



Ghana

Infrastructure Transparency Index

2025 Report



Infrastructure
Transparency
Initiative

Sekondi-Takoradi, Ghana



TRANSPARENCY
INTERNATIONAL
GHANA

formerly Ghana Integrity Initiative - GII

The Infrastructure Transparency Index (ITI) is an instrument of CoST - the Infrastructure Transparency Initiative (CoST) that measures levels of transparency and the quality of processes related to public infrastructure at both national and sub-national levels. Collaboratively designed and based on international good practice and lessons learned, its objective is to provide stakeholders with quality information that serves to promote transparency and improve the management of public infrastructure.

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Disclaimer

This report presents the results of an evaluation of the transparency in the infrastructure sector with the objective of providing inputs for strengthening public institutions. Like other evaluation instruments, its impact depends on the use to which it is put. This is not an instrument to evaluate corruption, not an instrument of organizational audit, and not an instrument of perception. It does not evaluate public officials, nor does it measure the general quality of procuring entities' websites. The results in this document do not represent the opinion of CoST regarding the administrative work of governments or procuring entities.



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Chapter 1 | Infrastructure Transparency Index

1.1 Concept

CoST – the Infrastructure Transparency Initiative (CoST) works with governments, the private sector and civil society to improve transparency, participation and accountability in public infrastructure investment. It achieves this by disclosing, validating and using infrastructure data at each stage of the infrastructure project cycle. CoST's experience indicates that this provides the evidence and process to help drive reforms that reduce mismanagement, inefficiency and corruption, and improve the performance of the sector. Applying this approach results in cost savings, helping to close the infrastructure financing gap and deliver better quality infrastructure for millions of people.

CoST has developed the Infrastructure Transparency Index (ITI) as a national or sub-national evaluation instrument to measure levels of infrastructure transparency and the quality of the associated processes that improve participation and accountability. It aims to help stakeholders from government, the private sector, and civil society understand the relative strengths and weaknesses of transparency, participation, and accountability within the sector. And it has been designed in a collaborative manner and is based on international good practice and lessons learned.

In its design, the ITI interprets transparency in a broad and practical sense, not only by looking at it through the traditional lens of access to information, but also by considering associated enablers and capacities. These include citizen participation that leads to the creation of public value through access to information.

The final ITI score is obtained from the weighted sums of four constituent dimensions, namely:

1. enabling environment
2. capacities and processes
3. citizen participation
4. Information disclosure.

Although the ITI was designed for CoST members to evaluate and strengthen their national or sub-national programmes, other interested parties can also use it as a tool to strengthen their institutions.

1.2 Objectives

The aim of the ITI is to assess the level of transparency and accountability in public infrastructure over time. The objectives are as follows:

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- to assess the state of infrastructure transparency and the capacity to improve transparency among procuring entities in a country at the national or sub-national level.
 - to track and encourage progress and facilitate peer learning, while helping to hold procuring entities to account.
 - to raise awareness of transparency at the national and international level, building on existing data standards such as the CoST IDS and the OC4IDS.

The tool calculates a transparency score on a scale of zero to one hundred (0-100) for a country's national or sub-national public infrastructure, as well as for each of its procuring entities. The scores are based on a large number of unique indicators. These are independently evaluated to assess procuring entity practices and the national or sub-national conditions that give rise to transparency and accountability in the local infrastructure sector.

The score is published in the form of an index that ranks procuring entities and provides a national or sub-national assessment. By identifying shortcomings in existing practice, an agenda can be developed to raise transparency and accountability standards within the country or sector and improve ongoing infrastructure management practices.

The ITI results provide information that can guide public leaders and others with an interest in strengthening transparency and accountability at the national or sub-national level, as well as in procuring entities.

1.3 Principles

The ITI is based on the following design principles:

- **Relevance:** offers information about the state of the legal framework, the institutional capacities, and the disclosure of information to improve infrastructure project administration and implementation.
- **Comprehensiveness:** uses a comprehensive set of indices that allows for a broad assessment of the sector and an in-depth evaluation of a procuring entity.
- **Simplicity and trustworthiness:** the methods for collecting and processing data are simple, so the results are readily understood and can be used by different stakeholders.
- **Replicability and objectivity:** any person replicating the ITI methodology will be able to obtain the same results as presented in formal reports.

Further characteristics of the ITI are as follows:

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- **Impartial:** the coordination of the ITI methodology and its implementation is undertaken through an independent third party with relevant expertise.
 - **Periodic:** the evaluation is typically performed every two years to offer time between evaluations to improve transparency, accountability, and management of infrastructure delivery.
 - **Accurate:** the indicators are determined using primary sources of information stemming from national websites and surveys of key public officials.
 - **Specific:** the score for each indicator is determined against a single piece of information. This piece of information is not re-used to determine the score of other indicators.
 - **Informative:** the results offer a snapshot of assessed procuring entities, which shed light more broadly on the national or sub-national situation.
 - **Evolving:** each ITI implementation includes for evaluation the procuring entities that have developed the most significant infrastructure projects during the study period, representing a degree of updating of the selected procuring entities from one ITI edition to another, to reflect the national or sub-national changes. In addition, in countries with a large number of procuring entities, it is expected that the number of entities assessed will increase over time to provide a more complete representation of the national or sub-national context.
 - **Constructive:** the ITI can help stakeholders work together to compare levels of transparency across procuring entities and countries, while monitoring how these change over time.

As with other measuring instruments, the impact of an ITI evaluation depends on the extent to which its results are used by those responsible for decision making.

1.4 Structure and content

The Infrastructure Transparency Index (ITI) is made up of four building blocks known as dimensions, namely:

1. enabling environment
2. capacities and processes
3. citizen participation
4. information disclosure

The first dimension evaluates the national or sub-national context with its legal framework. The other three evaluate the capacities and transparency outcomes at the procuring entities level. Together, the four dimensions align with empirical studies that describe how the quality of procurement outcomes depends on a combination of the regulatory framework and institutional capacities.

Each of the four dimensions is divided into a series of components to allow for their comprehensive evaluation. The result is a four-level hierarchy: the dimensions are formed by variables, which in turn are made up of sub-variables, which in turn are composed of indicators (see figure 1).

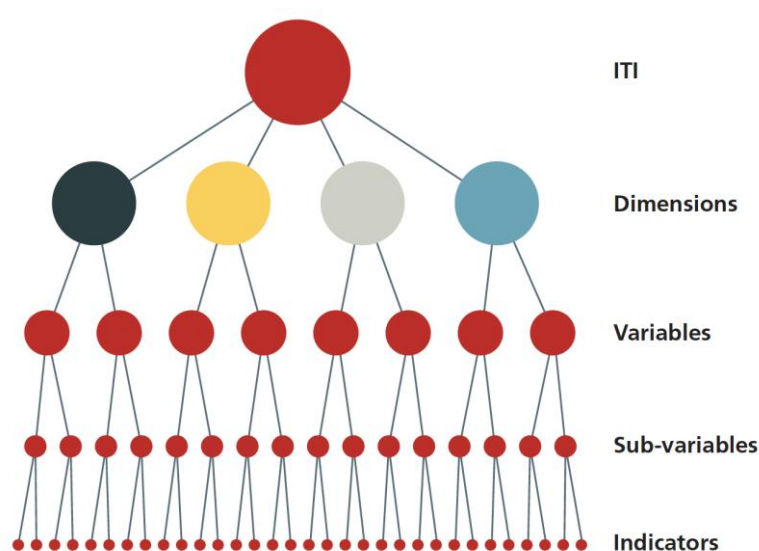


Figure 1. ITI hierarchy example

All the indicators are individually evaluated and scored. A set of weighted indicator scores then gives a sub-variable score; a set of weighted sub-variable scores gives a variable score; and a set of weighted variable scores gives a dimension score. A national or sub-national ITI score is finally obtained from the weighted sum of the four dimension scores.

Dimensions

Dimension 1: enabling environment

Dimension 1 assesses national or sub-national conditions enabling transparency for the infrastructure sector, considering the regulatory framework and centralised digital tools. It has one variable, three sub-variables, and 12 indicators. The complete list of indicators is provided in Annex 1. The variable and sub-variables of the dimension are:

- Legal framework and digital tools
 - Access to public information regulatory framework
 - Transparency standards in the public infrastructure sector
 - National digital information tools.

All indicators of this dimension are national or sub-national and are measured once at the country or local level, irrespective of the number of procuring entities selected for evaluation. Its results offer feedback to strengthen the national or sub-national environment, not processes within institutions. The score for the dimension is obtained through the weighted sum of the underlying indicators.

The indicators in this dimension are evaluated using information that is typically available from online sources such as websites containing national regulatory frameworks and information linked to the sector, such as those focused on transparency, public procurement, public infrastructure and public finances.

Dimension 2: capacities and processes

Dimension 2 assesses the soundness of procuring entities' procedures and capacities to disclose data and information. It has two variables, five sub-variables and 25 indicators. The complete list of indicators is provided in Annex 1. The variables and sub-variables of the dimension are:

- Institutional capacities
 - Basic knowledge
 - Digital capacities
- Institutional processes
 - Procedures to disclose information
 - Enablers and barriers to disclose information
 - Control over infrastructure projects disclosure.

All the indicators of this dimension evaluate procuring entities, not national or sub-national conditions. The indicators are evaluated once in each of "n_e" selected procuring entities. The dimension results offer feedback to strengthen capacities and processes at the procuring entity level. The score of the dimension is obtained through the weighted sums of the underlying indicators for each procuring entity.

The data required to evaluate the indicators from this dimension are captured by a survey that has to be undertaken by a selected government officer or officers at each procuring entity through either self-assessment or interview.

Dimension 3: citizen participation

Dimension 3 evaluates the opportunities provided by procuring entities for citizen participation and how citizens can use the disclosed public information. It has one variable, two sub-variables and 12 indicators. The complete list of indicators is provided in Annex 1. The variable and sub-variables of the dimension are:

- Participation practices
 - Participation opportunities
 - Use of information by citizens.

All the indicators of this dimension evaluate procuring entities. The indicators are evaluated once for each of “ n_e ” selected procuring entities. The results from this dimension offer feedback to strengthen a procuring entity’s citizen’s participation practices. The score for this dimension is obtained through the weighted sums of the underlying indicators for each procuring entity.

The data required to evaluate the indicators from this dimension are captured by a survey (the same as for dimension 2) that has to be undertaken by a selected government officer or officers at each procuring entity through either self-assessment or interview.

Dimension 4: information disclosure

Dimension 4 assesses the amount of project data and information disclosed by the procuring entities according to the CoST Infrastructure Data Standard or the Open Contracting for Infrastructure Data Standard. It has one variable, six sub-variables and 44 indicators. The complete list of indicators is provided in Annex 1. The variable and sub-variables of the dimension are:

- Disclosure practices
 - Project identification
 - Project preparation
 - Construction contract procurement and tender management
 - Supervision contract tender management
 - Construction contract implementation
 - Supervision contract implementation

All indicators of this dimension evaluate “ n_p ” infrastructure projects developed by each of “ n_e ” procuring entities. The dimension results offer feedback to the selected procuring entities to strengthen their information disclosure. The overall score of the dimension is obtained through averaging the weighted sum of the underlying indicators for each of “ n_p ” projects.

The indicators in this dimension are evaluated using information that is typically available from official online sources such as websites containing information on public infrastructure projects and public procurement and other websites showing information linked to these subjects.

A summary of what is evaluated and the data collection methods used for each of the four dimensions is presented in Table 1 below.

	DIMENSION 1: enabling environment	DIMENSION 2: capacities and processes	DIMENSION 3: citizens participation	DIMENSION 4: information disclosure
Evaluation subject	National or sub-national conditions	Procuring entities	Procuring entities	Procuring entities' projects
Data collection method	Desktop research	Self-assessment or interview	Self-assessment or interview	Desktop research

Table 1. Summary of what is being evaluated and the data collection methods for each ITI dimension

1.5 CoST Sekondi-Takoradi

CoST Sekondi-Takoradi

CoST Sekondi-Takoradi is the local chapter of CoST International, established to embed global standards of transparency, participation and accountability within Ghana's subnational infrastructure sector. Through CoST's core features—Disclosure, Independent Review, Multi-Stakeholder Working and Social Accountability—the chapter promotes stronger project and sector-level transparency and aligns local governance practices with international best standards.

It is governed by an inclusive Multi-Stakeholder Group (MSG) drawn from government, civil society, and the private sector. Their programme provides balanced oversight and strategic direction. Since 2019, CoST Sekondi-Takoradi has advanced proactive disclosure, improved data use, and expanded citizen participation in infrastructure oversight. Working across all 14 districts of the Western Region, it supports local governments and communities to adopt structured disclosure and citizen-monitoring tools, making it a leading driver of infrastructure transparency in Ghana.

Joint ITI Implementation: CoST and TI Ghana

The implementation of the 2025 national-level Infrastructure Transparency Index (ITI) was undertaken through a strategic partnership between CoST Sekondi-Takoradi and Transparency International – Ghana (formerly the Ghana Integrity Initiative). CoST Sekondi-Takoradi provided technical leadership in designing the assessment framework and coordinating the overall process, drawing on its deep understanding of Ghana's infrastructure

ecosystem and the CoST global methodology. TI Ghana complemented this role by bringing strong governance oversight, anti-corruption expertise and its long-standing civil society credibility.

Both organisations jointly applied the ITI methodology, engaged procuring entities, and conducted technical validation of project-level and institutional-level data. This collaborative approach ensured methodological consistency, balanced stakeholder engagement, and a rigorous assessment process grounded in both local realities and international standards.

The partnership delivered an ITI that blends technical robustness with participatory monitoring. By combining CoST Sekondi-Takoradi's infrastructure transparency mandate with TI Ghana's governance and accountability strengths, the process enhanced the credibility of the findings and positioned the ITI as a practical tool for institutional reform, evidence-based decision-making, and improved public trust in infrastructure delivery.

Chapter 2 | Methodology

2.1 Evaluation process

Each of the four ITI dimensions has its own evaluation process, as follows.

Dimension 1: enabling environment

Dimension 1 assessed the national conditions enabling transparency for the infrastructure sector, and its indicators were determined through desktop research. Each indicator required inputs from at least two evaluators, who made an initial evaluation independently of each other to avoid any bias.

If the results from both evaluators for each indicator were the same, then the results were considered final. If there was a difference between them, then a third evaluator resolved the difference. This third evaluation coincided with one of the first two and to consider a score as final.

The quality of the collected data in dimension 1 was achieved through this approach, which ensured that the same observation was always independently obtained by two different evaluators.

Dimension 2: capacities and processes

Dimension 2 assessed the soundness of a procuring entity's procedures and capacities to disclose data and information. Its indicators were evaluated through a survey that was completed once by an officer or a group of officers at the procuring entity. The ITI sought a person who was familiar with the principles of transparency, accountability, open data, citizen participation, collaboration, and innovation.

The quality of data collected by the survey was verified by the following methods:

- **Endorsement.** The officer who completed the survey at the PE endorsed the responses that he/she provided. Through the exchange of formal communications, this officer was also officially named by the PE to provide the information required by the ITI.
- **Evidence that validated the assigned scores.** Along with the survey responses, the officer also provided evidence (such as explanations, documents, websites, notice boards, and newspapers) to validate his/her response to each question of the survey. This information was reviewed by the evaluation team. If the information did not match the score assigned by the officer, the evaluation team either went back to the officer to ask for more information and/or adjusted the score based on the evidence that was provided.

Dimension 3: citizen participation

Dimension 3 assessed the opportunities provided by procuring entities for citizen participation and how citizens used the disclosed public information. Its indicators were evaluated through the same survey that was completed by the information officer or a group of officers of each procuring entity.

The quality of data collected by the survey was verified by the same evidence and endorsement control method as used with the other dimension.

Dimension 4: information disclosure

Dimension 4 assessed the amount of data and information disclosed by the procuring entities on their infrastructure projects according to the CoST Infrastructure Data Standard or the OC4IDS, and its indicators were measured through desktop research. These indicators required two or three evaluators, as in dimension 1. The quality of the collected data came from the same method, where a single observation was always obtained through independent evaluation by two different people.

2.2 Data collection

Desktop research

Websites were the source of data collection for dimensions 1 and 4. For data credibility, government official websites were the main source of data collection for dimensions 1 and 4. The main websites included:

- <http://elibrary.jsq.gov.gh> - for all relevant legislation promoting access to information, including infrastructure information, such as the Right to Information Act, 2019 (989), Public Procurement (amendment) Act 2016 (Act 914), and the Local Government (Amendment) Act, 2016 (Act 936).
- <https://mrh.gov.gh/president-akufo-addo-commissions-tamale-interchange/> - official website disclosing information on the progress of infrastructural projects undertaken by the PE.
- <https://ppa.gov.gh/> - government electronic public bulletin portal to access information germane to infrastructure procurement.
- <https://mofep.gov.gh/index.php/publications> - publications on budget information from government institutions relating to, among others, infrastructure projects.
- <https://moa.gov.gh> - official website disclosing information on the progress of infrastructural projects undertaken by the PE.

- <https://www.afdb.org/> - website disclosing information on funded infrastructure projects.
- <https://tenders.com.gh/> - electronic bulletin portal for the disclosure of tender information, including infrastructure projects.

Procuring entity survey

For Dimensions 2 and 3, self-assessment questionnaires were used in collecting data.

It is worth emphasising that in each procuring entity, a team of respondents answered various aspects of the survey questions. The lead respondents (information officers were part of the team that responded to the survey and also doubled as the officers who collated the views of all the team members). This is as a result of the decentralised nature of the public administration systems in Ghana, and information has to be sought from various units and departments within a procuring entity.

The choice of a self-assessment questionnaire, in lieu of one-on-one interviews, was informed by the geographical location of the PEs. The self-assessment approach was preferred not only because of its flexibility in allowing for further engagement and validation of responses, but also due to the decentralized nature of the public administration system in Ghana and the lack of properly designated information officers meeting the expected requirements for the survey. Table 2.2.1 presents the list of information officers who were reached to complete the survey.

Table 2.2.1: Information Officer for dimensions 2 and 3

SN	PE	Lead Respondent (Information Officer)	Position
1	Sekondi-Takoadi Metropolitan Assembly(STMA)	Amidu Baba	Development Planning Officer
2	Effia-Kwesimintsim Municipal Assembly(EKMA)	Paa Kwesi B. Paintsil	Assistant Development Planning Officer
3	Ahanta West Municipal Assembly(AWMA)	Razak Ali	Assistant Development Planning Officer
4	Wassa East District Assembly (WEDA)	Michael Beyaw	Districts Works Engineer
5	Mpohor-Fiase District Assembly (MDA)	Sheriff Rockson	Senior Development Planning Officer

6	Obuasi Municipal Assembly (OMA)	No respondent was assigned by the entity	No respondent was assigned by the entity
7	New Juabeng South Municipal Assembly (NJSMA)	Iris Dalaba	Municipal Planning Officer
8	Ho Municipal Assembly (HMA)	No respondent was assigned by the entity	No respondent was assigned by the entity
9	Shama Municipal Assembly (SMA)	Anthony Quaicoe	Development Planning Officer
10	Wa Municipal Assembly (WMA)	Halil Akati Rahman	Development Planner
11	Nzema East Municipal Assembly (NEMA)	Beatrice Nsor	Assistant Development Planning Officer
12	Techiman Municipal Assembly (TMA)	No respondent was assigned by the entity	No respondent was assigned by the entity
13	Tarkwa Nsuaem Municipal Assembly (TNMA)	Mrs. Amanda Adjei	Municipal Planning Officer
14	Sunyani Municipal Assembly (SuMA)	No respondent was assigned by the entity	No respondent was assigned by the entity
15	State Housing Company Limited (SHCL)	Kenneth Appiah	Architect
16	Ghana Ports and Harbours Authority (GPHA)	No respondent was assigned by the entity	No respondent was assigned by the entity
17	Ghana Water Company Limited (GWCL)	Ing. Berchmans Ackom-Quarm	Western Regional Distribution Manager

18	Department of Urban Roads (DUR)	No respondent was assigned by the entity	No respondent was assigned by the entity
19	Ghana National Petroleum Corporation (GNPC)	No respondent was assigned by the entity	No respondent was assigned by the entity
20	Ministry of Roads And Highways(MRH)	George Debrah	Director – RSIM
21	Ministry of Health(MoH)	Ben Ampomah Nkansah	Director for Infrastructure
22	Ministry of Food and Agriculture (MoFA)	No respondent was assigned by the entity	No respondent was assigned by the entity
23	Ministry of Education (MoE)	No respondent was assigned by the entity	No respondent was assigned by the entity
24	Ministry of Energy and Green Transition (MEGT)	Patricia Annin	Senior Procurement Manager
25	Ministry of Communication, Digital Technology and Innovation(MoCDTI)	No respondent was assigned by the entity	No respondent was assigned by the entity
26	Ministry of Works, Housing and Water Resources (MoWHWR)	No respondent was assigned by the entity	No respondent was assigned by the entity
27	Ministry of Transport (MoT)	No respondent was assigned by the entity	No respondent was assigned by the entity
28	Ministry of Sports and Recreation (MoSR)	No respondent was assigned by the entity	No respondent was assigned by the entity

29	Ministry of Local Government, Chieftaincy and Religious Affairs (MoLGCRA)	No respondent was assigned by the entity	No respondent was assigned by the entity
30	Ghana Civil Aviation Authority (GCAA)	No respondent was assigned by the entity	No respondent was assigned by the entity

From Table 2.2.1, the position of the lead respondents included Development Planning Officer, Assistant Development Planning Officer, Architect, Districts Works Engineer, Senior Procurement Manager, Director – RSIM, Development Planner, and Municipal Planning Officer. These built environment practitioners are well-positioned to provide or corroborate on responses from the team that completed the survey.

