Building	<p>Collaboration Building:</p> <ul style="list-style-type: none"> Conducted orientation & built rapport through ITI commissioning workshops on 19 & 26 Feb 2025 and a virtual session on 14 Mar 2025. Workshop focused on: ITI purpose, evaluation period, expected outputs and benefits to PE. Provide deadlines, clear instructions and a sample completed questionnaire <p>Support During Data Collection:</p> <ul style="list-style-type: none"> Make the evaluation team's contacts available for questions. Clarify requirements for evidence and explanations for survey responses. Monitor responses for completeness, correctness, and endorsement.
Follow-up Protocol	<ul style="list-style-type: none"> Initial follow-up (28th April 2025) within the deadline via calls, and emails to address questions on SAFs and project list submission. Follow-up after missed deadlines (5 & 9 May 2025): Calls and formal reminder letters after first deadline to secure submissions. Second Follow-up (9th Jun 2025): During new deadline to secure submissions and resolve outstanding issues. Escalated follow-up (11-13 Jun 2025): In-person follow-ups on self-assessment forms and project lists. Document non-response in the results report if a PE fails to contribute.

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

4 Establish a Centralised Infrastructure

Transparency Portal

Finding:

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

Action:

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

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,

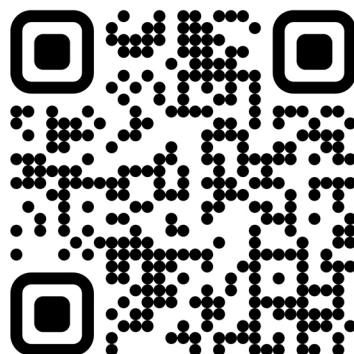
Independent Review to validate and interpret the information, a Multi-Stakeholder Group (MSG) that brings together government, private sector, and civil society to provide oversight, and Social Accountability mechanisms that enable citizens to engage constructively in infrastructure decision-making.

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