

Kaduna State, NIGERIA

Infrastructure Transparency Index (ITI)

Results presentation 2026



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1. Introduction

The Infrastructure Transparency Index (ITI) is a CoST instrument that measures the **levels of transparency and quality of processes related** to public infrastructure at the national or subnational level. Designed collaboratively and based on good practices and international lessons learned, with the **objective of providing quality information that serves to promote transparency and improve the management of public infrastructure.**

Transparency for a more effective, inclusive and sustainable public infrastructure.

Dimensions

Enabling
environment



Capabilities and
processes

Citizen participation

Information
disclosure

Dimensions

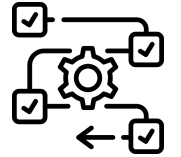
Enabling environment

- Access to public information regulatory framework
- Transparency standards in public infrastructure
- National digital information tools



Capabilities and processes

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



Citizen participation

- Participation opportunities
- Use of information by citizens

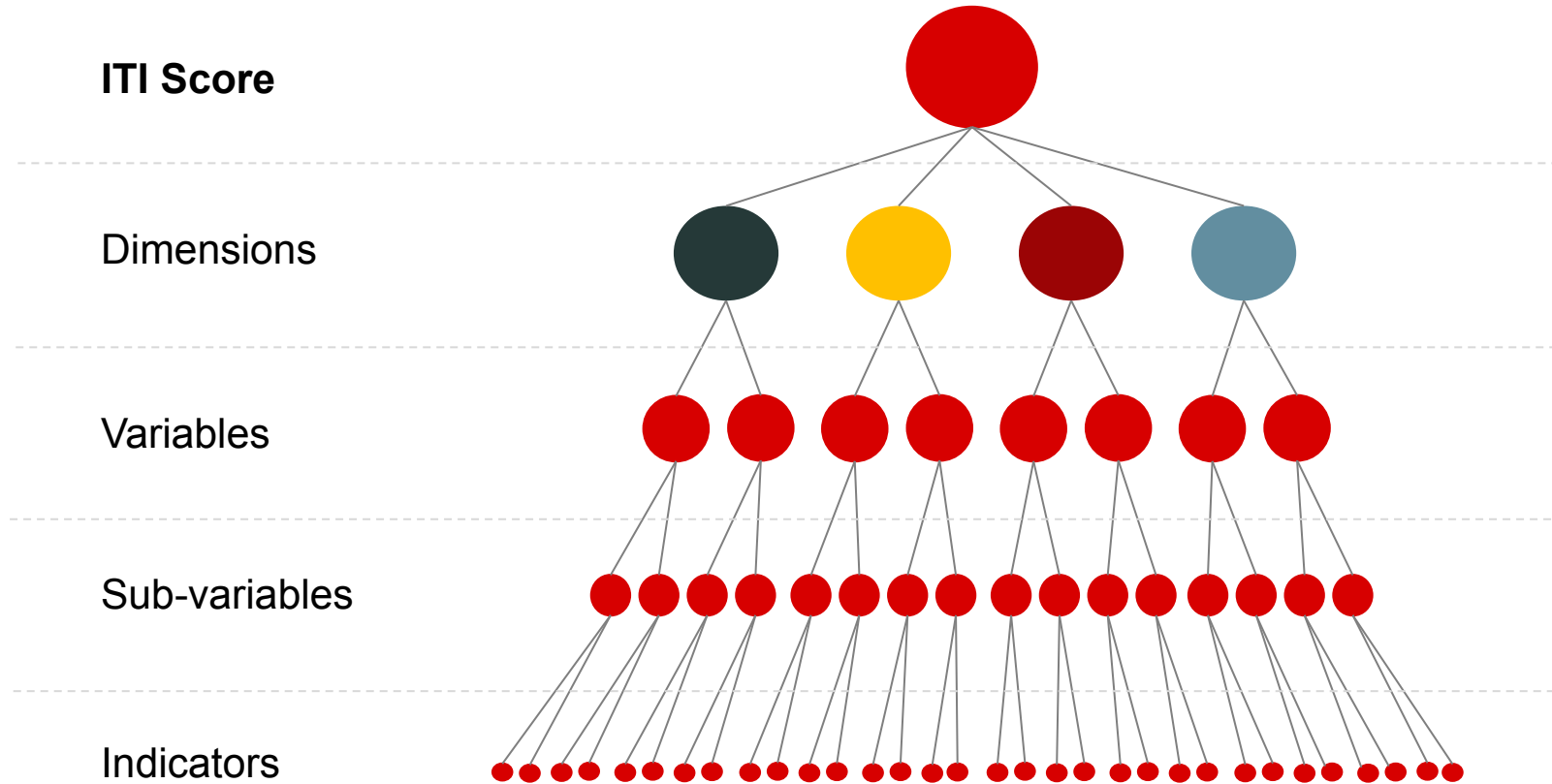


Information disclosure

- Project identification
- Project preparation
- Execution and supervision contracts procurement
- Execution and supervision contract implementation



Structure



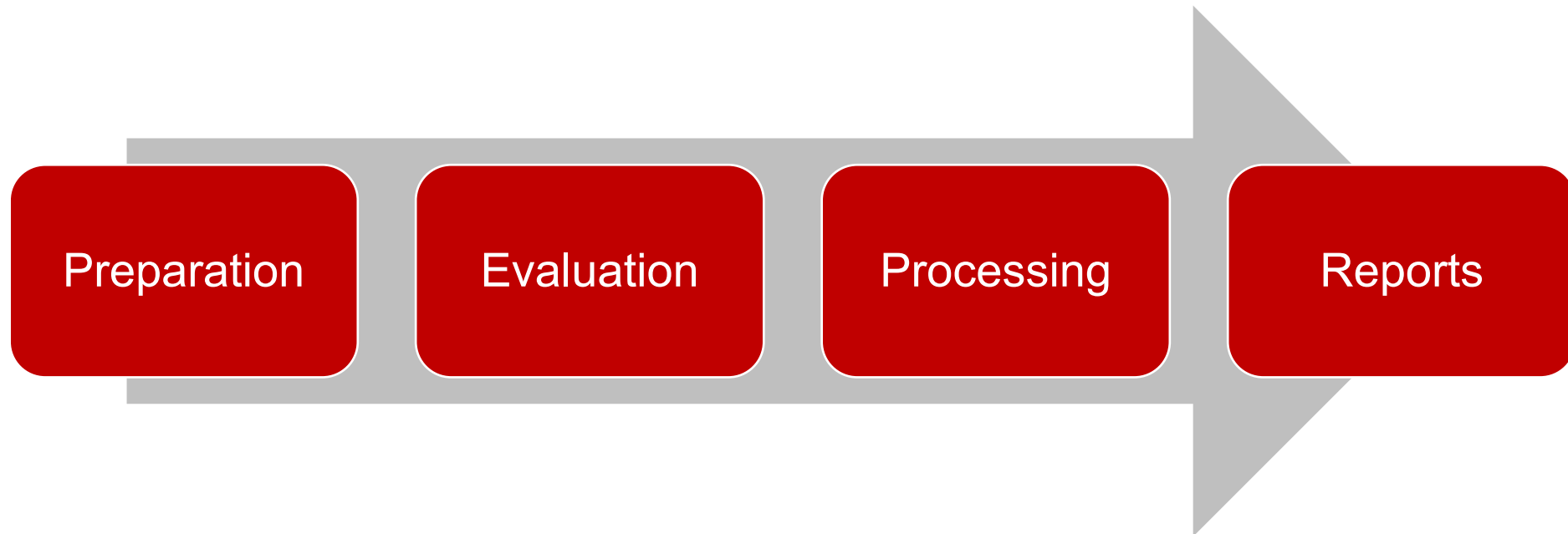
Output and outcomes

The ITI offers **transparency scores** for a comprehensive set of indicators based on a 100-point scale that contribute to:

- Raise awareness about the strengths and weaknesses of transparency in public infrastructure.
- Guide public leaders, at centralized and decentralized levels, to strengthen transparency and accountability in the sector.
- Develop a collaborative agenda to raise transparency standards that contribute to a more effective, inclusive, and sustainable infrastructure.


