

Annual Report 2024



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About us

CoST – the Infrastructure Transparency Initiative – is a leading global non-profit that works with governments, civil society, and the private sector to help ensure that when governments spend money on infrastructure the process is transparent, money is used efficiently, works are of high quality and public infrastructure meets community needs.

Our approach centres on four pillars:

- ▶ multi-stakeholder working
- ▶ data publication
- ▶ independent review of data
- ▶ social accountability.

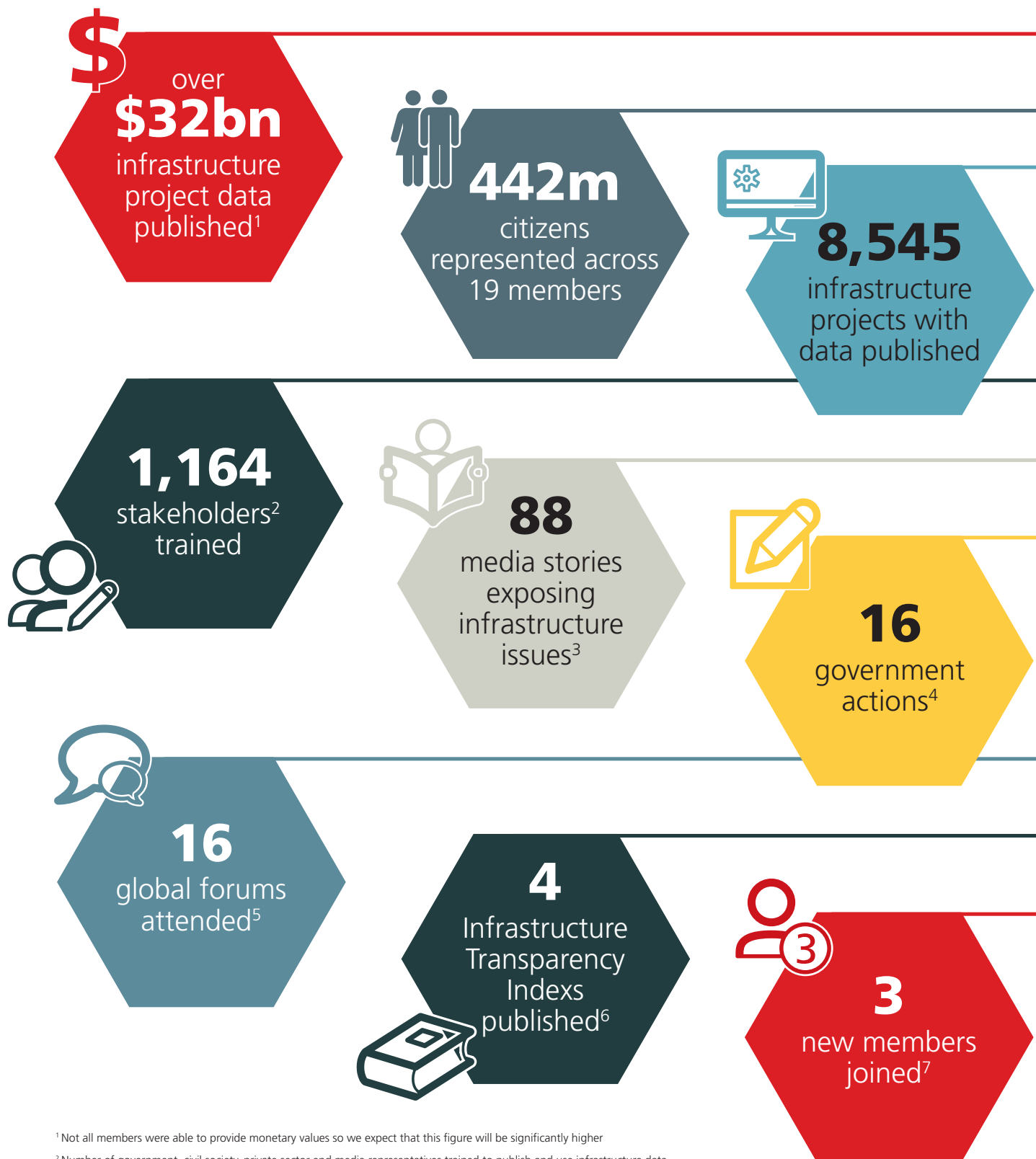
We support our members to apply this approach by building partnerships; providing global resources, tools and data standards; offering technical assistance; sharing learning; measuring progress and advocating internationally.

CoST's work has been endorsed by the G20 and G7 for aligning with the G20 Principles for Quality Infrastructure Investment (QII) and the G7 Ise-Shima Principles on openness, transparency, and reliability in infrastructure. We also serve as a member of the Blue Dot Network Executive Consultation Group and the OECD Anti-Corruption Leaders Hub.

We are grateful to our funding partners during 2024:



This year in numbers



¹ Not all members were able to provide monetary values so we expect that this figure will be significantly higher

² Number of government, civil society, private sector and media representatives trained to publish and use infrastructure data

³ Number of media appearances across newspapers and TV programmes highlighting infrastructure issues identified through CoST's work, most drawing on findings from independent reviews or ITIs

⁴ Government actions taken in response to CoST's work that improved the quality, effectiveness or efficiency of infrastructure investment

⁵ To promote the importance of transparency, participation and accountability in infrastructure investment

⁶ El Salvador, Uganda, West Lombok, Ecuador

⁷ Dominican Republic, Nusa Tenggara Barat and Belitung

Lessons learned

1 Experience across our members has shown that while strong political leadership can drive major progress, such progress can be fragile. Elections and changes in government often disrupt the publication of infrastructure data, even when transparency frameworks exist. In 2024, members and their political leaders took decisive steps to build resilience and embed transparency through new laws, ministerial directives, decrees, and national commissions.



3 In many member countries, responsibility for public infrastructure spans multiple departments or agencies, making alignment and ownership of data publication challenging. This fragmentation can make consolidation of data publication difficult. However, it also speaks to the very reason why a single version of the truth - using international data standards from a centralised publication platform - is invaluable.



5 Demand to partner with CoST and apply our tools and standards continues to grow among governments, as well as international organisations, as the potential value of our analysis and research drawn from CoST's extensive database of infrastructure projects is recognised. Through our collaborations with the World Bank, GIZ, OECD, WIN and WWF, we have delivered key policy insights, expanded our practical data standards to address the climate crisis, and showcased good practice from our members to audiences around the world. Our collaboration with the Open Government Partnership (OGP) has provided a global platform to engage governments and civil society in delivering higher-quality infrastructure and ensuring integrity in climate finance.