Data collection period

Data collection for the ITI survey in Ghana commenced in February 2025 and ended on the 25th of July 2025. Dimension 1 was evaluated in May, 2025, whereas dimensions 2 and 3 were evaluated in September 2025. Evaluation of dimension 4 began in September and ended on 25th October, 2025.

2.3 Procuring entities sample

The study adopted a two-stage approach in determining a sample size of 30 PEs for the study. The population of procuring entities published on the Public Procurement Authority's website, which was accessed in February 2025 (<https://ppa.gov.gh/procurement-centre/entity-categorization>), was 1239. The first approach was to categorize the PEs following the PPAs' categorization and sample from each category only the PEs that completed infrastructure projects from 2022 to 2024. This brought the population (targeted population) to 120 PEs. The second stage was to select PEs, given consideration to:

- infrastructure budget size of the procuring entity (as an indicator of the socioeconomic impact of its projects);
- Infrastructure inclusivity: eg, schools, hospitals, roads, etc.
- category or type of the procuring entity (e.g. central government, municipality, autonomous);
- the sector of the procuring entity (e.g. education, health, energy, road and highways),
- geographical location of PEs;
- PEs with projects completed from 2022 to 2024;
- PEs who have participated in previous ITI surveys.

A PE that satisfied at least 5 out of the 7 considerations was included in the study. This brought the number to 30 PEs for the study. Table 2.3.1 gives an account of the PE's categorization and sample size.

Table 2.3.1: Category of PEs and sample selected

Category/Type	Population of PEs	Targeted population size	PEs selected (sample size)	Remark(s)
A: Special constitutional bodies	4	0	0	No infrastructure project was reported within the period, or it did not meet the selection criteria
B: Independent constitutional bodies	10	0	0	No infrastructure project was reported within the period, or it did not meet the selection criteria
B: Ministries	24	14	10	10 PEs met at least the minimum selection criteria for inclusion
B: Office of the President	1	0	0	No infrastructure project was reported within the period, or it did not meet the selection criteria
B: Regional Co-ordinating Council	16	0	0	No infrastructure project was reported within the period, or it did not meet the selection criteria
B: State-owned enterprises (Agencies)	58	10	6	6 PEs met at least the minimum selection criteria for inclusion
C: Head Office of Subvented Agencies/ Govt. Depts.	81	0	0	No infrastructure project was reported within the period, or it

				did not meet the selection criteria
C: Tertiary institutions	34	0	0	No infrastructure project was reported within the period, or it did not meet the selection criteria
C: Teaching Hospital	4	0	0	No infrastructure project was reported within the period, or it did not meet the selection criteria
D: Specialist Hospitals (Psychiatric Hospitals, Trauma Hospitals, Etc.) Regional Health Directorate Regional Hospitals Municipal Hospitals	38	0	0	No infrastructure project was reported within the period, or did not meet the selection criteria
D: Colleges and Training Institutions	40	0	0	No infrastructure project was reported within the period, or did not meet the selection criteria
D: Regional Office of Subvented Agencies/ Govt Dept	10	0	0	No infrastructure project was reported within the period, or did not meet the selection criteria
E: District Health Directorate District Hospitals Hospitals Polyclinics	112	0	0	No infrastructure project was reported within the period, or it did not meet the selection criteria

Health Centres				
E: Second Cycle Schools or Institutions	581	0	0	No infrastructure project was reported within the period, or it did not meet the selection criteria
F: Metropolitan/ Municipal/ District Assembly	226	96	14	14 PEs met at least the minimum selection criteria for inclusion
TOTAL	1239	120	30	30 PEs met at least the minimum selection criteria for inclusion

2.4 Infrastructure project sample

Two projects each were selected from the list of completed projects submitted by the PEs. The projects considered were those completed from 2022 to 2024. Due diligence was made to ensure that PEs' projects that have been taken through the ITI processes were not selected for this current ITI survey. Projects were also selected for PEs who did not submit projects.

The first of the two projects was selected based on the highest budget for the project, considering the socio-economic impact, while a random sampling approach was used to select the other project from the total list of projects implemented within the stipulated period.

Each selected project was evaluated using the indicators in Dimension 4 (information disclosure) through desktop research. It was a requirement that each project for evaluation was fully completed to allow an evaluation of the whole project cycle in accordance with the CoST Infrastructure Data Standard or the Open Contracting for Infrastructure Data Standard (OC4IDS). As with Dimension 1, evaluation was done by 2 evaluators independently, and double reviews to ascertain data quality and appropriateness of assigned scores were carried out where necessary. Table 2.4.1 presents the general details of selected projects for the ITI-survey.

Table 2.4.1: General details of selected projects for ITI survey

Name of Project	Sector/Budget (Gh¢)	Budget /contract sum (Gh¢)	PE
Construction of Training Centre with Workshop and External Works for TCSPP at STMA Depot, Sekondi	Economy (1,982,266,233.19)	1,186,904.50	Sekondi-Takoradi Metropolitan Assembly
Construction of Market at Inchaban Abease		180,000.00	Shama Municipal Assembly
Completion of 1 No. 2 storey 84-unit shops, 12 units WC, Restaurant and other Ancillary facilities at Ho Central Market		7,161,005.13	Ho Municipal Assembly
Construction of Cassava processing factory at Mamiriwa		150,000.00	Obuasi Municipal Assembly
Completion of market Town Hall and Restaurant		1,591,585.14	Wa Municipal Assembly
Construction of 2-storey market stores at Nana Abena Market block A		3,569,148.55	Techiman Municipal Assembly
Completion of 1 No. 2 storey 54 units shops 12-units W/C and ancillary facilities at Ho Central Market		4,058,441.32	Ho Municipal Assembly
Construction of 2-storey market stores at Nana Abena Market block A		3,569,148.55	Techiman Municipal Assembly
Kpone Unity Terminal – Tema (Off-Dock Facility Handover)		US\$126,000,000.00=Ghc 1,436,400,000.00	Ghana Ports and Harbours Authority (GPHA)

Takoradi – Atlantic Terminal Services (ATS) Multipurpose/Container Terminal		No Budget was shared or found	Ghana Ports and Harbours Authority (GPHA)
Design, supervision and construction of operational head office in Takoradi		US\$10,000,000.00=Ghc 114,000,000.00	Ghana National Petroleum Corporation (GNPC)
Refurbishment of Petroleum House – Greater Accra		US\$13,400,000.00=Ghc152,760,000.00	Ghana National Petroleum Corporation (GNPC)
Rehabilitation and Completion of Kpong Left Bank Irrigation Project		US\$22,600,000=Ghc 257,640,000.00	Ministry of Food and Agriculture
Construction of 2m x 2m Storm Drain at Kojokrom Market	Environment (18,344,803.15)	5,999,252.90	Sekondi-Takoradi Metropolitan Assembly
Construction of 850m 4.5m X 1.5m Storm Drain from Anaji Choice Mart to I. Adu		12,345,550.25	Effia-Kwesimintsim Municipal Assembly
Komenda Coastal Protection Works (Phase II)		No Budget was shared or found	Ministry of Works, Housing, and water resources
Construction Of 6-Uint Classroom Block with Ancillary Facilities And 6-Seater Water Closet Toilet Block with Water Tank Support for Anaji M/A Basic School	Education (3,919,937.25)	1,094,833.85	Effia-Kwesimintsim Municipal Assembly
Construction of 1No. 12-Seater W/C Toilet, 1 No. Mechanised Borehole and 2-Bay		767,797.60	Tarkwa Nsuaem

Urinal at Tetrem Primary School			Municipal Assembly
Rehabilitation of 3 Unit Classroom Block with ancillary Facilities at Akwida		322,423.86	Ahanta West Municipal Assembly
Construction of 1No. 3-Unit classroom block with office, staff common room, store at Kakabo and supply of 200 No. dual and 200No. mono Desk		548,214.67	Wassa East District Assembly
Construction of 1No. 6-Unit Classroom Block, 1No. 3-Seater Toilet, 1No. 2-Unit Urinal Facility and Provision of 130 Dual Desk		750,079.27	Nzema East Municipal Assembly
Paving 2,500m precinct of new educational block and construction of fence wall		436,588. 00	Sunyani Municipal Assembly
Construction of Proposed New Senior High Schools		No Budget was shared or found	Ministry of Education
Rehabilitation and Upgrading of Equipment in Polytechnics and Technical Institutes (including Technical Universities/Polytechnics)		No Budget was shared or found	Ministry of Education
Construction Of Community Park With Ancillary Facilities (Phase 1)	Sports and Recreation (81,000.00)	81,000.00	Shama Municipal Assembly
Construction and rehabilitation of cricket pavilions at Achimota School Oval for the 13th		No Budget was shared or found	Ministry of Sports and Recreation

African Games, Accra 2023			
Construction of Six (6) Astro Turfs and ancillary facilities		No Budget was shared or found	Ministry of Sports and Recreation
Construction of 200mx2.25mx0.9m storm U-drain and backfilling for landscaping	Road and Transportation (2,648,102,355.09)	402,706.50	Nzema East Municipal Assembly
Design and Build of Ultra-Modern Air Traffic Control (ATC) Tower at Kotoka International Airport		No Budget was shared or found	Ghana Civil Aviation Authority
Dualization of Ho Main Road (Sokode Gbogame - Civic Centre) And Traffic Management Works (10.50km)		189,700,380.03	Department of Urban Roads
Rehabilitation of Auxilliary Infrastructure of Kumasi Inner City Ring Road and Adjacent Streets (100Km) Ph.1		Euro 55,000,000.00 *12.65=Ghc 695,805,000.00	Department of Urban Roads
Upgrading of Agyeiwaa Road to DVLA office (246M) + Link 1 (154M) and 2 (146M) at Techiman (Lot 1)		2,512,918.42	Techiman Municipal Assembly
Construction of 1Km Tarred Road with 1000M 0.6M and 0.9M Slabbed U-Drains, Paved 1000M Walkways and 35No. Single-Arm Streetlights 35No. Luminaries from Social Welfare School		4,083,042.47	Sunyani Municipal Assembly

to Nana Bosoma Market, Sunyani			
Construction of Double Seal Bituminous Road with Side Drains, 3no. Pipe Culverts And 1no. Box Culvert - 0.6km Of Damtse Road		4,552,108.22	Ahanta West Municipal Assembly
Upgrading of Agyeiwaa Road to DVLA office (246M) + Link 1 (154M) and 2 (146M) at Techiman (Lot 1)		2,512,918.42	Techiman Municipal Assembly
Tamale Interchange Project (Northern Region, Ghana)		\$35,195,130.58=Ghc 401,224,488.61	Ministry of Roads and Highways
The Kumasi Roads and Drainage Extension Project		€37,500,000=Ghc497,055,000.00	Ministry of Roads and Highways
Sunyani Airport Rehabilitation (Phase I)		GH¢52,253,792.42	Ministry of Transport
Tamale International Airport Expansion (Phase II)		US\$70,000,000=Ghc 798,000,000.00	Ministry of Transport
Replacement of Weak 400mm uPVC Transmission Pipeline in Sekondi through Essipong (Western Region)	Water and Sanitation (253,202,308.24)	3,439,771.94	Ghana Water Company Limited
Replacement of Weak 400mm uPVC Transmission Pipeline in Sekondi through Essipong (Western Region)		21,090,381.60	Ghana Water Company Limited
Construction of 1 No. 20-seater W/C Toilet, 1 No. Mechanised		849,469.50	Tarkwa Nsuaem

Borehole and 2-Bay Urinal at Simpa			Municipal Assembly
Rehabilitation & Modernisation of the Tono Irrigation Scheme (TIS)		\$19,984,446.07=Ghc 227,822,685.20	Ministry of Food and Agriculture
Ghana Rural Telephony & Digital Inclusion Project (GRT&DIP)	Communication	No Budget was shared or found	Ministry of Communication, Digital Technology and Innovation
Ghana.gov e-Services & Payment Platform		No Budget was shared or found	Ministry of Communication, Digital Technology and Innovation
Design, Supply and Installation of Mini-Grid Electrification for Ada East District of the Greater Accra Region	Energy	No Budget was shared or found	Ministry of Energy
Rehabilitation & Upgrade of the Five (5) Pilot Mini-Grids		No Budget was shared or found	Ministry of Energy
Construction of District Hospital at Konongo	Health (3,696,205.84)	No Budget was shared or found	Ministry of Health
Bolgatanga Regional Hospital – Rehabilitation Project Phase III		No Budget was shared or found	Ministry of Health
Construction of Proposed 1No. 2-storey Clinic with Accommodation at New Nsuta/Auntie at the central Market in the Obuasi Municipality		1,232,287.59	Obuasi Municipal Assembly
Construction of 1No. CHPS compound at Himanso		347,679.02	Wassa East District Assembly

Construction of Maternity, Wa Municipal Hospital, surgical and recovery ward at Wa Municipal Hospital		1,047,146.50	Wa Municipal Assembly
Construction of Fire Service Station at Mpohor		535,446.98	Mpohor-Fiase District Assembly
Construction of 1No. 2-Unit 4-Bedroom Staff Accommodation for Senior Medical Officers at Mpohor (2ND Phase)		533,645.75	Mpohor-Fiase District Assembly
Construction of 1 No. 3-Storey 12units, 2-Bedroom Block of Flats for Staff of Regional Police Commands in Nalerigu in the North East	Security	No Budget was shared or found	Ministry of Local Government
Construction of 2no. 3-Bedroom Bungalow For Regional Police Commander And Deputy At Sefiw Waiwso In The Western North Region		No Budget was shared or found	Ministry of Local Government
Legacy Court Project which entails the construction of 12 houses, 7 town homes and 40 apartments	Judiciary	No Budget was shared or found	Ministry of Works, Housing, and water resources
Kumasi-GIS Estate: Over 100 housing units (2–4 bedroom) built under the John Agyekum Kufuor Estate' in Kumasi	Housing	No Budget was shared or found	State Housing Company Limited

200 Units Affordable Housing at Amrahia (SHC Gardens / Legacy Court)		No Budget was shared or found	State Housing Company Limited	From
Construction of Head Office Building, additional Floor and design, supply and implementation of IT Solution Data Center	Governance	No Budget was shared or found	Ghana Civil Aviation Authority	

Table 2.4.1, the projects by PEs as sampled spanned across sectors such as economy, environment, education, sports and recreation, road and transportation, water and sanitation, health, communication, energy, security, judiciary, housing and governance.

Table 2.4.2: Summary of infrastructure budget by sectors

Sector(s)	Budget(Ghc)	Percentage (%)
Education	3,919,937.25	0.079
Economy	1,982,266,233.19	40.375
Environment	18,344,803.15	0.373
Sports and recreation	81,000.00	0.002
Road and Transportation	2,648,102,355.09	53.938
Water and sanitation	253,202,308.24	5.157
Health	3,696,205.84	0.075
Total	4,909,531,842.76	100

From Table 2.4.2, the sector that received the highest infrastructure budget was road and transportation with a budget size of Ghc 2,648,102,355.09, accounting for 53.938 % of the total infrastructure budget by sectors, while the sector that received the least infrastructure budget was sports and recreation (Ghc 81,000.00), accounting for 0.002% of the infrastructure budget by sectors.

2.5 Interaction protocol

As part of the preparatory activities for the successful implementation of the ITI Survey, extensive awareness-raising and capacity-building initiatives were undertaken. Two commissioning workshops were organized to sensitize and mobilize key stakeholders: the first at the national level in Accra, where 42 participants, made up of 29 males and 13 females, participated, and the second at the subnational level in Takoradi, where 33 participants, made up of 23 males and 9 females, participated. These workshops served to officially launch the ITI process and engage representatives from government agencies, civil society organizations, the private sector, and the media. The emails and mobile phone numbers were taken for correspondence purposes. Thirty (30) PEs were invited to participate in the ITI survey informed by their annual infrastructure budget, socioeconomic impact of their infrastructure projects, and the sector of the PES, among others. The invited PEs were represented by staff, including works engineers, procurement officers, planners, architects, and estate managers. Subsequently, each PE was requested to submit projects that have been concluded from 2022 to 2024. Eleven (11) PEs fully complied within the stipulated date, while nineteen (19) PEs did not. Two (2) projects were selected from the pool of projects for the survey based on the aforementioned criteria under section 2.4 of this report. Similarly, two (2) projects were selected for the 19 PEs via online search. The questionnaire for evaluating dimensions 2 and 3 was sent to the email addresses of the representatives of the PEs who participated in the ITI business meeting. Also, each entity head was given a hard copy of the ITI questionnaire for dimensions 2 and 3. Each entity was given 1 month to complete dimensions 2 and 3. This was further extended by 2 months to make room for PEs who had not submitted by the earlier submission deadline to do so. At the expiry of which, only eleven (11) PEs have fully submitted their self-assessment for dimensions 2 and 3. Table 2.5.1 describes the general interaction and standard process that was followed with each of the PEs.

The 19 PEs that did not complete the dimensions 2 and 3 were: Wa Municipal Assembly, Ministry of Communication, Digital Technology and Innovation, Ghana Civil Aviation Authority, Ho Municipal Assembly, Ministry of Education, Ministry of Energy, Ministry of Food and Agriculture, Ministry of Health, Ministry of Roads and Highways, Ministry of Local Government, Ministry of Sports and Recreation, Ministry of Transport, Ministry of Works, Housing, and Water Resources, Obuasi Municipal Assembly, State Housing Company Limited, Sunyani Municipal Assembly, Techiman Municipal Assembly, Ghana Ports and Harbours Authority

(GPHA), Ghana National Petroleum Corporation (GNPC), and Ghana National Petroleum Corporation (GNPC).

Table 2.5.1: General interaction and standard process that was followed during the survey

Item	Activity	Protocols
A	Coordination with PEs	<p>Contact Information: Preliminary information about the PE's mandate and contact information was acquired.</p> <ul style="list-style-type: none"> • Obtained preliminary information on each PE's mandate and contacts. • 19th February, 2025-submitted formal letters requesting participation, outlining CoST, the ITI process, required information, and sample self-assessment forms (SAFs).
B	Collaboration Building	<p>Collaboration Building:</p> <ul style="list-style-type: none"> • Conducted orientation and built rapport through ITI commissioning workshops on 19th and 26th February, 2025, and a virtual session on 14th March, 2025. • Workshop focused on: ITI purpose, evaluation period, expected outputs, and benefits to PEs. • Provide timelines, clear instructions, and a sample completed questionnaire. <p>Support during data collection:</p> <ul style="list-style-type: none"> • Made the evaluation team's contacts available for questions. • Clarify requirements for evidence and explanations for survey responses. • Monitor responses for completeness, correctness, and endorsement.
C	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(5th and 9th May, 2025): calls and formal reminder letters after first deadline to secure submissions. • Second follow-up (9th June 2025): During the new deadline to secure submissions and resolve outstanding issues. • Escalated follow-up(11th -13th June 2025): in-person follow-ups on SAFs and project list. • Document non-response in the results report if a PE fails to contribute.

2.6 Challenges and limitations

Lack of Response

Although there exists a national framework for access to information, enshrined in the Right to Information Act, 2019, Act (989), stipulating clear timelines within which access to information requests needed to be granted, some of the PEs failed to meet the minimum requests expected of public service organizations. Even though several follow-ups were made, nineteen (19) PEs failed to submit self-assessment questionnaires for Dimensions 2 and 3 as well as projects for dimension 4 evaluation (Wa Municipal Assembly, Ministry of Communication, Digital Technology and Innovation, Ghana Civil Aviation Authority, Ho Municipal Assembly, Ministry of Education, Ministry of Energy, Ministry of Food and Agriculture, Ministry of Health, Ministry of Roads and Highways, Ministry of Local Government, Ministry of Sports and Recreation, Ministry of Transport, Ministry of Works, Housing, and water resources, Obuasi Municipal Assembly, State Housing Company Limited, Sunyani Municipal Assembly, Techiman Municipal Assembly, Ghana Ports and Harbours Authority (GPHA), Ghana National Petroleum Corporation (GNPC), and Ghana National Petroleum Corporation (GNPC).

Delays

The PEs getting time to respond to the questionnaire was very challenging. The excuse was the voluminous nature of the questionnaire. On average, it took more than two months to follow up on the question to get the questionnaire completed by the entities.

Scattered Information on Infrastructure Projects

Since there was not in existence formal disclosure (CoST IDS) portal getting information on the selected projects was also difficult, as information was scattered and found in bits and pieces across websites.

Chapter 3 | Main results

3.1 National ITI score

Table 3.1.1: Summary of national-level performance against ITI dimensions

Level	Name	Results
National ITI Score		35.76
Dimension 1	<i>Enabling environment</i>	60.90
Dimension 2	<i>Capacities and processes</i>	25.45
Dimension 3	<i>Citizen participation</i>	26.35
Dimension 4	<i>Information disclosure</i>	34.14

From Table 3.1.1, the national ITI score of 35.76 is an indication of a low level of performance in promoting transparency in the procurement of public infrastructure. Compared to the Sekondi-Takoradi sub-national score of 21.60 reported by the 2021 ITI survey implementation, there is an improvement in the 2025 national score by 14.16 percentage points. This was driven by capacities and processes (25.45) compared to (16.17) in the 2021 ITI survey, Citizen participation (26.35), improvement upon (20.40) recorded in 2021, and Information disclosure (34.14), improvement upon (3.69) recorded in 2021. This suggests that PEs are improving upon Capacities and processes, Citizen participation, and Information disclosure since the enabling environment score (60.90) did not record any improvement compared to the 2021 ITI survey. This is attributable to improvement in data disclosure by PEs such as STMA and Shama, who had participated in previous surveys at the subnational level and implemented some of the interventions and recommendations by CoST Sekondi-Takoradi, Ghana.

