Infrastructure Transparency Initiative

UK International Development
Partnership | Progress | Prosperity

Final report for FCDO:

Supporting the Responsible Infrastructure Investment campaign:

Opening-up the appraisal and selection of infrastructure projects to greater public scrutiny

4 July 2025

Contents

Abbreviations

AfDB: African Development Bank

CoST: The Infrastructure Transparency Initiative

CoST IDS: CoST Infrastructure Data Standard

FCDO: Foreign, Commonwealth & Development Office

KCCA: Kampala Capital City Authority

KIIDP 2: Second Kampala Institutional and Infrastructure Development Project

KCRRP: Kampala City Roads Rehabilitation Project

JICA: Japan International Cooperation Agency

MPS: Ministerial Policy Statements

NEMA: National Environmental Management Authority

OC4IDS: Open Contracting for Infrastructure Data Standard

OCP: Open Contracting Partnership

ODS: Open Data Services

PDU: Procurement and Disposal Unit

PFM: Public Financial Management

RAP: Resettlement Action Plan

WB: World Bank

Executive Summary

Responsible Infrastructure Investment (RII) campaign, a broader initiative funded by the Foreign, Commonwealth & Development Office (FCDO), promotes transparency and accountability in public infrastructure investment, focusing on project appraisal and selection, as well as building an evidence base to mitigate integrity and fiscal risks in the sector. As part of the campaign, CoST – the Infrastructure Transparency Initiative tested newly developed data points related to infrastructure sustainability and climate finance to see if they can assist stakeholders to better understand project appraisal and selection. In the context of infrastructure transparency, a data point is a standardised metric that captures a specific aspect of an infrastructure project and is applied to support the systematic collection, publication and use of project and contract information.

Two pilot studies were conducted with CoST members: one in Uganda and another in Jalisco State, Mexico[1]. The pilots involved a data modelling exercise, which included collecting data from a sample of infrastructure projects and assessing the insights generated to enhance infrastructure appraisal and decision-making. Engagement with procuring entities, local political leadership and affected communities were also part of the pilots.

In Uganda, the analysis revealed that international funders are a driving force to support the implementation of investment priorities and major infrastructure projects, applying thorough technical assessments that include economic, environmental, climate and social dimensions. On the other hand, domestically funded projects lacked comparable appraisal documentation with scarce records of selection and preparation processes. In Jalisco, appraisal practices varied widely, with some projects using detailed cost-benefit analysis and others relying on summarised project briefs, even when similar in nature. These disparities, coupled with the absence of clear justifications for differing approaches and a focus on economic aspects to define priorities, increase fiscal and integrity risks by enabling discretionary decision-making even in the absence of wrongdoing.

The findings also revealed key areas for greater transparency during project appraisal and selection in both regions, including lobbying activities, beneficial ownership of contractors and climate finance tracking, while also identifying where better documentation and new procedures are needed, such as updating environmental impact assessments and tracking mitigation measures. The need of more attention to long-term fiscal impact, including related to maintenance expenditure was also highlighted as a measure to improve project sustainability.

In both regions projects are typically aligned with long-term development plans and economic objectives, but this alignment does not consistently lead to improved Value for Money for citizens. A lack of structured engagement with citizens and civil society during the early stages of the project cycle was a common challenge. While this is not a new challenge, the availability of concrete evidence highlights the need of addressing it. Early and meaningful participation should be recognised not only as a key demand from stakeholders, but also as an essential element in promoting more inclusive, transparent and sustainable planning and decision-making.

[1] A CoST Member is a national or sub-national government that commits to working with the private sector to publishing and facilitating the use of data from their infrastructure investments.

The pilot insights offer a practical entry point for action, demonstrating the value of CoST's data points not only in assessing transparency gaps during the early stages of infrastructure project planning, but also in uncovering deeper institutional challenges that impact the long-term sustainability of investments.

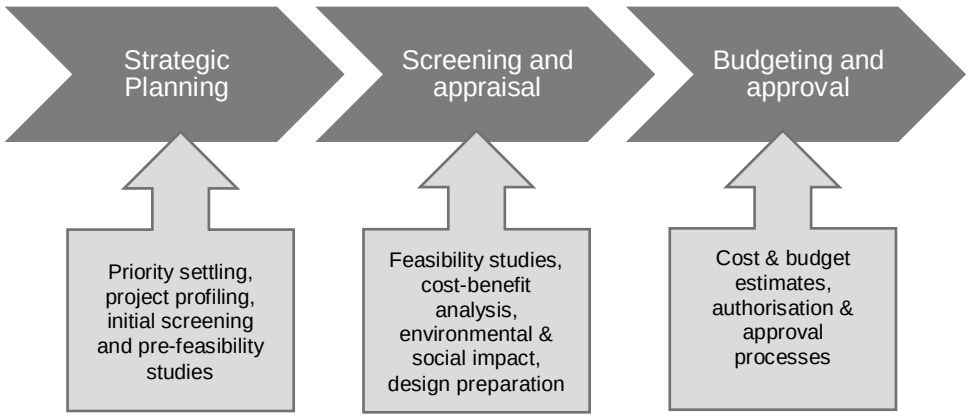
By applying these data points, it becomes possible to pinpoint weaknesses in project appraisal and selection processes, documentation practices, and stakeholder engagement, as well as highlight the need for better balancing of economic, environmental, and social considerations, and for more effective integration of project costs into fiscal frameworks. The use of data points allows decision-makers to identify where planning processes can be strengthened, where capacity needs to be built, and how data systems can be improved to support more transparent and sustainable infrastructure delivery.

Introduction.

A lack of transparency remains a significant challenge in the development of public infrastructure. It affects multiple stages of the project cycle, including how needs are identified, how decisions are made and how investments are prioritised. When transparency is limited, it becomes difficult to ensure accountability, creating barriers for key stakeholders in the sector, including bilateral donors, multilateral investment banks, civil society and private investors to understand how decisions are made[2].

Great effort has been invested in unpacking corruption risks in tender and construction[3]. However, upstream infrastructure risks, encompassing strategic planning, project screening and appraisal, budgeting and approval, have received less attention (Figure 1). As a result, decision-making dynamics and planning choices tend to remain largely opaque.

Figure 1: Planning and decision-making stages[4]



Lack of transparency at these early stages can have severe consequences in project development, driving priorities away from social needs and biasing project selection from the outset[5]. Integrity failings in upstream stages can cascade down the project cycle, opening opportunities for corruption at later stages of the project cycle. These failures can aggravate the risks of uncoordinated infrastructure and inadequate project planning, resulting in classic "roads to nowhere" scenarios[6].

The use of data standards can bring objectivity to upstream infrastructure development and help mitigate such risks. Data standards can streamline infrastructure complexity, enabling

[2] OECD. 2020. "Sustainable Infrastructure Policy Initiative". Paris: OECD. https://www.oecd.org/finance/Sustainable-Infrastructure-Policy-Initiative.pdf
[3] Examples include open contracting, integrity pacts, surprise audits, corruption reporting hotlines, codes of conduct, debarring procedures for corrupt entities, among others (Sohail, M., Cavill, S. (2006). Combating corruption in infrastructure services: a toolkit. Draft Version 1. WEDC, Loughborough University, UK).
[4] Planning and decision making stages, adapted from https://www.cmi.no/publications/5470-corruption-in-the-construction-of-public
[5] Wells, J. (2005). Corruption in the construction of public infrastructure. Available at https://www.cmi.no/publications/file/5470-corruption-in-the-construction-of-public.pdf.
[6] https://www.independent.co.uk/news/world/europe/italy-s-eu8-5bn-bridge-to-nowhere-8317312.html

stakeholders to gain clearer insights into the key dynamics that drive decision-making in the sector. Data standards can also support the scalable publication of key information on infrastructure project appraisal and selection, enhancing project monitoring, accountability and public oversight.

At the heart of CoST's mission is the promotion of transparency, participation and accountability in infrastructure investment through the publication and use of data based on a set standard. In line with this mission, CoST is contributing to the Responsible Infrastructure Investment (RII) campaign, a broader initiative funded by the Foreign, Commonwealth & Development Office (FCDO), which seeks to strengthen transparency and accountability across all stages of public infrastructure investment, particularly in project appraisal and selection. A key goal of the RII campaign is to build an evidence base on the impacts of poor project preparation and selection, ultimately improving public investment management systems and strengthening fiscal transparency.

As part of its contribution to the RII campaign, CoST is aiming to test newly developed data points to assess whether they provide meaningful insights into the selection and appraisal of infrastructure projects, drawing lessons to strengthen public investment in the sector.

Two pilot studies were conducted with CoST members: one in Uganda and the other in Jalisco State, Mexico. The engagement involved a data review process that assessed the availability of information related to project decision-making and preparation processes. It also included validation meetings with local procuring entities in both countries, as well as civic engagement with local communities and civil society organisations.

Findings have been compiled in this report which is divided into three parts. Part I provides an outline of CoST's core standard and the new data points developed. Part II explains the project methodology and the activities conducted. Part III examines the body of evidence and findings from the various sources under consideration. Conclusions and areas for further development are presented in the final section of the report (Part IV).

Part I: The OC4IDS and the new sustainability and climate finance data points

1.1. Background

CoST developed the CoST Infrastructure Data Standard (IDS)[7] in 2012 as a tool for enabling transparency in infrastructure procurement. The CoST IDS identifies 67 key points of data that should be published at each stage of an infrastructure project, allowing stakeholders in government, the private sector and civil society to monitor these investments.

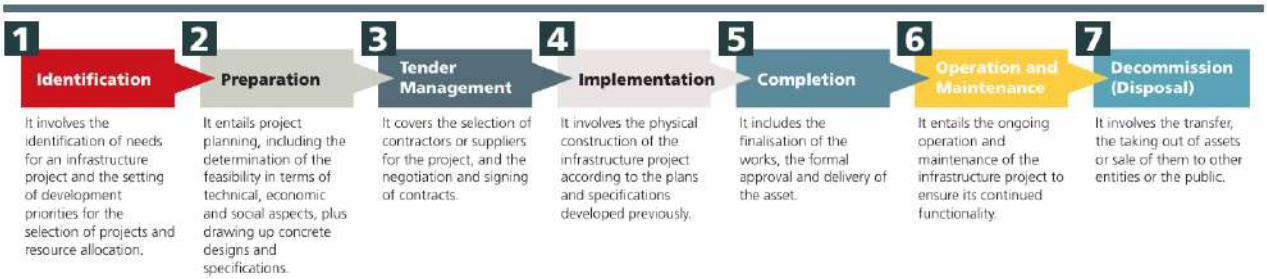
In 2019, CoST, the Open Contracting Partnership (OCP) and Open Data Services (ODS) co-developed the Open Contracting for Infrastructure Data Standard (OC4IDS)[8]. The OC4IDS outlines how to structure and publish the full set of data recommended in the CoST IDS using open data language, improving inter-operability and use of the published data.

In response to global challenges and evolving needs of stakeholders, CoST with support of the World Bank Global Procurement Partnership conducted a comprehensive review of the IDS and OC4IDS between 2023 and 2024[9]. The review aimed to assess how stakeholders are addressing sustainability challenges, including climate change, disaster risks, gender and inclusion, budget constraints and workers' rights within an infrastructure investment. The review also explored areas where increased transparency is needed to safeguard the integrity of the investment. Particular focus was given to project identification and preparation (Figure 2), recognising their role in ensuring the effectiveness and long-term impact of infrastructure projects.

The review resulted in a set of 78 new data points covering multiple areas of sustainability: economic and financial, environmental and climate resilience, social, institutional and climate finance[10]. To develop the data points, CoST considered information that is normally available during infrastructure development, and which could be used to identify inconsistencies and unusual patterns in planning and decision-making. The goal was to use information that procuring entities already tend to collect in their normal practice and which could be repurposed with a view of promoting transparency and highlighting sustainability challenges.

[7] https://infrastructuretransparency.org/wp-content/uploads/2017/12/CoST-Infrastructure-Data-Standard.pdf
[8] https://standard.open-contracting.org/infrastructure/latest/en/projects/
[9] https://www.ifcbeyondthebalancesheet.org/publications/promoting-transparency-sustainable-infrastructure-procurement
[10] https://infrastructuretransparency.org/wp-content/uploads/2024/09/IDS-English.pdf

Figure 2: Stages of the Project Cycle



The data points are linked to key aspects of a project, such as project beneficiaries, location, timing of project approvals, type of engagement processes, etc. The goal was to use these elements as "a set of measurable parameters"[11] to anchor the development of the data points.

The new data points work as optional modules within the existing CoST IDS and OC4IDS and can be adopted by CoST members and non-members for an improved understanding on different areas of sustainability and climate finance.

To demonstrate the value of data transparency to improve planning and decision-making practices, CoST and FCDO are collaborating under the RII campaign to apply some of the new data points, generating a robust body of evidence on common issues in infrastructure planning and decision-making.

[11] Lehtonen, Markku & Sébastien, Léa & Tom, Bauler. (2015). The multiple roles of sustainability indicators in informational governance: Between intended use and unanticipated influence. Current Opinion in Environmental Sustainability. 2016. p. 1-9. DOI 10.1016/j.cosust.2015.05.009.