2 Independent review (assurance) reports continue to act as powerful catalysts for government action. They have prompted tangible improvements in infrastructure investment and revealed a growing political appetite to engage with insights from non-government stakeholders.



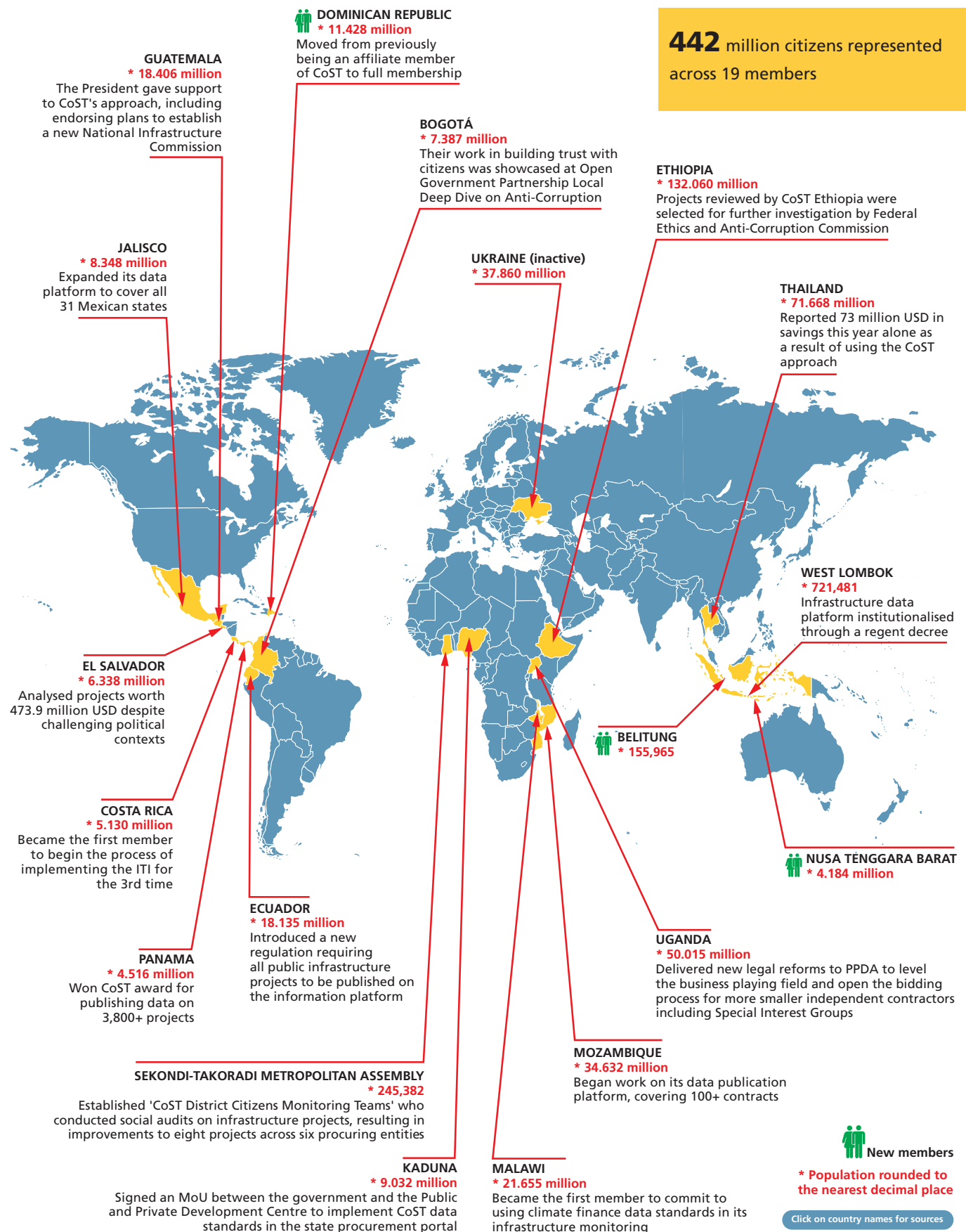
4 We know undertaking independent reviews can have a significant impact in improving transparency and accountability at a local level.

Over the last decade there has been 70 examples from across our members of governments responding to independent reviews to improve the quality and sustainability of infrastructure. Where domestic resources are limited, members have relied on limited grant support, resulting in fewer such activities. This underlines the importance of sustained investment to embed and scale these proven approaches. We are keen to explore future funding opportunities to expand the reach and impact of these high-value initiatives, whilst also supporting members to strengthen their fundraising at a local level.



Our reach

442 million citizens represented
across 19 members



Open data and digitalisation

Over **32 billion USD** in infrastructure data published across **8,545 projects**.



Senior Latin America Manager, Manuel Gonzalez, speaking at a CABEL-BCIE event on Transparency Network for Information Access

In 2024, CoST members continued to advance the open data and digitalisation agenda, using technology to drive transparency and accountability. They expanded not only the availability of infrastructure data, but also of information relevant to the needs of different stakeholder groups. This made it easier for decision makers to be held to account in a constructive manner.

Members¹ ensured the timely publication of data on project purpose, scope, cost, and delivery timescale in line with CoST's international data standards, the Infrastructure Data Standard (IDS) and in the majority of cases the updated Open Contracting for Infrastructure Data Standard (OC4IDS).

Many also upgraded their data platforms to make open data more accessible and useful for both government and the public.

Members have seen that a commitment to open data builds trust with citizens and businesses, increases engagement, and ultimately drives greater competition and value for money.



In **THAILAND**, their commitment to open data translated into tangible results, with the Ministry of Finance reporting 73 million USD in savings across 2,591 investments published using CoST standards in 2024, demonstrating how transparency can directly drive better value for money. Furthermore, an independent journal report *"Transparency and budget savings in public procurement: evidence from Thailand's Infrastructure Transparency Initiative (CoST)"* was published in 2024 in the Journal of Financial Crime. The study found significant cumulative savings of 7.6 billion THB, or 212 million USD, from adopting the CoST approach since 2017.



MOZAMBIQUE have been developing their first data publication platform, having added data on two mega projects that had over 100 contracts between them. Their platform is expected to go live in 2025 and will mark a major milestone for the country in driving transparency around public procurement through open data and digitalisation.



In **PANAMA**, the General Directorate of Public Procurement continued to carry out training sessions at the national level on the use of the PanamaEnObras data portal, training 75 civil servants.