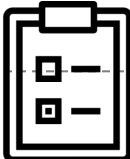
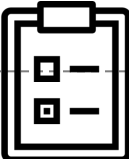

2. Methodology

Implementation process



Evaluation

Data collection methods

	Enabling environment	Capacities and processes	Citizen participation	Information disclosure
Object of evaluation	National and sub-national conditions	Procurement entities	Procurement entities	Procurement entities projects
Collection method	Desktop research 	Entities survey 	Entities survey 	Desktop research 

Procuring entities

- Projects from 2023–2025 were selected to align the evaluation with the current administration’s implementation period.
- Only seven (7) entities were identified as implementing agencies during this timeframe. They were all selected for evaluation.
- This reflects a deliberate government strategy to centralize infrastructure project execution.
- The approach was intended to enhance coordination, ensure consistent delivery, and improve transparency.

	Entity name	MDA type	OC4IDS sector
1	Kaduna State Water Corporation -KADSWAC	Agency	Water and waste
2	Kaduna State Facilities Management Agency -KADFAMA	Agency	Governance
3	Kaduna State Primary Healthcare Board -KDSPHCB	Agency	Health
4	Kaduna State Roads Agency -KADRA	Agency	Transport
5	Ministry of Business, Innovation and Technology -MBIT	Ministry	Education
6	Ministry of Housing and Urban Development -MHUD	Ministry	Health
7	Ministry of Public Works and Infrastructure -MPWI	Ministry	Transport

The seven (7) entities represent **100%** of Ministries Departments and Agencies (MDAs) with construction projects for the period 2023-2025.

Projects sample

- The projects database was compiled by Kaduna State Public Procurement Authority (KADPPA) using its registries to identify infrastructure projects contracted between 2023 and 2025 across public entities.
- Selection focused on construction projects that create new infrastructure and deliver public value.
- Renovation-only projects, typically smaller and lower in budget, were excluded.
- Only projects with budgets above USD 250,000 were considered to ensure significant impact.

Projects sample Contd...

- Only projects with at least 6 months since their initiation were considered, to be able to evaluate their construction stage.
- The two (2) projects that met the above conditions with highest budget were selected.
- From the remaining projects that meet the above conditions, two (2) more were randomly selected.
- Entities that did not have four (4) projects that meet all the above criteria had a lower amount of projects to evaluate.