Part II: Project methodology and limitations

2.1. Methodology

2.1.1. Tested data points

This project focuses on the early stages of the project cycle, specifically the identification and preparation phases. Across the various areas of sustainability and climate finance, 33 of the new data points are closely connected to these stages and can support a deeper understanding of planning and decision-making processes.

The economic and financial module comprise eleven data points focused on the early stages of project development and that relate to project viability and long-term sustainability. These include (1) the procurement strategy supporting the chosen delivery model, (2) the project life-cycle cost, (3) the methodology used for the life-cycle cost calculation, (4) funding sources for project preparation, implementation and maintenance, and (5) budget allocations for the same stages (preparation, implementation and maintenance). The module also evaluates whether projects include (6) cost-benefit analysis, (7) value-for-money assessments, (8) calculations of the asset lifetime, (9) budget projections across different years of the project execution, (10) explanations for budget shortfalls and (11) the maintenance plans to ensure long-term operation.

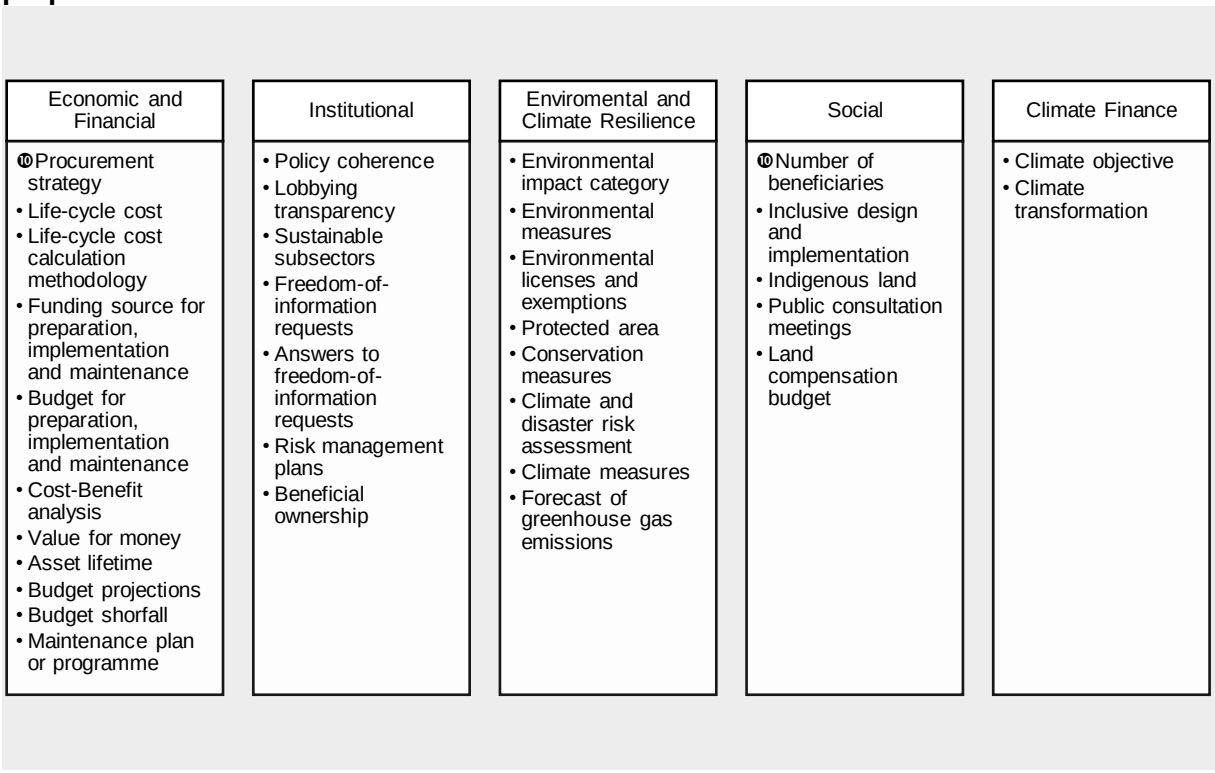
The data points in the early project development stages of the institutional dimension evaluate essential aspects for fostering integrity and accountability across the project cycle. These include (12) policy coherence, which assess the level of alignment between projects with policies, plans and development goals, and (13) the level of transparency relating to lobbying relations. It also examines (14) the prioritisation of sustainable subsectors by projects (such as low carbon transport and renewables), (15) the handling of freedom-of-information requests, and (16) the responses provided to such requests. Additionally, the dimension evaluates (17) the presence of risk management plans and (18) the disclosure of beneficial ownership information of the contractors appointed in the project.

The environmental and climate resilience dimension includes eight data points focused on identification and preparation that assess: (19) the environmental impact category, which ranks the potential environmental effects of the project; (20) environmental measures to mitigate or address these impacts; and (21) the disclosure of environmental licenses and exemptions granted for the project. It also considers (22) whether the project location overlaps with environmentally protected areas and (23) conservation measures adopted by the project to protect and enhance biodiversity. Additionally, this dimension evaluates (24) whether the project incorporates a climate and disaster risk assessment, (25) the extent to which the project design adopts mitigation and/or adaptation measures, and (26) the forecast of greenhouse gas emissions connected to the project.

The social dimension includes five data points which consider: (27) the number of beneficiaries impacted from the project; (28) the assessment of how gender, people with disabilities and vulnerable or disadvantaged populations are addressed in project design and implementation; (29) indigenous land, which uses available databases to determine if the project intersects with indigenous and cultural heritage territories; (30) public consultation meetings, capturing efforts to involve stakeholders in planning and decision-making processes; and (31) the land compensation budget, assessing funds allocated to compensate land expropriation.

Finally, from the climate finance module, two data points were selected for the test: (32) the climate objective connected with the project and (33) the theory of change or systemic transformation pursued. Figure 3 highlights the 33 data points tested during the pilot test[12].

Figure 3: Data points tested in the pilots focusing on project identification and preparation



2.1.2. Pilot activities

Once the pilot countries were selected, local procuring entities were contacted to scope their interest in participating in the test. As the pilot requires collaboration with public officials in the disclosure of information, having this initial buy-in from the entities was critical to ensure the success of the activities.

In Uganda, the Kampala Capital City Authority (KCCA) was the selected entity to participate in the pilot study. CoST Uganda has closely collaborated with KCCA in previous projects which facilitated communication and engagement during the pilot activities. The Secretary of Infrastructure and Public Works of Jalisco (SIOP) was selected as the procuring entity to oversee the pilot in Mexico. Having SIOP as the participating entity helped to ensure a diverse range of projects, varying in size, sector and stage of implementation. The Jalisco Government is also drawing in other states into a broader CoST programme, further enhancing the strategic value of this pilot in catalysing change across the country. In both regions, each procuring entity appointed an internal team to support the pilot activities ("Data Collection Team").

[12] The full explanation of data points tested can be found in Annex 2.

Induction sessions were then conducted to ensure that all participants understood the data points that the Data Collection Teams would be tracking. During the session, language and content issues were clarified. Following the induction session, the Data Collection Team submitted project samples. The recommendation was to prioritise sectors facing sustainability issues, such as water, energy and transportation, as well as projects that would be classified as "large" under the applicable regulations or established practices, as these tend to present higher integrity and fiscal risks, especially in terms of decision-making and planning. Data Collection Teams were encouraged to also include both ongoing and completed projects, with ongoing projects at least in the tendering phase.

It was also considered essential to cover projects funded by a combination of government budgets and international donors, to offer a full perspective on different funding sources. The recommendation was to include at least two projects funded by dedicated climate financing sources. Both KCCA and SIOP prioritised projects in the transportation sector. KCCA's sample focused on road-related projects, while SIOP included a mix of road, maritime and rail infrastructure. SIOP's sample also incorporated urban development projects related to education and tourism facilities given sustainability issues they involved.

A total of 23 projects was selected, twelve in Uganda and eleven in Jalisco, with a combined value that exceeded **GBP 1 billion**. The full list of proposed projects, including reference to their stage in the project cycle, is provided in Annex 1. A disclosure template was developed to streamline the disclosure process and to support the Data Collection Teams in the activity. The template provided plain-language explanations of each data point, specifying the required format for standardisation purposes and the supporting documents needed for disclosure. To address cases where information was unavailable or not considered during the decision-making and planning stages, the template included a free-text field to allow the Data Collection Teams to capture these nuances. The full explanation of data points tested can be found in Annex 2.

Intermediary meetings and check-ins were conducted throughout the disclosure exercise. The Data Collection Teams in each location were free to tailor the level of engagement with CoST as they deemed appropriate, replicating a disclosure activity aligned with their own procurement processes. The Data Collection Team in Uganda opted for closer support from CoST, while in Jalisco, officials preferred a lighter-touch and more independent approach.

2.2. Limitations and project contributions

The project sample was limited to 23 projects. This number of projects allowed the Data Collection Teams to concentrate the data collection efforts and dedicate enough time and resources to complete the disclosure process within the available timeframe. While relatively small, the sample represented a significant infrastructure investment of over GBP 1 billion and was complemented by validation meetings with public authorities and civic engagement for triangulation purposes.

Although the findings are not intended to be generalised beyond the sample, the analysis provide valuable insights into how planning and decision-making take place. It showed how data can help unpack and better understand the processes behind project selection and prioritisation.

The approach also makes a meaningful contribution to infrastructure development by combining data transparency, standardised infrastructure information and engagement with procuring entities. Discussions with public officials and affected communities helped uncover weaknesses in decision-making and planning processes, demonstrating the value of objective data to shine a light on planning issues. The next section explores these findings in detail.

Part III: Findings

3.1. Kampala, Uganda

Kampala is a rapidly growing economic hub, responsible for over 70 % of Uganda's non-agricultural economy activity[13]. With an annual population growth rate of around 5 %, Kampala is one of the fastest-growing urban centres in Africa, expected to reach between 8 and 10 million people by 2035[14]. This rapid urbanisation has put intense pressure on infrastructure, increasing demand for housing, transport and public services.

In response, Kampala has seen significant annual investments in infrastructure, with approximately US$ 1 billion worth of projects currently underway[15]. These efforts aim to modernise the city's transportation systems, utilities, and public spaces. Key sectors attracting investment include intermodal transport infrastructure to improve connectivity and interoperability, as well as energy, water and sanitation, and initiatives that strengthen urban resilience[16].

3.1.1. KCCA project sample and challenges

The sample comprised of twelve projects: three funded by the Government of Uganda and the remainder by international donors including the Japanese International Cooperation Agency (JICA), the World Bank (WB) and the African Development Bank (AfDB). Publicly funded projects under the Kampala City Strategic Plan (2020-2025) and the city's most significant internationally funded projects from the 2013-2024 Infrastructural Improvement Programme were included. Notable examples of the latter are the Second Kampala Institutional and Infrastructure Development Project (KIIDP 2), valued at USD 184 million, and the Kampala City Roads Rehabilitation Project (KCRRP), worth USD 288 million.

One of the initial challenges was selecting a diverse and representative sample that encompassed both internationally and domestically funded projects. Regarding international donors, KCCA's portfolio of road infrastructure consists of projects financed by JICA, the WB and the AfDB. This donor base limited the inclusion of projects supported by other funders, such as Chinese investors. It should be highlighted that contractors under KCRRP (Projects 2 to 6 of the sample) were Chinese[17].

A second challenge related to the common practice among international donors to conduct a single appraisal process for a group of interconnected projects. This is a cost-effective practice that allows donors to carry out a thorough appraisal across work packages of an overarching project. This was identified in the appraisal processes of the WB and the AfDB sample projects. To balance the impact of having a shared appraisal process across different projects,

[13] https://www.theigc.org/blogs/ideas-matter/how-can-uganda-harness-urbanisation-and-rural-development-economic-growth
[14] african-cities.org/wp-content/uploads/2025/02/ACRC_Working-Paper-25_February-2025.pdf
[15] https://ukafricabusinesssummit.uk/kampalas-urban-development-and-investment-opportunities-insights-from-eng-david-luyimbazi-at-the-uk-africa-summit-2024/
[16] https://www.afdb.org/sites/default/files/documents/projects-and-operations/uganda_-_country_strategy_paper_2022-2026_0.pdf
[17] See Beneficial Ownership form disclosed – available at: https://www.afdb.org/sites/all/libraries/pdf.js/web/viewer.html?file=https%3A%2F%2Fwww.afdb.org%2Fsites%2Fdefault%2Ffiles%2Fdocuments%2Fproject-related-procurement%2Fuganda_-_transport_sector_-_kcrrp_-_beneficial_ownership_disclosure_form_-_lot_1_works_contract.pdf#page=1&zoom=auto,-13,847

significant efforts were incurred to identify additional internationally funded projects to broaden the scope of the analysis. Unfortunately, only projects under the same umbrella appraisal processes could be identified. Despite these challenges, the available information provided valuable insights into the appraisal process of three major international donors supporting KCCA's critical road investment.

In relation to projects funded by the Government of Uganda, document management emerged as a significant challenge. Projects under Kampala's latest Strategic Plan (2020-2025) had more easily accessible records, and even for these, the Procurement and Disposal Unit (PDU), responsible for managing KCCA procurement information, had incomplete records of the appraisal and preparation process. Efforts were made to retrieve the information through consultations with PDU and contract managers within KCCA. However, only limited documentation could be located. Attempts to identify additional government projects to expand the sample were also made. It became apparent, however, that a larger sample would not yield additional insights due to the limited availability of information on appraisal of domestically funded projects. Challenges to store and manage appraisal and decision-making information is part of the findings and will be assessed in the next sections.