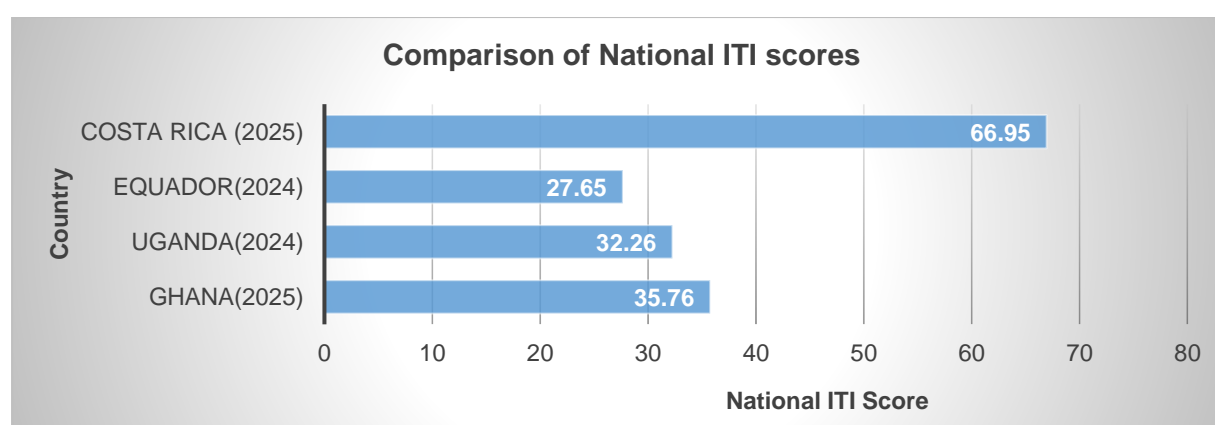


Figure 3.1.1: Comparison of national ITI scores of countries

From Figure 3.1.1, when Ghana's national ITI score of 35.76 is compared to the 2024 national ITI score of Ecuador in South America (27.65) and Uganda in Africa (32.26), Ghana's score of 35.76 is a reflection of a better performance by PEs in Ghana. However, when compared with the 2025 National ITI score of Costa Rica (66.95) in Central America, Ghana's national score of (35.76) is a reflection of PEs' underperformance in Ghana. That notwithstanding, there is a need for improvement in PEs performance in Ghana to enhance transparency in public infrastructure procurement. In Africa, the national ITI scores by Uganda (32.26) and Ghana (35.76) revealed a level of close resemblance of low levels of transparency in public sector infrastructure procurement, thus, the need for public sector reforms that will enhance transparency through strong enabling environment, building institutional capacities of PEs to disclose data and information in compliant with CoST IDS or OC4IDS, and enhance citizens participation in public sector procurement.

Among the 4 dimensions that defined the national ITI score, enabling environment recorded the highest score of (60.90), whereas information disclosure recorded the lowest score (25.45). Compared to 2021 subnational ITI results, information disclosure has significantly improved from (3.69) in 2021 to (34.14) in the 2025 ITI survey, likewise Citizen participation (26.35) and Capacities and processes (25.45). These results indicate that PEs are challenged regarding capacity and processes. This is evident in the non-response number of 19 out of 30 PEs recorded in this ITI survey.

Both the nation-level score and the PEs-level scores were below 50 percentage points. An indication of a low performance regarding enabling environment, capacity, and processes, citizenship participation, and information disclosure.

3.1.1 Enabling environment

Table 3.1.1: Enabling environment

1	Dimension	Enabling environment	Evaluates national or sub-national conditions enabling transparency for the infrastructure sector considering the legal and regulatory framework and the centralised digital information tools.		60.90
1.1	Variable	Legal framework and digital tools		1.00	60.90
1.1.1	Sub-variable	Access to public information regulatory framework	Evaluates the existence of a national regulation on access to public information, or other related regulation, relevant to the infrastructure sector.	0.30	90.00

1.1.1.1	Indicator	Access-to-public information law	There is a national law that guarantees the access to public information in all public sector institutions, which applies to all material held by or on behalf of public authorities with only few exceptions contained in the same law.	0.25	100.00
1.1.1.2	Indicator	Right to request public information	There exists within the national legal framework the right of citizens to request and obtain non-published public information with <ul style="list-style-type: none"> · access to both information and records/documents · no need to provide reasons for their requests · clear maximum timelines · access to all public institutions. 	0.25	100.00
1.1.1.3	Indicator	Sanctions over non-compliance with access to public information mandates	Within the national legal framework there are sanctions for non-compliance on proactive and reactive disclosure of information.	0.25	100.00
1.1.1.4	Indicator	Organisation guaranteeing the sanctions	Within the national legal framework there are organisations or mechanisms that are <ul style="list-style-type: none"> · protected against political and financial interference · responsible for overseeing the compliance of access-to-information requirements · compliant with the sanctions determined by law. 	0.25	60.00
1.1.2	Sub-variable	Transparency standards in the public infrastructure sector	Evaluates the existence of laws and regulations that guarantee access to information in accordance with a transparency data standard for public infrastructure.	0.45	52.00
1.1.2.1	Indicator	Proactive publication of information on public procurement processes	There is a national act or regulation that guarantees proactive disclosure of public procurement information in all public sector institutions.	0.20	100.00
1.1.2.2	Indicator	Proactive publication of information on public infrastructure projects	There is a national act or regulation that guarantees proactive disclosure on public infrastructure projects in all public sector institutions.	0.20	100.00
1.1.2.3	Indicator	Infrastructure data disclosure standard	There is a national act or regulation that defines a data disclosure standard in public infrastructure (such as a formal disclosure requirement (FDR) requesting for the data of CoST IDS or OC4IDS), that must be complied with by all national or sub-national procuring entities.	0.20	0.00
1.1.2.4	Indicator	Infrastructure data disclosure standard proactively published as open data	The national act or regulation with the infrastructure data disclosure standard requests proactive disclosure of infrastructure projects as open data.	0.20	60.00
1.1.2.5	Indicator	Organisation responsible for the infrastructure data disclosure standard	Within the law or regulation there is an organisation responsible for overseeing the compliance of the publication of information according to the infrastructure data disclosure standard.	0.20	0.00
1.1.3	Sub-variable	National digital information tools	Evaluates the availability of national digital tools that facilitate transparency in public infrastructure.	0.25	42.00

1.1.3.1	Indicator	Centralised digital information platforms	There are centralised national or sub-national digital platforms with information on public infrastructure projects.	0.30	60.00
1.1.3.2	Indicator	Easy access to information in digital information platforms	The information that offers the details of public infrastructure projects, used for example for verification reports, is easily accessible, complete and available in an orderly manner in digital format.	0.40	60.00
1.1.3.3	Indicator	Infrastructure projects geographic information system (GIS) platform	There is a web platform tailored to the needs of citizens that allows in a simple and visual manner, access to a GIS database of infrastructure projects with key information on works under execution or recently executed.	0.30	0.00

The enabling environment is a reflection of the legal framework and digital tools promoting access to public information, regulatory framework, transparency standards in the public infrastructure sector, and national digital information tools in Ghana. With an overall score (60.90) according to Table 3.1.1, the enabling environment in Ghana could be described as above 50% performance. Suggesting at least the existence of minimum legal and digital tools enabling transparency, accountability, and standards adherence in public sector procurement. Furthermore, indicators of enabling environment such as access-to-public information law, right to request public information, sanctions over non-compliance with access to public information mandates, proactive publication of information on public procurement processes, and proactive publication of information on public infrastructure projects recorded the highest scores, a 100 score each (see Table 3.1.1), in the contrast, infrastructure data disclosure standard, the organization responsible for the infrastructure data disclosure standard, and infrastructure projects geographic information system (GIS) platform obtained the lowest scores, 0.00 each as presented in Table 3.1.1.

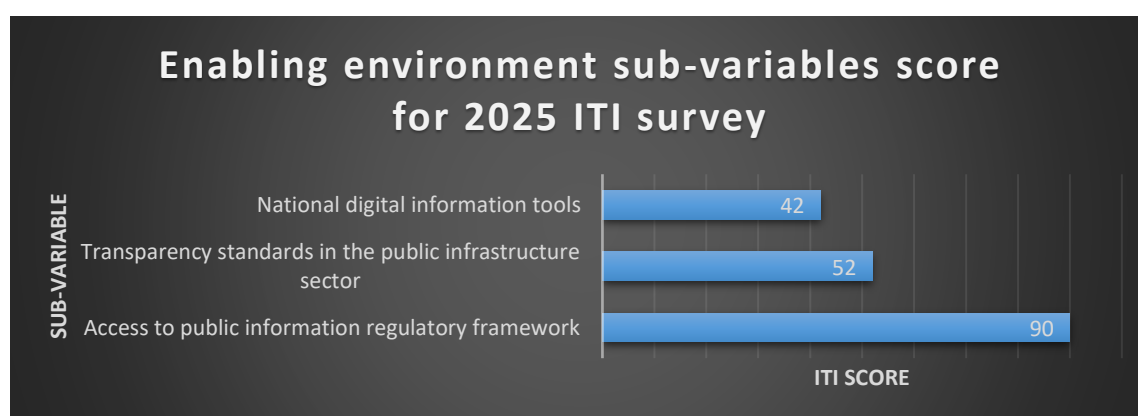


Figure 3.1.1(a): Enabling environment sub-variables (2025)

From Figure 3.1.1, among the three sub-variables defining the enabling environment, access to public information regulatory framework (90.00) was the highest enabler, followed by transparency standards in the public infrastructure sector (52.00), and then national digital information tools (42.00). This suggested a national environment where national digital information tools are underutilized, or they are not available (see infrastructure projects geographic information system (GIS) platform, which recorded a zero (0.00) score rating from Table 3.1.1).

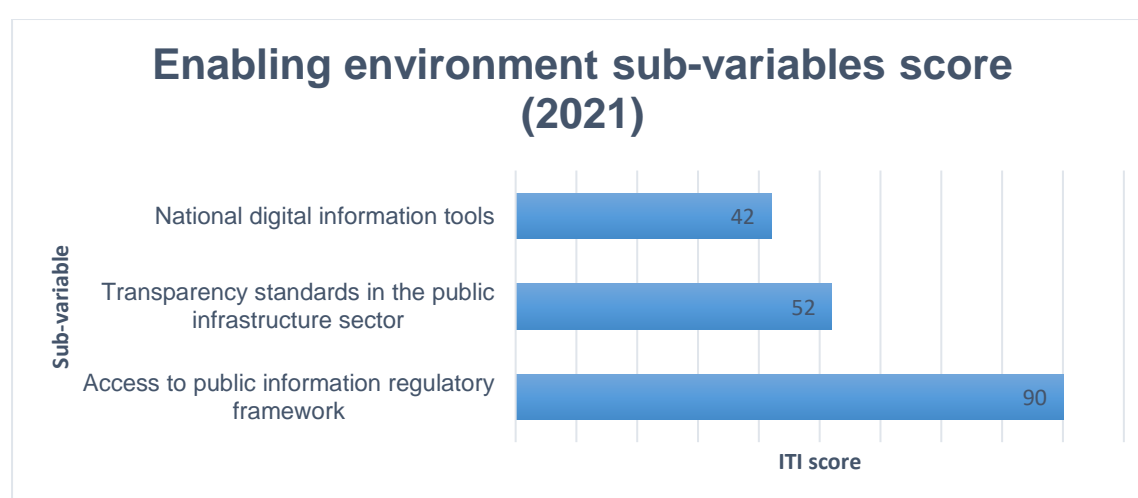


Figure 3.1.1(b): Enabling environment sub-variables 2021

Compared to the 2021 sub-national ITI scores (90.00) for access to public information regulatory framework, (52.00) for transparency standards in the public infrastructure sector, and (42.00) for national digital information tools, according to Figure 3.1.1(b), there has not been any change in performance regarding the enabling environment. The scores suggested that although there is in existence a national regulatory framework on access to public information, and/or other related regulations relevant to the infrastructure sector, the availability of national digital tools to facilitate transparency in the procurement of public infrastructure is a challenge.

3.1.2 Capacities and processes

Capacities and processes evaluate the PEs' procedures and capacities in disclosing data and information. Table 3.1.2 (a) and (b) presents the performance of PEs regarding the capacities and processes dimension.

Table 3.1.2.1(a): Performance of PEs regarding capacities and processes

Dimension	Capacities and processes	Evaluates the soundness of procuring entities' procedures and capacities to disclose data and information.	25.45
Variable	Institutional capacities		31.67
Sub-variable	Basic knowledge	Assesses the knowledge of public officers on subjects of access to information and transparency in public infrastructure.	28.40
Indicator	Knowledge about the access-to-information law	The officer who completes the survey knows the national access-to-information law on public information and the main provisions.	32.67
Indicator	Knowledge about transparency initiatives in the infrastructure sector	The officer who completes the survey knows the existence of the transparency initiatives in the infrastructure sector and their objectives.	27.33
Indicator	Knowledge about the transparency data standard in the infrastructure sector	The officer who completes the survey knows the national or sub-national transparency data standard for the infrastructure sector and its requirements.	15.33
Indicator	Knowledge about sanctions due to non-compliance on the access-to-public-information law	The officer who completes the survey knows the sanctions applied for non-compliance with the standards of access to public information and/or State contracts.	28.67
Indicator	Knowledge about different data categories	The officer who completes the survey knows what constitutes and the differences between: public data, personal data, sensitive data, confidential data and reserved data.	38.00
Sub-variable	Digital capacities	Assesses institutional capacities on the use of digital technologies to facilitate efficiency and transparency.	34.93
Indicator	Computer equipment	The entity has computer equipment for all personnel performing any type of administrative work.	36.00
Indicator	Connectivity to the internet	The entity has an internet connection that offers an adequate bandwidth for the systems operations and the personnel.	33.33
Indicator	Institutional website	The institution has its own website and is capable of managing its content and services in real time.	38.00
Indicator	Information systems for infrastructure projects	The institution has a digital system to record all information related to public infrastructure projects.	31.33
Indicator	Use of digital information systems	Officers use available digital systems for activities related to public infrastructure projects.	38.00
Indicator	Infrastructure open data publication	The entity publishes information of its infrastructure projects in this format, complying with the following conditions: <ul style="list-style-type: none"> • tabulated • updated • complete • processable by computer • free of payment • with a license allowing their free use. 	31.33
Indicator	Visualisations based on infrastructure projects data	The public entity uses visualisations that facilitate the presentation and interpretation of information referring to public infrastructure projects.	34.00

From Table 3.1.2.1(a): capacities and processes recorded an ITI score of (25.45), which was below 50% performance. Compared to the sub-national ITI score (16.17) in 2021, the PEs'

performance in the 2025 national ITI survey is an improvement, although it is also below 50%. Capacities and processes consisted of two (2) variables, namely institutional capacities (31.67 in table (a)) and institutional processes (21.31 in table (b)). Although the PEs' performance was higher in institutional capacities than in institutional processes, generally, the PEs' performance regarding institutional capacities and institutional processes was below 50%. Compared with the 2021 sub-national ITI survey's score of (20.10) for institutional capacities and (13.55) for institutional processes, the 2025 ITI score for institutional capacities and institutional processes saw an improvement in the performance of the PEs.

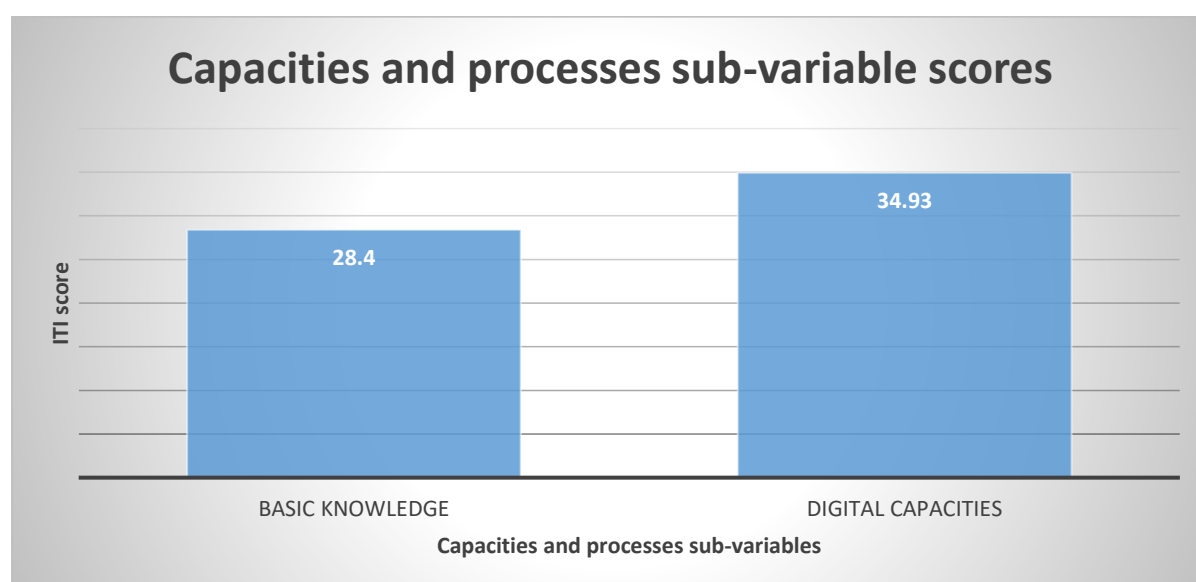


Figure 3.1.2: Capacities and processes sub-variable scores.

According to Figure 3.1.2, two (2) sub-variables measure up to institutional capacities: basic knowledge (28.40) and digital capacities (34.93). The PEs' performance regarding the two (2) sub-variables was below 50%. This implies PEs are challenged in basic knowledge and digital capacities in the disclosure of data and information. Among the indicators defining basic knowledge scores, PEs scored higher regarding knowledge about different data categories (38.00) and recorded a lower score in knowledge about the transparency data standard in the infrastructure sector (15.33). Moreover, among the indicators that defined digital capacities, PEs scored higher in use of digital information systems (38.00) and institutional website (38.00) while scoring lower in infrastructure open data publication (31.33).

Table 3.1.2.1(b): Performance of PEs regarding capacities and processes

Variable	Institutional processes	Evaluates the soundness of procuring entities' procedures and capacities to disclose data and information	21.31
Sub-variable	Procedures to disclose information	Evaluates institutional procedures to guarantee transparency of data and information related to public infrastructure.	29.73
Indicator	Procedures for the publication of information	There is a documented institutional procedure for the proactive disclosure of information linked to public infrastructure projects.	24.00
Indicator	Responsibilities for disclosure	The procedure for proactive disclosure refers to named officers who are responsible for the various stages of the proactive disclosure of information process.	16.00
Indicator	Information officer profile	There is a documented professional profile in the institution for an "information officer", "information unit", or similar, that describes the professional requirements and main tasks for this person or unit.	35.33
Indicator	Information officer	There is a person nominated for the position of information officer and the person fully complies with the job profile.	36.00
Indicator	Follow-up mechanisms on information requests	There are procedures to provide an internal follow-up to public infrastructure project information requests that come from citizens or other actors.	37.33
Sub-variable	Enablers and barriers to disclose information	Evaluates conditions at the entity facilitating or limiting the public information publication.	17.43
Indicator	Internal policy for information publication	There is in the entity an internal policy, issued from the institutional authorities, for the publication of information containing, among other data, those referring to infrastructure projects.	22.00
Indicator	Disclosure training programme	There is an internal disclosure training programme or dissemination process that makes personnel aware at all levels on matters of access to public information that includes infrastructure projects.	26.67
Indicator	Identification of limitations for publishing information	The internal limitations to publishing infrastructure projects information have been clearly identified.	18.67
Indicator	Plan to mitigate limitations for publishing information	There is a document that contains the plan to reduce or eliminate the present limitations to publishing information related to infrastructure projects.	3.33
Indicator	Bureaucratic barriers to publish information	The process of proactive and reactive publication of public information, in practice, is not hindered by internal bureaucracy, as for example when it is necessary to obtain approval from multiple parties.	20.67
Indicator	Documentation of non-compliance and sanctions	There is documentation at the entity acknowledging and following-up on non-compliance and sanctions imposed by controlling entities due to non-compliance with the access-to-information standards and/or state contracts.	8.67
Sub-variable	Control over infrastructure projects disclosure	Assesses the existence of disclosure control mechanisms and their practical impact in improving data disclosure.	16.00

Indicator	Level of disclosed infrastructure projects	Proportion of projects on which information is disclosed, complying with the infrastructure data standard, compared with the total number of projects managed by the procuring entity, expressed as a percentage.	18.00
Indicator	Level of investment represented by disclosed infrastructure projects	Amount of investment represented by projects on which information is proactively disclosed by the procuring entity, complying with the infrastructure data standard, as a proportion of the total amount of investment on infrastructure projects, expressed as a percentage.	14.00

From Table 3.1.2.1(b), institutional processes variable was defined by procedures to disclose information (29.73), enablers and barriers to disclose information (17.43), and control over infrastructure projects disclosure (16.00). Compared to the 2021 sub-national ITI score of (18.40) for procedures to disclose information, (14.93) for enablers and barriers to disclose information, and (19.33) for control over infrastructure projects disclosure, PEs recorded an improvement in procedures to disclose information and enablers and barriers to disclose information, while recording a decrease in performance regarding control over infrastructure projects disclosure. Among the indicators defining the sub-variable Procedures to disclose information, Follow-up mechanisms on information requests obtained the highest core (37.33) while Responsibilities for disclosure recorded the least score (16.00). All the indicators recorded scores that indicated a below 50% performance.