¹ A CoST member is a government who has committed to publishing data on their infrastructure investments and to work within a multi-stakeholder setting with private sector and civil society partners.



In **MALAWI**, the Minister of Information re-launched the country's updated Information Platform for Public Infrastructure (IPPI), attracting over 30,000 online viewers. This support is a clear sign of strong political leadership, growing public demand for transparency, and the importance of high-level support in engaging citizens with what can often be viewed as a technical agenda.



BOGOTA, COLOMBIA, were recognized by the United Nations Office on Drugs and Crime (UNODC) for their Infraestructura Abierta Bogota data portal. Furthermore, they encouraged other cities in Colombia to implement Bogota's approach to data publication as good practice.

Elections and government transitions temporarily slowed data release in countries such as Ghana, Colombia, and Jalisco, highlighting how political cycles can still disrupt transparency progress, despite gains in capacity and legal frameworks.

This year we published [an impact story on Guatemala's journey](#) to better infrastructure despite difficult political circumstances.

A key stage of the CoST approach to open data is the [independent review of published data \(formerly known as 'assurance'\)](#). This goes beyond validating the completeness and accuracy of published data — it identifies risks, gaps, and opportunities to improve transparency, efficiency, and quality. Key findings and recommendations are communicated through a report that draws on published data to present compelling information that is understood by, and relevant to the needs of, all stakeholders.

The process can be trusted because it is carried out not by any one stakeholder but by an independent review team appointed by the members' multi-stakeholder group. In addition to examining published data, the team reviews a sample of projects in more depth and undertakes site visits.



GUATEMALA, THAILAND, and UGANDA demonstrated continued commitment to the independent review process again this year with their 9th, 7th, and 6th reports respectively due for publication next year.



WEST LOMBOK, PANAMA and KADUNA also began their first independent reviews. In Kaduna, we trained 89 participants on the independent review process from government, the private sector, civil society, and academia.



PANAMA and WEST LOMBOK recruited an independent review team to lead their first process.

Through a multi-stakeholder approach, the findings and recommendations from independent reviews are used to hold decision-makers to account and advocate for change, helping ensure that public infrastructure truly meets local needs.



In **ETHIOPIA**, four road projects independently reviewed by CoST Ethiopia were later selected for further investigation by the Federal Ethics and Anti-Corruption Commission, demonstrating how open data and independent review can expose issues and drive local accountability.



In **MALAWI**, they published the Infrastructure Delivery Management Standard in order to address the challenges highlighted in the past three CoST independent review reports and provided detailed guidance on how entities should effectively deliver infrastructure projects. ➔



A stakeholder meeting in Malawi to learn about data publication and use

Participation and social accountability

88 media appearances across newspapers and TV programmes highlighted infrastructure issues uncovered through the CoST approach, with many drawing directly on findings from an independent review findings or an Infrastructure Transparency Index.

In 2024, CoST members demonstrated how engaging civil society organisations (CSOs) and the public in infrastructure procurement and delivery is essential to raising awareness of infrastructure issues, ensuring local voices are heard, and holding decision-makers to account.

Members' locally designed engagement strategies reflect their diverse contexts, needs, and challenges. Such strategies include promoting independent review findings to wider audiences, advocating for recommendations to be implemented, and training the media to use published data and independent reviews as evidence for public calls to action.

Members have also created spaces for communities to get more involved in asking informed questions on the decisions that affect them.

Malawi, Jalisco in Mexico and Sekondi-Takoradi in Ghana trained citizens to conduct non-technical social monitoring of their local infrastructure projects which led to tangible improvements to public infrastructure design and delivery.



In **MALAWI** monitoring of the 20,000-seater Mzimba Stadium by trained civil society organisation, the Communities

in Development Activities (COIDA), revealed significant construction concerns including poor workmanship, delays, and weak supervision. Following media advocacy and lobbying, the National Construction Industry Council (NCIC) and Department of Buildings in Malawi, investigated the issues identified in the monitoring report and issued a stop order that was lifted only after performance controls were introduced and defects corrected. The Ministry of Local Government also appointed a site engineer to oversee improvements. Separately, monitoring by civil society of the Griffin Saenda Indoor Stadium identified stalled construction works and design deficiencies. Following advocacy work by CoST Malawi based on the evidence of the CSOs, the government commenced refinancing to complete construction of the Stadium.



In **JALISCO, MEXICO** five 'University Social Accountability Committees' were established to

conduct social audits of construction projects published on the CoST Jalisco platform. Composed of students from multiple disciplines, the committees operate with support from the Guadalajara Citizen Comptroller's Office and the CoST Jalisco Manager. Committees at the University of Guadalajara, Universidad Panamericana, ITESO, Tecnológico de Monterrey (TEC), and the Autonomous University of Guadalajara produced oversight reports on Guadalajara's infrastructure projects, which were formally presented to the municipality which highlighted issues that required action.



Kaduna workshop training civil society and government

1,164 stakeholders trained to publish and use infrastructure data



SEKONDI-TAKORADI, GHANA has established 'CoST District Citizens Monitoring Teams' who have been trained on how to conduct social audits on infrastructure projects in their districts. These teams carried out social audits on 14 projects across five procuring entities, producing recommendations and action plans to improve construction failures found and ensure infrastructure delivered local communities' needs. Findings were shared with the public via local community radio programmes and with government officials through presentations to the involved assemblies. As a result, action was taken resulting in improvements to eight projects across six procuring entities, including:

- ▶ **Kakabo school in the Enyinabirim Area Council of the Wassa East District Assembly**, where the social audit on a newly constructed high school block revealed there were leakages, lightning problems and poorly installed windows. The block was not fit for purpose, and the community were using a makeshift structure. Following the audit these issues were raised with, and remedied by, the Wassa East District Assembly which ensured a fully functional school which provides vital education for eight adjoining villages.
- ▶ **Benso Health Facility in Tarkwa-Nsuaem**, where the social audit showed that it was not being used due to a failure to procure essential furniture and equipment. Following the audit, the facility is now fully furnished and equipped. It is currently providing much needed healthcare to a community of over 200,000 people.

Our members' successes show how embracing open data at both a governmental and community level is driving impact. The Infrastructure Transparency Index is an additional step which allows us to measure progress more systematically — and to identify where further local actions can catalyse this further. ➔



CoST Board learning about Sekondi-Takoradi's work on social accountability at a local community centre



CoST Nusa Tenggara Barat manager Imam Arief Putrajaya with CoST Technical Adviser Hamish Goldie-Scot and Nusa Tenggara Barat government officials

Infrastructure Transparency Index

4 Infrastructure Transparency Indexes published -
El Salvador, Uganda, West Lombok, Ecuador

The Infrastructure Transparency Index (ITI) is CoST's global tool for measuring transparency and data quality in public infrastructure. It assesses enabling environments, institutional capacity, social accountability, and the quality of project data publication, by sector. This provides governments and stakeholders with a roadmap for reform, and allows them to benchmark their progress over time.