S/N	PROCURING ENTITY	CONTRACT NO	CONTRACT/PROJECT NAME	Sectors
1	Kaduna State Water Corporation (KADSWAC)	KDS/PPA/KADSWAC/Vol.III	Construction of Transmission Mains and Distribution Systems at Basawa, Hunkuyi, Kudan and Makarfi	Water and waste
2	Kaduna State Water Corporation (KADSWAC)	SURWASH/KADSWAC/SSS/2024/LOT.1	Rehabilitation of Kaduna North New 150MLD and Kaduna North old 90MLD Water works and Booster Stations	Water and waste
3	Kaduna State Water Corporation (KADSWAC)	SURWASH/KADSWAC/SSS/2024/2/LOT.2	Rehabilitation of Kaduna South 27MLD Water works and Booster Stations and Rehabilitation of Distribution of System in Kaduna	Water and waste
4	Kaduna State Water Corporation (KADSWAC)	SURWASH/KADSWAC/SSS/2024/2/LOT.3	Rehabilitation of Zaria New 150MLD, Zaria 50MLD and Zaria 10MLD Water works and Booster Stations and Rehabilitation of Distribution System in Zaria	Water and waste
5	Kaduna State Facilities Management Agency (KADFAMA)	KDS/KADFAMA/Proj.01/173/vol 1/2024	Completion/Remodeling of Kaduna State Primary Healthcare Board, Tafawa Balewa Way, Kaduna	Health
6	Kaduna State Facilities Management Agency (KADFAMA)	KDS/KADFAMA/Proj.01/168/vol 1/2024	Completion of the on-going Renovation of State House (Hassan Usman Katsina House) Kawo	Governance
7	Kaduna State Facilities Management Agency (KADFAMA)	KDS/KADFAMA/Proj.01/247/vol 1/2024	Remodeling and Upgrading of NYSC Camp College Road Kurmin Mashi, Kaduna	Governance
8	Kaduna State Facilities Management Agency (KADFAMA)	KDS/KADFAMA/Proj.01/185/vol 1/2024	Renovation and Upgrading of 1 Unit of Government Essential House at Shehu Laminu U/Rimi, Kaduna "LOT C"	Governance
9	Kaduna State Primary Healthcare Board	KDSPHCB/ADM/405/Vol.I	Remodelling, reconstruction and expansion of kaduna state primary health care board (SPHCB) Headquarters	Health
10	Kaduna State Roads Agency (KADRA)	KDS/PPA/GH/PROJ.31/2024	Completion of Rabah Road Carriage Way from U/Kanawa to Rigasa Train Station, Kaduna State	Transport
11	Kaduna State Roads Agency (KADRA)	KDS/PPA/GH/PROJ.31/2024/VOLI/56	Re-Construction of a 35.6km Road from Bagoma to Gagumi through Unguwan Fari, Idi Labo, Awaro, Tashan Keji and Sabon Layi, in Birnin Gwari LGA, Kaduna State	Transport
12	Kaduna State Roads Agency (KADRA)	KDS/PPA/GH/PROJ.31/2024/VOLI/55	Construction of A 148KM Ring Access Road from Danbushiya Junction to Danhonou through Keke A, Keke B, Keke Makera, Doka Mai Jamaa and Sabon Gero In Millenium City, Chikun LGA, Kaduna State	Transport
13	Kaduna State Roads Agency (KADRA)	KADRA/CE/RD/CP/05/2024/VOLII/009	Construction of a 5.8km Access Road from Gwaraji to Wusar connecting Igabi and Kajuru LGAs of Kaduna State	Transport
14	Ministry of Business Innovation and Technology (MBIT)	KDS/DG/PIRD/11	Construction of Skills and Technology Acquisition City Rigachikun	Education
15	Ministry of Business Innovation and Technology (MBIT)	KDS/DG/MBT/23	Construction of Skills and Technology Acquisition City Soba	Education
16	Ministry of Business Innovation and Technology (MBIT)	KDS/DG/MBT/23	Construction of Skills and Technology Acquisition City Samaru Kataf	Education
17	Ministry of Housing and Urband Development (MHUD)	KDS/MHUD/0010/2024	The Rehabilitation, Upgrading and Furnishing of Lere General Hospital, Saminaka, Lere LGA	Health
18	Ministry of Housing and Urband Development (MHUD)	KDS/MHUD/006/2024	Rehabilitation and furnishing of Patrick Ibrahim Yakowa Memorial General Hospital, Kafanchan, Jamaa LGA, Kaduna State	Health
19	Ministry of Housing and Urband Development (MHUD)	KDS/MHUD/0010/2024	The Rehabilitation, Upgrading and Furnishing of Kachia General Hospital, Kachia LGA	Health
20	Ministry of Housing and Urband Development (MHUD)	MOH/PU/2020/475/vol.I	Renovation of general hospital, Rigasa, Igabi Local government area, Kaduna	Health
21	Ministry of Public Works and Infrastructure (MPWI)	KDS/PPA/MPWI/PROJ.2/VOL.I	Construction of a 5.525km Asphaltic Road from Airport Road to Tudun Biri Community, Kaduna State	Transport
22	Ministry of Public Works and Infrastructure (MPWI)	KDS/PPA/MPWI/PROJ.66/VOL.I	Construction of Kwagiri Kusom-Wasa Road Jema'a Local Government Request for Review and Certification of Variation of Price (VOP)	Transport
23	Ministry of Public Works and Infrastructure (MPWI)	KDS/PPA/MPWI/PROJ.65/VOL.I	Construction of Ungwan Muazu Township Roads (Phase 1 & 2)	Transport
24	Ministry of Public Works and Infrastructure (MPWI)	KDS/PPA/MPWI/PROJ.63/VOL.I	Construction of a 2.07km road at TPO 1383, Rimi College layout, Ungwan Rimi, Kaduna State	Transport

Evaluation

Entity interaction protocol

1. On 17 March 2026, the ITI team conducted advocacy visits to selected MDAs to collect signed commitment cards and deliver invitations to the ITI Commissioning Workshop.
2. On 18 March 2026, the hybrid kickoff Commissioning Workshop was held with participating entities and key state stakeholders.
3. From that date until 9 April 2026, one-to-one engagement meetings were held, including confirmation of designated survey focal persons and guidance on completing the survey and providing evidence.
4. Entities submitted questionnaire responses, with follow-ups to clarify gaps, request additional information where necessary, and confirm completion of the survey.