The sub-variable, enablers and barriers to disclose information was define by 6 indicators out of which Disclosure training programme recorded the highest score (26.67) whiles plan to mitigate limitations for publishing information recorded the least score of (3.33). The PEs perfomed below 50% regarding the subvariable enablers and barriers to disclose information (17.43), thus suggesting the existing conditions in the PEs limits the public information publication of PEs.

The sub-variable control over infrastructure projects disclosure (16.00), assesses the existence of disclosure control mechanisms and their practical impact in improving data disclosure. An ITI score of 16 by the PEs is an indication that the existing disclosure mechanisms in the PEs are not positively impacting the improvement of data disclosure. Among the indicators measuring up to the control over infrastructure projects disclosure sub-variable, the performance of the PEs regarding the level of disclosed infrastructure projects (18.00) was the highest, while the Level of investment represented by disclosed infrastructure

projects (14.00) was the lowest. The two indicators averaged into a value of 16.00 for control over infrastructure projects disclosure.

3.1.3 Citizen participation

Citizen participation evaluates the opportunities provided by procuring entities for citizen participation and how citizens use the disclosed public information.

Table 3.1.3 PEs' responsiveness to citizen participation

Dimension	Citizen participation	Evaluates the opportunities provided by procuring entities for citizen participation and how citizens use the disclosed public information.	26.35
Variable	Participation practices		26.35
Sub-variable	Participation opportunities	Assesses the formalisation of citizens participation opportunities and online mechanisms to facilitate this participation.	29.13
Indicator	Institutionalised citizen participation	The institution has formal citizen participation opportunities that allow the procuring entity to listen and implement requests from the citizenship, that may be used for public infrastructure projects.	28.00
Indicator	Permanent and inclusive citizen participation	The citizens participation opportunities are permanently available or are available with a constant periodicity through a variety of inclusive channels.	33.33
Indicator	Citizen participation in infrastructure projects	The entity conducts formal citizen consultation processes to identify, define, prioritize and monitor public infrastructure projects.	33.33
Indicator	Citizen attention office	There is in the institution an office for citizen service (called the Transparency Office, Complaints Office, Information Office, etc.) that sees subjects related to infrastructure projects.	24.00
Indicator	Online form for consultation or requests	There is an online form by which any person may request information, perform a consultation, or present a complaint referring to an infrastructure project and receive an effective response.	18.67
Indicator	Awareness of participation opportunities	The institution makes an effort to ensure that citizens are aware of existing participation	32.00

		opportunities and of the availability of information related infrastructure projects.	
Sub-variable	Use of information by citizens	Assesses the use of information related to infrastructure projects by citizens, stemming from case evidence.	24.07
Indicator	Centralised citizen complaints	There is a mechanism that documents citizens' complaints related to public infrastructure projects, generates a log and manages responses in an orderly fashion.	29.33
Indicator	Requests and responses of access to information	Access- to-information requests and responses there were from the entity are recorded.	22.00
Indicator	Institutional response capacity	The response to citizens' access-to-information requests is provided according to the period established by law.	21.33
Indicator	Institutional use evidence	The institution provides the public with feedback, such as reports or announcements, on how citizens' inputs have been used in infrastructure projects.	28.67
Indicator	Citizens use evidence	The information made public regarding infrastructure projects is used by the citizens, civil society organisations, academia, media, private sector, or any other actor.	20.00
Indicator	Evidence of joint projects	The institution has developed joint projects with other actors out of the institution as a result of the information on infrastructure projects.	16.00
Indicator	Improvements as a response to citizen participation	Changes or reforms have been made to infrastructure projects in response to feedback, evaluation, or some other type of citizen participation.	24.67

From Table 3.1.3, this dimension obtained an ITI score of (26.35), indicating that the PEs' performance was below 50%. This suggests that the working culture of PEs is not providing citizens with adequate opportunities to participate in the procurement of public infrastructure. Moreso, citizens appear not to be fully utilizing the disclosed public information by the PEs. However, comparing the 2021 ITI sub-national score of (24.73) to the current score of (26.35) revealed a small improvement in the performance of the PEs regarding citizen participation.

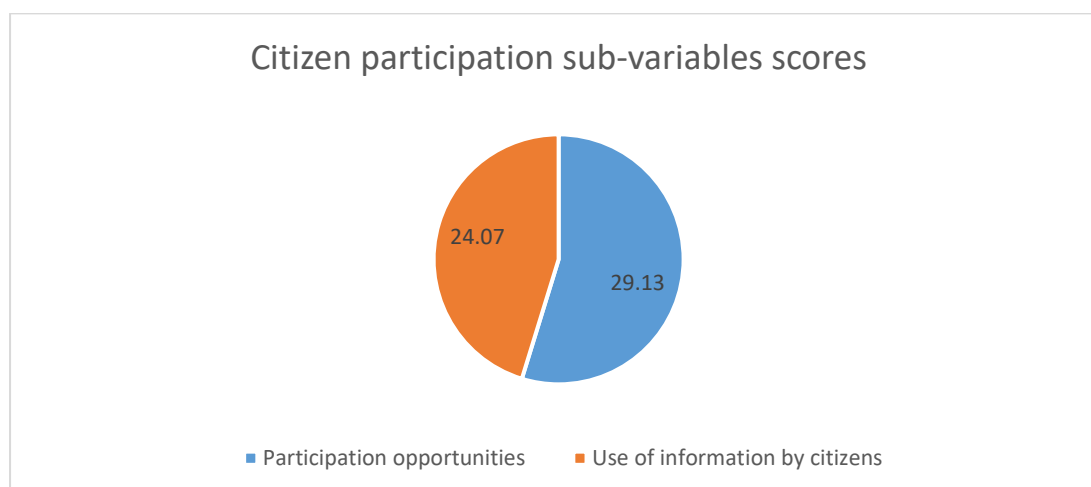


Figure 3.1.3: Citizen participation sub-variables scores

From Figure 3.1.3, citizen participation was defined by two (2) sub-variables: participation opportunities (29.13) and use of information by citizens (24.07). Indicating PEs' strength in the sub-variable, participation opportunities compared to use of information by citizens. Among the six (6) indicators measuring participation opportunities, according to Table 3.1.3, PEs' performance regarding permanent and inclusive citizen participation (33.33), and citizen participation in infrastructure projects (33.33) was the highest, while online form for consultation or requests (18.67) was the lowest. Moreover, seven (7) indicators defined use of information by citizens. PEs' performance was highest against Centralised citizen complaints (29.33), and lowest against Evidence of joint projects (16.00).

3.1.4 Information disclosure

Information disclosure evaluates the amount of data and information disclosed by procuring entities on infrastructure projects according to the CoST IDS or the OC4IDS. Information disclosure recorded ITI-score of (34.14), an indication of a below 50% performance by the PEs with regards to data and information disclosure about projects for public consumption following the CoST IDS or the OC4IDS. This is attributable to the low institutional capacities and processes exhibited by PEs in data and information disclosure as recorded in this survey (see 3.1.2). Compared to the 2021 sub-national score of (3.69), PEs recorded improvement regarding information disclosure. Information disclosure was defined by project identification (76.03), execution contract procurement (46.87), project preparation (27.33), execution contract implementation (22.75), supervision contract implementation (18.95) and supervision

contract procurement(15.37) sub-variables. Apart from PEs' performance against project identification which suggested an above 50% performance, PEs' performance regarding execution contract procurement, project preparation, execution contract implementation, and supervision contract implementation and supervision contract procurement was below 50% performance.

Table 3.1.4 (a): Information disclosure practices of PEs in Ghana

Dimension	Information disclosure	Evaluates the amount of data and information disclosed by procuring entities on infrastructure projects according to the CoST IDS or the OC4IDS.	34.14
Variable	Disclosure practices		34.14
Sub- variable	Project identification		76.03
Indicator	Project reference number	There is a number or code assigned to the project that uniquely identifies it.	58.67
Indicator	Project owner	The entity in charge of project development and execution contract is clearly identified.	91.67
Indicator	Sector and sub-sector	The sector and sub-sector are identified according to the government structure, for which the project is being developed.	89.67
Indicator	Project name	The project is clearly identified with the same name throughout the project cycle.	83.33
Indicator	Project location	The physical location of the project is clearly identified.	88.33
Indicator	Project description	The project's description is available, indicating what it is about and the infrastructure outputs that are part of it.	70.33
Indicator	Purpose	There is a project purpose expressed in terms of public infrastructure and its intended social and economic impact.	65.67
Sub-variable	Project preparation		27.33
Indicator	Environmental impact	A document that identifies, evaluates and describes the environmental impacts produced by the project on its surroundings is available; including reference to relevant additional studies (soil, topography, hydrogeology, etc.)	8.00
Indicator	Land and settlement impact	A document that identifies, assesses and describes the impacts on human settlements and population centres, produced by the project, is available.	10.00
Indicator	Contact details	Information identifies the contact details of the officer responsible for the project in the procuring entity.	22.33
Indicator	Project budget and date of approval	The total required budget is available for the development of the project and the date of approval provided.	61.00
Indicator	Funding sources	The sources where the funds are coming from are identified, e.g. from the national budget, cooperation, multilateral organisations, or others.	75.00
Sub-variable	Execution contract procurement		46.87
Indicator	Procuring entity and contact details	The entity in charge of contracting the execution of the infrastructure project and its contact details are clearly identified.	74.33
Indicator	Procurement process	The type of procurement process that was applied to award the contract is clearly identified.	60.00

Indicator	Number of firms bidding	The number of companies participating in the bidding process for the infrastructure execution is clearly identified.	30.00
Indicator	Contract type	The type of contract to be signed is clearly identified.	61.67
Indicator	Contract title	The official name of the signed contract is clearly identified.	35.00
Indicator	Contract price	The final amount of the execution contract is clearly stated.	53.33
Indicator	Contract start date	The date when the contract execution starts is clearly identified.	41.67
Indicator	Contract duration	The contract duration is clearly identified.	36.67
Indicator	Contractor(s)	The · name · identification number · contact information of the winning contractor is clearly identified.	28.33
Indicator	Contract scope of work	The description of the work and services that the firm has to provide under the signed contract are clearly identified.	47.67

From Table 3.1.4 (a) project identification recorded an ITI score of (76.03), suggesting PEs performed 50% regarding project identification practices. PEs performed above 50% regarding all seven (7) measuring project identification, with project owner (91.67) emerging as the indicator PEs highly performed, while project reference number (58.67) was the indicator PEs performed least. Comparing the project identification score of (76.03) for 2025 with that of 2021 (17.29) indicates that PEs' performance improved regarding the project identification subvariable.

The project preparation sub-variable obtained a score of (27.33), indicating a below 50% performance of PEs. Five (5) indicators defined project preparation, with PEs performing the highest in disclosing funding sources of projects, as funding sources recorded a score of (75.00). This was followed by disclosure of project budget and date of approval (61.00), whereas PEs' least performance indicator was against environmental impact (8.00). Compared to a sub-national ITI score of (3.33) in 2021, PEs' performance in the 2025 ITI survey recorded an improvement in project preparation.

PEs' performance regarding disclosure of data concerning execution contract procurement (46.87) was below 50%. However, compared with the results of the disclosure of data for the ITI-survey 2021 which was (3.43) revealed an increase in the performance of PEs in this current ITI survey. Execution contract procurement was defined by ten (10) indicators, with PEs' performance regarding procuring entity and contact details (74.33) being the highest,

followed by Procurement process (60.00), while the least PE performance indicator was contractors' (28.33).

Table 3.1.4 (b): Information disclosure practices of PEs in Ghana

Sub-variable	Supervision contract procurement		15.37
Indicator	Procuring entity and contact details	The entity in charge of contracting the supervision of the infrastructure and its contact details are clearly identified.	28.67
Indicator	Procurement process	The type of tender management process applied to award the contract is clearly identified.	14.00
Indicator	Number of firms/individuals bidding	The number of companies or individuals participating in the bidding process for the supervision is clearly identified.	11.67
Indicator	Contract type	The type of contract signed is clearly identified.	20.00
Indicator	Contract title	The official name of the signed contract is clearly identified.	13.33
Indicator	Contract price	The final amount of the supervision contract is clearly provided.	8.33
Indicator	Contract start date	The start date of the supervision contract started is clearly identified.	8.33
Indicator	Contract duration	The contract duration is clearly identified.	10.33
Indicator	Contract firm/individual	The name and information of the awarded company or individual to implement the project supervision is clearly identified.	18.67
Indicator	Contract scope of work	The description of the work and services that the firm or individual has to provide under the signed contract are clearly identified.	20.33
Sub-variable	Execution contract implementation		22.75
Indicator	Variation to contract price	It is clearly indicated whether variations to the contract price have been made.	31.67
Indicator	Reasons for price changes	Justifications with arguments why changes were made to the contract price are available.	25.00
Indicator	Variation to contract duration	Contract duration modifications are clearly indicated, if made.	31.67
Indicator	Reasons for contract duration changes	Justifications with arguments why changes were made to the contract duration are available.	15.33
Indicator	Variation to contract scope	Modifications to the project scope, if they exist, are clearly indicated.	26.67
Indicator	Reasons for scope changes	Justifications with arguments why changes were made to project scope are available.	18.33
Sub-variable	Supervision contract implementation		18.95
Indicator	Variation to contract price	It is clearly indicated whether variations to the contract price have been made.	20.33
Indicator	Reasons for price changes	Justifications with arguments why changes were made to the contract price are available.	15.33
Indicator	Variation to contract duration	Contract duration modifications are clearly pointed out, if made.	23.33
Indicator	Reasons for duration changes	Justifications with arguments why changes were made to the contract duration are available.	16.33
Indicator	Variation to contract scope	Modifications to the project scope, if they exist, are clearly pointed out.	23.33
Indicator	Reasons for scope changes	Justifications with arguments why changes were made to project scope are available.	21.67

From Table 3.1.4(b) supervision contract procurement sub-variable recorded an ITI score of (15.37), suggesting a below 50% performance of PEs. Ten (10) indicators measure up to the supervision contract procurement. The top three best performances of the PEs were disclosure of data and information about procuring entity and contact details (28.67), contract scope of work (20.33), and Contract type (20.00) while the three worst performances of the PEs were disclosure of data or information about contract price (8.33), contract start date (8.33), Contract duration (10.33). Comparing the 2025 ITI score for Supervision contract procurement (15.37) with that of 2021 sub-national ITI-score (2.17), revealed an improvement in the PEs' performance from (2.17) in 2021 to (15.37) in 2025. But that notwithstanding PEs disclosure of data and information in accordance with CoST IDS or OC4IDS is very poor and requires major improvement.

Also, from Table 3.1.4 (b), execution contract implementation recorded an ITI score of (22.75), indicating a below 50% performance of PEs in disclosure of information and data regarding execution contract implementation phase of projects. Six (6) indicative variables measure up to execution contract implementation. PEs' best performance was disclosure regarding Variation to contract Price (31.67) and Variation to contract duration (31.67), while PEs' worst performance was against reasons for contract duration changes (15.33). In all, the PEs' performance against the six (6) indicators was below 50%. This implies the existing disclosure culture of PEs does not promote public disclosure of information at the execution contract implementation phase of projects, and thus needs to be reformed. However, comparing the subnational score of (0.00) in 2021 with a national score of (22.75) in 2025 presents a significant improvement in public disclosure of information and data by PEs from 2021 to 2025.

3.2 Procuring entities' ITI score

Table 3.2.1: PEs ITI scores and ranking

Rank	PE Name	PE ITI Score	Capacities & Processes	Citizen Participation	Information Disclosure
1	Shama District Assembly	66.07	55.05	74.6	70.38
2	Wassa East District Assembly	65.15	58.73	52.8	78.48
3	New Juaben South Municipal Assembly	59.29	43.31	71.4	65.7
4	Tarkwa Nsuaem Municipal Assembly	58.2	67.3	87.7	31.8
5	Ahanta West Municipal Assembly	56.94	52.33	30.25	77.65
6	Sekondi-Takoradi Metropolitan Assembly	50.62	52.18	74.9	34.08

7	Ministry of Energy and Green Transition	50.5	56.04	80.4	26.98
8	Effia-Kwesimintsim Municipal Assembly	50.12	56.77	82.3	24.2
9	Ministry of Roads and Highways	48.98	50.53	65.2	37.48
10	Nzema East Municipal Assembly	48.2	60.59	37.65	43.95
11	Mpohor-Fiase District Assembly	45.36	74.95	55.45	13.15
12	Ghana Water Limited	30.77	46.42	43.95	8.85
13	Ministry of Transport	23.8	0	0	59.5
14	Wa Municipal Assembly	20.74	26.79	25.7	12.35
15	Ho Municipal Assembly	19.83	0	0	49.58
16	Local Government, Chieftaincy & Religious Affairs	17.66	0	0	44.15
17	Sunyani Municipal Assembly	14.81	0	0	37.03
18	Ministry of Sports and Recreation	14.8	0	0	37.0
19	Ministry of Health	14.22	35.44	4.05	2.0
20	Ministry of Education	14.19	0	0	35.48
21	Ghana Civil Aviation Authority	13.94	0	0	34.85
22	Ghana National Petroleum Corporation	13.53	0	0	33.83
23	Ministry of Food and Agriculture	12.88	0	0	32.2
24	Department of Urban Roads	11.49	0	0	28.73
25	State Housing Company Limited	10.5	27.12	4.05	0
26	Techiman Municipal Assembly	10.45	0	0	26.13
27	Obuasi Municipal Assembly	9.63	0	0	24.08
28	Ghana Ports and Harbours Authority	9.18	0	0	22.95
29	Ministry of Communications, Digital Technology & Innovations	6.51	0	0	16.28
30	Ministry of Works, Housing and Water Resources	6.22	0	0	15.55

Table 3.2.1 presents the ranking of PEs by ITI score. In all, thirty (30) PEs took part in the ITI survey. Out of the thirty (30) PEs, nineteen (19) PEs did not complete dimensions 2 and 3 (because they failed to provide the completed ITI survey as explained in Chapter 2). The PEs ITI score was an aggregated measure of dimensions 2, 3, and 4, namely capacities and

processes, citizen participation, and information disclosure, respectively. Apart from eight (8) PEs whose performance was above the 50% score: Shama District Assembly (66.07), Wassa East District Assembly (65.15), New Juaben South Municipal Assembly (59.29), Tarkwa Nsuaem Municipal Assembly (58.2), Ahanta West Municipal Assembly (56.94), Ministry of Energy and Green Transition (50.5), Sekondi-Takoradi Metropolitan Assembly (50.62), and Effia-Kwesimintsim Municipal Assembly (50.12); the performance of the remaining twenty-two (22) PEs was low.

Relatively, among the PEs, Shama District Assembly with a PE ITI score of (66.07) ranked 1st, Wassa East District Assembly (65.15) ranked 2nd, and New Juaben South Municipal Assembly (59.29) ranked 3rd, while Ghana Ports and Harbours Authority (22.95) ranked 28th, Ministry of Communications, Digital Technology & Innovations (16.28) ranked 29th, and Ministry of Works, Housing and Water Resources (15.55), ranked 30th. Compared to the 2021 subnational ITI score, where all participating PEs scored below 50, the 2025 ITI is an improvement upon the PEs performance, as not less than eight (8) PEs performed above 50%.

Also, in 2021, Ghana Water Company Limited ranked 1st with ITI score of (46.83) while in 2025, Shama Municipal Assembly ranked 1st with an ITI score of (66.07). This revealed a level of competition among PEs to enhance transparency and accountability in public infrastructure procurement; thus, the Shama Municipal Assembly outperformed Ghana Water Company Limited in 2025 ITI PEs ranking. Comparing the ITI score of Shama Municipal Assembly in 2021, which was (26.59), with that of 2025, which is (66.07), revealed a significant improvement in the performance of Shama Municipal Assembly. Indicating an improvement in information disclosure, capacities and processes, and citizens' participation in the provision of public infrastructure within the Shama municipality. This could be attributed to the consistent participation of the Assembly in the ITI survey since its inception in Ghana and the effort of the Assembly to apply itself to CoST IDS.