Challenges were observed in extracting and aligning data from appraisal reports. For example, details such as asset lifetime, beneficiaries, and maintenance plans were present in Project 1's report but marked as 'unavailable' in the disclosure template. Similarly, public consultation details from Projects 7 to 9 were omitted despite being included in the available documents. In some cases, correct items were cited, but without translating them into standardised responses. This underscores the need for targeted training to help officials interpret appraisal information accurately and report consistently against data points.

The analysis of the findings is structured around the different dimensions of sustainability and climate finance outlined in CoST's new data points. A final chapter provides an assessment of KCCA's appraisal and decision-making processes, as well as the information systems currently in place. Findings from the validation meeting held between CoST and KCCA are inserted throughout the analysis and a dedicated session is included to highlight the key takeaways from the community engagement. The final section of this chapter presents recommendations for KCCA based on the findings and insights generated by the exercise.

3.1.2. Information sources for the economic and financial data

Two overarching strategies were identified providing economic guidelines for infrastructure investment in the city: (1) the 2014-2019 Strategic Plan, Laying the Foundation for Kampala City Transformation[18] and (2) the 2020-2025 Kampala Capital City Strategic Plan[19]. These documents outline planned infrastructure interventions for both domestically and internationally funded project. From a financial perspective, these plans emphasise engagement with international development partners and donors to support infrastructure project financing, also encouraging Public-Private Partnerships (PPP) in certain service delivery areas. A simplified budget breakdown is included in the Strategic Plan 2014-2019, as illustrated in Figure 4.

[18] https://kcca.go.ug/uploads/KCCA_STRATEGI_PLAN_2015-2016.pdf
[19] https://www.kcca.go.ug/uDocs/Kampa-City-Strategic-Plan-2020-2025.pdf

Figure 4: Kampala Strategic Plan 2014-2019

PROGRAM	PROJECT	RESPONS.CENTRE	2014 USD '000	2015 USD '000	2016 USD '000	2017 USD '000	2018 USD '000	BUDGET USD '000
II. INTEGRATED CITY TRANSPO-TATION INFRA-STRUCTURE	1. Kampala Road Network reconstruction and Upgrade Project	Dir. Of Engineering	24,000	24,000	24,000	24,000	24,000	120,000
	Phase 1: KIIDP 2 (roads and junctions)	Dir. Of Engineering	65,000	60,000	50,000			175,000
	2. Roads Improvement Project (GOU Funding)	Dir. of Engineering	24,000	24,000	24,000	24,000	24,000	120,000
	3. Kampala Flyover Project							
	Phase 1:JICA Flyover Project	Dir. Of Engineering			100,000	80,000		180,000
	Phase 2: Nsambya Bridge Project	Dir. of Engineering				10,000	10,000	20,000
	4. Kampala Bus Rapid Transit project	Dir. of engineering				250,000	210,000	460,000
	5. Kampala Cable Cars Project	Dir. of Engineering		15,000	17,000			32,000
	6. Pilot Non-Motorized Transport Project	Dir. of Engineering/Dir. of Physical Planning		2,000	2,000			4,000
	7. Light Rail	Dir. of Engineering		200	200	100		500
	8. Kampala Street Lighting project	Dir. of Engineering		13,000	14,000	13,000	13,000	53,000
	9. Parking Towers and Transport Terminals (Old and New Taxi Parks)	Dir. of Engineering		20,000	20,000			40,000

Source: Kampala Strategic Plan 2014-2019 – page 93. Available at https://kcca.go.ug/uploads/KCCA_STRATEGI_PLAN_2015-2016.pdf

For internationally funded projects, the procurement strategy was included either in the grant agreement, as in Project 1, or in the appraisal report, as in Projects 2 to 6, and 7 to 9. The information on these documents clarifies the method of procurement that will be followed by the projects. For Projects 7 to 9, the appraisal report mentions that the agreed procurement plan was stored at KCCA offices[20].

Needs assessment is present in the appraisal analysis conducted by internationally funded projects. For Projects 2 to 6, it was also identified a reference to Alternative Analysis and Cost-Benefit Analysis conducted during the preparation stages. Life-cycle cost and methodology of calculation was present in Projects 7 to 9. For these projects, we also found references to a Cost-Benefit Analysis conducted, as well as efficiency, economic and equity considerations that are normally part of Value for Money assessments[21]. A 'Value for Money Audit' was

[20] "52. The Borrower, at appraisal, developed a procurement plan for project implementation which provides the basis for the procurement methods. The plan was prepared in a format acceptable to IDA [International Development Association]. This plan was agreed between the Borrower and the Project Team and is available at the KCCA offices on Plot 1-3 Apollo Kaggwa Road, Kampala. It will also be available in the project's database and in the Bank's external website. The procurement plan will be updated in agreement with the Project Team annually or as required to reflect the actual project implementation needs and improvements in institutional capacity" (Appraisal Report, page. 61 Available at https://documents1.worldbank.org/curated/en/504911468115450273/pdf/PAD8000P133590010Box382156B00OUO090.pdf).

[21] See Appraisal report, pages 11, 18-19 and 37, Available at https://documents1.worldbank.org/curated/en/504911468115450273/pdf/PAD8000P133590010Box382156B00OUO090.pdf. For the definition of Value for Money under the IDS/OC4IDS structure, see: https://standard.open-contracting.org/infrastructure/latest/en/cost/ids/sustainability/#economic-and-fiscal-value-for-money.

mentioned in the appraisal report of Projects 2 to 6, but it was related to donor's monitoring activity conducted during project implementation and not as part of the preparation stages.

Data on asset lifespan was included in the appraisal reports of all internationally funded projects, although it was typically framed in terms of investment return rather than long-term infrastructure sustainability. In relation to maintenance activities[22], the cost calculations for Projects 1, and 7 to 9 included maintenance amounts. For Projects 2 to 6, maintenance was referenced in two preparatory documents. The Summary Report for Environmental and Social Impact and Resettlement Action Plan identified maintenance as a key post-construction activity to be undertaken to optimise road operations[23]. In addition, the appraisal report highlighted maintenance as both a project risk and a contractual obligation, requiring KCCA to commission a contractor to maintain the newly rehabilitated roads and to keep the donor updated on actions to ensure maintenance funds.

Although concerns with the maintenance are clearly stated in the appraisal information of Projects 2 to 6, no specific amounts were allocated in the cost breakdown. The "provision of road maintenance equipment to KCCA" is provided under institutional capacity, alongside the establishment of a road safety unit at KCCA, with a USD 3.6 million apportioned for both activities[24]. Ongoing maintenance plays a vital role in preserving the performance and long-term sustainability of road infrastructure. Ensuring that these activities are supported by dedicated resources and incorporated into a medium-term fiscal framework, with specific allocations for maintenance, can help protect the value of the investment, which totalled USD 288 million across Projects 2 to 6.

In terms of long-term financial sustainability, Figure 4 is the closest approximation found in the available documents to an assessment of budgetary implications over the years of project execution. However, it was not possible to link the references in Figure 4 to the sample projects assessed. The documentation provided did not include any references to budget shortfalls. During the validation meeting between CoST and KCCA, it was clarified that no shortfalls occurred in internationally funded projects. In contrast, budget shortages have been reported in domestically funded projects. This information, shared by KCCA during the validation meeting, was general in nature and not specific to the sampled projects. To monitor funding gaps, KCCA uses an internal system linked to the Treasury Department, where funding issues and shortfalls are recorded and tracked.

While the economic and financial appraisal of internationally funded projects proved to be robust, the appraisal of domestically funded projects appeared less thorough in comparison. For Projects 10 to 12, no procurement strategy, Cost-Benefit Analysis, Value for Money, life-cycle cost, project lifespan, project budgets, information on funding shortfalls and maintenance

[22] Note that under the IDS/OC4IDS structure, maintenance covers any preventative or corrective maintenance and the day-to-day running of the assets. This stage is also called operation. See: https://standard.open-contracting.org/infrastructure/latest/en/projects/#how-is-oc4ids-structured.

[23] EISA and RAP Summary for the Proposed Selected Road Links and Junctions/Intersections to improve mobility in Kampala City, page 3. Available at https://www.afdb.org/sites/all/libraries/pdf.js/web/viewer.html?file=https%3A%2F%2Fwww.afdb.org%2Fsites%2Fdefault%2Ffiles%2Fdocuments%2Fenvironmental-and-social-assessments%2Fkampala_city_roads_esia_and_rap_summary_english_version_29th_july_2019_revised_by_kcca.pdf#page=1&zoom=auto,-13,799

[24] Project Appraisal Report, Table 2.2: Project Components, page 4. Available at https://www.afdb.org/sites/all/libraries/pdf.js/web/viewer.html?file=https%3A%2F%2Fwww.afdb.org%2Fsites%2Fdefault%2Ffiles%2Fdocuments%2Fprojects-and-operations%2Fuganda_-_kampala_city_roads_rehabilitation_project_-_project_appraisal_report.pdf#page=1&zoom=auto,-13,849

plans were available. The only information captured for the domestically funded projects evaluated were (1) the amount of the investment, and (2) the funding source, in these cases the Uganda Road Fund. No documents related to the process of project preparation and decision-making conducted by the Road Fund and KCCA, such as appraisal reports and environmental impact assessments were located. Only progress and completions reports were provided for Projects 10 to 12.

During the validation meeting, KCCA clarified that the appraisal process for domestic projects includes a cost-benefit analysis, an assessment of environmental and social impacts, and engagement with affected communities and local leadership, depending on the project's size and impact. The outcome of this process is a project profiling document, which is submitted to the funding authority – typically the Ministry of Finance – as part of KCCA's priority list of projects.

Financial planning of domestic projects would cover the entire implementation period of the project as well as maintenance costs, which KCCA considered to be a key element for sustainability. KCCA also clarified that although funding is projected for all years of project execution, it is allocated on an annual basis, subject to the approval of the funding authority. KCCA typically receives assurances from the funding authority regarding the likelihood of funding for project execution and maintenance, but shortages may occur. In this context, a medium-term fiscal or expenditure framework would help ensure project affordability and fiscal space.

Based on the information provided during the validation meeting, a formal appraisal system is in place for domestically funded projects. However, limited record-keeping made it difficult to trace such process.

3.1.3. Information sources for the institutional data

Internationally funded projects are referenced in existing policy documents. KCCA Strategic Plan 2014-2019 highlights that the WB will fund the Kampala Infrastructure and Institutional Development Programme (KIIDP II), which includes Projects 7 to 9. Similarly, the 2020-2025 Strategic Plan identifies Projects 1 to 6 as part of the Kampala Road Rehabilitation Project (KCRRP) under funding by JICA and the AfDB.

The assessed documents did not identify a published pipeline of projects for prioritisation, but the appraisal information provide an analysis of alignment with policy goals. For Project 1, it is highlighted the project's advantages for city improvement and the positive impact to the local economy. The appraisal documents for Projects 2 to 6 reference the Government's Vision 2040, the Second National Development Plan (NDP-II, 2015-2020), and the KCCA Strategic Plan 2014-2019 as the key policy frameworks guiding the investment. The appraisal report for Projects 7 to 9 explains how KIIDP II was among KCCA's priority projects and its contribution to the National Development Plan (NDP-I, 2010-2014) and Vision 2040. It also highlights that physical infrastructure was one of the four pillars of the plan and a key constraint to growth.

For domestically funded projects (Projects 10 to 12), the lack of available appraisal documents limited the assessment of their alignment with existing policies and plans. However, the available information indicates that transport is a priority area for public investment. Kampala Strategic Plan 2020-2025 highlights a focus on improving transport infrastructure, which was

emphasised by stakeholders during social media consultations undertaken prior to the plan. The plan references Uganda Vision 2040 and the Third National Development Plan (NDP-III), both of which prioritise improving the quality of life for Ugandans. The plan also highlights how improved transportation systems and road infrastructure can enhance mobility, supporting the city's broader development goals. Additionally, road construction and maintenance projects are identified in the plan as being financed through Uganda Government Funding and the Uganda Road Fund (URF). Although no fully developed pipeline of projects is mentioned, the plan identifies integrated transport sub-programmes as seen in Figure 5.