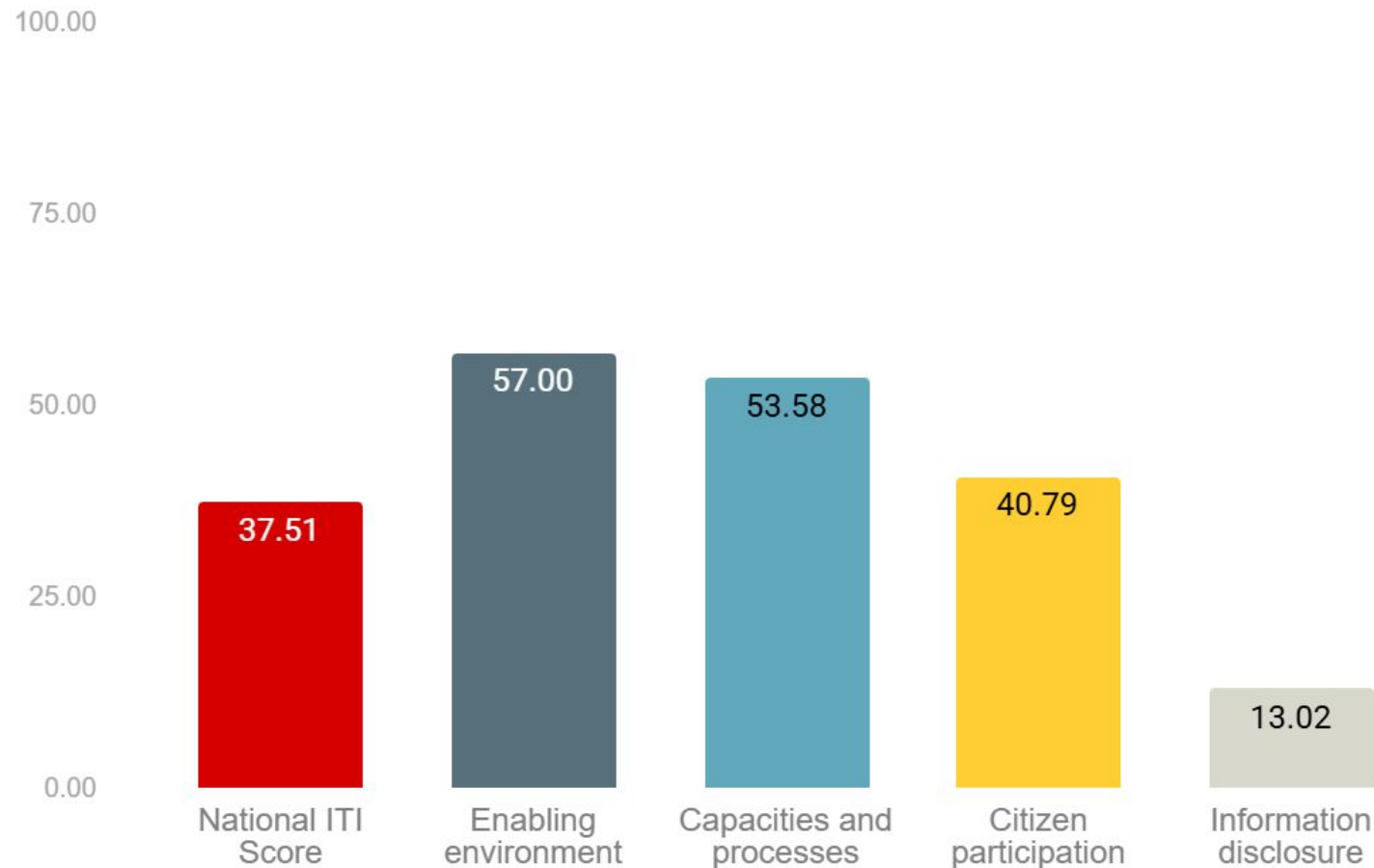
Entity interaction protocol

5. For entities that did not submit the questionnaire, follow-ups were conducted through calls and messages on at least five occasions.
6. Entities generally cooperated by prioritizing the survey, in line with the provided timeline for completion and submission.
7. The CoST Secretariat also supported follow-up efforts to encourage cooperation with the evaluators.