Table 3.2.2: Sub ranking of PEs per categorization

Rank	PE Name	PE ITI Score	Capacities & Processes	Citizen Participation	Information Disclosure
Metropolitan/Municipal/District Assemblies					
1	Shama District Assembly	66.07	55.05	74.6	70.38
2	Wassa East District Assembly	65.15	58.73	52.8	78.48
3	New Juaben South Municipal Assembly	59.29	43.31	71.4	65.7
4	Tarkwa Nsuaem Municipal Assembly	58.2	67.3	87.7	31.8
5	Ahanta West Municipal Assembly	56.94	52.33	30.25	77.65
6	Sekondi-Takoradi Metropolitan Assembly	50.62	52.18	74.9	34.08
7	Effia-Kwesimintsim Municipal Assembly	50.12	56.77	82.3	24.2
8	Nzema East Municipal Assembly	48.2	60.59	37.65	43.95
9	Mpohor-Fiase District Assembly	45.36	74.95	55.45	13.15
10	Wa Municipal Assembly	20.74	26.79	25.7	12.35
11	Ho Municipal Assembly	19.83	0	0	49.58
12	Sunyani Municipal Assembly	14.81	0	0	37.03
13	Techiman Municipal Assembly	10.45	0	0	26.13
14	Obuasi Municipal Assembly	9.63	0	0	24.08
	Group Average	41.10			
Ministries					
1	Ministry of Energy and Green Transition	50.5	56.04	80.4	26.98
2	Ministry of Roads and Highways	48.98	50.53	65.2	37.48
3	Ministry of Transport	23.8	0	0	59.5
4	Local Government, Chieftaincy & Religious Affairs	17.66	0	0	44.15
5	Ministry of Sports and Recreation	14.8	0	0	37.0
6	Ministry of Health	14.22	35.44	4.05	2.0
7	Ministry of Education	14.19	0	0	35.48
8	Ministry of Food and Agriculture	12.88	0	0	32.2
9	Ministry of Communications, Digital Technology & Innovations	6.51	0	0	16.28

10	Ministry of Works, Housing and Water Resources	6.22	0	0	15.55
	Group average	20.98			
	Agencies				
1	Ghana Water Limited	30.77	46.42	43.95	8.85
2	Ghana Civil Aviation Authority	13.94	0	0	34.85
3	Ghana National Petroleum Corporation	13.53	0	0	33.83
4	Department of Urban Roads	11.49	0	0	28.73
5	State Housing Company Limited	10.5	27.12	4.05	0
6	Ghana Ports and Harbours Authority	9.18	0	0	22.95
	Group average	14.90			

Table 3.2.2 presents the performance of the PEs per categorization. The categorization is in accordance with the Public Procurement Authority Act 663 as amended by Act 914 (see Table 2.3.1). Regarding the category of Metropolitan, Municipal and District Assemblies, seven (7) PEs recorded a positive ITI score above 50% whereas the remaining seven(7) recorded a positive ITI score below 50%. In all, 14 PEs were under this category with a group average ITI score of 41.10, an indication of a below 50% performance. However, based on each PE's ITI score, relatively, Shama District Assembly with an ITI score of (66.07) ranked 1st, Wassa East District Assembly (65.15) ranked 2nd, whereas Sunyani Municipal Assembly (14.81), Techiman Municipal Assembly (10.45), and Obuasi Municipal Assembly (9.63) ranked 12th, 13th, and 14th, respectively.

Concerning the ten (10) ministries, only Ministry of Energy and Green Transition (50.5) recorded above 50% ITI score, with the remaining nine (9) PEs obtaining scores below 50%. A group average ITI score of 20.98 describes a general performance of the PEs which is below 50%. However, based on the individual ITI scores, relatively, the first three top ranked PEs were Ministry of Energy and Green Transition (50.5), Ministry of Roads and Highways (48.98), and Ministry of Transport (23.8) whiles Ministry of Food and Agriculture (12.88), Ministry of Communications, Digital Technology & Innovations (6.51), and Ministry of Works, Housing and Water Resources (6.22) were the three bottom ranked PEs.

Concerning the six (6) PEs under agencies, all recorded ITI scores below 50%. A group average score of 14.90 affirms a general score below 50%. Relatively, Ghana Water Limited (30.77) ranked 1st, whereas Ghana Ports and Harbours Authority (9.18) ranked 6th.

3.3 Infrastructure projects scores

This section presents an account of data and information disclosure by PEs regarding projects they have undertaken. The project-specific public data and information disclosure were computed into PE project score and presented in the form of a Table.

Table 3.3.1: Infrastructure projects scores of PEs

Rank	PE Name	Project Name	PE Project Score
1	Ahanta West Municipal Assembly	Rehabilitation of 3 Unit Classroom Block with ancillary Facilities at Akwida	87.00
2	Shama District Assembly	Construction Of Community Park With Ancillary Facilities (Phase 1)	85.90
3	Wassa East District Assembly	Construction of 1No. 3-Unit classroom block with office, staff common room, store at Kakabo and supply of 200 No. dual and 200No. mono Desk	80.10
4	Wassa East District Assembly	Construction of 1No. CHPS compound at Himanso	76.85
5	Ahanta West Municipal Assembly	Construction Of Double Seal Bituminous Road with Side Drains, 3no. Pipe Culverts And 2no. Box Culvert - 1.4km Of Domeabra Road	68.30
6	Sekondi-Takoradi Metropolitan Assembly	Construction of Training Centre with Workshop and External Works for TCSP at STMA Depot, Sekondi	68.15
7	New Juaben South Municipal Assembly	Construction Of 1no. Foot Bridge, Stone Lining (95m) Within Selected Sections of Nsukwao River Channel at YMCA	65.90

8	New Juaben South Municipal Assembly	Construction of 1No. Gym and 1No. Health Post at the Koforidua Jackson Park	65.50
9	Sunyani Municipal Assembly	Construction of 1Km Tarred Road with 1000M 0.6M and 0.9M Slabbed U-Drains, Paved 1000M Walkways and 35No. Single-Arm Streetlights 35No. Luminaries from Social Welfare School to Nana Bosoma Market,Sunyani	60.80
10	Ho Municipal Assembly	Completion of 1 No. 2 storey 54 units shops 12-units W/C and ancillary facilities at Ho Central Market	60.30
11	Ministry of Transport	Tamale International Airport Expansion (Phase II)	60.10
12	Ministry of Transport	Sunyani Airport Rehabilitation (Phase I)	58.90
13	Ghana National Petroleum Corporation	Design, supervision and construction of operational head office in Takoradi.	58.40
14	Nzema East Municipal Assembly	Construction of 1No. 6-Unit Classroom Block, 1No. 3-Seater Toilet, 1No. 2-Unit Urinal Facility and Provision of 130 Dual Desk	56.00
15	Shama District Assembly	Construction Of Market at Inchaban Abease	54.85
16	Ministry of Education	Rehabilitation and Upgrading of Equipment in Polytechnics and Technical Institutes (including Technical Universities/Polytechnics)	50.95
17	Ministry of Roads and Highways	Tamale Interchange Project (Northern Region, Ghana)	46.55
18	Ministry of Local Government, Chieftaincy and Religious Affairs	Construction Of 2no. 3-Bedroom Bungalow For Regional Police Commander And Deputy At Sefiw Waiwso In The Western North Region	44.65
19	Ministry of Local Government, Chieftaincy and Religious Affairs	Construction Of 1 No. 3-Storey 12units, 2-Bedroom Block of Flats for Staff of Regional Police Commands in Nalerigu in the North East	43.65

20	Ho Municipal Assembly	Completion of 1 No. 2 storey 84-unit shops, 12 units WC, Restaurant and other Ancillary facilities at Ho Central Market	38.85
21	Ministry of Sports and Recreation	Construction and rehabilitation of cricket pavilions at Achimota School Oval for the 13th African Games, Accra 2023	37.00
22	Ministry of Sports and Recreation	Construction of Six (6) Astro Turfs and ancillary facilities	37.00
23	Ghana Civil Aviation Authority	Construction of Head Office Building, additional Floor and design, supply and implementation of IT Solution Data Center	35.60
24	Ghana Civil Aviation Authority	Design & Build of Ultra-Modern Air Traffic Control (ATC) Tower at Kotoka International Airport	34.10
25	Ministry of Food and Agriculture	Rehabilitation & Modernisation of the Tono Irrigation Scheme (TIS)	33.20
26	Ministry of Energy and Green Transition	Rehabilitation & Upgrade of the Five (5) Pilot Mini-Grids	32.80
27	Nzema East Municipal Assembly	Construction of 200mx2.25mx0.9m storm U-drain and backfilling for landscaping	31.90
28	Tarkwa Nsuaem Municipal Assembly	Construction of 1 No. 20-seater W/C Toilet, 1 No. Mechanised Borehole and 2-Bay Urinal at Simpa	31.80
29	Tarkwa Nsuaem Municipal Assembly	Construction of 1No. 12-Seater W/C Toilet, 1 No. Mechanised Borehole and 2-Bay Urinal at Tetrem Primary School	31.80
30	Techiman Municipal Assembly	Upgrading of Agyeiwaa Road to DVLA office (246M) + Link 1 (154M) and 2 (146M) at Techiman (Lot 1)	31.50

31	Obuasi Municipal Assembly	Construction of Proposed 1No. 2-storey Clinic with Accommodation at New Nsuta/Auntie at the central Market in the Obuasi Municipality	31.00
32	Ministry of Food and Agriculture	Rehabilitation and Completion of Kpong Left Bank Irrigation Project	31.20
33	Effia-Kwesimintsim Municipal Assembly	Construction of 850m 4.5m X 1.5m Storm Drain from Anaji Choice Mart to I. Adu	30.20
34	Department of Urban Roads	Dualization of Ho Main Road (Sokode-Gborgame-Civic Centre) and Traffic Management Works (10.5km)	29.35
35	Ministry of Roads and Highways	The Kumasi Roads and Drainage Extension Project	28.40
36	Department of Urban Roads	Rehabilitation of Auxiliary Infrastructure of Kumasi Inner City Ring Road and Adjacent Streets (100Km) Ph.1	28.10
37	Ghana Ports and Harbours Authority	Takoradi – Atlantic Terminal Services (ATS) Multipurpose/Container Terminal	22.95
38	Ghana Ports and Harbours Authority	Kpone Unity Terminal – Tema (Off-Dock Facility Handover)	22.95
39	Ministry of Energy and Green Transition	Design, Supply, and Installation of Mini-Grid Electrification for Ada East District of the Greater-Accra Region	21.15
40	Techiman Municipal Assembly	Construction of 2 storey market stores at Nana Abena Market block A	20.75
41	Ministry of Education	Construction Of Proposed New Senior High Schools	20.00
42	Ministry of Works, Housing and Water Resources	Komenda Coastal Protection Works (Phase II)	19.30

43	Effia-Kwesimintsim Municipal Assembly	Construction Of 6-Unit Classroom Block with Ancillary Facilities And 6-Seater Water Closet Toilet Block with Water Tank Support for Anaji M/A Basic School	18.20
44	Ghana Water Limited	Upper East Region Water Supply Project	17.70
45	Obuasi Municipal Assembly	Construction of Cassava processing factory at Mamiriwa	17.15
46	Ministry of Communications, Digital Technology and Innovations	Ghana.gov e-Services & Payment Platform	16.30
47	Ministry of Communications, Digital Technology and Innovations	Ghana Rural Telephony & Digital Inclusion Project (GRT&DIP)	16.25
48	Mpohor-Fiase District Assembly	Construction of Fire Service Station at Mpohor	13.15
49	Mpohor-Fiase District Assembly	Construction of 1No. 2-Unit 4-Bedroom Staff Accommodation for Senior Medical Officers at Mpohor (2ND Phase)	13.15
50	Sunyani Municipal Assembly	Paving 2,500m precinct of new educational block and construction of fence wall	13.25
51	Wa Municipal Assembly	Construction of Maternity, Wa Municipal Hospital surgical and recovery ward at Wa Municipal Hospital	12.55
52	Wa Municipal Assembly	Completion of market Town Hall and Restaurant	12.15
53	Ministry of Works, Housing and Water Resources	Legacy Court Project which entails the construction of 12 houses, 7 town homes and 40 apartments	11.80

54	Ghana National Petroleum Corporation	Refurbishment of Petroleum House – Greater Accra	9.25
55	Ministry of Health	Construction of District Hospital at Konongo	2.00
56	Ministry of Health	Bolgatanga Regional Hospital – Rehabilitation Project Phase III	2.00
57	Ghana Water Limited	Replacement of Weak 400mm uPVC Transmission Pipeline in Sekondi through Essipong (Western Region)	0.00
58	Sekondi-Takoradi Metropolitan Assembly	Construction of 2m x 2m Storm Drain at Kojokrom Market	0.00
59	State Housing Company Limited	Kumasi-GIS Estate: Over 100 housing units (2–4 bedroom) built under the 'John Agyekum Kufuor Estate' in Kumasi	0.00
60	State Housing Company Limited	200 Units Affordable Housing at Amrahia (SHC Gardens / Legacy Court)	0.00

From Table 3.3.1, sixty (60) projects from 30 PEs were evaluated based on data and information disclosure in accordance with CoST IDS. Out of the 60 projects, PEs' performance in fifteen (15) was above the 50% score, while PEs' performance regarding the remaining forty-five (45) projects was below the 50% score. Based on the PEs Project score, Ahanta West Municipal Assembly, rehabilitation of 3 Unit Classroom Block with ancillary facilities at Akwida recorded a PE Project score of (87.00) and ranked 1st. Shama District Assembly, construction of community park with ancillary facilities (Phase 1) obtained a PE project score of (85.90) and was ranked 2nd. Ranking 3rd was Wassa East District Assembly, Construction of 1No. 3-Unit classroom block with office, staff common room, store at Kakabo, and supply of 200 No. dual and 200 No. mono Desk (80.10). Ranking 58th Construction of 2m x 2m Storm Drain at Kojokrom Market by Sekondi-Takoradi Metropolitan Assembly (0.00); ranking 59th was State Housing Company Limited, Kumasi GIS Estate: Over 100 housing units (2–4 bedroom) built under the 'John Agyekum Kufuor Estate' in Kumasi (0.00) and ranking 60th

was, 200 Units Affordable Housing at Amrahia (SHC Gardens / Legacy Court) (0.00) by State Housing Company Limited.

It is worth mentioning that in the 2021 subnational ITI survey, the project titled *Construction of 1 No. CHPS Compound - Kejabil* by Ahanta West Municipal Assembly ranked 1st with a PE Project score of (24.65). Thus, maintaining the 1st slot in the 2025 national ITI survey with an improved data and information disclosure level of (87.00) signifies a positive disclosure culture at the Project level within the Assembly, promoting transparency and accountability in the delivery of public infrastructure within the Ahanata West Municipality.

Conclusions

The aim of the ITI survey was to assess the level of transparency and accountability in public infrastructure over time. In view of this, the 2025 ITI survey focused on PEs' projects that were completed from 2022 to 2024. The objectives that guided the ITI survey were: to assess the state of infrastructure transparency and the capacity to improve transparency among procuring entities in a country at national or sub-national level, to track and encourage progress and facilitate peer learning, while helping to hold procuring entities to account, and to raise awareness of transparency at the national level, building on the existing data standards CoST IDS and the OC4IDS. The ITI survey was geographically limited to Ghana. Thirty (30) PEs participated in the survey and were assessed against three main dimensions, namely: institutional capacities and processes, citizens' participation, and information disclosure. Also, the enabling environment dimension in Ghana was assessed. A combination of the 4 dimensions culminated in the ITI score per PE and Ghana at large. Two (2) projects per PE were also assessed, and the PE's project score was generated. The national ITI score, PE project score, among others, formed the basis for ranking the PEs performance. The survey revealed that:

- The national ITI score for the 2025 ITI survey is 35.76, an indication of a national performance that is low, below 50%. The weakest-performing sub-variable was the national digital information tool (42), while access to public regulatory framework (90) was the highest-performing sub-variable.

- Although the national ITI score of 35.76 recorded in this 2025 ITI survey, is a below the 50% performance mark, it signifies an improvement upon the 2021 sub-national ITI score of 21.60.
- When the national ITI score of 35.76 for Ghana is compared with that of Ecuador in South America (27.65) and Uganda in Africa (32.26) in 2024, Ghana's national score of 35.76 signifies a better performance. However, when compared with the 2025 National ITI score of Costa Rica (66.95) in Central America, Ghana's national score of (35.76) connotes PEs' underperformance in Ghana.
- Institutional capacities and processes recorded an ITI score of (25.45), which was below 50% performance but an improvement upon the 2021 ITI score (16.17).
- Comparing the two sub-variables measuring up to institutional capacities and processes, PEs had a weaker performance on institutional processes (21.31) compared to institutional capacities (31.67).
- Citizen participation recorded a small improvement in ITI score from (24.73) in 2021 to (26.35) in 2025
- Among the two sub-variables defining citizens participation, PEs' performance was stronger in participation opportunities (29.13) compared to Use of information by citizens (24.07).
- The ITI-score for Information disclosure (34.14) indicated an improvement upon the 2021 score of (3.69), signifying an improvement in PEs information disclosure in accordance with CoST IDS and OC4IDS.
- Among the sub-variables measuring up to information disclosure, PEs performance was stronger regarding project identification (76.03), weak in execution contract procurement (46.87), and very weak in project preparation (27.33).
- With regards to ranking the performance of the PEs, Shama District Assembly with an ITI score of (66.07) ranked 1st, Wassa East District Assembly (65.15) ranked 2nd, and New Juaben South Municipal Assembly (59.29) ranked 3rd. Ghana Ports and Harbours Authority (22.95), Ministry of Communications, Digital Technology and Innovations (6.51), and Ministry of Works, Housing and Water Resources (6.22) ranked 28th 29th and 30th respectively.
- Comparing the ITI score of Shama Municipal Assembly in 2021, which was (26.59), with that of 2025, which is (66.07), revealed a significant improvement in the

performance of Shama Municipal Assembly. Indicating an improvement in information disclosure, capacities and processes, and citizens' participation in the provision of public infrastructure within the Shama municipality by the Assembly, attributable to the Assembly's consistent participation in the ITI survey since its inception in Ghana, and the effort of the Assembly to apply itself to CoST IDS.

- Regarding the PEs project score, Ahanta West Municipal Assembly, rehabilitation of 3 Unit Classroom Block with ancillary facilities at Akwida recorded a PE Project score of (87.00) and ranked 1st. Shama District Assembly, construction of community park with ancillary facilities (Phase 1) obtained a PE project score of (85.90) and was ranked 2nd. Ranking 3rd was Wassa East District Assembly, construction of 1No. 3-Unit classroom block with office, staff common room, store at Kakabo, and supply of 200 No. dual and 200 No. mono Desk (80.10).
- Ahanta West had been consistent in ranking 1st with regard to project-level ranking. In the 2021 ITI survey, Ahanta West Municipal Assembly, construction of 1 No. CHPS Compound - *Kejabil* ranked 1st with a PE Project score of (24.65). Also, the project score of (87.00) in 2025 by Ahanta West Municipal Assembly is an improvement upon the 2021 value of (24.65).

Recommendations

The 2025 Infrastructure Transparency Index (ITI) survey has provided clear, empirical evidence of gaps in disclosure, accountability, and data governance in Ghana regarding the delivery of public infrastructure. The ITI survey assessed performance across core transparency and accountability components such as enabling environment, institutional capacity and processes, citizen participation, and information disclosure, and identified systemic weaknesses that undermine value for money, public trust, and effective service delivery.

While the Ghana Infrastructure Transparency Scoping Study provided useful historical context on permissible disclosure under Ghanaian laws, the recommendations below directly emanate from the ITI's survey results and reflect the areas where procuring entities demonstrated weaknesses in performance.

- **Standardise disclosure practices across procuring entities**

Finding:

The ITI survey revealed significant inconsistencies in the type, depth, and accuracy of project information disclosed across MDAs and MMDAs. Many entities published incomplete datasets-often fewer than half of the expected indicators for location, budget, implementation status, contract variations, supervision, financials, and completion details. These disparities reflect *weak regulatory enforcement*, inadequate data governance, and variable institutional capacity. The fragmentation undermines comparability, public oversight, and overall ITI performance.

Recommendation:

The government should adopt and enforce a national standardised Project lifecycle disclosure framework that mandates uniform publication of project data across identification, preparation, procurement, implementation, and completion stages. This framework must be embedded within existing legal instruments through regulations, directives, or amendments to ensure enforceability. Standardised templates should align with OC4IDS and sector-specific requirements, while incorporating clear data validation rules and metadata standards.

Institutional responsibilities (PPA, sector ministries, MMDAs) should be explicitly defined to avoid ambiguity and ensure compliance.

- **Strengthen digital disclosure through OC4IDS integration into GHANEPS**

Finding:

The ITI survey highlights major weaknesses in digital readiness for PEs. Most procuring entities lack functional digital systems for publishing infrastructure data, and Ghana Electronic Procurement System (GHANEPS) is currently used narrowly for procurement initiation rather than full-cycle transparency. Section 3(f) of Act 663 (as amended by 914) restricts mandatory disclosure to the procurement phase, creating a structural limitation to digital transparency beyond tendering. Fragmented IT systems and low digital literacy further constrain PEs' performance.

Recommendation

Government through PPA and ministry of finance and ministry of public sector reforms should fully integrate Open Contracting for Infrastructure Data Standard (OC4IDS) fields into GHANEPS to support structured, automated disclosure across the entire project lifecycle. This requires: a legal directive or regulatory amendment extending disclosure obligations beyond procurement; system redesign to accommodate project preparation, implementation, and completion data; and interoperability with sectoral management information system (MIS) and national systems such as Ghana Integrated Financial Management Information System (GIFMIS) and National Development Planning Commission's (NDPC) M&E framework.

A phased roll-out should begin with well-resourced ministries (such as the ministries of Road, Education, and Health) before scaling to MMDAs to avoid widening digital inequality. The government should allocate dedicated resources for connectivity, digitisation infrastructure, and user training to ensure sustainable adoption.