Figure 5: Kampala Strategic Plan 2020-2025

NDPIII PROGRAMME	STRATEGIC PLAN Sub Programs 2020/21 – 2024/25
• Private Sector Development Programme	• Support to the implementation of the Greater Kampala Metropolitan Area Local Economic Development Strategy
	• Small Medium Enterprise (SME) Development Project
	• Market and Artisanal Park Infrastructure Development
	• Covid-19 Economic Support and Stimulus Program
	• Promote Public, Private Partnerships in City Development
	• Employment Inclusiveness Program
	• Citizen Support and mobilisation program
	• Kampala Urban Agriculture Program
• Manufacturing Programme	-
• Integrated Transport Infrastructure and Services	• Implement the GKMA Transport masterplan
	• Implement the Kampala Road Rehabilitation
	• Imptlement the Annuity Roads Project
	• Road construction projects under Uganda Government Funding
	• Road maintenance under Uganda Road Funding, URF
	• Pilot the Mass transit systems: Bus Rapid Transit, BRT
	• Increase Non-Motorised, NMT bike and pedestrian Infrastructures
	• The Kampala Street lighting Project
	• Parking Tower and Transport terminal Development
	• Signalised junctions financed by JICA
	• Effectively regulating the transport sector, including Boda Bodas, Special Hire taxis, Commuter taxis, lorries and buses
	• Develop, park and ride sites and upcountry bus and taxis parks, logistics, and traffic routes for heavy commercial vehicles outside the Kampala City limits

Source: Kampala Strategic Plan 2020-2025, pages 51 and 73. Available at https://www.kcca.go.ug/uDocs/Kampa-City-Strategic-Plan-2020-2025.pdf

During the validation meeting, KCCA clarified that each Ministry, Department and Agency outline their portfolio of infrastructure projects through Ministerial Policy Statements (MPS), which are prepared annually alongside with their respective budget allocations[25]. However, a review of the 2024 MPS revealed that the information provided does not offer detail at the project portfolio level[26], focusing instead on broader budget categories and programmatic activities[27]. Given the city's focus on engaging international development partners, donors, and private investors, publishing a defined pipeline of well-prepared, robust and investible upcoming projects can enhance transparency and improve the visibility of future investment opportunities.

Lobbying transparency is an information not available for both internationally and domestically funded projects. In relation to access to information requests, the Planning and Strategy Department within KCCA is responsible for monitoring and responding Requests for Information submitted in relation to projects managed by KCCA, as confirmed during the validation meeting. The lack of a centralized system can make it difficult for civil society and citizens to access Requests for Information submitted and answered by KCCA's Planning and

[25] https://budget.finance.go.ug/content/ministerial-policy-statements-111

[26] For reference purposes, and to distinguish cases where fully developed pipelines are published, see the example of the UK's Road Investment Strategy 2: 2020-2025, outlining priority projects through the Road Investment Strategy 2 for the period 2020 to 2025. Projects committed to the strategy are specifically listed as a portfolio ready to receive funding. Available at: https://assets.publishing.service.gov.uk/media/5ffb39808fa8f56405c5f5bf/road-investment-strategy-2-2020-2025.pdf.

[27] https://www.finance.go.ug/sites/default/files/2024-08/Final%20Final%20MPS%2024-25%20Uploaded_0.pdf. Also note that it was also unclear from the available information what percentage of the overall investment budget submitted through the MPS is ultimately funded, and what portion corresponds to infrastructure projects directly selected by the Ministry of Finance or the Office of the President.

Strategy Department. Therefore, streamlining access through the KCCA website would help improve the visibility and retrieval of this information.

There is no standardised practice and process to collect information on beneficial ownership of contractors (Box 1). While this information is available for Projects 2 to 6, it was considered as 'not public information' for Project 1 and 'not available' for Projects 7 to 9, which are also internationally funded. Beneficial ownership information of contractors was not available for domestically funded projects. Similar dichotomy was observed in relation to risk management plans which were available for some internationally funded projects – such as Projects 2 to 9 – but not to all (such as Project 1). The information was also not available for domestically funded projects.

Box 1: Beneficial Ownership of Contractors

Beneficial ownership refers to the actual individuals who ultimately control or gain from a company's activities, regardless of the names on formal documents. These individuals may receive profits, influence decision-making, or direct operations, even when ownership is held through layers of companies, trusts, or legal intermediaries. Because corporate ownership structures are often intentionally complex, beneficial owners can remain hidden behind multiple entities or nominees. This lack of visibility creates serious challenges for transparency and accountability. When beneficial owners are concealed, it becomes difficult for governments and civil society to know who is bidding on public contracts, making it harder to detect conflicts of interests (Source: https://www.openownership.org/en/about/what-is-beneficial-ownership-transparency/)

The prioritisation of sustainable subsectors was most evident in Projects 2 to 9, where low-carbon transport and flood protection were identified as key focus areas. These projects combined road improvements with stormwater drainage enhancements and the expansion of non-motorised traffic networks. The design of the remaining projects primarily concentrated on road construction, with less integration of sustainability features.

3.1.4. Information sources for the environmental and climate resilience data

The availability of environmental and climate information varied according to the level of project impact. For instance, an Environmental Impact Assessment was not required for Project 1 due to its relatively low impact, as the works were limited to the construction of junctions and roundabouts. Annexes 8 and 9 of the project's appraisal report mention that environmental measures were undertaken; however, the related documentation was not available for analysis[28].

On the other hand, in line with the data point definition, KCCA assessed Projects 2 to 6 as category A given the potential significant diverse, irreversible, unprecedented or adverse environmental or social risks and impacts related to these projects. In the appraisal report of these projects, it is mentioned that the National Environmental Management Authority (NEMA) issued the Certificate of Approval of Impact Assessment report in October 2017, with a validity period of five years. Based on the available information, Project 2 (Lot 1) was the first of the group of projects related to this investment to start in December 2022, which means that the certificate of environmental impact was already expired by the time the project started.

[28] https://openjicareport.jica.go.jp/pdf/12340022_02.pdf.

The goal of the Environmental Impact Assessment is to identify and evaluate the potential impacts of a project, with the aim of eliminating or mitigating any negative effects. In the case of Projects 2 to 6, waste management, land restoration and reduction of areas of habitat and biodiversity loss were provided to mitigate the impacts assessed in 2017. But it is important to stress that impacts can change over time. If significant time elapses before the start of a project, renewing approvals and updating risk assessments should be considered to help ensure that mitigation measures remain adequate and relevant.

Despite ranked as a category B, Projects 7 to 9 also required NEMA to issue the corresponding Certificate of Approval of Impact Assessment prior to construction. But no information was provided in relation to environmental licenses and exemptions. As a result, it was not possible to assess validity of the necessary approvals by the time construction started. Mitigation measures were adopted to address environmental impacts, including planting trees to compensate loss of vegetation, sprinkling water to suppress dust and disposal of waste material in approved locations.

During the validation meeting, KCCA confirmed that the environmental impact feasibility analysis (referred to as an "early assessment") is conducted for all projects – domestically and internationally funded. A dual system is in place to ensure these assessments cover the entirety of project impact: once during the early assessment phase and again at the tender stage, when contractors are selected. While this approach covers two critical stages, a potential risk to sustainability may arise if there are implementation delays, as the environmental impact assessment certificates and associated mitigation measures may become outdated. Completion reports available for Projects 7 to 9 listed several drivers of delays impacting timely implementation, such as the late acquisition of rights of way, delays to comply with safeguards requirements, late mobilisation of contractors, tender delays, delays regarding the relocation of utilities, resettlement issues and challenges to keep up with workplans[29]. When drivers of delays are likely to occur, having a system to automatically flag when assessments and certificates have expired can be an important measure to update the environmental impact analysis.

In relation to climate measures, impact assessment on the design were included on Projects 2 to 6. The appraisal documents classified these projects as Category I, signifying high vulnerability to climate change impacts. Flooding was listed as the most significant climate risk facing the projects impacting the transport system in the city. Drainage within the designed roads were provided to eliminate flood-induced congestions. A similar rationale was provided in the appraisal of Projects 7 to 9, and the climate impact was considered in design of the drainage structures in order to maintain the integrity of roads, and mitigate economic losses faced by those regularly affected by flooding and loss of property. Detailed climate assessment was not available for domestically funded projects.

[29] "Restructuring was to address delays resulting from implementation challenges such as the acquisition of rights of way, compliance with safeguards requirements, mobilization of contractors, and severe procurement delays, relocation of utilities, resettlement issues, and adherence to workplans, COVID-19 response, and dispute resolution processes. These operational inefficiencies extended the project completion date four times and added nearly 3 ½ years to the operation" Implementation Completion Report (ICR) Review by the Independent Evaluation Group (IEG), page 11. Available at https://documents1.worldbank.org/curated/en/099050324175020398/pdf/P1335901f69c440b41b63012e0e268cad14.pdf.

Based on the information provided by KCCA, none of the projects – whether internationally or domestically funded – were in environmentally protected areas. It was also noted that regardless of the funding source, no data was available on greenhouse gas emissions. While it is true that Kampala's total emissions are negligible in the global context, this does not negate the value of having basic data on greenhouse gas emissions related to infrastructure investment. The purpose is not to shift the mitigation burden to poor countries, but to help strengthen climate-smart planning, ensuring that infrastructure investments worldwide do not inadvertently lock in high-emission projects or increase vulnerability through maladaptation[30]. Establishing a process to collect data on greenhouse gas emissions can help allocate funds to climate-resilient projects, supporting access to international climate finance, which increasingly requires demonstration of both adaptation and mitigation co-benefits.

3.1.5. Information sources for the social data

The same issue of outdated assessments was identified in the social dimension. For Projects 2 to 6, in addition to the Environmental and Social Impact Assessment, a Social Feasibility Study and Gender Profiling was conducted. Consultants from Makerere University and Uganda Management Institute carried out a comprehensive 100-page long report to assess potential social negative impacts and capture dissatisfaction from residents. A gender needs assessment was also developed to inform design choices. Dated October 2019, this assessment predates the start of the projects by at least three years. According to the available information, Projects 2 and 3 began in December 2022, Project 4 in April 2023, Project 5 in August 2023, and Project 6 in December 2023.

Revisiting the main findings of the assessment would be a good planning practice to prevent outdated analysis. In this case, in addition to the passage of time, the impact of a global pandemic has likely altered the social landscape. For example, the study emphasised the importance of considering the location of schools, local markets and health facilities when planning road furniture installations. Road furniture – such as road signs, markings, guardrails, pedestrian crossings, speed breakers, traffic lights, street lights, and roadside pedestrian lanes – plays a critical role in enhancing road safety and reducing traffic accidents. The study originally provided a list of these locations to guide design decisions. Updating and reviewing this list would help ensure the accuracy of the assessment, maximizing the social value of the new roads.

A second issue concerns the risk of land expropriation. For Projects 2 to 6, this was among the greatest fears of the affected populations, leading the Social Feasibility Study to recommend revising road designs to minimize expropriation[31]. A Resettlement Action Plan (RAP) was developed to manage approximately 3,080 affected persons, primarily households

[30] "The most accepted definition of maladaptation is when an adaptation strategy aimed at a group of people actually makes them more vulnerable to climate change than they were before. This has been described as "rebounding vulnerability"; i.e., the vulnerability returns (in the same or different form)" (E. Lisa F. Schipper. Maladaptation: When Adaptation to Climate Change Goes Very Wrong, One Earth, Volume 3, Issue 4,2020, https://doi.org/10.1016/j.oneear.2020.09.014).

[31] "(…) in terms of the degree of impact on structures and land, the study reveals that there is partial destruction of the buildings and land. A careful reconsideration of the road design will greatly reduce the impact. For this phase, the biggest fear is expropriation of land before full and adequate compensation is awarded" (Social Feasibility Study and Gender Profiling, page 57. Available at https://esa.afdb.org/sites/default/files/UGANDA_KAMPALA%20CITY%20ROADS%20REHABILITATION%20PROJECT_P-UG-DB0-016_KCCA%20Gender%20Profiling%20Report-Final.pdf).

and property owners[32]. However, only the summary version of the RAP, dated May 2019, was available for analysis. Budget for resettlement was fixed in USD 11 million to be borne by the Government of Uganda[33].

For Projects 7 to 9, a RAP was prepared in October 2017[34]. According to the project appraisal report, dated February 2014, KCCA was responsible for the adequate compensation of project affected persons[35]. Reviewing resettlement plans for Projects 2 to 9 would help ensure that compensation terms and values remained updated when the projects commenced.

During the validation meeting, KCCA was asked whether a system exists to ensure that social and land assessments are updated before construction begins, and if compensation is provided to affected communities in advance. It was explained that a system of "Consent Forms" is used to obtain community agreement on land expropriation. For internationally funded projects, at least 60% of the compensation must be paid before the project can move forward. Additionally, once compensation amounts and timelines are agreed upon, they are considered final and are not subject to revision. Given this, establishing a mechanism to flag potentially outdated social and land assessments, especially in cases where delays occur in the planning and tender process, would be an important step toward ensuring fair compensation and social sustainability of projects.

Another key issue highlighted by the social data points was that Projects 2 to 6 intersects with cultural heritage land. This was disclosed by KCCA when responding to the indigenous land data point and is consistent with the information reported on the Social Feasibility Study and Gender Profiling Assessment. However, the disruption to access and use of cultural sites[36] was not mentioned in the appraisal report[37].

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[32] See Item 3.2.10 of the Appraisal Report, page 13. Available at https://www.afdb.org/sites/all/libraries/pdf.js/web/viewer.html?file=https%3A%2F%2Fwww.afdb.org%2Fsites%2Fdefault%2Ffiles%2Fdocuments%2Fprojects-and-operations%2Fuganda_-_kampala_city_roads_rehabilitation_project_-_project_appraisal_report.pdf#page=1&zoom=auto,-13,849.

