

External Annual workplan – CoST Panama, 2025

Name of contact person	Aída Martínez Mórtola			
Title, department, organization	Country Manager, CoST Panama			
Email and phone of contact person	panama@infrastructuretransparency.org , +507 6070-1666			
Goal	Activities	Outputs	Responsible	Delivery date
1. Improve accountability mechanisms in public infrastructure in Panama by Q3 of 2025 This will be achieved by the implementation of CoST Panama's first Assurance Process with findings and recommendations, leading to better monitoring, scrutiny, and stakeholder trust.	1.1. Conduct an Assurance process on 5 projects from various sectors in Panama.	<ul style="list-style-type: none"> At least 1 contract of Assurance team hired. 1 Assurance report produced. 	National Secretariat	August 2025
	1.2. Validation meetings with the procuring entities.	<ul style="list-style-type: none"> 1 validated finding report 5 Minutes of validation meetings. 		August 2025
	1.3. Public launch of the assurance report.	<ul style="list-style-type: none"> 1 public launch event. 1 published assurance report. 1 Press releases and media coverage. 5 social media and online content. 		August 2025
	1.4. Round table with the procuring entities and the MSG.	<ul style="list-style-type: none"> 1 discussion summaries report. 1 Action plan detailing feedback on recommendations. 		August 2025
2. Strengthen stakeholder capacity to promote transparency, accountability, and participation in public infrastructure in Panama by Q4 of 2025 This will be achieved through implementing the CoST Social accountability approach including training	2.1 Conduct training sessions for public officials from the entities evaluated in CoST Panama's first Assurance report, focusing on best practices in transparency and data disclosure in public infrastructure.	<ul style="list-style-type: none"> 5 training sessions delivered. 50 public servants trained. 1 raining material package developed and shared. 10 public officials trained using the assurance report to inform decisions. 	National Secretariat	December 2025

for public officials from Panama on the findings of the first Assurance Report and the recommendations.				
<p>3. Increase multi-stakeholder engagement and collaboration in public infrastructure governance, and accountability in decision-making processes in Panama by Q1 of 2025.</p> <p>This will be achieved by co-hosting a national consulting forum with the Panamanian Chamber of Consultants (CAPACO)</p>	<p>3.1 Co-organize the National Consulting Forum: Sustainable Infrastructure, Resilience, and Governance, in collaboration with the Panamanian Chamber of Consultants (CAPACO).</p>	<ul style="list-style-type: none"> 1 event held with the participation of 200 key stakeholders. 1 Summary report with key conclusions and commitments from the forum. 	CAPACO	March 2025
<p>4. Improve public access and use of reliable infrastructure data by stakeholders to monitor and scrutinize public infrastructure governance in Panama by Q4 of 2025.</p> <p>This will be achieved by developing an open data dashboard with interactive visualization of Infrastructure Data available in the Disclosure platform of Panama and training sessions with key stakeholders on open data.</p>	<p>4.1. Develop and launch an open data dashboard with interactive visualizations, along with CoST Panama's official website, to improve public access to infrastructure information.</p> <p>4.2. Implementing 2 training sessions for public officials and non-governmental stakeholders on use of the disclosure platform and the dashboard to influence project and sector reforms.</p>	<ul style="list-style-type: none"> 1 Fully functional dashboard with 10 key indicators. 1 Operational website featuring: Information about CoST and CoST Panama's national programme. Details on the Infrastructure Transparency Index (ITI) in Panama. Open access to resources and publications related to transparency in public infrastructure. Profiles of the CoST Panama MSG. Dedicated sections on public works, including their open data. 	National Secretariat	July-December 2025
		<ul style="list-style-type: none"> 1 training sessions conducted on portal usage. 100 stakeholders trained (public officials, civil society, private sector). 		
<p>5. Improve transparency and accountability in Public-Private Partnership (PPP) projects by enhancing capacity of government</p>	<p>5.1. Conduct capacity-building workshops with the PPP Secretariat team, focusing on transparency, access to information, and best practices for increasing transparency in PPPs.</p>	<ul style="list-style-type: none"> 2 capacity-building workshops delivered with PPP Secretariat officials. 	PPP Secretariat	July-December 2025

officials in the application of best practices in procurement processes for the PPP projects of Panama by Q3 of 2025. This will be achieved by developing a capacity training with public officials from the PPP Secretary of Panama and delivering a report of recommendations based on an observation mechanism of a PPP projects.		<ul style="list-style-type: none">• 1 report with key recommendations on transparency in PPPs based on CoST's experience.		
	5.2. Participate as an observer in the procurement process for the supervisory firm for PPP projects led by the Ministry of Public Works and the PPP Secretariat.	<ul style="list-style-type: none">• 1 Observation report on the procurement process for the PPP project's supervisory firm.	Ministry of Public Works	