- **Develop a national infrastructure data disclosure manual to guide compliance**

Finding:

The outcome of the ITI survey has revealed inconsistent compliance across procuring entities: some reveal identification-phase data but not procurement or completion details; others

publish outdated or partial information. These inconsistencies are rooted in the absence of a national, authoritative reference on what to disclose, when to disclose, and on which platforms. Without a unified framework, disclosure practices remain ad hoc and vulnerable to institutional turnover.

Recommendation:

The PPA and the Public Sector Reform Secretariat should develop a comprehensive *National Infrastructure Data Disclosure Manual* that clearly defines required data fields, disclosure timelines, approved publishing platforms, data validation processes, responsibilities of institutions, and sanctions or incentives for compliance. The manual should serve as an operational guide and be backed by a regulatory instrument to ensure enforcement. It must include quality assurance mechanisms-such as verification rules, version control, and periodic audits-to raise the accuracy, timeliness, and reliability of disclosed information.

- **Establish a centralised national infrastructure transparency portal**

Finding:

One of the findings of the ITI survey was the difficulty in accessing project information. Even PEs that disclosed information do so on diverse websites, dashboards, or through offline systems, creating barriers for citizens, journalists, researchers, and oversight actors. This poor accessibility affected ITI scores for both proactive disclosure and citizen participation.

Recommendation:

The MSG should liaise with the government of Ghana to create a *National Infrastructure Transparency Portal* to consolidate all lifecycle project information in one publicly accessible platform. The portal should integrate with GHANEPS and sectoral MIS, allow machine-readable data downloads, and embed feedback and grievance mechanisms to strengthen citizen oversight and participation. Clear institutional ownership-preferably housed within PPA or the Office of the Head of Local Government Service (for MMDA integration)-must be assigned, along with sustainable funding for system maintenance, hosting, updates, and user support. Data uploaded to the portal must be subject to regular quality assurance and independent verification.

-
- **Build comprehensive institutional capacity in disclosure, contract management, and digital systems**

Finding:

The ITI survey revealed that low performance of PEs was driven, among others, by limited institutional capacity than by deliberate non-compliance. Entities struggled with preparing and publishing contract variations, payment certificates, environmental/social data, and completion details. Staff often lack digital skills, and PEs face resource constraints. Without addressing these systemic capacity barriers, reforms will not be sustained.

Recommendation:

Implement a structured, multi-tiered capacity development programme covering: disclosure obligations and data standards; GHANEPS utilisation beyond procurement; contract management and reporting; data validation and quality assurance; and analytics for monitoring and oversight. Training should be institutionalised through Civil Service/Human Resource frameworks and linked to performance assessments.

Sector ministries and Regional Coordinating Councils (RCC) must receive targeted support to build the capacity of MMDAs, including digital infrastructure upgrades, staff coaching, and periodic refresher programmes. A long-term sustainability plan should be established to mitigate staff turnover and knowledge loss.

- **Cross-cutting recommendation: strengthen accountability and oversight mechanisms**

Findings:

Transparency reforms remain weakly enforced. Existing sanctions under Act 914 are not systematically applied, and there is limited independent verification of disclosed information. Citizen monitoring remains underutilised despite its relevance to ITI performance, and overall infrastructure governance.

Recommendation:

Government, through PPA, MMDAs, Ministry of Finance, and Public Sector Reform Secretariat, should introduce explicit compliance monitoring mechanisms, including periodic

audits of disclosure practices, independent assurance reviews, and structured citizen feedback loops. Link compliance to institutional performance assessments and budgetary incentives. Civil society and community monitoring structures should be formally integrated into the national transparency framework to enhance oversight and reinforce accountability.

Annex 1 | Evaluation instrument

The Infrastructure Transparency Index (ITI) score (range 0–1) is calculated as follows:

$$\text{ITI score} = \sum w_d (\sum w_v (\sum w_{sv} (\sum w_i i)))$$

Where w_i is the weighting for each evaluated indicator score i (range 0–1) within each sub-variable, w_{sv} is the weighting for each sub-variable score within each variable, w_v is the weighting for each variable score within each dimension and w_d is the weighting for each dimension score within the ITI.

All dimensions, variables, sub-variables, indicators, indicator points scale and weightings are shown in the following table.

When calculating a national or sub-national ITI score, the dimension 2 and 3 scores are calculated by adding the respective dimension scores for each procurement entity and then dividing each one by the number of procuring entities (n_e) to provide the average values. For dimension 4, the scores for each project are added together and then divided by the number of projects (n_p).

When calculating a procuring entity ITI score (individually or in groups), dimension 1 and its indicators, sub-variables and variables are not included and larger values of w_d are used for dimensions 2, 3 and 4 (see weighting column in table below). Again for dimension 4, the scores for each project are added together and then divided by the number of projects (n_p).

While the indicators have different evaluation processes, as explained in this manual, all need to be evaluated during the same evaluation period. For example, if evaluations are conducted annually, indicators need to be evaluated based on evidence and justifications accumulated between the previous evaluation and the present, without using information from previous evaluations.

No.	Level	Name	Description	Indicator evaluation source	Indicator scoring scale (0 points = 0, 1 point = 0.2, 2 points = 0.4, 3 points = 0.6, 4 points = 0.8, 5 points = 1)	Weighting	Indicator type
1	Dimension	Enabling environment	Evaluates national or sub-national conditions enabling transparency for the infrastructure sector considering the legal and regulatory framework and the centralised digital information tools.		The indicators of this dimension are evaluated just once at the national or sub-national level.	0.20 when calculating the national or sub-national ITI score 0.00 when calculating the procuring entity score (i.e. not used)	
1.1	Variable	Legal framework and digital tools				1.00	
1.1.1	Sub-variable	Access to public information regulatory framework	Evaluates the existence of a national regulation on access to public information, or other related regulation, relevant to the infrastructure sector.			0.30	
1.1.1.1	Indicator	Access-to-public information regulatory framework	There is a regulatory framework that guarantees the access to public information in all public sector institutions, which applies to all material held by or on behalf of public authorities with only few exceptions contained in the same law.	Official websites on national legislation	0 = The regulation does not exist; 2 = It exists, but based on the text does not apply to all public institutions and does not apply to all material; 3 = It exists and complies with only one of the two previous conditions; 5 = It exists and complies with the two conditions.	0.25	National or sub-national

1.1.1.2	Indicator	Right to request public information	There exists within the national regulatory framework the right of citizens to request and obtain non-published public information with · access to both information and records/documents · no need to provide reasons for their requests · clear maximum timelines · access to all public institutions.	Official websites on national legislation	0 = This provision does not exist in the regulation or there is no regulation of access to information; 1 = The provision to request non-published information exists but none of the four conditions are covered; 2 = The provision exists but only one condition is covered; 3 = The provision and two conditions are covered; 4 = The provision and three conditions are covered; 5 = The provision and the four conditions are covered.	0.25	National or sub-national
1.1.1.3	Indicator	Sanctions over non-compliance with access to public information mandates	Within the national regulatory framework there are sanctions for non-compliance on the mandates of access to public information.	Official websites on national legislation	0 = No sanctions exist in the regulation or no regulation of access to information exists; 3 = The sanctions only apply to some of the mandates, and/or do not apply to all public sector institutions; 5 = There are sanctions in the regulation for non-compliance with any of the mandates, and they apply to all public sector institutions.	0.25	National or sub-national
1.1.1.4	Indicator	Organisation guaranteeing the sanctions	Within the national regulatory framework there are organisations or mechanisms that are · protected against political and financial interference · responsible for overseeing the compliance of access-to-information requirements · compliant with the sanctions determined by law.	Official websites on national legislation	0 = There is no organisation or mechanism in charge of enforcing compliance with the access-to-information regulation, or there is no access to information regulation; 1 = There are organizations or mechanisms but none of the three conditions are covered; 2 = There are organisations or mechanisms with only one of the three conditions covered; 3 = There are organisations or mechanisms with two of the three conditions covered; 5 = There are organisations or mechanisms with the three conditions covered.	0.25	National or sub-national
1.1.2	Sub-variable	Transparency standards in the public infrastructure sector	Evaluates the existence of laws and regulations that guarantee access to information in accordance with a transparency data standard for public infrastructure.			0.40	
1.1.2.1	Indicator	Proactive publication of information on public procurement processes	There is a regulatory framework that guarantees proactive disclosure of public procurement information: · in all public sector institutions · in purchases of all goods and services, (included public infrastructure) · in all procurement stages (namely: tendering, awarding, contracting and implementation).	Official websites on national legislation	0 = It is not required by the regulation, or there is no regulation of access to information; 1 = It is required but none of the three conditions are covered; 2 = It is required but only one condition is covered; 3 = It is required but only two conditions are covered; 5 = It is required and the three conditions are covered.	0.20	National or sub-national
1.1.2.2	Indicator	Proactive publication of information on public infrastructure projects	There is a regulatory framework that specifically guarantees proactive disclosure of all public infrastructure projects in all public sector institutions, considering the complete project's cycle (identification, preparation, implementation, completion).	Official websites on national legislation	0 = It is not required by the regulation, or there is no regulation of access to information; 1 = It is required but none of the three conditions are specified (all projects, all stages, and all institutions) 2 = It is required but only one of the three conditions is covered; 3 = It is required but only two conditions are covered; 5 = It is required and the three conditions are covered by the regulation.	0.20	National or sub-national
1.1.2.3	Indicator	Infrastructure data disclosure standard	There is a regulatory framework that defines a data disclosure standard in public infrastructure (such as a formal disclosure requirement (FDR)): · based on CoST IDS or OC4IDS · that must be complied with by all procuring entities · in all public infrastructure projects.	Official websites on national legislation	0 = The FDR or infrastructure disclosure standard does not exist in the regulation; 1 = Exists but none of the three conditions are covered; 2 = Exists but only one condition is covered; 3 = Exists but only two conditions are covered; 5 = Exists and the three conditions are covered.	0.20	National or sub-national

1.1.2.4	Indicator	Infrastructure data disclosure standard requests open data	The national regulatory framework with the infrastructure data disclosure standard requests proactive disclosure of all infrastructure projects as open data.	Official websites on national legislation	0 = Formal disclosure of open data is not required, or there is no regulation providing the standard for the data publication; 3 = Formal disclosure of open data is specifically required but with partial coverage, because does apply to all public sector, or does not apply to the full data standard (that is the CoST IDS or OC4IDS), or does not apply to all infrastructure projects, or the definition of open data is incomplete; 5 = It requires the publication of all the data standard (that is the CoST IDS or OC4IDS) as open data in all public sector entities and all infrastructure projects.	0.20	National or sub-national
1.1.2.5	Indicator	Organisation responsible for the infrastructure data disclosure standard	Within regulatory framework there is an organisation responsible for overseeing the compliance of the publication of information according to the infrastructure data disclosure standard.	Official websites on national legislation	0 = There is no organisation responsible for overseeing compliance with the regulation, or there is no relation between and existing organization with the standard for data publication; 3 = There is an organisation related to the data disclosure standard but it does not have the power to oversee compliance; 5 = There is an organisation and it oversees compliance with the standard.	0.20	National or sub-national
1.1.3	Sub-variable	National digital information tools	Evaluates the availability of national digital tools that facilitate transparency in public infrastructure.			0.30	
1.1.3.1	Indicator	Centralised digital information platforms	There are centralised national or sub-national digital platforms (one or more) with complete information on public infrastructure projects, covering: <ul style="list-style-type: none"> all public sector procuring entities all projects' lifecycle (identification, preparation, implementation and completion) without missing data fields in those included in the platform. 	National websites	0 = There are none; 2 = There are, but with limitations on the three items; 3 = There are but with limitations on two items; 4 = There are but with limitations on one item; 5 = There are and the access to information they offer is complete.	0.30	National or sub-national
1.1.3.2	Indicator	Easy access to information in digital information platforms	The information that offer the centralised digital information platforms is: <ul style="list-style-type: none"> easily accessible for the average citizen available in an orderly and structured manner available to download in machine-readable format updated. 	National websites	0 = The are no centralised digital information platforms; 1 = There are but with limitations on the four items; 2 = There are but with limitations on three items; 3 = There are but with limitations on two items; 4 = There are but with limitations on one item; 5 = There are and do not have limitations on the four items.	0.40	National or sub-national
1.1.3.3	Indicator	Infrastructure projects geographic information system (GIS)	There is a web platform tailored to the needs of citizens that allows access to a GIS database of infrastructure projects with: <ul style="list-style-type: none"> all public sector procuring entities all infrastructure projects key information on works under execution or recently executed easily accessible for the average citizen updated. 	National websites	0 = There is no platform for geographical visualisation; 1 = There is but with limitations on the five items; 2 = There is but with limitations on four items; 3 = There is but with limitations on three or two items; 4 = There is but with limitations on one item; 5 = There is and do not have limitations on the five items.	0.30	National or sub-national
2	Dimension	Capacities and processes	Evaluates the soundness of procuring entities' procedures and capacities to disclose data and information.		The indicators of this dimension are evaluated "n." times at the procuring entity level.	0.25 when calculating the national or sub-national ITI score 0.35 when calculating the procuring entity ITI score	
2.1	Variable	Institutional capacities				0.40	
2.1.1	Sub-variable	Basic knowledge	Assesses the knowledge of public officers on subjects of access to information and transparency in public infrastructure.			0.5	

2.1.1.1	Indicator	Knowledge about the access-to-information regulatory framework	The officer who completes the survey knows the national access-to-information regulation on public information and the main provisions on: <ul style="list-style-type: none"> · proactive publication · request of access · response periods · roles and responsibilities · sanctions over non-compliance · organisation that guarantees compliance. 	Survey of public officials	0 = The officer does not know the regulation; 1 = Only knows it exists without being able to quote its content; 2 = Can quote key elements on one or two provisions; 3 = Can quote key elements on three provisions; 4 = Can quote key elements on four or five provisions; 5 = Describes key elements on the six provisions.	0.2	Institutional
2.1.1.2	Indicator	Knowledge about transparency initiatives in the infrastructure sector	The officer who completes the survey knows the existence of the transparency initiative in the infrastructure sector, including its features on: <ul style="list-style-type: none"> · What is CoST · the multisectoral group · the data disclosure · the assurance · the social accountability. 	Survey of public officials	0 = The officer does not know about CoST initiative; 1 = Only knows it exists, without being able to quote on its scope; 2 = Can quote key elements on one feature; 3 = Can quote key elements on two or three features; 4 = Can quote key elements on four features; 5 = Describes key elements on the five features.	0.2	Institutional
2.1.1.3	Indicator	Knowledge about the transparency data standard in the infrastructure sector	The officer who completes the survey knows the national or sub-national transparency data standard for the infrastructure sector and its requirements.	Survey of public officials	0 = The officer does not know it or it does not exist; 1 = Only knows it exists without being able to quote its scope; 3 = Can quote the framework that contains it and its scope; 4 = besides the previous, can quote some of its data points by stage; 5 = Besides the previous, indicates the level of adoption of his/her institution; or knows there is no data standard (if it were so).	0.2	Institutional
2.1.1.4	Indicator	Knowledge about sanctions due to non-compliance on the access-to-public-information regulatory framework	The officer who completes the survey knows the sanctions applied for non-compliance with the standards of access to public information and/or State contracts, including their: <ul style="list-style-type: none"> · processes · roles and responsibilities · penalties. 	Survey of public officials	0 = The officer does not know about sanctions; 2 = Knows there are sanctions but cannot quote key elements; 3 = Knows key elements of one feature; 4 = Knows key elements of two features; 5 = Knows key elements of the three features; or knows that the regulations do not include sanctions (if it were so).	0.2	Institutional
2.1.1.5	Indicator	Knowledge about different data categories	The officer who completes the survey knows what constitutes and the differences between: <ul style="list-style-type: none"> · public data · personal data · sensitive data · confidential data · state secret data. 	Survey of public officials	0 = The officer does not know what the quoted type of data is; 1 = Knows the categories but cannot mention key elements; 2 = Knows key elements on one category; 3 = Knows key elements on two or three categories; 4 = Knows key elements on four categories; 5 = Knows key elements on the five categories.	0.2	Institutional
2.1.2	Sub-variable	Digital capacities	Assesses institutional capacities on the use of digital technologies to facilitate efficiency and transparency.			0.5	
2.1.2.1	Indicator	Computer equipment	The entity has functional computer equipment for all personnel performing any type of administrative work.	Survey of public officials	0 = There is no access to functional computer equipment for any officer at the entity; 2 = A portion lower than half of officers performing administrative work have functional computer equipment; 3 = About half of officers performing administrative work have computer equipment; 4 = A portion above half of officers performing administrative work have computer equipment; 5 = All officers performing administrative work have functional computer equipment.	0.2	Institutional
2.1.2.2	Indicator	Connectivity to the internet	The entity has an internet connection that offers an adequate bandwidth: <ul style="list-style-type: none"> · for the systems operations · the personnel labor · with minimum or none downtimes. 	Survey of public officials	0 = There is no access to the internet; 2 = There is access but there are limitations on the three items; 3 = There is access but there are limitations on two items; 4 = There is access but there are limitations on one item; 5 = The bandwidth is the optimal for the entity's activity.	0.2	Institutional

2.1.2.3	Indicator	Institutional website	The institution has its own website and is capable of managing its content and services in real time.	Survey of public officials	0 = The institution does not have a website; 2 = Does have a website but depends on a third party for content management; 4 = Does have a website and manages its content internally but with limitations; 5 = Has total control internally and can update information in real time.	0.2	Institutional
2.1.2.4	Indicator	Information systems for infrastructure projects	The institution has a functional digital system to record all information related to public infrastructure projects.	Survey of public officials	0 = The institution records are on paper; 2 = Some records are digital; 3 = Records are mainly digital on spreadsheets, like Excel or others; 5 = All the records are in information systems.	0.1	Institutional
2.1.2.5	Indicator	Use of information systems	Officers use available information systems for activities related to public infrastructure projects.	Survey of public officials	0 = Information systems are not used, or there are no systems; 3 = The systems are only partially used; 5 = They are fully used.	0.1	Institutional
2.1.2.6	Indicator	Infrastructure open data publication	The entity publishes data of all its infrastructure projects complying with the following conditions: · structured · updated · processable by computer · free of payment · with a license allowing their free use · using the IDS or OC4IDS standards · on all the entity's projects.	Survey of public officials	0 = The entity does not publish infrastructure data; 1 = The entity publishes data but only complies with one condition; 2 = Publishes data and comply with two or three conditions; 3 = Publishes data and complies with four or five conditions; 4 = Publishes data and complies with six conditions; 5 = Publishes infrastructure data complying with all seven conditions.	0.1	Institutional
2.1.2.7	Indicator	Visualisations based on infrastructure projects data	The entity uses visualisations that facilitate the presentation and interpretation of information referring to public infrastructure projects.	Survey of public officials	0 = The entity does not publish visualisations on this subject; 3 = Publishes but not regularly; 5 = Publishes visualisations regularly on its different projects (it can be on the web or other media such as print).	0.1	Institutional
2.2	Variable	Institutional processes				0.60	
2.2.1	Sub-variable	Procedures to disclose information	Evaluates institutional procedures to guarantee transparency of data and information related to public infrastructure.			0.35	
2.2.1.1	Indicator	Procedure for the publication of information	There is a documented and formalized institutional procedure for the proactive disclosure of information of public infrastructure projects.	Survey of public officials	0 = There is no procedure, or the officer does not know if any exists; 2 = There is a procedure, but it does not cover the projects' cycle (e.g. only covers procurement) and is not formalized 3 = There is a procedure but either covers the project's life cycle or it is formalized; 5 = The procedure covers the project's life cycle and is formalized.	0.2	Institutional
2.2.1.2	Indicator	Responsibilities for disclosure	The procedure for proactive disclosure refers to named officers (or roles) who are responsible for the various stages of the proactive disclosure of infrastructure projects.	Survey of public officials	0 = There is no procedure, or the procedure does not name anybody; 3 = The procedure names only some people/roles; 5 = The procedure names all people/roles per stage so there is always someone accountable.	0.2	Institutional
2.2.1.3	Indicator	Information officer profile	There is a documented and formalized professional profile in the institution for an "information officer", "information unit", or similar, that describes the professional requirements and main tasks for this person or unit.	Survey of public officials	0 = There is no documented profile or the officer does not know if there is any; 3 = There is a profile, but is not formalized or in practice includes unrelated responsibilities (other activities besides the ones related to public information access); 5 = There is a formal profile and all performed responsibilities in practice are related to it.	0.2	Institutional