[33] See item 2.4.3 of the Appraisal report, page 6: "The Bank Group will contribute USD 275 million in loans, representing 95.5% of the total project cost. Bank financing will be from ADB public window (USD 224 million) and ADF-14 (USD 51million). The balance of USD 2 million will be from GEF grant and GoU will contribute USD 11 million to finance compensation and resettlement costs" Available at https://www.afdb.org/sites/all/libraries/pdf.js/web/viewer.html?file=https%3A%2F%2Fwww.afdb.org%2Fsites%2Fdefault%2Ffiles%2Fdocuments%2Fprojects-and-operations%2Fuganda_-_kampala_city_roads_rehabilitation_project_-_project_appraisal_report.pdf#page=1&zoom=auto,-13,849.

[34] "(…) before any project civil works activity is implemented, PAPs (Project Affected Persons) will have to be compensated in accordance with the Ugandan legislation and World Bank resettlement guidelines" (Resettlement Action Plan, page xviii. Available at https://www.kcca.go.ug/uDocs/RAP-FINAL-REPORT-APRIL-2018.pdf).

[35] See item 84 of the Appraisal Report: "The World Bank OP 4.12 requires that all PAPs be eligible for compensation, resettlement and rehabilitation assistance measures. KCCA will ensure adequate compensation for PAPs who lose assets or livelihoods when the sub-projects are implemented". Available at https://documents1.worldbank.org/curated/en/504911468115450273/pdf/PAD8000P133590010Box382156B00OUO090.pdf.

[36] "Some of the proposed roads transverse areas with cultural heritage. According to the local population, there is one cultural heritage site at Nabisasiro wetland along Mugema road, in Rubaga division. This cultural heritage site has an identity, ceremonial, and spiritual aspect of Baganda, and it is visited by people for spiritual cleansing and blessings. Destroying the swamp or blocking access is likely to disrupt access and utilisation of this cultural site" (Social Feasibility Study and Gender Profiling, page 46. Available at https://esa.afdb.org/sites/default/files/UGANDA_KAMPALA%20CITY%20ROADS%20REHABILITATION%20PROJECT_P-UG-DB0-016_KCCA%20Gender%20Profiling%20Report-Final.pdf).

[37] See Appraisal Report, pages 9 and 10. Available at https://www.afdb.org/sites/all/libraries/pdf.js/web/viewer.html?file=https%3A%2F%2Fwww.afdb.org%2Fsites%2F

Gender considerations were integrated into the design of Projects 2 to 6, including provisions for construction of roadside markets for women vendors. The appraisal report also specified that the design of the roadside markets should include water and sanitary facilities, measures on nearby road sections to slow down traffic at the markets, and lighting to improve safety. During implementation, inclusion aspects in Projects 2 to 6 were identified, particularly in skills development programmes targeting women and youth to ensure employment opportunities beyond the construction phase.

For Projects 6 to 9, gender considerations primarily focused on ensuring equality of opportunity during construction. The Environmental and Social Impact Report stated that jobs would be equitably distributed to both women and men[38]. In domestically funded projects, gender considerations were also focused on implementation and construction. For example, in Project 12, KCCA disclosed that women were included in the workforce as part of a gender mainstreaming strategy. Broadening the scope of KCCA's gender mainstreaming strategy to include the engagement of women and girls in planning processes would support a more comprehensive gender approach.

Information on public consultation meetings was available for most internationally funded projects. Projects 2 to 6 refer to public consultation and sensitisation processes at the project scoping phase which continued throughout the detailed design phase. Several stakeholders at national, local government and community levels were consulted. Projects 7 to 9 mention that KCCA undertook steps to ensure that project design considered stakeholder consultation and input on issues including gender analysis, land and resettlement plan. It is also mentioned that the consultations initiated during project preparation and continued during implementation using Citizen Scorecard Reporting.

The information on public consultation meetings was not available for domestically funded projects. During the validation meeting, KCCA clarified that community engagement is a standard practice for domestically funded project and community meetings are normally held to discuss land compensation and land donations to the project. But KCCA clarified that engagement does not necessarily follow a door-to-door approach; rather senior leadership and affected communities tend to be involved in the process.

Finally, regarding information on project beneficiaries, while all internationally funded projects included details on the target beneficiary population of the project, no such information was provided for domestically funded projects.

3.1.6. Information sources for the climate finance data

There is no clear "marker" to identify projects receiving climate finance, making it difficult for external stakeholders, including citizens, to link infrastructure projects and dedicated climate funds or evaluate project alignment with mitigation and adaptation goals. Worth mentioning that the lack of a clear connection between project and climate financing is a global issue that impacts climate accountability and citizens' ability to track the flow of climate funding.

default%2Ffiles%2Fdocuments%2Fprojects-and-operations%2Fuganda_-_kampala_city_roads_rehabilitation_project_-_project_appraisal_report.pdf#page=1&zoom=auto,-13,849.

[38] The Environmental and Social Impact Report, volume I, Page 23, https://documents1.worldbank.org/curated/en/206861533888578579/pdf/ESIA-REPORT-VOL-I.pdf

Based on the information provided, Projects 2 to 6 are partially funded by the Global Environment Facility (GEF) which is a multilateral family of funds, including a climate change fund, dedicated to confronting biodiversity loss, climate change and pollution, also supporting land and ocean health[39].

We identified Projects 2 to 6 as recipients of climate funding by reviewing KCCA's breakdown of project funding sources and researching GEF's funding commitments. KCCA team was unaware that these projects were funded through climate-specific sources and did not identify the climate objectives or transformative impacts associated with these projects. However, the appraisal report highlights the alignment with the Paris Agreement goals, as Projects 2 to 6 aim to reduce air pollution. The intended climate transformation includes the introduction of eco-bus services to improve air quality and the expansion of non-motorised traffic networks, such as walkways and cycling tracks, which is in line with Kampala City Strategy 2014-2019[40].

The 2020-2025 Strategic Plan indicates that KCCA aims to seek accreditation with the Green Climate Adaptation Fund as an alternative means of financing planned city interventions, highlighting its intention to expand the use of climate financing in Kampala. This intention to scale up climate finance investments was confirmed during the validation meeting. KCCA noted that while small-scale projects are currently receiving support through the Kampala Climate Adaptation Fund, the goal is to leverage these funds for larger infrastructure projects in the future.

To address challenges in identifying projects receiving climate funding, implementing a project identifier[41] within procurement systems would streamline their identification by planning officials as well as enhance climate accountability. This could serve as an important first step toward scaling up climate finance investments in Kampala.

3.1.7. Overall analysis of appraisal, decision-making process and information systems

Based on the assessed information, there is a difference in the appraisal processes for internationally and domestically funded projects, as well as in the systems used to record and manage project information. International funders conduct in-depth technical assessments which include a needs evaluation, details of the project design and alignment with existing policies. Information is published on donor's procurement platforms which serve as the primary source of data for these projects. For the data collection exercise, KCCA team retrieved the information from donor's websites directly. It should be noted that even information obtained

[39] According to GEF website: "The Special Climate Change Fund, one of the world's first multilateral climate adaptation finance instruments, was created at the 2001 Conference of the Parties (COP) to the United Nations Framework Convention on Climate Change to help vulnerable nations in addressing these negative impacts of climate change. The Special Climate Change Fund is managed by the GEF and operates in parallel with the Least Developed Countries Fund. Both funds have a mandate to serve the Paris Agreement". Available at https://www.thegef.org/what-we-do/topics/special-climate-change-fund-sccf#whatwedo.

[40] "encouraging of non-motorised transport, by providing cycle and footpaths that are safe and shaded, and encouraging low-volume non-motorised public transport" (Kampala City Strategy 2014-2019, page 66. Available at https://www.kcca.go.ug/uDocs/KCCA-STRATEGIC-PLAN-2014-19.pdf).

[41] For the definition of a project identifier see: "A project identifier is a unique identifier for an infrastructure project. Every project in OC4IDS has a project identifier in the id field. Project identifiers can be used to join up data published at different times or from different systems; for example, including a project identifier in contracting data makes it possible to join up data on the design, construction and supervision contracts within a single infrastructure project" (https://standard.open-contracting.org/infrastructure/latest/en/guidance/identifiers/).

from donors' platforms were not fully complete. Annexes and pages were missing on Project 1 for example[42].

KCCA has a dedicated space on its own website for relevant projects. Kampala Institutional and Infrastructure Development Projects (KIIDP)[43] and Kampala City Roads Rehabilitation Projects (KCRRP)[44], which are the umbrella projects to sample Projects 2 to 9 are included in the website. Only KIIDP has appraisal documents available for consultation and download on KCCA website which were used to complement the information provided by the Data Collection Team. It was confirmed in the validation meeting that PDU does not maintain its own internal records for internationally funded projects, relying on donors' archives.

For projects funded by the Government of Uganda, no standardised publication system to store project and contract information is currently in use. KCCA team obtained progress reports by liaising with PDU and contract managers. No appraisal information, however, could be located during the exercise. During the validation meeting, KCCA acknowledged challenges in retrieving project information, noting the absence of a standardised process for information storage and the dispersion of documentation across various departments and contractors.

3.1.8 Community discussions

To complement the data analysis, community meetings ("Barazas") were held on 12 and 14 March to facilitate direct engagement with residents affected by the selected projects. Three locations – Nakawa, Rubaga, and Makindye Divisions – were chosen for these discussions, corresponding to surrounding areas of Projects 3, 7, and 11. The selection included internationally funded projects (Projects 3 and 7) and government-funded (Project 11) across different geographic areas. Project locations that had been the subject of community and contractual disputes reported in the media[45] were prioritised in the selection of the Barazas' locations so that these issues, which included disposal of waste and resettlement disputes, could be addressed during the discussions.

The Barazas included both plenary discussions and focus group sessions that explored the different dimensions of sustainability and climate finance. The CoST data points were used to guide these discussions, with questions framed to gather community perspectives on the relevance of the information represented by the data points, how they would use such information, and how it could improve planning and decision-making processes.

Local media covered the Barazas[46] which engaged 387 community members across the three meetings – 47% of whom were women. Mayors from Nakawa, Rubaga and Makindye

[42] The appraisal report of Project 1 starts on chapter 2 and Annexes 7 to 28, mentioned on page 100, are lacking. It is also unclear whether Annexes 8 (Environmental checklist) and 9 (Environmental Management Plan and Environmental Monitoring Plan) mentioned on page 110 were produced given the exemption of the Environmental Impact Assessment. Document available at https://openjicareport.jica.go.jp/pdf/12340022_02.pdf.
[43] https://www.kcca.go.ug/kiidp
[44] https://www.kcca.go.ug/kcrrp
[45] Articles available at https://www.spyuganda.com/museveni-commissions-construction-of-kabuusu-bunamwaya-lweza-rd/ and https://www.independent.co.ug/court-halts-bunamwaya-road-works/.
[46] https://www.shiftmedianews.com/infrastructure-baraza-nakawa-residents-demand-for-more-garbage-trucks/ and https://www.newvision.co.ug/category/news/how-kampala-road-works-are-shaping-shattering-NV_207145?. Television coverage available at: https://www.linkedin.com/posts/cost-uganda-258715289_nakawabaraza2025-

Divisions, KCCA's Director of Procurement and procurement officials attended the sessions. A summary of the discussion and a photo gallery record are available in Annex 3. Key takeaways from the engagement are detailed below.

- Economic and financial data. Across all three areas, communities reported significant challenges in accessing economic and financial information, such as project budgets and funding sources. While residents were aware of their right to such information, lack of transparency and cooperation from contractors and authorities limits communication on how funds are used. According to the communities, the projects generated some positive economic outcomes, particularly in Rubaga and Makindye, where residents observed increased business activity, job creation and improved access to essential services like hospitals. However, these benefits were not universal. In Nakawa, some residents experienced financial losses and traffic disruptions during project implementation, which were neither anticipated nor compensated.

- Institutional data. Community reported that engagement during the planning and appraisal stages is largely absent. In all three locations, residents typically learned about projects only after construction began. When consultation occurred, it was often limited to landowners and focused narrowly on compensation, rather than broader social and environmental concerns, or reasons for selecting projects. Participants reported a lack of consistent feedback mechanisms and expressed frustration that their views are not considered in the planning process. Residents proposed several approaches to strengthen communication and involvement during planning. Suggestions included toll-free numbers for project information, the use of community radio to facilitate dialogue between residents and authorities, and the use of Barazas as a platform for early consultation.

- Environmental and climate resilience data. Serious concerns were raised about the environmental impacts of the projects, particularly in Nakawa and Rubaga. Participants reported that the alteration of natural water channels and poor drainage design had worsened local flooding, increasing community vulnerability to climate-related risks. In flood-prone parts of Kampala, recently installed drainage infrastructure is frequently overwhelmed, with some systems regularly overflowing during heavy rains. Although climate impact assessments had identified flooding as a major risk, mitigation measures were not consistently or effectively implemented. These shortcomings highlight the risk of infrastructure maladaptation, with some communities reporting greater exposure to climate risks after project implementation. Additional environmental concerns included the loss of vegetation, ineffective dust control and poor waste management practices during construction. Communities noted that open construction pits have been used as informal garbage dumps, undermining the long-term environmental sustainability of the projects.

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- Social data. Land compensation and expropriation emerged as key issues. Nakawa residents reported property destruction without compensation, while in Rubaga, a school playground was expropriated without community notice. Rising land values following road construction led to increased disputes and rental prices, with few safeguards in place to manage these impacts and especially benefiting landlords. In Makindye, some residents transferred land voluntarily, but others questioned the necessity of expropriating certain areas. Participants in all Barazas emphasised the need for early community engagement to improve project design. Suggestions included improving road safety features, building inclusive infrastructure and properly planning drainage. Drainage issues were widespread, with all communities reporting flooding even after project completion. Some blamed poor design or implementation; others pointed to waste management failures.