EL SALVADOR published their first ITI, analysing 43 projects across 23 institutions worth 473.9 million USD. The results highlighted strengths in the enabling environment and information publication, while also pointing to the need for greater capacity building in the publication of information and need for greater social accountability. The publication was a significant achievement given the country's challenging political context, signalling El Salvador's ongoing commitment to more transparent infrastructure.



ECUADOR published their first ITI, analysing 60 projects spanning 30 institutions worth just over 493 million USD. The results highlighted areas for improvement especially in citizen participation, and capacities and processes.

In El Salvador and Ecuador the publication of their first ITIs were significant achievements given the countries challenging political contexts, signalling their ongoing commitment to more transparent infrastructure.

“As we celebrate this win, I appeal to all the respective Government entities, oversight bodies and non-state actors to take a keen interest in the recommendations, engage and hold us accountable to achieve the desired transformation in the sector.”

Statement by the Uganda Minister of Works and Transport and CoST Champion,
Gen. Edward Katumba Wamala, at the ITI launch event on 24 July 2024



CoST Uganda launches its second Infrastructure Transparency Index



UGANDA launched its second ITI, covering 30 entities and 58 projects. The national score rose from 20.8% in 2021 to 32.26% in 2024, reflecting major progress in publication and reform. The ITI identified issues and recommendations which were acted upon to improve the safety of residents. In Bugolobi, open manholes that flooded during rain had caused accidents, prompting the City Authority - following ITI concerns - to install warning signs. This measure, now being expanded across all five Kampala divisions, helped residents avoid danger during storms.



WEST LOMBOK, INDONESIA also published their first ITI. This showed a strong enabling environment score, largely due to the years-long publication of OC4IDS data in their INTRAS infrastructure transparency portal. The citizen participation dimension was assessed to have the biggest potential to improve. Based on the findings, CoST West Lombok issued several recommendations to the public authorities to strengthen transparency in infrastructure projects moving forwards.



GUATEMALA'S President Bernardo Arévalo gave high-level support to CoST's approach. In May, drawing on lessons from CoST Guatemala's independent review of over 150 projects, he endorsed plans to establish a new National Infrastructure Commission. Official government approval of the Commission is expected in 2025.



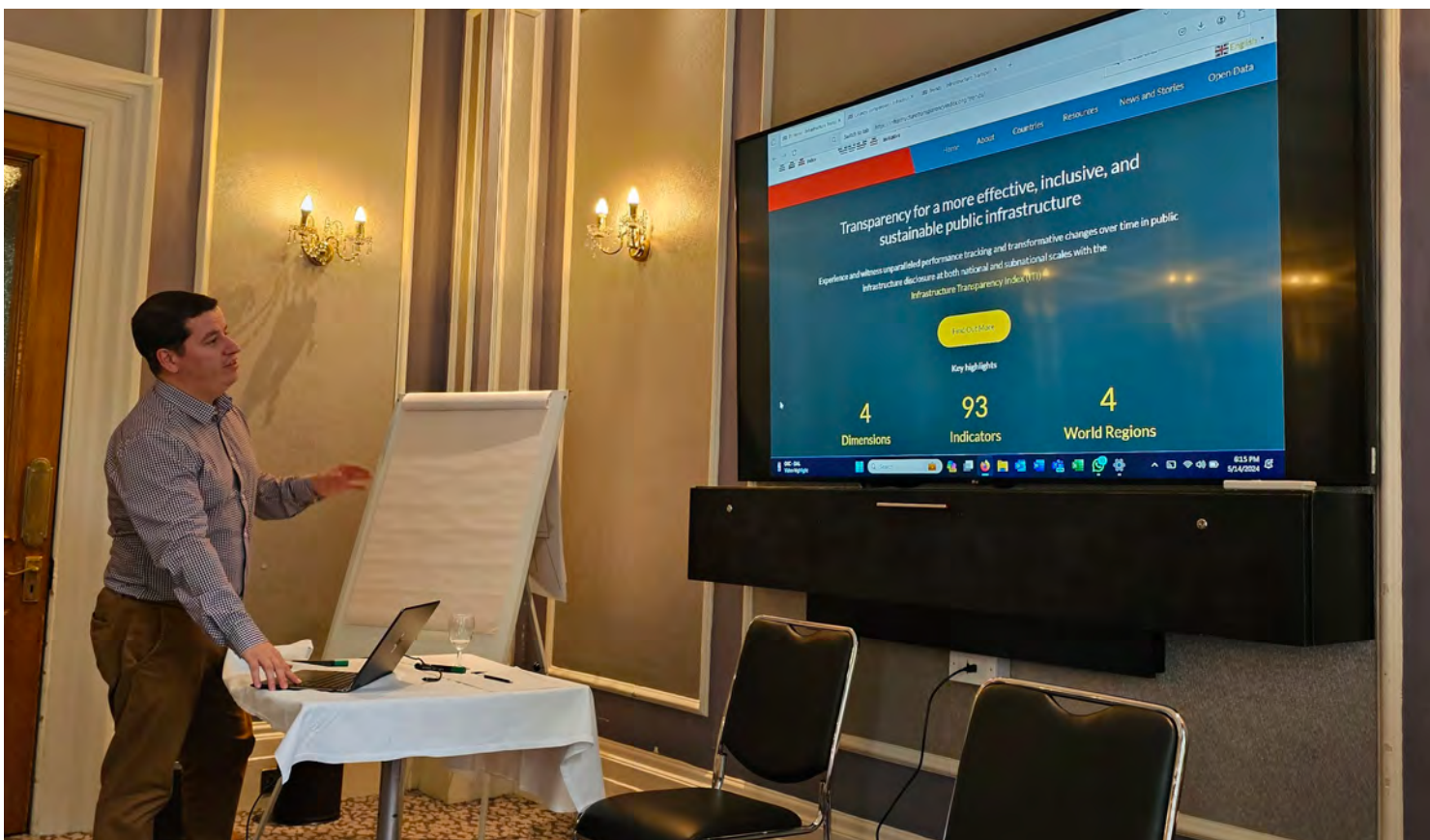
COSTA RICA, GUATEMALA, and MALAWI began preparing their ITI assessments. In the case of Costa Rica this marks their third ITI, demonstrating the value which they place on the process and results. For Guatemala and Malawi this is their first ITI process, which will establish a

baseline for reforms and provide their governments, civil society, and citizens with a common evidence base for improving infrastructure delivery.