2.2.1.4	Indicator	Information officer	There is a person nominated for the position of information officer and the person fully complies with the job profile.	Survey of public officials	0 = There is no person assigned, or there is no profile; 3 = There is an assigned person but does not comply with the profile requirements; 5 = The assigned person complies with all requirements.	0.2	Institutional
2.2.1.5	Indicator	Procedure for information requests	There is a documented and formalized institutional procedure to attend and track information requests on infrastructure projects that come from citizens or any other actor.	Survey of public officials	0 = There is no procedure or tracking mechanism on information requests, or the officer does not know if one exists; 3 = There is a tracking mechanism but presents weaknesses that might result in a lack of response; 5 = There is an internal tracking mechanism on which no information request can be lost or unanswered.	0.2	Institutional
2.2.2	Sub-variable	Enablers and barriers to disclose information	Evaluates conditions at the entity facilitating or limiting the public information publication.			0.35	
2.2.2.1	Indicator	Internal policy to publish infrastructure information	There is in the entity an internal policy or an internal officialization of a national or sub-national regulation, issued from the institutional authorities, for the publication of information containing, among other data, those referring to infrastructure projects.	Survey of public officials	0 = There is no internal policy or officialization of a regulation or standard, or the officer does not know if any exists; 2 = There is one, but the entity does not fully comply with it; 3 = There is one and the entity fully complies in practice with it; 5 = There is one, it is based on the IDS or OC4IDS, and the entity fully complies in practice with it.	0.2	Institutional
2.2.2.2	Indicator	Disclosure training programme	There is an internal disclosure training programme or dissemination process that makes personnel aware at all levels on matters of access to public information that includes infrastructure projects.	Survey of public officials	0 = There is no training programme, or the officer does not know if there is one; 3 = There is a programme but is only applied to some personnel; 5 = There is a programme and is applied to all institutional personnel.	0.2	Institutional
2.2.2.3	Indicator	Identification of limitations for publishing information	The internal limitations to publishing infrastructure projects information have been clearly identified.	Survey of public officials	0 = The officer does not recognise the existence of limitations; 3 = The officer knows the limitations but does not describe them adequately; 5 = The officer knows the limitations, describes them and they are documented, or the officer may prove there are no limitations.	0.15	Institutional
2.2.2.4	Indicator	Plan to mitigate limitations for publishing information	There is a document that contains the plan to reduce or eliminate the present limitations to publishing information that includes infrastructure projects.	Survey of public officials	0 = There is no documented plan to reduce or eliminate the limitations; 2 = There is a plan but it is not comprehensive and there is no evidence of its implementation; 3 = There is a non-comprehensive plan but there is evidence of its implementation; 4 = There is a comprehensive plan but there is no evidence of its implementation; 5 = There is a comprehensive plan and there is evidence of its implementation.	0.15	Institutional
2.2.2.5	Indicator	Bureaucratic barriers to publish information	The process of proactive and reactive publication of public information, in practice, is not hindered by internal bureaucracy, as for example when it is necessary to obtain approval from multiple parties.	Survey of public officials	0 = The process is highly bureaucratic, or the officer cannot describe whether this type of problem is present; 3 = It is considered that these obstacles are few; 5 = It is considered there are no bureaucratic obstacles to publish public information.	0.15	Institutional
2.2.2.6	Indicator	Documentation and reaction to non-compliance and sanctions	There is documentation at the entity acknowledging, reacting and following-up on non-compliance and sanctions imposed by controlling entities due to non-compliance with the access-to-information and/or state contracts regulatory framework.	Survey of public officials	0 = There is no documentation, or the officer does not know if there is some; 2 = There is documentation but no reaction and follow-up (of the non-compliances and/or sanctions), or the follow-up cannot be described; 3 = There is documentation, reaction and follow-up (of the non-compliances and/or sanctions); 5 = The officer can show from the specific documentation that they have not received sanctions from controlling entities at the present year.	0.15	Institutional

2.2.3	Sub-variable	Control over infrastructure projects disclosure	Assesses the awareness of how much information related to all the entities' infrastructure projects is been disclosed.			0.3	
2.2.3.1	Indicator	Level of disclosed infrastructure projects	Proportion of projects on which information is disclosed, complying with the national or sub-national infrastructure data standard, compared with the total number of projects managed by the procuring entity, expressed as a percentage.	Survey of public officials and/or national or sub-national websites	0 = 0-10%, or if the officer could not give any numbers; 1 = 11-29%; 2 = 30-49%; 3 = 50-65%; 4 = 66-85%; 5 = 86-100% (approximate calculations according to the available information).	0.5	Institutional
2.2.3.2	Indicator	Level of investment represented by disclosed infrastructure projects	Amount of investment represented by projects on which information is proactively disclosed by the procuring entity, complying with the national or sub-national infrastructure data standard, as a proportion of the total amount of investment on infrastructure projects, expressed as a percentage.	Survey of public officials and/or national or sub-national websites	0 = 0-10%, or if the officer could not give any numbers; 1 = 11-29%; 2 = 30-49%; 3 = 50-65%; 4 = 66-85%; 5 = 86-100% (approximate calculations according to the available information).	0.5	Institutional
3	Dimension	Citizen participation	Evaluates the opportunities provided by procuring entities for citizen participation and how citizens use the disclosed public information.		The indicators of this dimension are evaluated "n" times at the procuring entity level.	0.20 when calculating the national or sub-national ITI score 0.25 when calculating the procuring entity ITI score	
3.1	Variable	Participation practices				1.00	
3.1.1	Sub-variable	Participation opportunities	Assesses the formalisation of citizens participation opportunities and online mechanisms to facilitate this participation.			0.45	
3.1.1.1	Indicator	Citizen participation regulatory framework	There are formal citizen participation opportunities based on existing regulatory framework that allow the procuring entity to listen and implement requests from the citizenship, that may be used for public infrastructure projects.	Survey of public officials	0 = There are no laws, regulations, or policies that can be used as foundation for citizens participation; 2 = There is only a national or sub-national regulatory framework for participation, with no internal (institutional) framework; 3 = There are both, external and internal frameworks for participation; 5 = There are both external and internal frameworks and there are also efficient documented procedures for citizens' participation.	0.2	Institutional
3.1.1.2	Indicator	Permanent and inclusive citizen participation	The citizens participation opportunities (instruments of citizens engagement) are permanently available or are available with a constant periodicity through a variety of inclusive channels (such as digital and non-digital), that may be used for public infrastructure projects.	Survey of public officials	0 = There are no formal participation opportunities; 2 = There are participation opportunities, but are not permanent and are not available through a variety of inclusive channels; 3 = Participation opportunities are either permanent or available through a variety of inclusive channels; 5 = Participation spaces are both, permanent and available throughout different participation inclusive channels.	0.1	Institutional
3.1.1.3	Indicator	Citizen participation in infrastructure projects	The entity conducts formal citizen consultation processes to identify, define, prioritize and monitor public infrastructure projects.	Survey of public officials	0 = The entity does not conduct these consultation processes on infrastructure projects, or the officer is not sure if they do them; 2 = The entity has consultation in infrastructure projects, but is not for all project stages and is not for all projects; 3 = The entity has consultation in infrastructure projects in all project stages, but is not applied to all infrastructure projects, or the opposite; 5 = The consultation applies to all infrastructure project stages and to all infrastructure projects.	0.25	Institutional
3.1.1.4	Indicator	Citizen attention office	There is in the entity an office for citizen service (called the Transparency Office, Complaints Office, Information Office, etc.) that can see, online and offline, subjects related to infrastructure projects.	Survey of public officials	0 = There is no office, or the officer is not sure if there is one; 3 = There is one but it has limitations to serve the citizens (e.g. only works offline); 5 = There is one and it serves citizens efficiently.	0.15	Institutional

3.1.1.5	Indicator	Online engagement form	There is an online form by which any person may request information, perform a consultation, or present a complaint or a recommendation referring to an infrastructure project and receive an effective response.	Survey of public officials	0 = The entity does not have an online form, or has one that does not work; 2 = It has one but has to be downloaded, printed, completed and scanned or physically taken to the entity; 3 = The entity does have an online form but without a follow-up mechanisms (such as request identity number); 5 = The online form has a specific follow-up mechanism for the applicant.	0.1	Institutional
3.1.1.6	Indicator	Promotion of participation opportunities	The institution makes an effort to ensure that citizens are aware of existing participation opportunities and of the availability of information related infrastructure projects.	Survey of public officials	0 = The entity does not make any effort, or the officer does not know if it has; 3 = The entity makes an effort but not in a consistent, permanent and/or inclusive manner; 5 = Makes consistent, permanent and inclusive efforts for both things.	0.2	Institutional
3.1.2	Sub-variable	Use of information by citizens	Assesses the use of information related to infrastructure projects by citizens, stemming from case evidence.			0.55	
3.1.2.1	Indicator	Actions from citizen complaints	There is a mechanism that documents citizens' complaints related to public infrastructure projects, generates a log, manages responses in an orderly fashion, and reports what actions were taken.	Survey of public officials	0 = There is no centralisation of citizens' complaints, or there is no evidence of its existence; 2 = There is one, but it does not work optimally; 3 = There is one, it works optimally, but it does not generate of a report with actions that were taken for specific infrastructure projects; 5 = It exists, works optimally and reports the actions that we take on specific infrastructure projects.	0.1	Institutional
3.3.2.2	Indicator	Access to information performance	Access-to-information requests and responses are categorized and recorded, and generate metrics of the entity's performance.	Survey of public officials	0 = The officer cannot show how many requests were there, or there is no record of requests; 3 = The officer can show how many requests and how many responses were there, but with no specific categorisation and/or performance analysis; 5 = The officer can show how many of the total responses were positive (that is, containing the information requested by the citizens), how many were referred to other agencies (because they were the wrong agency) and how many requests were about the same information, with the responses performance metrics.	0.1	Institutional
3.3.2.3	Indicator	Institutional response capacity	The response to citizens' access-to-information requests is provided according to the period established by the regulatory framework.	Survey of public officials	0 = There is no capacity of response in the period established by the regulatory framework, or there is no control over the response time, or there is no information about requests; 2 = Only some cases receive response within the established period; 4 = Most cases are responded within the established period; 5 = 100% of cases are responded to within the period established by the regulatory framework.	0.15	Institutional
3.3.2.4	Indicator	Institutional use evidence	The institution provides the public with feedback, such as reports or announcements, on how citizens' inputs have been used in infrastructure projects.	Survey of public officials	0 = There is no feedback made public, or it is not known if there is internal use of citizens participation; 2 = There is internal use of citizens participation that can be referenced, but is not well documented; 3 = There is internal use and is documented, but not made public; 5 = The internal documented use of citizens participation in infrastructure projects is made public.	0.15	Institutional
3.3.2.5	Indicator	Knowledge of citizens use	The information made public regarding infrastructure projects is used by the citizens, civil society organisations, academia, media, private sector, or any other actor.	Survey of public officials	0 = The officer does not know if there is any type of use; 3 = The officer knows and quotes an example in this present year; 5 = The officer knows and quotes more than one example in this present year.	0.15	Institutional
3.3.2.6	Indicator	Evidence of joint projects	The entity has developed joint projects with other actors out of the entity as a	Survey of public officials	0 = The officer does not know if there has been a joint project; 3 = The officer knows and quotes an example in this	0.15	Institutional

			result of the disclosed information on infrastructure projects.		present year; 5 = The officer knows and quotes more than an example in this present year.		
3.3.2.7	Indicator	Improvements as a response to citizen participation	Changes or reforms have been made to infrastructure projects in response to feedback, evaluation, or some other type of citizen participation.	Survey of public officials	0 = There are no cases, or the officer does not know if there are any; 3 = There is evidence in a project in this current year; 5 = There is evidence of improvement in more than one project during this present year.	0.2	Institutional
4	Dimension	Information disclosure	Evaluates the amount of data and information disclosed by procuring entities on infrastructure projects according to the CoST IDS or the OC4IDS.		The indicators of this dimension are evaluated "n" times at the infrastructure project level of each of the "n" evaluated procuring entities.	0.35 when calculating the national or sub-national ITI score 0.40 when calculating the procuring entity ITI score	
4.1	Variable	Disclosure practices				1.00	
4.1.1	Sub-variable	Project identification				0.1	
4.1.1.1	Indicator	Project reference number	There is a number or code assigned to the project that uniquely identifies it.	Project data on the web	0 = It is not available; 3 = It is available, but it changes, or it is not the same in all registries; 5 = It is always available and the same.	0.075	Institutional by project
4.1.1.2	Indicator	Project owner	The entity in charge of project development and execution contract is clearly identified.	Project data on the web	0 = It is not available; 5 = It is available.	0.1	Institutional by project
4.1.1.3	Indicator	Sector and sub-sector	The sector and sub-sector are identified according to the government structure, for which the project is being developed (e.g. transport, road transport).	Project data on the web	0 = They are not available; 3 = Only one is available; 5 = Both are available.	0.1	Institutional by project
4.1.1.4	Indicator	Project name	The project is clearly identified with the same name throughout the project cycle.	Project data on the web	0 = It is not identified; 3 = It is identified but it changes; 5 = It is identified with no changes through the project cycle.	0.075	Institutional by project
4.1.1.5	Indicator	Project location	The physical location of the project is clearly identified.	Project data on the web	0 = It is not available; 5 = It is available.	0.15	Institutional by project
4.1.1.6	Indicator	Project description	The project's description is available, indicating what it is about and the infrastructure outputs that are part of it.	Project data on the web	0 = It is not available; 3 = It is available, but it is insufficient; 5 = It is available, clear and comprehensive.	0.25	Institutional by project
4.1.1.7	Indicator	Purpose	There is a project purpose expressed in terms of public infrastructure and its intended social and economic impact.	Project data on the web	0 = It is not available; 3 = It is available, but it is insufficient; 5 = It is available, clear and comprehensive.	0.25	Institutional by project
4.1.2	Sub-variable	Project preparation				0.15	
4.1.2.1	Indicator	Environmental impact	A document that identifies, evaluates and describes the environmental impacts produced by the project on its surroundings is available; including reference to relevant additional studies (soil, topography, hydrogeology, etc.)	Project data on the web	0 = It is not available; 3 = Only a summary is available; 5 = The document is available, is clear and comprehensive.	0.3	Institutional by project
4.1.2.2	Indicator	Land and settlement impact	A document that identifies, assesses and describes the impacts on human settlements and population centres, produced by the project, is available.	Project data on the web	0 = It is not available; 3 = Only a summary is available; 5 = The document is available, is clear and comprehensive.	0.3	Institutional by project
4.1.2.3	Indicator	Contact details	Information identifies the contact details of the officer responsible for the project in the procuring entity.	Project data on the web	0 = It is impossible to know who is responsible; 2 = Only names are available; 3 = Only names and positions are available; 5 = All names, positions and contact information are available.	0.1	Institutional by project

4.1.2.4	Indicator	Project budget and date of approval	The total required budget for the development of the project and its date of approval are available.	Project data on the web	0 = They are not available; 3 = Only one of the two is available; 5 = Both are available.	0.2	Institutional by project
4.1.2.5	Indicator	Funding sources	The sources where the funds are coming from are identified (e.g. from the national budget, cooperation, multilateral organisations, or others).	Project data on the web	0 = It is not available; 5 = It is available	0.1	Institutional by project
4.1.3	Sub-variable	Construction contract procurement				0.3	
4.1.3.1	Indicator	Procuring entity and contact details	The entity in charge of contracting the construction of the infrastructure project and its contact details are clearly identified.	Contract data on the web	0 = They are not identified; 3 = Only one of the two data points is identified; 5 = Both are identified.	0.1	Institutional by project
4.1.3.2	Indicator	Procurement process	The type of procurement process that was applied to award the contract is clearly identified (e.g. international bidding, national bidding).	Contract data on the web	0 = It is not identified; 5 = It is identified.	0.1	Institutional by project
4.1.3.3	Indicator	Number of firms bidding	The number of companies participating in the bidding process for the infrastructure construction is clearly identified.	Contract data on the web	0 = It is not identified; 5 = It is identified.	0.1	Institutional by project
4.1.3.4	Indicator	Contract type	The type of contract to be signed is clearly identified (e.g. design, construction, supervision).	Contract data on the web	0 = It is not identified; 5 = It is identified.	0.1	Institutional by project
4.1.3.5	Indicator	Contract title	The official name of the signed contract is clearly identified.	Contract data on the web	0 = It is not identified; 5 = It is identified.	0.1	Institutional by project
4.1.3.6	Indicator	Contract price	The final amount of the construction contract is clearly stated.	Contract data on the web	0 = It is not identified; 5 = It is identified.	0.1	Institutional by project
4.1.3.7	Indicator	Contract start date	The date when the construction contract started is clearly identified.	Contract data on the web	0 = It is not identified; 5 = It is identified.	0.1	Institutional by project
4.1.3.8	Indicator	Contract duration	The contract duration is clearly identified.	Contract data on the web	0 = It is not identified; 5 = It is identified, either because it is clearly provided or because it can be calculated with a starting and ending date.	0.1	Institutional by project
4.1.3.9	Indicator	Contractor(s)	The · name · identification number · contact information of the winning contractor is clearly identified.	Contract data on the web	0 = They are not identified; 2 = Only one of the three data points are identified; 3 = Two of the three data points are identified; 5 = The three data points are identified.	0.1	Institutional by project
4.1.3.10	Indicator	Contract scope of work	The description of the work, services and outputs (including type and quantity of units) that the firm has to provide under the signed contract are clearly identified.	Contract data on the web	0 = It is not identified; 3 = It is identified but is not comprehensive; 5 = It is identified, clear and comprehensive.	0.1	Institutional by project
4.1.4	Sub-variable	Supervision contract procurement				0.2	
4.1.4.1	Indicator	Procuring entity and contact details	The entity in charge of contracting the supervision of the infrastructure and its contact details are clearly identified.	Contract data on the web	0 = They are not identified; 3 = Only one of the two data points is identified; 5 = Both are identified.	0.1	Institutional by project
4.1.4.2	Indicator	Procurement process	The type of procurement process applied to award the contract is clearly identified (e.g. international bidding, national bidding).	Contract data on the web	0 = It is not identified; 5 = It is identified.	0.1	Institutional by project
4.1.4.3	Indicator	Number of firms/individuals bidding	The number of companies or individuals participating in the bidding process for the supervision is clearly identified.	Contract data on the web	0 = It is not identified; 5 = It is identified.	0.1	Institutional by project

4.1.4.4	Indicator	Contract type	The type of contract signed is clearly identified (e.g. design, construction, supervision).	Contract data on the web	0 = It is not identified; 5 = It is identified.	0.1	Institutional by project
4.1.4.5	Indicator	Contract title	The official name of the signed contract is clearly identified.	Contract data on the web	0 = It is not identified; 5 = It is identified.	0.1	Institutional by project
4.1.4.6	Indicator	Contract price	The final amount of the supervision contract is clearly stated.	Contract data on the web	0 = It is not identified; 5 = It is identified.	0.1	Institutional by project
4.1.4.7	Indicator	Contract start date	The date when the supervision contract started is clearly identified.	Contract data on the web	0 = It is not identified; 5 = It is identified.	0.1	Institutional by project
4.1.4.8	Indicator	Contract duration	The contract duration is clearly identified.	Contract data on the web	0 = It is not identified; 5 = It is identified, either because it is clearly provided or because it can be calculated with a starting and ending date.	0.1	Institutional by project
4.1.4.9	Indicator	Contract firm/individual	The name, the professional (in case of companies) and contact information of the awarded company or individual to implement the supervision contract is clearly identified.	Contract data on the web	0 = It is not identified; 3 = Only the name is identified, without all the details; 5 = The name, contact information and professional in charge are identified.	0.1	Institutional by project
4.1.4.10	Indicator	Contract scope of work	The description of the work, services and outputs that the firm or individual has to provide under the signed contract are clearly identified.	Contract data on the web	0 = It is not identified; 3 = It is identified but has deficiencies; 5 = It is identified, clear and comprehensive.	0.1	Institutional by project
4.1.5	Sub-variable	Construction contract implementation				0.15	
4.1.5.1	Indicator	Variation to construction contract price	It is clearly indicated whether variations to the contract price have been made.	Contract data on the web	0 = There is no price information, or price variations are not pointed out when there is evidence that they exist, or the price at the end of the contract is not available (to compare with the initial awarded price); 5 = The price variations are clearly pointed out if there is evidence that they exist, or no price variations were observed.	0.1	Institutional by project
4.1.5.2	Indicator	Reasons for construction price changes	Justifications with arguments why changes were made to the contract price are available.	Contract data on the web	0 = There is no price information, or the reasons for price changes are not available and price changes were observed, or the paid price at the end of the contract is not available (to compare with awarded price); 3 = There are reasons for price changes, but they are partial; 5 = The reasons for all changes are available and reasonable, or there were no changes to the contracted price.	0.25	Institutional by project
4.1.5.3	Indicator	Variation to construction contract duration	Contract duration modifications are clearly indicated, if made.	Contract data on the web	0 = There is no duration information, or variations to the contract duration are not pointed out when there is evidence that they exist, or the duration at the end of the contract is not available (to compare with the awarded duration); 5 = Variations are clearly pointed out if there is evidence that they exist, or no variations to the contract duration were observed.	0.1	Institutional by project
4.1.5.4	Indicator	Reasons for construction duration changes	Justifications with arguments why changes were made to the contract duration are available.	Contract data on the web	0 = There is no duration information, or the reasons for changes in the duration are not available and term changes were observed, or the duration at the end of the contract is not available (to compare with the awarded duration); 3 = There are reasons for term changes, but they are partial; 5 = The reasons for all changes are available and reasonable, or no changes to the contracted term were observed.	0.25	Institutional by project