- Climate finance data. Despite climate resilience being a stated objective in many of the projects, residents across all three Barazas reported receiving no information about whether the projects were funded through climate finance mechanisms. Furthermore, they were not informed of any explicit climate-related goals of the projects or justification for their selection.

- Final remarks. Across the three communities, several common concerns emerged. These included delays in land compensation, limited consideration of climate impacts in the design of drainage systems, poor waste management, and insufficient efforts to restore vegetation to offset environmental damage. A consistent call was made for clearer communication between communities and authorities, particularly in the early planning stages of projects so that the community voice is heard before project selection. The importance of establishing permanent channels for information sharing and feedback was highlighted as essential to promoting the sustainability of infrastructure investment and value for money.

3.1.9 Overall findings from the Uganda pilot and recommendations for KCCA

The data collection exercise provided insights into how projects are selected and appraised in Kampala. Available evidence indicates that project selection is aligned with the city's long-term institutional priorities, as outlined in documents such as the KCCA Strategic Plans for 2014–2019 and 2020–2025. International donors play a key role as implementing partners in advancing these investment priorities and executing high-profile projects. However, limited social participation in the planning of individual projects has resulted in a predominantly top-down approach, increasing the risk that infrastructure investments may be misaligned with current local needs and vulnerable to maladaptation in the face of changing climate conditions.

Since internationally funded projects tend to have a combined appraisal process for a group of projects under the same investment umbrella, specific project-level risks – such as interference with heritage or culturally significant land for example – may be overlooked during prioritisation and preparation. In the case of domestically funded projects, the absence of a formalised process to document selection and appraisal decisions can increase the likelihood of subjective processes. The lack of public consultation during appraisal, combined with the absence of a published pipeline of projects, as well as the limited transparency around

lobbying activities and the beneficial ownership of contractors, contributes to the perception of opacity and weak accountability in decision-making and in how investments are selected by KCCA.

In addition, the data collected on each of the five dimensions demonstrated the following:

- There is a difference in the appraisal process conducted for internationally and domestically funded projects, as well as in the systems used to record and manage project information for each. KCCA has a dedicated space on its website to publish information on relevant internationally funded projects. However, the system provides only partial disclosure of the relevant data and does not include domestically funded projects.

- The economic appraisal of internationally funded projects includes in-depth technical evaluations, covering key areas such as needs assessments, cost-benefit analysis, procurement strategy, and maintenance costs. As clarified by KCCA, the appraisal of domestically funded projects would also involve cost-benefit analysis, producing a project profiling document, which is then submitted to the funding authority as part of a priority list of projects. It should be highlighted that only progress and completion reports – and no appraisal information – were located for domestic projects. Regardless of the source of funding, medium-term planning of fiscal impact is absent, increasing the risks of budget shortages.

- Information on public consultation meetings was available only for internationally funded projects. During the Barazas, communities reported that they typically become aware of projects when construction begins, with no prior space for engagement or consultation during project selection. Citizens also find challenging to access Requests for Information and Answers submitted in relation to projects.

- Internationally funded projects conduct environmental, social, and climate assessments and implement mitigation measures. However, delays in project initiation can result in expired impact assessments, as well as outdated mitigation measures and compensation by the time the project begins. As clarified by KCCA, domestically funded projects also conduct environmental and social early assessments, but no corresponding documentation could be located.

- Regardless of the funding source, gaps in information included: forecasts of greenhouse gas emissions, lobbying information and beneficial ownership of contractors.

- In both internationally and domestically funded projects, gender considerations are focused on the equality of employment during implementation, with less emphasis on planning and design matters.

- Key areas raised in the Barazas related to the tested data points included: the absence of a system to manage land compensation payments; insufficient implementation of waste management and vegetation restoration as mitigation measures; and concerns about maladaptation, particularly regarding drainage systems.

- There is no 'marker' to identify projects that receive climate funding, which prevents officials and citizens from assessing alignment with mitigation and adaptation goals.

Although not an original objective of the data review, a set of actionable recommendations was developed based on the findings and proposed to KCCA, as outlined below:

1. Improve record-keeping, storage and publication of appraisal and planning information for domestically funded projects. For relevant investment, at a minimum, key documents such as Cost-Benefit Analysis; records of public consultation meetings; preparation, implementation and maintenance budgets; environmental and conservation measures; licenses and exemptions granted; risk management plans; beneficial information of contractors and land expropriation budgets are recommended data to be published.

2. Streamline the process for access to Requests for Information via the KCCA website, enhancing the visibility and ease of retrieval of submitted and answered requests.

3. Ensure better integration of costs associated with project implementation and maintenance into medium-term fiscal and expenditure frameworks, to support project affordability, long-term sustainability and the preservation of fiscal space.

4. Publish KCCA's upcoming pipeline of projects. Sharing a forward-looking pipeline can help improve the visibility of future investment opportunities and help attract interest from development partners and private investors.

5. Establish a system for automatically flagging when assessments and certificates have expired. This can help ensure that environmental impact analysis remain up to date and that affected communities are fairly compensated, particularly when project delays occur.

6. Develop a process to collect data on greenhouse gas emissions. This can support better decision-making, and enable the targeted allocation of resources to climate-resilient projects.

7. Expand KCCA's gender mainstreaming strategy to go beyond tracking female employment metrics during implementation of projects by also tracking the participation of women and other vulnerable groups in the planning stages of projects.

8. Establish a structured community engagement process to ensure the meaningful participation of affected groups during the planning stages and prior to project selection.

9. Introduce a project identifier. This will facilitate the identification of climate-related funds by planning officials and improve climate accountability.

3.2. Jalisco, Mexico

[Specific for CoST Jalisco]

4. Common findings from the two pilots

The purpose of the exercise was to assess the extent to which the new data points help to better understand how projects are selected and appraised. The findings provided critical insights. Both case studies revealed a similar pattern where infrastructure project selection is aligned with long-term strategic planning, but this alignment does not consistently translate into improved Value for Money for citizens.

In Uganda, community voices raised concerns about the relevance and suitability of selected designs, for example, drainage systems located in flood-prone areas of Kampala that frequently overflow. In Jalisco, civic feedback highlighted the lack of alternative scenario assessments in the appraisal of the *Mi Macro Periférico* project, particularly questioning why less environmentally disruptive options, such as underground construction, were not considered. Both are major investments: the first, part of a US$ 184 million programme; the second, valued at nearly US$ 400 million.

In the two regions, economic considerations serve as the primary driver of project selection. There is a logic and a rationale for the selection of projects, such as the expected contributions to productivity, investment return and job creation. While this rationale is often aligned with national or subnational policy plans, the findings show that abstract alignment and economic justification can become an empty, technical exercise that may not dialogue with the social context. In the two scenarios, limited public engagement has resulted in a top-down approach to decision-making, raising concerns about the responsiveness of the selected investments to the immediate and evolving needs of local communities, which are highly affected by climate impacts and have identified the lack of climate expertise as a gap in project appraisal.

Additional characteristics of the appraisal and selection process that were revealed during the data collection amplify risks. The absence of a project pipeline from which projects are selected, a lack of transparency around potential lobbying in decision-making, and the absence of clear metrics to assess environmental impacts – such as the carbon footprint of projects – can create grey areas to cloud an abstract alignment and justification of project selection.

Additionally, both case studies demonstrate how targeted data points can be used to map entry points to improve planning processes. The analysis provided evidence of areas where greater transparency is needed – such as in lobbying activities, the beneficial ownership of contractors and projects receiving climate funding. They also revealed where better documentation would be useful, including records of community engagement and clearer links between projects and strategic plans. In addition, the case studies pointed to areas where further processes could be introduced, for example, to keep impact assessments and mitigation plans up to date, to secure maintenance budgets, and to ensure timely land compensation for affected communities.

The data points can also highlight situations where dual systems for recording and reporting information may exist, for example between internationally and domestically funded projects, as well as cases where the lack of standardised processes create ambiguity around which processes should be applied consistently across projects.

More than a simple data exercise to assess levels of transparency across different areas of sustainability, the application of CoST new data points helped to identify where additional

planning capacities are needed – not only to enhance disclosure and planning practices, but also to strengthen specialised skills, such as in environmental and climate-related domains.

A shared area of concern in the two case studies was the lack of structured citizen and civil society engagement during the early stages of the project cycle. As highlighted in both cases, citizens know about a project when they see contractors working in the area. Even when information arrives earlier, communities are usually informed about a project's selection and arrival rather than been actively engaged in a consultative process during the planning stage. Surveys may be employed during planning, but they are failing to capture the community voice and priorities for project selection. Communication among residents mostly takes place through word of mouth, and government portals and systems were considered difficult to access and navigate for retrieving information.

While this is not a new finding, it remains significant, particularly when supported by concrete evidence. Both the disclosure exercise and the community engagement in Uganda and Mexico highlighted this gap, reinforcing that strengthening early participation is not only a planning matter, but also a clear and pressing demand for better project selection.

A second shared area of concern emerging from both cases relates to environmental and climate impacts. This was reflected in several key issues, including the perception that economic considerations may take precedence over environmental factors when selecting projects, the risk of infrastructure maladaptation due to limited integration of climate conditions into planning, and the lack of mechanisms to track mitigation measures, particularly those aimed at offsetting deforestation.

To address these challenges, adopting data standards that promote the routine collection and publication of environmental and climate-related information can help institutionalise transparency in this area. Such practices will respond to civil society's calls for greater environmental accountability but also provide a foundation for generating evidence of compliance, as well as identifying gaps or instances of non-compliance when they occur.

A third common area from the analysis was the critical role of maintenance in ensuring the long-term sustainability of infrastructure projects. This concern was raised by both government and civil society in the two regions. On the other hand, the data analysis revealed gaps in the available information, as well as lack of dedicated funding for maintenance activities. Ensuring that costs associated with project implementation and maintenance are integrated into medium-term fiscal and expenditure frameworks can help draw attention to sustainability challenges that may otherwise go unaddressed.

Finally, the analysis highlighted that the data points serve a dual function. First, they provide planning officials with a clear framework for the type of information that should be considered during the early stages of project development and consistently disclosed throughout the project cycle, helping them to improve internal processes. Secondly, they offer a practical checklist for donors, private investors and civil society seeking to evaluate infrastructure projects. For donors and investors, the data points provide a standardised set of criteria to assess whether projects align with sustainability goals, and present manageable risks and long-term viability. Meanwhile, civil society can use these data points to 'ask the right questions' when information is missing, incomplete or inconsistent.

Both CoST Uganda and CoST Jalisco acknowledged that the exercise was valuable in identifying gaps in key information and in highlighting opportunities to improve internal systems, both for more transparent decision-making and for better information management. The pilots were seen as a learning experience that drew attention to planning and appraisal accountability gaps, while also raising awareness of sustainability issues. This process helped both Data Collection Teams better understand how existing data flows could be strengthened to support more transparent and accountable infrastructure planning and decision-making.

Part IV. Conclusions and next steps

The exercise assessed how CoST's new data points can clarify project selection and appraisal processes. In Uganda, the findings revealed marked differences in the appraisal processes for internationally and domestically funded projects, as well as in the systems used to record and manage project information. International funders are a driving force in implementing Kampala's investment priorities, conducting in-depth technical assessments during appraisal that cover economic, environmental, climate, and social aspects. In contrast, appraisal documentation for domestically funded projects was often scarce or unavailable.

In Jalisco, the analysis highlighted a lack of consistency in project appraisal and preparation, with some projects undergoing detailed Cost-Benefit Analysis and others relying on simplified Project Briefs. Even among projects following the same approach, the type and depth of information available vary considerably. These inconsistencies can create ambiguity around appraisal requirements, increasing fiscal and integrity risks. Without clear benchmarks or public justification for differing processes, decisions become more vulnerable to discretionary interpretation.

In both cases, the data collection revealed that projects follow a process where alignment with long-term development plans and economic considerations play a key role in driving project priorities. However, this approach does not consistently translate into improved Value for Money for citizens, given the low level of engagement and dialogue in the process of defining priorities. While these findings are based on a limited sample and should be interpreted with caution, avoiding broad generalisations about national or regional practices, they nonetheless offer valuable insights for local level action. The evidence can support targeted improvements in planning and decision-making, helping to inform efforts to strengthen transparency and more cohesive selection and preparation processes.

The exercise also demonstrated the practical value of CoST's targeted data points, not only in assessing transparency gaps, but also in guiding planning officials on the type of information that should be considered during the early stages of planning to ensure an objectively grounded selection process. The data points also help identify structural and capacity gaps, such as climate related, that may affect the long-term sustainability of projects.

These findings support the goals of the Responsible Infrastructure Investment (RII) campaign. By generating actionable insights into how infrastructure projects are selected and appraised, the exercise provides a valuable heat map of integrity and fiscal risks that may compromise the long-term sustainability of infrastructure investment. In both cases, the evidence points to the importance of integrating public participation from the earliest stages of the project cycle to ensure that investment decisions are aligned not only with policy objectives, but also with community priorities. Equally important is the need to secure adequate planning for maintenance budgets and to give climate and social considerations equal weight alongside economic criteria during project appraisal to avoid the risk of maladaptation and low social value of infrastructure. Together, these measures help build a stronger evidence base to support that the most viable and sustainable infrastructure investments are prioritised.