Through these examples, the ITI continues to demonstrate its value not just as a benchmarking tool, but as a catalyst for practical improvements. In multiple countries this improvement is being realised through advancing important legal and regulatory reforms to institutionalise transparency over time. ➔



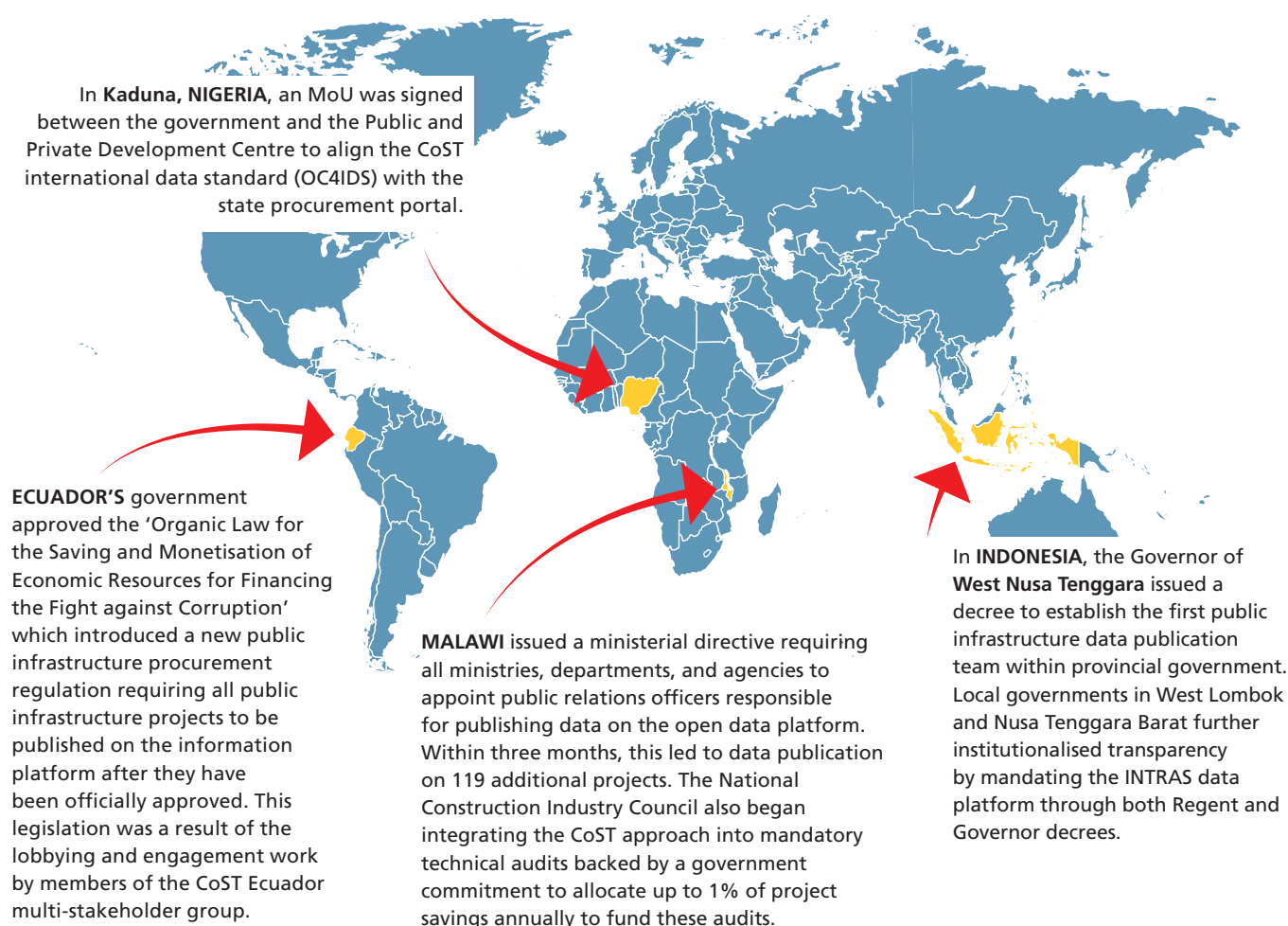
West Lombok launches its first Infrastructure Transparency Index



ITI International Coordinator, David Zamora, running a training session on the Infrastructure Transparency Index

Improving the investment landscape by institutionalising transparency

Across our members, we have seen how strong political leadership can spark real change in driving transparency and accountability in public infrastructure process. But we have also learned that progress can fade when it rests on commitment alone. This is what made 2024 a turning point: governments moved from best-intended promises to mandatory action - embedding openness as a requirement, not an option. Independent reviews added fuel to this momentum; offering tailor-made solutions for politicians to implement.➔



Engaging the private sector to deliver a better business environment

The private sector is at the heart of delivering better infrastructure which meets local needs. Yet their perspectives are often under-represented and their roles in the solution often under-leveraged.

CoST members have worked for over a decade to change this by bringing the private sector into their Multi-Stakeholder Groups (MSGs). In 2024, we made significant progress in deepening this engagement at both national and international levels.

We welcomed as the new private sector representative on the CoST Board, James N. Mwangi, Vice President of the International

Federation of Consulting Engineers (FIDIC). We also strengthened our relationship with FIDIC's Integrity Management Committee including co-hosting an Integrity Desk at the FIDIC Global Conference in Geneva.

We continued our partnership with the Confederation of International Contractors' Associations (CiCA) through engaging their members to jointly prepare a draft Position Paper on tackling inefficiency, mismanagement and corruption in infrastructure investment. Recommendations were discussed with the World Bank's Integrity Vice Presidency in Washington.

At the national level, members strengthened partnerships with industry to help ensure that the private sector is not only represented in transparency initiatives but also has access to infrastructure data to inform their commercial decisions. This can help increase competition, improve fairness, reduce risk, and ensure greater value for money in public infrastructure investment.



UGANDA delivered legal reforms to the Public Procurement and Disposal of Public Assets Act (PPDA) Regulations

and associated guidelines, resulting in halving performance securities (from 10% to 5% of the contract price) and bid securities (from 2% to 1%); removing bid validity periods and replacing these with bid declarations; and publishing [new government guidelines](#) reserving 15% of contracts awards to Special Interest groups to promote inclusion of women, youth and people with disabilities. This success was as a direct result of a multi-stakeholder effort led by CoST Uganda and the African Freedom of Information Centre. They worked in close partnership with the private sector, as part of the "Promoting fair business practices between the government and the private sector" funded through the UK Government's Business Integrity Initiative. These reforms help open the bidding process for more – especially small independent – contractors, enhancing competition and value for money.