4.1.5.5	Indicator	Variation to construction contract scope	Modifications to the project scope, if they exist, are clearly indicated.	Contract data on the web	0 = There is no scope information, or variations to the contract scope are not pointed out when there is evidence that they exist, or the scope/outputs at the end of the contract are not available (to compare with the awarded scope); 5 = Variations are clearly pointed out if there is evidence that they exist, or no variations to the contract scope were observed.	0.1	Institutional by project
4.1.5.6	Indicator	Reasons for construction scope changes	Justifications with arguments why changes were made to project scope are available.	Contract data on the web	0 = There is no scope information, or the reasons for changes in the project scope are not available and changes were observed, or the scope/outputs at the end of the contract are not available (to compare with the awarded scope); 3 = There are reasons for scope changes, but they are partial; 5 = The reasons for all changes are available and reasonable, or no changes to the contracted scope were observed.	0.2	Institutional by project
4.1.6	Sub-variable	Supervision contract implementation				0.1	
4.1.6.1	Indicator	Variation to supervision contract price	It is clearly indicated whether variations to the contract price have been made.	Contract data on the web	0 = There is no price information, or price variations are not pointed out when there is evidence that they exist, or the price at the end of the contract is not available (to compare with the initial awarded price); 5 = The price variations are clearly pointed out if there is evidence that they exist, or no price variations were observed.	0.1	Institutional by project
4.1.6.2	Indicator	Reasons for supervision price changes	Justifications with arguments why changes were made to the contract price are available.	Contract data on the web	0 = There is no price information, or reasons for price changes are not available and price changes were observed, or price at the end of the contract is not available (to compare with the awarded price); 3 = There are reasons for price changes, but they are partial; 5 = The reasons for all changes are available, or no changes to the contracted price were observed.	0.25	Institutional by project
4.1.6.3	Indicator	Variation to supervision contract duration	Contract duration modifications are clearly pointed out, if made.	Contract data on the web	0 = There is no duration information, or variations to the contract duration are not pointed out when there is evidence that they exist, or the duration at the end of the contract is not available (to compare with the awarded duration); 5 = Variations are clearly pointed out if there is evidence that they exist, or no variations to the contract duration were observed.	0.1	Institutional by project
4.1.6.4	Indicator	Reasons for supervision duration changes	Justifications with arguments why changes were made to the contract duration are available.	Contract data on the web	0 = There is no duration information, or the reasons for changes in the duration are not available and duration changes were observed, or the duration at the end of the contract is not available (to compare with the awarded duration); 3 = There are reasons for term changes, but they are partial; 5 = The reasons for all changes are available, or no changes to the contracted term were observed.	0.25	Institutional by project
4.1.6.5	Indicator	Variation to supervision contract scope	Modifications to the project scope, if they exist, are clearly pointed out.	Contract data on the web	0 = There is no scope information, or variations to the contract scope are not pointed out when there is evidence that they exist, or the scope/outputs at the end of the contract are not available (to compare with the awarded scope); 5 = Variations are clearly pointed out if there is evidence that they exist, or no variations to the contract scope were observed.	0.1	Institutional by project

4.1.6.6	Indicator	Reasons for supervision scope changes	Justifications with arguments why changes were made to project scope are available.	Contract data on the web	0 = There is no scope information, or the reasons for changes in the project scope are not available and they were observed, or the scope/outputs at the end of the contract are not available (to compare with the awarded scope); 3 = There are reasons for scope changes, but they are partial; 5 = The reasons for all changes are available, or no changes to the contracted scope were observed.	0.2	Institutional by project
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Annex 2 | ITI national scores

No.	Level	Name	Description	Weighting	RESULTS
		National ITI Score		1	35.76
1	Dimension	Enabling environment	Evaluates national or sub-national conditions enabling transparency for the infrastructure sector considering the legal and regulatory framework and the centralised digital information tools.	0.2	60.90
1.1	Variable	Legal framework and digital tools		1.00	60.90
1.1.1	Sub-variable	Access to public information regulatory framework	Evaluates the existence of a national regulation on access to public information, or other related regulation, relevant to the infrastructure sector.	0.30	90.00
1.1.1.1	Indicator	Access-to-public information law	There is a national law that guarantees the access to public information in all public sector institutions, which applies to all material held by or on behalf of public authorities with only few exceptions contained in the same law.	0.25	100.00
1.1.1.2	Indicator	Right to request public information	There exists within the national legal framework the right of citizens to request and obtain non-published public information with <ul style="list-style-type: none"> · access to both information and records/documents · no need to provide reasons for their requests · clear maximum timelines · access to all public institutions. 	0.25	100.00
1.1.1.3	Indicator	Sanctions over non-compliance with access to public information mandates	Within the national legal framework there are sanctions for non-compliance on proactive and reactive disclosure of information.	0.25	100.00
1.1.1.4	Indicator	Organisation guaranteeing the sanctions	Within the national legal framework there are organisations or mechanisms that are <ul style="list-style-type: none"> · protected against political and financial interference · responsible for overseeing the compliance of access-to-information requirements · compliant with the sanctions determined by law. 	0.25	60.00
1.1.2	Sub-variable	Transparency standards in the public infrastructure sector	Evaluates the existence of laws and regulations that guarantee access to information in accordance with a transparency data standard for public infrastructure.	0.45	52.00
1.1.2.1	Indicator	Proactive publication of information on public procurement processes	There is a national act or regulation that guarantees proactive disclosure of public procurement information in all public sector institutions.	0.20	100.00
1.1.2.2	Indicator	Proactive publication of information on public infrastructure projects	There is a national act or regulation that guarantees proactive disclosure on public infrastructure projects in all public sector institutions.	0.20	100.00
1.1.2.3	Indicator	Infrastructure data disclosure standard	There is a national act or regulation that defines a data disclosure standard in public infrastructure (such as a formal disclosure requirement (FDR) requesting for the data of CoST IDS or OC4IDS), that must be complied with by all national or sub-national procuring entities.	0.20	0.00
1.1.2.4	Indicator	Infrastructure data disclosure standard proactively published as open data	The national act or regulation with the infrastructure data disclosure standard requests proactive disclosure of infrastructure projects as open data.	0.20	60.00
1.1.2.5	Indicator	Organisation responsible for the infrastructure data disclosure standard	Within the law or regulation there is an organisation responsible for overseeing the compliance of the	0.20	0.00

			publication of information according to the infrastructure data disclosure standard.		
1.1.3	Sub-variable	National digital information tools	Evaluates the availability of national digital tools that facilitate transparency in public infrastructure.	0.25	42.00
1.1.3.1	Indicator	Centralised digital information platforms	There are centralised national or sub-national digital platforms with information on public infrastructure projects.	0.30	60.00
1.1.3.2	Indicator	Easy access to information in digital information platforms	The information that offers the details of public infrastructure projects, used for example for verification reports, is easily accessible, complete and available in an orderly manner in digital format.	0.40	60.00
1.1.3.3	Indicator	Infrastructure projects geographic information system (GIS) platform	There is a web platform tailored to the needs of citizens that allows in a simple and visual manner, access to a GIS database of infrastructure projects with key information on works under execution or recently executed.	0.30	0.00
2	Dimension	Capacities and processes	Evaluates the soundness of procuring entities' procedures and capacities to disclose data and information.	0.25	25.45
2.1	Variable	Institutional capacities		0.4	31.67
2.1.1	Sub-variable	Basic knowledge	Assesses the knowledge of public officers on subjects of access to information and transparency in public infrastructure.	0.5	28.40
2.1.1.1	Indicator	Knowledge about the access-to-information law	The officer who completes the survey knows the national access-to-information law on public information and the main provisions.	0.2	32.67
2.1.1.2	Indicator	Knowledge about transparency initiatives in the infrastructure sector	The officer who completes the survey knows the existence of the transparency initiatives in the infrastructure sector and their objectives.	0.2	27.33
2.1.1.3	Indicator	Knowledge about the transparency data standard in the infrastructure sector	The officer who completes the survey knows the national or sub-national transparency data standard for the infrastructure sector and its requirements.	0.2	15.33
2.1.1.4	Indicator	Knowledge about sanctions due to non-compliance on the access-to-public-information law	The officer who completes the survey knows the sanctions applied for non-compliance with the standards of access to public information and/or State contracts.	0.2	28.67
2.1.1.5	Indicator	Knowledge about different data categories	The officer who completes the survey knows what constitutes and the differences between: public data, personal data, sensitive data, confidential data and reserved data.	0.2	38.00
2.1.2	Sub-variable	Digital capacities	Assesses institutional capacities on the use of digital technologies to facilitate efficiency and transparency.	0.5	34.93
2.1.2.1	Indicator	Computer equipment	The entity has computer equipment for all personnel performing any type of administrative work.	0.2	36.00
2.1.2.2	Indicator	Connectivity to the internet	The entity has an internet connection that offers an adequate bandwidth for the systems operations and the personnel.	0.2	33.33
2.1.2.3	Indicator	Institutional website	The institution has its own website and is capable of managing its content and services in real time.	0.2	38.00
2.1.2.4	Indicator	Information systems for infrastructure projects	The institution has a digital system to record all information related to public infrastructure projects.	0.1	31.33
2.1.2.5	Indicator	Use of digital information systems	Officers use available digital systems for activities related to public infrastructure projects.	0.1	38.00
2.1.2.6	Indicator	Infrastructure open data publication	The entity publishes information of its infrastructure projects in this format, complying with the following conditions: · tabulated	0.1	31.33

			<ul style="list-style-type: none"> · updated · complete · processable by computer · free of payment · with a license allowing their free use. 		
2.1.2.7	Indicator	Visualisations based on infrastructure projects data	The public entity uses visualisations that facilitate the presentation and interpretation of information referring to public infrastructure projects.	0.1	34.00
2.2	Variable	Institutional processes		0.6	21.31
2.2.1	Sub-variable	Procedures to disclose information	Evaluates institutional procedures to guarantee transparency of data and information related to public infrastructure.	0.35	29.73
2.2.1.1	Indicator	Procedures for the publication of information	There is a documented institutional procedure for the proactive disclosure of information linked to public infrastructure projects.	0.2	24.00
2.2.1.2	Indicator	Responsibilities for disclosure	The procedure for proactive disclosure refers to named officers who are responsible for the various stages of the proactive disclosure of information process.	0.2	16.00
2.2.1.3	Indicator	Information officer profile	There is a documented professional profile in the institution for an "information officer", "information unit", or similar, that describes the professional requirements and main tasks for this person or unit.	0.2	35.33
2.2.1.4	Indicator	Information officer	There is a person nominated for the position of information officer and the person fully complies with the job profile.	0.2	36.00
2.2.1.5	Indicator	Follow-up mechanisms on information requests	There are procedures to provide an internal follow-up to public infrastructure project information requests that come from citizens or other actors.	0.2	37.33
2.2.2	Sub-variable	Enablers and barriers to disclose information	Evaluates conditions at the entity facilitating or limiting the public information publication.	0.35	17.43
2.2.2.1	Indicator	Internal policy for information publication	There is in the entity an internal policy, issued from the institutional authorities, for the publication of information containing, among other data, those referring to infrastructure projects.	0.2	22.00
2.2.2.2	Indicator	Disclosure training programme	There is an internal disclosure training programme or dissemination process that makes personnel aware at all levels on matters of access to public information that includes infrastructure projects.	0.2	26.67
2.2.2.3	Indicator	Identification of limitations for publishing information	The internal limitations to publishing infrastructure projects information have been clearly identified.	0.15	18.67
2.2.2.4	Indicator	Plan to mitigate limitations for publishing information	There is a document that contains the plan to reduce or eliminate the present limitations to publishing information related to infrastructure projects.	0.15	3.33
2.2.2.5	Indicator	Bureaucratic barriers to publish information	The process of proactive and reactive publication of public information, in practice, is not hindered by internal bureaucracy, as for example when it is necessary to obtain approval from multiple parties.	0.15	20.67
2.2.2.6	Indicator	Documentation of non-compliance and sanctions	There is documentation at the entity acknowledging and following-up on non-compliance and sanctions imposed by controlling entities due to non-compliance with the access-to-information standards and/or state contracts.	0.15	8.67
2.2.3	Sub-variable	Control over infrastructure projects disclosure	Assesses the existence of disclosure control mechanisms and their practical impact in improving data disclosure.	0.3	16.00

2.2.3.1	Indicator	Level of disclosed infrastructure projects	Proportion of projects on which information is disclosed, complying with the infrastructure data standard, compared with the total number of projects managed by the procuring entity, expressed as a percentage.	0.5	18.00
2.2.3.2	Indicator	Level of investment represented by disclosed infrastructure projects	Amount of investment represented by projects on which information is proactively disclosed by the procuring entity, complying with the infrastructure data standard, as a proportion of the total amount of investment on infrastructure projects, expressed as a percentage.	0.5	14.00
3	Dimension	Citizen participation	Evaluates the opportunities provided by procuring entities for citizen participation and how citizens use the disclosed public information.	0.2	26.35
3.1	Variable	Participation practices		1	26.35
3.1.1	Sub-variable	Participation opportunities	Assesses the formalisation of citizens participation opportunities and online mechanisms to facilitate this participation.	0.45	29.13
3.1.1.1	Indicator	Institutionalised citizen participation	The institution has formal citizen participation opportunities that allow the procuring entity to listen and implement requests from the citizenship, that may be used for public infrastructure projects.	0.2	28.00
3.1.1.2	Indicator	Permanent and inclusive citizen participation	The citizens participation opportunities are permanently available or are available with a constant periodicity through a variety of inclusive channels.	0.1	33.33
3.1.1.3	Indicator	Citizen participation in infrastructure projects	The entity conducts formal citizen consultation processes to identify, define, prioritize and monitor public infrastructure projects.	0.25	33.33
3.1.1.4	Indicator	Citizen attention office	There is in the institution an office for citizen service (called the Transparency Office, Complaints Office, Information Office, etc.) that sees subjects related to infrastructure projects.	0.15	24.00
3.1.1.5	Indicator	Online form for consultation or requests	There is an online form by which any person may request information, perform a consultation, or present a complaint referring to an infrastructure project and receive an effective response.	0.1	18.67
3.1.1.6	Indicator	Awareness of participation opportunities	The institution makes an effort to ensure that citizens are aware of existing participation opportunities and of the availability of information related infrastructure projects.	0.2	32.00
3.1.2	Sub-variable	Use of information by citizens	Assesses the use of information related to infrastructure projects by citizens, stemming from case evidence.	0.55	24.07
3.1.2.1	Indicator	Centralised citizen complaints	There is a mechanism that documents citizens' complaints related to public infrastructure projects, generates a log and manages responses in an orderly fashion.	0.1	29.33
3.3.2.2	Indicator	Requests and responses of access to information	Access- to-information requests and responses there were from the entity are recorded.	0.1	22.00
3.3.2.3	Indicator	Institutional response capacity	The response to citizens' access-to-information requests is provided according to the period established by law.	0.15	21.33
3.3.2.4	Indicator	Institutional use evidence	The institution provides the public with feedback, such as reports or announcements, on how citizens' inputs have been used in infrastructure projects.	0.15	28.67
3.3.2.5	Indicator	Citizens use evidence	The information made public regarding infrastructure projects is used by the citizens, civil society organisations, academia, media, private sector, or any other actor.	0.15	20.00

3.3.2.6	Indicator	Evidence of joint projects	The institution has developed joint projects with other actors out of the institution as a result of the information on infrastructure projects.	0.15	16.00
3.3.2.7	Indicator	Improvements as a response to citizen participation	Changes or reforms have been made to infrastructure projects in response to feedback, evaluation, or some other type of citizen participation.	0.2	24.67
4	Dimension	Information disclosure	Evaluates the amount of data and information disclosed by procuring entities on infrastructure projects according to the CoST IDS or the OC4IDS.	0.35	34.14
4.1	Variable	Disclosure practices		1	34.14
4.1.1	Sub-variable	Project identification		0.1	76.03
4.1.1.1	Indicator	Project reference number	There is a number or code assigned to the project that uniquely identifies it.	0.075	58.67
4.1.1.2	Indicator	Project owner	The entity in charge of project development and execution contract is clearly identified.	0.1	91.67
4.1.1.3	Indicator	Sector and sub-sector	The sector and sub-sector are identified according to the government structure, for which the project is being developed.	0.1	89.67
4.1.1.4	Indicator	Project name	The project is clearly identified with the same name throughout the project cycle.	0.075	83.33
4.1.1.5	Indicator	Project location	The physical location of the project is clearly identified.	0.15	88.33
4.1.1.6	Indicator	Project description	The project's description is available, indicating what it is about and the infrastructure outputs that are part of it.	0.25	70.33
4.1.1.7	Indicator	Purpose	There is a project purpose expressed in terms of public infrastructure and its intended social and economic impact.	0.25	65.67
4.1.2	Sub-variable	Project preparation		0.15	27.33
4.1.2.1	Indicator	Environmental impact	A document that identifies, evaluates and describes the environmental impacts produced by the project on its surroundings is available; including reference to relevant additional studies (soil, topography, hydrogeology, etc.)	0.3	8.00
4.1.2.2	Indicator	Land and settlement impact	A document that identifies, assesses and describes the impacts on human settlements and population centres, produced by the project, is available.	0.3	10.00
4.1.2.3	Indicator	Contact details	Information identifies the contact details of the officer responsible for the project in the procuring entity.	0.1	22.33
4.1.2.4	Indicator	Project budget and date of approval	The total required budget is available for the development of the project and the date of approval provided.	0.2	61.00
4.1.2.5	Indicator	Funding sources	The sources where the funds are coming from are identified, e.g. from the national budget, cooperation, multilateral organisations, or others.	0.1	75.00
4.1.3	Sub-variable	Execution contract procurement		0.3	46.87
4.1.3.1	Indicator	Procuring entity and contact details	The entity in charge of contracting the execution of the infrastructure project and its contact details are clearly identified.	0.1	74.33
4.1.3.2	Indicator	Procurement process	The type of procurement process that was applied to award the contract is clearly identified.	0.1	60.00

4.1.3.3	Indicator	Number of firms bidding	The number of companies participating in the bidding process for the infrastructure execution is clearly identified.	0.1	30.00
4.1.3.4	Indicator	Contract type	The type of contract to be signed is clearly identified.	0.1	61.67
4.1.3.5	Indicator	Contract title	The official name of the signed contract is clearly identified.	0.1	35.00
4.1.3.6	Indicator	Contract price	The final amount of the execution contract is clearly stated.	0.1	53.33
4.1.3.7	Indicator	Contract start date	The date when the contract execution starts is clearly identified.	0.1	41.67
4.1.3.8	Indicator	Contract duration	The contract duration is clearly identified.	0.1	36.67
4.1.3.9	Indicator	Contractor(s)	The · name · identification number · contact information of the winning contractor is clearly identified.	0.1	28.33
4.1.3.10	Indicator	Contract scope of work	The description of the work and services that the firm has to provide under the signed contract are clearly identified.	0.1	47.67
4.1.4	Sub-variable	Supervision contract procurement		0.2	15.37
4.1.4.1	Indicator	Procuring entity and contact details	The entity in charge of contracting the supervision of the infrastructure and its contact details are clearly identified.	0.1	28.67
4.1.4.2	Indicator	Procurement process	The type of tender management process applied to award the contract is clearly identified.	0.1	14.00
4.1.4.3	Indicator	Number of firms/individuals bidding	The number of companies or individuals participating in the bidding process for the supervision is clearly identified.	0.1	11.67
4.1.4.4	Indicator	Contract type	The type of contract signed is clearly identified.	0.1	20.00
4.1.4.5	Indicator	Contract title	The official name of the signed contract is clearly identified.	0.1	13.33
4.1.4.6	Indicator	Contract price	The final amount of the supervision contract is clearly provided.	0.1	8.33
4.1.4.7	Indicator	Contract start date	The start date of the supervision contract started is clearly identified.	0.1	8.33
4.1.4.8	Indicator	Contract duration	The contract duration is clearly identified.	0.1	10.33
4.1.4.9	Indicator	Contract firm/individual	The name and information of the awarded company or individual to implement the project supervision is clearly identified.	0.1	18.67
4.1.4.10	Indicator	Contract scope of work	The description of the work and services that the firm or individual has to provide under the signed contract are clearly identified.	0.1	20.33
4.1.5	Sub-variable	Execution contract implementation		0.15	22.75
4.1.5.1	Indicator	Variation to contract price	It is clearly indicated whether variations to the contract price have been made.	0.1	31.67
4.1.5.2	Indicator	Reasons for price changes	Justifications with arguments why changes were made to the contract price are available.	0.25	25.00
4.1.5.3	Indicator	Variation to contract duration	Contract duration modifications are clearly indicated, if made.	0.1	31.67
4.1.5.4	Indicator	Reasons for contract duration changes	Justifications with arguments why changes were made to the contract duration are available.	0.25	15.33

4.1.5.5	Indicator	Variation to contract scope	Modifications to the project scope, if they exist, are clearly indicated.	0.1	26.67
4.1.5.6	Indicator	Reasons for scope changes	Justifications with arguments why changes were made to project scope are available.	0.2	18.33
4.1.6	Sub-variable	Supervision contract implementation		0.1	18.95
4.1.6.1	Indicator	Variation to contract price	It is clearly indicated whether variations to the contract price have been made.	0.1	20.33
4.1.6.2	Indicator	Reasons for price changes	Justifications with arguments why changes were made to the contract price are available.	0.25	15.33
4.1.6.3	Indicator	Variation to contract duration	Contract duration modifications are clearly pointed out, if made.	0.1	23.33
4.1.6.4	Indicator	Reasons for duration changes	Justifications with arguments why changes were made to the contract duration are available.	0.25	16.33
4.1.6.5	Indicator	Variation to contract scope	Modifications to the project scope, if they exist, are clearly pointed out.	0.1	23.33
4.1.6.6	Indicator	Reasons for scope changes	Justifications with arguments why changes were made to project scope are available.	0.2	21.67