To build on the progress made during the data review and engagement with officials, the following next steps are recommended:

- **Institutional Adoption of CoST Data Points:** Both procuring entities expressed interest in adopting the new data points developed by CoST. In Uganda, KCCA is exploring the integration of the climate finance data points to better reflect the growing relevance of climate-related investments in the city's infrastructure portfolio. In Jalisco, the disclosure portal was already adapted to receive the new data points, with a dedicated area for 'sustainability' aspects[47] and eight data points identified as a starting point for implementation[48]. Continued efforts are needed to keep momentum, with targeted support to ensure the effective integration of the data points into procurement portals.

- **Strengthening Community Engagement:** There is strong push in both contexts to deepen citizen and community involvement in infrastructure planning. Local leaders and residents voiced a clear interest in continuing engagement, particularly to shape projects in the upcoming pipeline. Formalising structured mechanisms for ongoing community dialogue through CoST multi-stakeholder working approach can help institutionalise this practice.

- **Capacity Building:** The case studies reinforced the importance of equipping public officials with the skills needed to more effectively disclosure planning data, including the process of capturing, recording and managing information, particularly in areas of sustainability. In response to this need, CoST Uganda delivered targeted training sessions for KCCA staff, focusing on enhancing transparency throughout the investment cycle, including the preparation stage, using the data points as a practical guide for officials (see Annex 5). A similar training programme could be developed for other institutions in Uganda, as well as for stakeholders in the State of Jalisco, to help address the identified knowledge gaps.

- **Integration of project costs into fiscal frameworks:** The case studies highlighted the importance of integrating project construction and maintenance costs into medium-term fiscal and expenditure frameworks, particularly in light of challenges caused by the lack of dedicated maintenance budgets. To address this issue, a pilot could be undertaken in one of the CoST members to explore how such integration can be operationalised in practice, for instance using the common project identifier in the OC4IDS. This would help align infrastructure planning with public financial management (PFM) tools, promoting more sustainable and fiscally responsible investment decisions.

[47] https://www.costjalisco.org.mx/project-single/40
[48] Policy coherence, Life-cycle cost, Funding source for preparation, implementation, and maintenance, Budget for preparation, implementation, and maintenance, Maintenance plan or program, Freedom of information requests and Responses to freedom of information requests.

Annex 1 – List of Pilot Projects

Kampala, Uganda

#	Project name	Start date	Status	Contract amount in USD	Source of funds
1	Improvement of Traffic Control in Kampala: signalisation of up to 27 junctions and removal of 5 roundabouts (Rwenzori Courts, Grand Imperial, Mulago, Mulago Mortuary and Kubiri)	Oct-22	Ongoing	25,848,429	JICA
2	LOT 1: Upgrading to paved standard of 8.07km and reconstruction of 6.03km of roads, including signalization of seven junctions in Lubaga and Makindye division	Dec-22	Ongoing	40,673,188	AfDB (KCRRP)
3	LOT 2: Reconstruction and dualling of 10.01km of Portbell and spring roads, including signalization of five junctions in Nakawa division	Dec-22	Ongoing	37,788,977	AfDB (KCRRP)
4	LOT 3: Reconstruction of 18.84km of roads in Makindye, Central, Kawempe and Lubaga divisions, including signalization of 5 junctions in Makindye division	Apr-23	Ongoing	41,159,985	AfDB (KCRRP)
5	LOT 4: Upgrading to paved standard of 3.94km, reconstruction & dualling of 3.90km roads including signalization of two junctions in Kawempe, Lubaga, Makindye and Central divisions	Dec-23	Ongoing	34,653,157	AfDB (KCRRP)
6	LOT 5: Upgrading to paved standard of 9.54km of road, reconstruction of 6.72km of roads including signalization of 5 junctions and channelization of 3.9km of drainages in Lubaga, Kawempe, Makindye division and Wakiso district	Aug-23	Ongoing	41,196,652	AfDB (KCRRP)
7	Upgrading to paved standard of Kabuusu-Bunamwaya-Lweza Road (8.06km) - Lot 2	Mar-19	Concluded	26,515,560	World Bank (KIIDP2)
8	Upgrading to paved standard of Kulambiro Ring Road (4.82km) including Spur to Najjera Road (0.7 km), Reconstruction & Dualling of Nakawa-Ntinda Road (2.80km) (including signalization of 4 junctions) and reconstruction & widening of Acacia road (1.45km) (including provision for signalization of six junctions) – Lot 0	Mar-19	Concluded	26,562,161	World Bank (KIIDP2)
9	Recycling and overlay of Lukuli Road (7.71 km) including Signalization of Lukuli –Namasoole-Kayemba Junctions – Lot 3	Mar-19	Concluded	18,630,001	World Bank (KIIDP2)

10	Road repair works on selected paved roads in Lubaga & Makindye division	Dec-23	Concluded	570,481.65	Government
11	Construction of roads and bridges- Procurement of roads & drainage works for NAM SUMMIT and upgrade of Mobutu 2 road in Makindye division	Oct-23	Concluded	1,075,164.15	Government
12	Reconstruction of East Konge Road in Makindye Division	Oct-23	Concluded	1,203,075.02	Government
	TOTAL			**295,876,831**	

Jalisco, Mexico

#	Project name	Start date	Status	Contract amount in USD	Source of funds
1	Development of maritime infrastructure, improved accessibility, and tourism facilities at the Malecón de Punta Pérula waterfront	2019	Concluded	5,154,726.16	Government
2	Development of maritime infrastructure and connected accessibility and touristic facilities at waterfront promenade of Malecón de Punta Pérula	2022	Concluded	2,238,525.44	Government
3	Mi Macro Periférico - development of the bus rapid transit (BRT) system serving the Guadalajara metropolitan area	2019	Concluded	394,923,324.05	Government
4	Renovation work of Parque "Luis Quintanar"	2019	Concluded	34,024,867.95	Government
5	Mintenance and upgrade works at Jalisco Paseo Interactivo (JAPI)	2022	Concluded	32,246,130.04	Government
6	Road Talpa – Llano Grande - Tomatlán	2019	Concluded	48,355,053.03	Government
7	Development of recreational and sports facilities at Malecón de Ciudad Guzmán	2019	Concluded	5,043,714.00	Government
8	Rehabilitation of the estuary's "El Salado"	2021	Concluded	1,852,039.32	Government
9	First phase of the construction of the Botanical Garden within the Bosque Pedagógico del Agua (Colomos III),	2024	Concluded	3,537,346.47	Government

10	Construction of new university campus in Tlaquepaque	2023	Concluded	3,538,982.71	Government
11	Construction of Line 4 of the Light Rail Train (Tren Ligero)	2019	Ongoing	479,969,597.81	PPP
	TOTAL			**1,010,884,306**	

Annex 2 – Data Points

#	Data point	Disclosure format and supporting documents for disclosure
1	Procurement strategy	Disclose the procurement strategy risk assessment. This tends to be part of the decision-making strategy and likely includes discussions regarding capabilities, the delivery model and the rationale for the risk allocation decision.
2	Climate objective	In case of a project receiving climate funding, disclose the main climate objective that the project addresses (https://apps.ipcc.ch/glossary): • mitigation • adaptation • cross-cutting
3	Climate transformation	In case of a project receiving climate funding, clarify the theory of change, systemic transition or climate transformation that is intended.
4	Policy coherence	Disclose documentation that evidences that the project is part of, or aligned with, existing plans and policies, providing further details on the project's policy alignment. Consider alignment with: • SDGs • National plan or strategy • Infrastructure plan or strategy • Sector plan or strategy • Procuring entity plan or strategy • Paris Agreement goals • Nationally Determined Contributions (NDCs) • National Adaptation Plans • Medium-term fiscal/budget frameworks • Annual budgets • Pipeline of infrastructure projects
5	Lobbying transparency	Disclose the occurrence of meetings with interested groups, including the number of the participants, date, location and minutes of these meetings, as well as the name and job title of the person representing the public office present at the meetings.
6	Sustainable subsectors	Identify relevant subsectors related to the project scope. Select from the list below (non-exhaustive): • Renewable energy -Solar -Wind -Hydropower -Biomass -Geothermal • Water and wastewater management -Transport -Low-carbon transport • Natural resource management -Flood protection
7	Life-cycle cost	Disclose the life-cycle cost of the project, which is the cost of an asset throughout its life cycle while fulfilling the performance requirements.

8	Life-cycle cost calculation methodology	Disclose the methodology used to calculate the life-cycle cost. The methodology ought to specify whether income and externalities are included in the calculation and the common date, discount rate and period of analysis used.
9	Funding source for preparation, implementation, and maintenance	Name the funding organization(s) or funding source(s) for the preparation, implementation and maintenance stages, and disclose the budget line(s) to which the project belongs. The maintenance stage covers any preventative or corrective maintenance and the day-to-day running of the assets; this stage is also called operation.
10	Budget for preparation, implementation, and maintenance	Specify the allocated budget for preparation, implementation and maintenance. Maintenance covers any preventative or corrective maintenance and the day-to-day running of the assets. This stage is also called operation.
11	Cost-benefit analysis	Disclose the cost-benefit analysis. This is an economic assessment that tends to be part of the appraisal documents and provides information on economic net benefits and costs (“ex ante” cost benefit analysis). A revised assessment can be prepared during the operational phase of the project to update the information on net benefits and costs (“ex post” cost benefit analysis).
12	Value for money	Disclose the value-for-money analysis carried out for the project, along with supporting figures, calculations, and business case, based on projected or actual procurement outcomes. This tends to include considerations of economy, efficiency, effectiveness, and equity, and is part of the appraisal documents.
13	Asset lifetime	Disclose the expected lifetime of the asset. This tends to be part of the design report.
14	Maintenance plan or program	Disclose the maintenance plan or program. This is the documentation that describes work to prevent the breakdown or malfunctioning of an asset.
15	Budget projections	In the case of multiyear project implementation, disclose information on budget projection for all years of implementation.
16	Budget shortfall	Disclose any shortfall in the allocated budget
17	Environmental impact category	Indicate whether and when an environmental impact assessment was conducted and the category that reflects the magnitude of environmental impact. Consider the following to rate the project: • Category A: projects with potential significant adverse environmental or social risks and/or impacts that are diverse, irreversible, or unprecedented. • Category B: projects with potential limited adverse environmental or social risks and/or impacts that are few in number, generally site-specific, largely reversible, and readily addressed through mitigation measures. • Category C: projects with minimal or no adverse environmental or social risks and/or impacts.
18	Environmental measures	Identify the measures adopted by the project to mitigate and/or remedy the environmental impact, disclosing the corresponding document that describes the project’s environmental measures. This can include, without limitation, the following: • waste management • disposal of construction by-products • environmentally responsible sourcing of materials • environmentally responsible use of land, water and air • water contamination management • others (explain).

19	Environmental licenses and exemptions	Disclose all licenses, exemptions and/or amnesties obtained for the project. This can be related to preparation, implementation and/or maintenance. These stages are also known as planning, construction and operation respectively.
20	Protected area	Identify whether the project is located in or provides access to a protected area. Use the project location/coordinates at the World Database of Protected Areas to disclose the information (https://www.arcgis.com/apps/mapviewer/index.html?layers=ae78aeb913a343d69e950b53e29076f7).
21	Conservation measures	Disclose and provide further details on the measures adopted by the project to protect and enhance biodiversity. This can include, without limitation, the following: • avoidance of ecological siting • buffers for ecological land • nature-based solutions • land restoration • protection to landscape and historical sites • invasive species management • management of wildlife mortality risk • reduction of habitat loss • pollution reduction • land, water and air management • hazardous material management • others (explain).
22	Climate and disaster risk assessment	Clarify the type of climate and disaster risks to which the project is exposed. This tends to be part of the appraisal documents.
23	Climate measures	Clarify whether the project design considered climate change mitigation and/or adaptation measures, disclosing the design demonstrating how the measures were incorporated. This can include, without limitation, the following: • use of lower-emission sources of energy • use of lower-emission materials • use of recycled and reused materials • regenerative design • retrofitting design • use of carbon capture technology • assessment of extreme weather events • assessment of precipitation patterns • assessment of rising temperatures • assessment of rising sea levels • others (explain).
24	Forecast of greenhouse gas emissions	Disclose the forecast greenhouse gas emissions related to the project, informing the calculation, the methodology applied, and where the calculation can be found.
25	Number of beneficiaries	Indicate the number of direct and indirect project beneficiaries. Beneficiaries are the individuals who benefit directly or indirectly from the project; they are the target group of the infrastructure project and their needs are addressed by the intervention.
26	Inclusive design and implementation	Clarify whether gender, people with disabilities, and vulnerable and disadvantaged populations were considered in the project design and implementation, providing details on how the design and implementation practices meet inclusion goals.
27	Indigenous land	Identify whether the project is located or cuts through indigenous land. Use the databases at the LandMark Global Platform of Indigenous and Community Lands on

		both databases Indigenous Lands Acknowledged by Government and Not Acknowledged by Government (customary tenure or with formal land claim submitted) to disclose the information (https://www.landmarkmap.org/data/map)
28	Public consultation meetings	Disclose the occurrence of public meetings with communities and impacted groups including meeting invite, the number of the participants, dates and location of these meetings.
29	Land compensation budget	Disclose budget allocated to fund land compensation.
30	Freedom-of-information requests	Disclose freedom-of-information (FoI) requests that have been presented in relation to the project. Note that FoI requests can also be known as access to information requests.
31	Answers to freedom-of-information requests	Disclose the responses provided by authorities to freedom-of-information (FoI) requests related to the project. Note that FoI requests can also be known as access to information requests.
32	Beneficial ownership	Disclose the beneficial owners of the contractors and suppliers appointed in the project. Disclose risk management plans prepared for the project.
33	Risk management plans	Disclose risk management plans prepared for the project.