Private sector workshop in Uganda

CoST is working with OECD on the global initiative to ‘Galvanise the Private Sector as Partners in Combating Corruption (GPS)’, supported by the US State Department’s Bureau of International Narcotics and Law Enforcement (INL). Through this multi-year programme, CoST is co-developing the Infrastructure Anti-Corruption Toolbox (IAC) to help companies and governments identify and mitigate corruption risks in infrastructure delivery. Our involvement began with the “Building Infrastructure with Integrity and Trust” session at the OECD Global Integrity and Anti-Corruption Forum in France, where we showcased successful public-private dialogues from **Uganda** and **Ukraine**.

To inform the toolbox, CoST gathered insights from 219 private sector representatives across **Mozambique, Malawi, Ethiopia, Nigeria, Ghana, Uganda, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Dominican Republic, Mexico, and Panama**. Participants shared their views on key integrity and performance risks in the sector. The findings painted a concerning picture - only 14% of respondents in Africa and 16% in Latin America felt companies competed on a level playing field.

To help address these challenges, CoST regional private sector forums in **Panama** and **Uganda** with participants from 14 countries. The sessions provided safe spaces for private sector participants to share their concerns and identify practical solutions. Each country developed an action plan outlining steps to strengthen integrity and transparency - including how the private sector can better use data on infrastructure investments now published by their respective governments.

The full survey results were published on [an interactive dashboard](#) which everyone can use see the private sector’s perception of infrastructure and corruption risks by region and country, based on a sample of data from infrastructure projects. The findings highlight the urgent need for co-designed reforms that promote business integrity and open competition in public infrastructure through more transparent processes.



In **THAILAND**, the Controller General’s Department, with support from the Anti-Corruption Organization of Thailand, convened a public-private dialogue bringing together government and private

sector stakeholders to examine integrity risks and performance challenges in the infrastructure sector. The government also used the forum to raise companies’ awareness of the data they publish on infrastructure investments following the CoST approach. Building on this, an ‘Anti-Corruption Infrastructure Accelerator Bootcamp’ facilitated by Accountability Lab resulted in participants developing an action plan for improving the Royal Thai Government’s e-procurement portal to encourage greater private sector engagement. The Ministry of Finance has since committed to reviewing these recommendations as part of future system upgrades.

These efforts to strengthen private sector engagement and promote integrity in infrastructure delivery lay the groundwork for addressing broader challenges, including the urgent need to address sustainability and climate considerations in public infrastructure. ➔



Attendees at the Anti-Corruption Infrastructure Accelerator Bootcamp in Thailand

Climate change and sustainability

The link between climate change and public infrastructure is undeniable. The infrastructure sector contributes around 79% of global greenhouse gas emissions², while developing countries face an annual 2.4 trillion USD climate investment gap by 2030³ — leaving no room for inefficiency, mismanagement, or corruption.

To help address this, CoST collaborated with the German Corporation for International Cooperation (GIZ), the World Bank, Open Data Services and Open Contracting Partnership to develop a new series of data points to help consider economic, environmental, institutional and social outcomes in infrastructure.

In partnership with GIZ, we proactively published a [Climate Finance Data Standard](#), comprising 33 key data points to be proactively disclosed by procuring entities implementing climate-financed infrastructure projects. The standards were shared widely, including at

the 9th Regional Business Integrity Week in Chile. [Malawi](#) became the first interested country to adopt the new climate finance standard for monitoring its infrastructure portfolio.

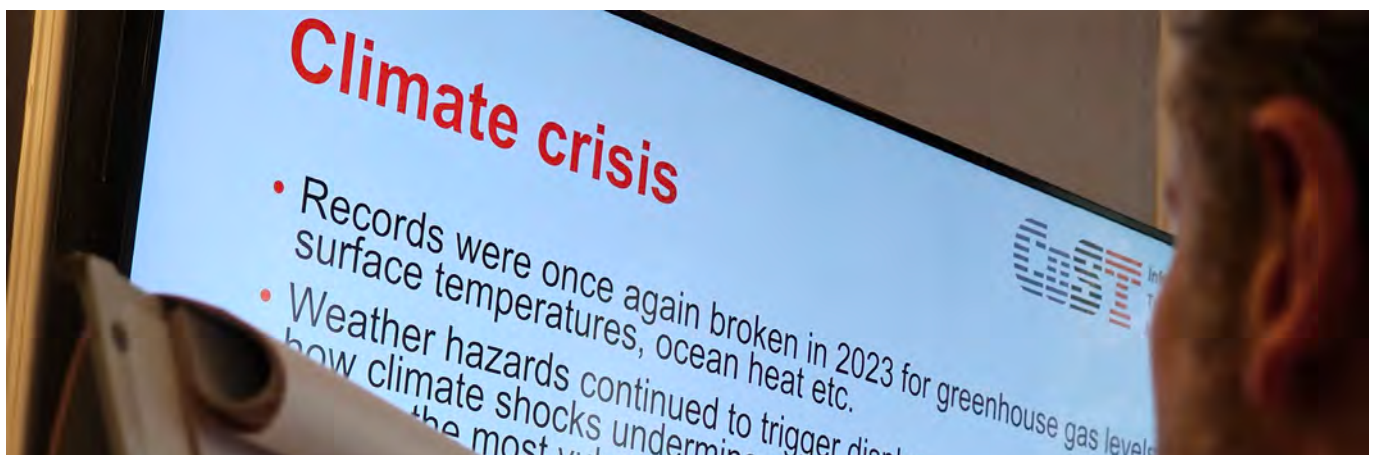
We also worked with the World Bank to develop [data sustainability modules](#), with 45 data points developed from findings of a global review that included surveys, interviews and focus groups with people from almost 70 countries. This expansive research helped us to create a standard that can be applied in multiple continents and contexts to address the long-term impact of infrastructure projects across social, environmental, and economic outcomes.

As part of the Responsible Infrastructure Investment campaign, a broader initiative funded by the Foreign, Commonwealth & Development Office, we are conducting pilot studies in [Kampala, Uganda](#) and [Jalisco, Mexico](#) to test a subset of our newly developed

“Our new modules support the development of more sustainable and inclusive infrastructure. Infrastructure needs to be identified, planned, delivered and operated with a view of its future impact, which requires a forward-looking perspective on people’s needs and the sustainability of the planet. We look forward to these modules driving this work further.”

Maria Prado, Senior Research Adviser, CoST International Secretariat in 2024

data points from sustainability and climate finance modules linked to the early stages of the project cycle. Pilots will be complete next year and on conclusion we will share the findings. ➔



Slide from a presentation about CoST’s new climate data standards

² Infrastructure for Climate Action, co-published by UNOPS, UNEP, and the University of Oxford

³ OECD website source

Supporting Open Government

16 government actions taken in response to CoST's work that improved the quality, efficiency or effectiveness of infrastructure

OGP Action Plans continue to serve as a key entry point for governments adopting the CoST approach.

During Open Government Week and the OGP Americas Regional Meeting in Brazil, CoST demonstrated how its tools can support local OGP action plans, strengthening commitments to transparency and social accountability.



In **BRAZIL**, CoST partnered with Transparency International Brazil (TI-Brazil) to **publish a report** analysing

transparency gaps in the new Brazilian Federal Infrastructure Policy. The study revealed shortcomings in publishing environmental impact and project planning data, and in creating opportunities for public participation. Launched at the OGP Latin America Regional Summit in Brazil, the report informed the recommendations included in Brazil's OGP Action Plan. CoST continues to support the implementation of their Open Government Plan by helping to map and assess transparency and accountability practices, open data systems, and federal infrastructure policies.

CoST's impact extends well beyond its membership, contributing to the global movement for open and accountable infrastructure governance. In 2024, we strengthened strategic partnerships with the Open Government Partnership (OGP) and showcased the experiences of our members on international platforms - helping to bring practical credibility to global policy discussions on transparency, participation, and integrity.



SCOTLAND is nearing the completion of its third OGP action plan, with CoST providing advisory support to the implementation

of the fiscal openness commitment, particularly its infrastructure sub-commitment. This builds on earlier engagement dating back to the 2018 high-income country case study that assessed the relevance of CoST tools and standards. As part of CoST's participation in the OGP learning circle for Northern European members (Nordic+), the level of infrastructure transparency in Scotland and Lithuania was reassessed to inform a regional seminar in May 2024. The reassessment found that while infrastructure transparency, as measured by the CoST IDS, remained relatively high, it had declined slightly since 2018, with ongoing challenges related to fragmented and difficult-to-access data. It recommended improving interoperability across existing platforms, including the fiscal transparency platform currently under preparation.

In May 2024, CoST hosted a webinar as part of Open Gov Week, drawing more than 100 participants. The session highlighted how CoST supports the implementation of OGP Local Action Plans in Bogotá (Colombia), Jalisco (Mexico), Kaduna State (Nigeria), and Sekondi-Takoradi (Ghana).



A multi-stakeholder event organised by CoST in partnership with OGP Ghana and the UK High Commission catalysed

GHANA'S infrastructure transparency commitment under its 5th National OGP Action Plan and the Ghana Integrity Initiative. Senior Presidential Advisor, Yaw Osafo-Maafo, reaffirmed the government's dedication to open government principles, pledging nationwide publication of procurement data once the commitment is fully implemented.



KADUNA STATE, NIGERIA, under its third OGP Action Plan (2024–2025) committed to implementing CoST's

international data standard, the Open Contracting for Infrastructure Data Standard (OC4IDS), guided by CoST's approach, tools, and technical expertise. ➔

Influencing global evidence, policy and tools

16 global forums attended to promote the importance of transparency, participation and accountability in infrastructure investment

CoST members' unique, evidence-based insights from the ground enable us to influence international policy debates with credibility and impact.

The World Bank published its report on delays in infrastructure procurement, featuring data analysis from CoST drawing on our members' use of the Open Contracting for Infrastructure Data Standard (OC4IDS). Our findings revealed that projects took 73% longer than planned, largely due to weak preparation. This analysis underscored how collecting and publishing standardised data through the CoST approach helps uncover deep-rooted, systemic issues in infrastructure delivery.

CoST also partnered with the [Water Integrity Network to launch the Framework for Integrity in Infrastructure Planning \(FIIP\) and accompanying guidance](#). Piloted with support from the Inter-American Development Bank across Latin America, FIIP focused on the early stages of water infrastructure development to identify and mitigate risks. The pilots demonstrated how greater data transparency enables planners to deliver projects that meet both community and environmental needs, while also empowering civil society to demand accountability. Going forward, CoST members aim to apply the FIIP framework within their independent review processes to strengthen oversight of infrastructure planning.



At the International Anti-Corruption Conference (IACC) in Lithuania and the OECD Global Integrity and Anti-Corruption Forum in France, CoST

shared practical examples from **Uganda to Ukraine** on how multi-stakeholder collaboration strengthens integrity in public infrastructure.

CoST and its members were featured prominently across major international forums, demonstrating how lessons from our network are driving progress on key global themes such as anti-corruption and integrity:

- ▶ During the OGP Local Deep Dive on Anti-Corruption, CoST showcased how publishing data in **Bogotá**, **Sekondi-Takoradi**, and **West Lombok** has built trust among citizens, government, and private sector actors.
- ▶ At the Women Doing Business event in Panama, organised by the Commercial Office of the U.S. Embassy, CoST highlighted how member **Dominican Republic**, and former member, **Honduras**, have worked to expand educational opportunities for women in infrastructure.
- ▶ At the Asia-Pacific Anti-Corruption and Integrity Forum in China, **Thailand's** Ministry of Finance shared how adapting the CoST approach has delivered hundreds of millions in savings — demonstrating the tangible economic value of the CoST approach.
- ▶ **El Salvador** showcased CoST tools and standards to more than 500 attendees at the 2024 Architecture Biennale in San Salvador. Alongside this, the El Salvador team held meetings with the World Bank, Inter-American Development Bank, and FUNDEMAS (Fundación Empresarial para la Acción Social) to explore new areas of collaboration. Notably, the British Embassy joined CoST El Salvador's Multi-Stakeholder Group as an observer, paving the way for strengthened future cooperation in advancing infrastructure transparency.

Together, these engagements illustrate that CoST's work is not only shaping global conversations on open government in the infrastructure sector but also advancing important policy agendas and financial efficiency. ➔

Strengthening the CoST network

3 New members joined in 2024 — Dominican Republic, Nusa Tenggara Barat and Belitung

In 2024, members came together in person for the first time since the COVID-19 pandemic at the CoST Member Managers' Workshop, hosted by CoST Jalisco in Mexico.