Annex 3 – Summary of community and civil society engagement in Kampala

a. Economic and financial dimension

A positive economic impact from the projects was acknowledged. The mayor of Rubaga (Project 7) noted that business activity increased following the road construction in the area. Rubaga residents also reported new businesses emerging and additional employment opportunities for community members, both through direct involvement in the project and in newly established local businesses. In Makindye (Project 11), residents highlighted economic benefits along Mobutu Road and Gaba Road. They also noted that improvements to the road leading to Kiruddu Hospital, including drainage and pothole repair, have made access to the hospital easier.

But the perception of economic growth was not unanimous. Nakawa residents (Project 3) shared mixed experiences. While many acknowledged that improved roads had helped boost local businesses, they also highlighted challenges that came with the project. Some residents faced unexpected losses regarding damaged utilities. They mentioned that water lines were cut off and not replaced by authorities and residents incurred in costs to repair the damaged water lines themselves. Business owners also reported financial losses in Nakawa due to sudden traffic disruptions during project implementation.

In relation to the access to economic and financial information, both Nakawa and Rubaga residents (Projects 3 and 7) reported challenges in obtaining information on project budgets, despite considered this to be critical for the communities. Knowing costs of project materials and how funds have been used were raised in Rubaga (Project 7) and Makindye (Project 11) as relevant metrics to keeping track of projects. Rubaga community members (Project 7) also mentioned that, at times, announcements on televisions and radio would broadly mention sums allocated to local projects, but contractors and authorities would generally not communicate with communities or local leaders about specific project costs and expenditure over the years. In Makindye (Project 11), communities confirmed challenges to access information on “where the money is coming from” and that attempts to find out information can be harshly received by contractors on site. It was clear from the discussions that the three communities were aware of their right to receive economic and financial information of projects, but challenges exist to effectively exert this right.

b. Social Dimension

Several land-related concerns were mentioned. Residents in Nakawa (Project 3) raised the lack of compensation for land expropriation. Many reported that their properties were destroyed during project implementation without receiving compensation. Nakawa residents emphasised that publicly clarifying from the beginning which properties will be compensated due to land expropriation (and which will not) could help manage community expectations and reduce conflicts during implementation.

In Rubaga (Project 7), part of the Kitebi Primary School playground was expropriated, reducing the size of the school pitch. Since the school is a public institution, no compensation appears to have been provided, but the community expressed concerns over the loss of an important recreational space, which was not previously communicated to the community. Additionally, participants informed that the planned public toilets indicated in the road design was not built due to a lack of available land.

All communities reported an increase in land disputes due to rising property values along the newly constructed roads, reiterating the importance of addressing land issues during the planning stage. In Makindye (Project 11), residents noted that landlords were the primary beneficiaries of the land cost rise, as rental prices increased. They also highlighted concerns about unnecessary land expropriation, particularly of perimeter wall areas, while emphasising that most residents freely transferred portions of their land for project use.

In the internationally funded projects (Projects 3 and 7), the Government of Uganda had a contractual obligation to secure land compensation. However, narratives gathered from the Barazas seem to suggest that compensation may not have been carried out in a timely manner. Nakawa residents (Project 3) raised concerns about the absence of a formalised channel for addressing land expropriation issues, emphasising the need for a clear mechanism to handle community grievances related to local projects.

Improvements in project design were mentioned as a benefit if communities have been engaged at early stages of planning. In Nawaka (Project 3), suggestions on increasing the length of the road to help on traffic, installation of humps to avoid accident and inclusive design to consider people with disabilities were mentioned as communities' suggestions (Project 3).

In Rubaga (Project 7), residents raised concerns about the road design, emphasising the need to reduce the number of humps while increasing their size – for instance, suggesting a reduction from 69 to 10 between Kisanja and Kabusu. Communities reported that the road humps are no longer visible due to the use of a paint that washed away in the rain. They also called for the installation of traffic lights, particularly at Wankulukuku Junction, to improve safety. Additional safety concerns included inconsistent road width, with some sections narrowing unexpectedly, the lack of zebra crossings at key junctions and having bigger road culverts to accommodate heavy flow of water and floods.

In Makindye (Project 11), design issues ranged from specific interventions aimed at improving project usability, such as installing speed humps, lighting and alternative feeder roads, to more comprehensive planning aspects. For instance, ensuring roads are constructed to withstand long-term usage and assessing flood volumes in the area prior to designing drainage channels were aspects raised by Makindye residents.

Drainage design was a serious concern raised by all communities. Nakawa residents (Project 3) reported that water floods continue to invade people's homes in specific community zones. Issues with drainage channels directing waste and hazardous materials to the local water source (lake) was also reported. In Rubaga (Project 7), communities mentioned that the drainage system regularly overflows. Not only households have been materially impacted, but participants also mentioned loss of lives due to drainage issues and associated flooding. In Makindye (Project 11) residents reports that floods remain a major challenge in the community even after the project. Residents allege that the contractor, Sterling Civil Engineering, did not install adequate drainage channels and culverts, and that the location chosen for the channels causes them to be frequently submerged in mud.

It was unclear from the discussions whether the drainage issues stem from design flaws, poor implementation, garbage disposal by residents, or a combination of these factors. Regardless of that, participatory planning could have helped identify the need for installing waste disposal facilities as part of the projects. In Rubaga (Project 7), residents pointed to a lack of public garbage collection boxes as a contributing factor to the irregular waste dumping. In Nakawa

(Project 3), residents considered that building designated waste disposal points would be a key complementary intervention to enhance the social benefits of the project and reduce its environmental impact.

Given that flood protection is a stated objective in the design of Projects 2 to 9, and that flooding has been a persistent issue in various parts of Kampala, including Makindye (Project 11), the reported challenges with the drainage system highlight a critical planning deficiency. Participatory planning could have played a role in addressing this drainage issues early on with the need of waste management included as a needed project measure to ensure long-term results and sustainability.

Coordinating infrastructure projects to minimise disruption to communities was a final concern raised during the Barazas. In Nakawa (Project 3), participants stressed the need for planning to consider multiple projects in the same area to avoid prolonged roadworks, which often lead to issues such as dust and illegal dumping. Similarly, in Makindye (Project 11), residents suggested that KCCA could collaborate with utility service providers to harmonise designs before construction begins, synchronising strategies regarding ongoing and upcoming road constructions. This would help harmonise strategies for road works and prevent damage to infrastructure such as internet, water and communication services after roads are built. The calls for better synergies mentioned by local communities in the Barazas align with the Kampala Strategic Plan 2020-2025, which highlights the importance of integrated transport systems and coordinated urban development.[49]

c. Environmental and climate resilience

A critical issue raised in both Nakawa and Rubaga districts concerned the contamination and alteration of natural water channels. In Nakawa (Project 3), residents reported that the road construction process involved placing large polythene sheets beneath the soil, which allegedly disrupted natural water flows, diverting channels and contributing to flooding in the surrounding areas. Similarly, in Rubaga (Project 7), residents claimed that the project interfered with existing water channels, exacerbating local flooding. It is important to note that a climate impact assessment was conducted during the appraisal of these projects, identifying flooding as the most significant risk and recommending adequate drainage systems as a key mitigation measure. The discussions in the Barazas highlight infrastructure maladaptation as a serious concern, as reports suggest that some communities may now be more vulnerable to climate change impacts than they were before the projects.

Loss of vegetation was also reported. In Nakawa, roadside trees were cut down and not replaced, whereas in Rubaga concern was raised about the type of vegetation planted by the roadsides which did not consider the weather conditions. Considering that land restoration and reduction of areas of habitat and biodiversity loss were provided as mitigation measures in Project 3, and planting tree to compensate loss of vegetation was adopted to remedy environmental damage in Project 7, these are issues that may not have been fully compensated and addressed.

Other long-term impacts to the environment were reported in Nakawa (Project 3). Dust was raised as an ongoing issue during project implementation. Additionally, participants reported that multiple holes were left open by contractors. Instead of being properly managed or filled,

[49] 2020-2025 Strategic Plan, page 35, available at https://www.kcca.go.ug/uDocs/Kampa-City-Strategic-Plan-2020-2025.pdf

these holes are being used by community members as informal garbage or waste disposal pits, leading to sanitation and environmental issues across the community. The underlying planning issue that emerged from the discussions was that projects which intended to promote long-term environmental sustainability and address flood impacts may now be contributing to adverse effects on water sources and public health in the community.

d. Institutional dimension

Community engagement is a critical part of the institutional dimension that the published data is looking to track. The lack of community engagement during planning stages was a common issued in the three Baraza community meetings. Nakawa residents (Project 3) mentioned that community normally become aware of projects when construction starts. Similar situation was reported in Rubaga (Project 7) and Makindye (Project 11), where residents mentioned that they know about a project when they see contractors working in the area or when they note markings on properties where the project is expected to pass. The common message was that, when communication does occur, communities are usually informed about a project's arrival rather than actively engaged in a consultative process during the planning stage.

Word-of-mouth among residents was mentioned in Nakawa (Project 3) as a common method for receiving information relating to infrastructure investments including their selection. Religious centres, organised groups (such as youth groups) and community gatherings were listed as common spaces to receive information about local projects. In Rubaga (Project 7), speakers on the road, televisions and radios were reported as means of contractors communicating with the community during construction. A random sampling survey was reported in Rubaga (Project 7) as a form of consulting the community, but participants highlighted that questions are typically not related to construction. In Makindye (Project 11), residents have expressed concerns that official engagement processes with planning authorities often focus on consultations with landowners, leaving out other community members. The focus of this engagement is mostly related to land compensation and not overall social and environmental impact of the project. This aspect emerged as a serious planning issue as exclusion can lead to decisions that do not fully reflect the interests and needs of the broader community, a point that Makindye residents have already discussed before judicial courts.[50]

It was clear from the discussions the lack of a purposeful and deliberate platform or channel to share planning information between KCCA and the impacted communities during appraisal. Nakawa participants reported that on previous administrations KCCA would involve the community in consultative meetings as it happened in 2007, but no system exists to give feedback to the community after the consultation. In Rubaga, residents reported that when consultation occurs it is done after designing the roads and awarding contracts, so it takes place for information sharing rather than consulting them. Residents of Rubaga expressed that their needs are often overlooked in planning processes – a sentiment echoed by Makindye residents, who feel their voices and opinions are disregarded in project development. In both

[50] "The high court has ordered all planning authorities to conduct meaningful engagements with residents before altering the development plans of a given area. (…) The orders emanated from a case in, which eight residents of Mugabi Close Kalung-Ggaba Ward in Makindye Division petitioned the court challenging a decision by Kampala Capital City Authority-KCCA to permit the establishment of a commercial plaza in a designated residential area" (Available at https://ugandaradionetwork.net/story/court-orders-planning-authorities-to-engage-residents-before-altering-development-plans).

Nakawa and Rubaga, residents reported that local leader are sometimes informed on project planning but not always the information cascades down from local councillors to the residents.

Involving local councils and community leaders throughout all stages of infrastructure development, including early planning and appraisal, was highlighted as key to improving project communication and strengthening dialogue with authorities. At the same time, direct communication between residents and authorities was seen as equally important to enable citizens to access timely information on upcoming projects.

Communities proposed various methods to facilitate this communication. In Rubaga, participants suggested that toll-free telephone numbers could make it easier and more affordable for residents to request information on local projects. In Nakawa, residents proposed using community-based radio stations to host discussions between community members, KCCA staff, and local leaders on project selection and preparation. Opening this dialogue before projects are implemented was seen as essential to integrating the views of affected communities. In Makindye, residents suggested that Barazas could serve as an effective platform for consultation and information sharing during the planning phase. Finally, participants emphasised the need for clarity on project responsibilities, specifically, identifying "who is responsible for what", so communities know which office and department to approach for specific concerns.

e. Climate finance

Across the three Barazas, residents confirmed that no information is available regarding the funding of projects coming from climate sources and that are not informed beforehand of projects' objectives to tackle climate impact.

Photo gallery Uganda Barazas

Mobilization for the Barazas

Opening session and Group Sessions in Nakawa at Mbuya II Community Hall

Opening session and group sessions in Rubaga at St. Luke Kitebi C.O

Opening session and group sessions in Makindye at the Mayor's Garden

Annex 4 – Summary of community and civil society engagement in Jalisco

[Specific for CoST Jalisco]

Annex 5 – Training to KCCA officials in June 2025

Targeted training for KCCA officials on CoST sustainability and climate finance data points 5 June 2025