The week-long event celebrated collaboration, peer learning, and innovation across the network. During the workshop, CoST held the second edition of the Alfredo Cantero CoST Awards:

- ▶ **Panama** was named overall winner for publishing over 3,800 projects in just six months, creating a national open data platform, and training more than 700 public officials.
- ▶ **Thailand** received an Honourable Mention for its leadership in promoting the CoST approach at provincial level and significantly increasing data publication rates. ➔



CoST Panama and Thailand Managers, representing their countries as the Winner and Honourable Mention for the CoST awards



Launch of CoST Nusa Tenggara Barat

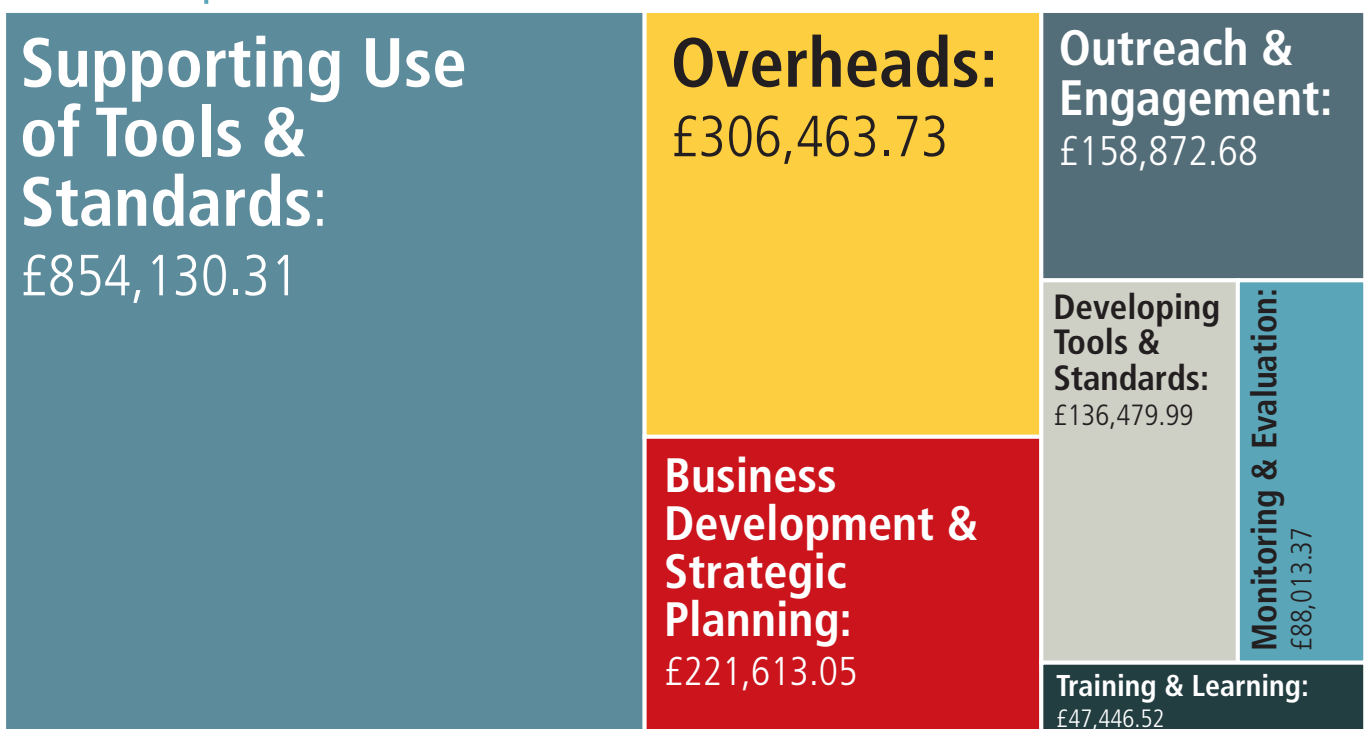
Finances

Transparency is at the heart of everything we do, including our finances. Below are our income and expenditure for the year. We are extremely grateful to our funders throughout the year.

Total Income: **£1,790,894.03**



Total Expenditure: **£1,813,019.65**



Looking ahead



Chair's Message **Chrik Poortman**

As I complete my final year as CoST Board Chair, I am immensely proud of what we've achieved together. This year, our members

have published data on infrastructure projects worth over 32 billion USD, pioneered new ways to engage citizens in infrastructure decisions, and driven growing demand for the Infrastructure Transparency Index (ITI) which four members took part in this year. While our members' on-the-ground impact remains at the heart of our mission, we have also used their practical experience and lessons learned to influence global debates on infrastructure governance, open government, and climate action.

I would like to express my sincere thanks to my fellow Board members, the International Secretariat led by Petter Matthews, our members and their multi-stakeholder groups, partners, and funders. Our continued success in delivering better infrastructure would not be possible without your dedication and collaboration.



Chair's Message **Rajiv Lall**

I am delighted to take on the role of Chair of CoST at such a pivotal moment for the organisation and its members. Around the world, the

demand for infrastructure that is fit for purpose, delivers value for money, reflects community needs, and is delivered through locally led approaches has never been greater.

Drawing on my experience in infrastructure finance and global investment banking, I look forward to leading CoST into its next stage of growth — strengthening our impact, deepening engagement across new sectors and partnerships, and supporting more members in advancing our shared mission of delivering better infrastructure through greater transparency.



Executive Director's message: **Petter Matthews**

Over the past year, CoST members have continued to deliver better-quality infrastructure that

strengthens economies and improves lives through multi-stakeholder working, data publication, independent review and social accountability. Their success has inspired more governments to join our growing network. This year we welcomed the Dominican Republic and two provinces in Indonesia: West Nusa Tenggara and Belitung.

In the year ahead, we will deepen our focus on training, independent review, and implementation of our new climate and sustainability standards. We will also expand our engagement with the private sector through the International Anti-Corruption Toolkit (IACT) and continue to share our members' impact and learning across the global infrastructure and open government community.

My heartfelt thanks go to our small but mighty International Secretariat team, our members, funders and the CoST Board for their continued dedication to our shared mission. I especially thank Chrik for his impactful leadership of the Board over the last 18 years. We are delighted that he will remain involved as Special Advisor to the Board. I also welcome Rajiv as our new Chair and look forward to working with him, and the rest of the Board, over the forthcoming years.

Because whilst much progress has been made, but there is still much more to do. We therefore welcome governments and local partners, international organisations, and funders who share our vision to join us in driving better, more transparent, and sustainable infrastructure for all.



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 Infrastructure Transparency Initiative (CoST)

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