All entities completed their survey and returned it to the assigned Evaluators directly.

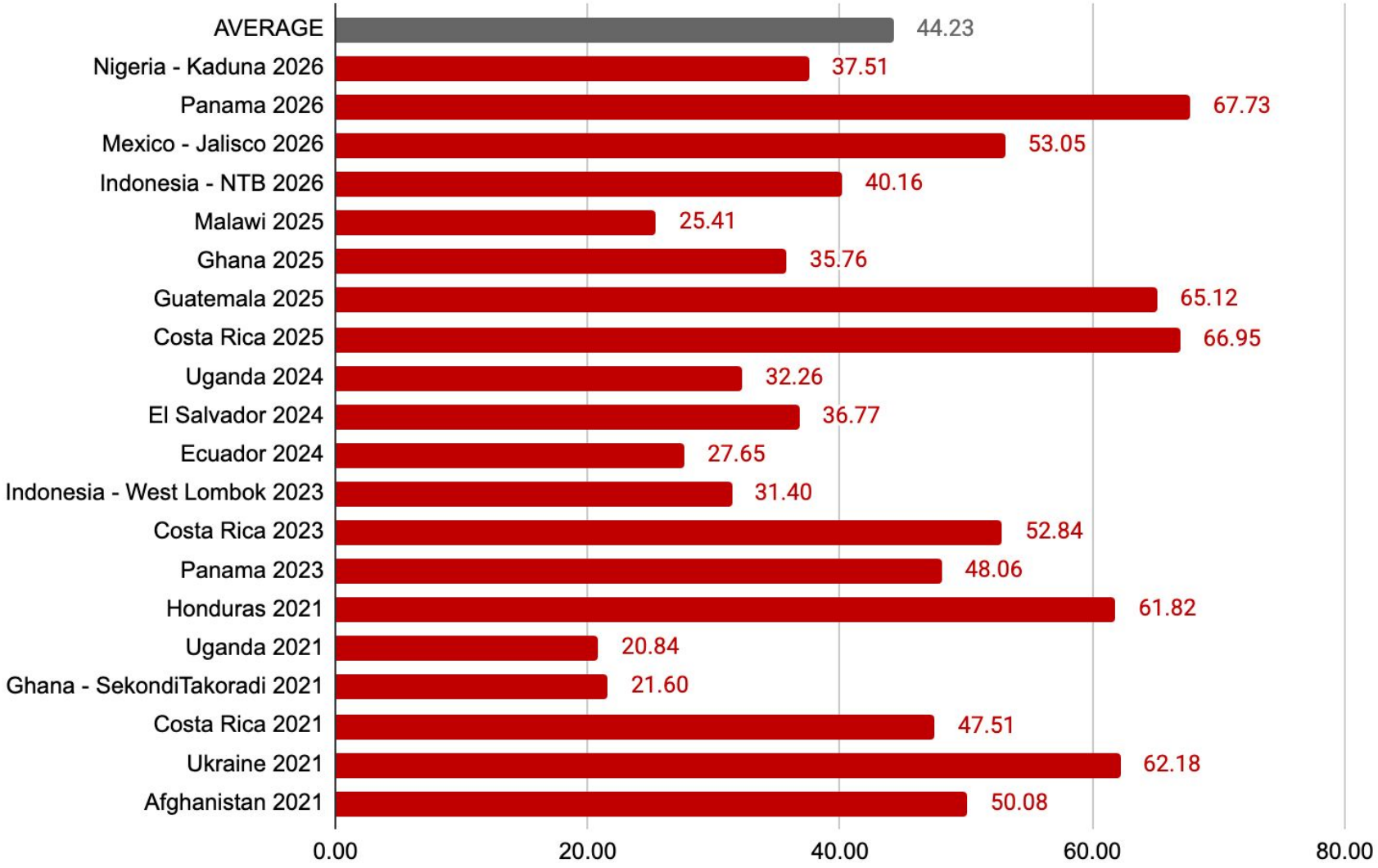
3. Results

National or Sub-national ITI



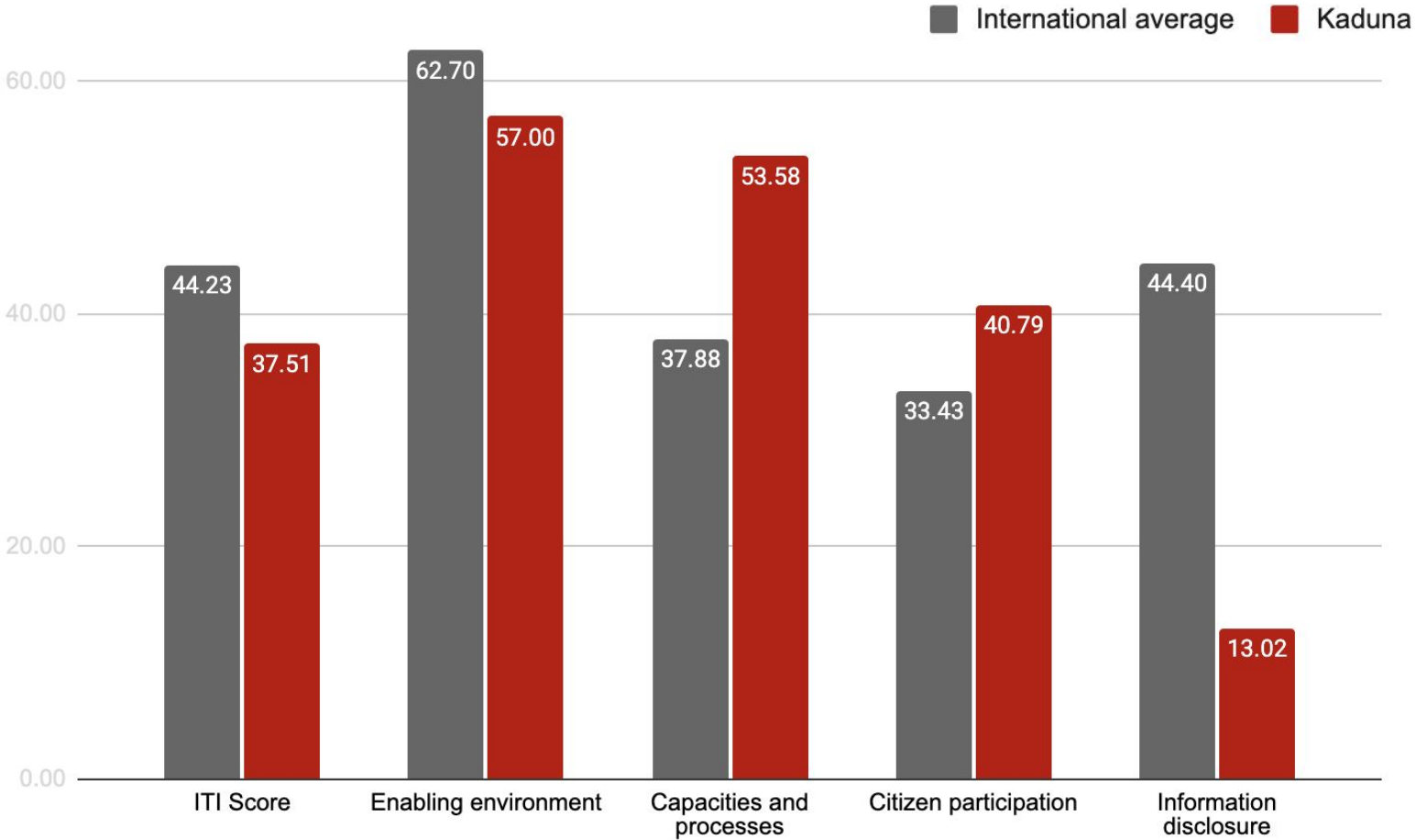
- Institutional and operational foundations for transparency are relatively strong.
- Foundations for effective transparency and accountability are in place.
- However, information publication is weak, when projects are evaluated through their life cycle.
- And there are important opportunities for citizens to engage with infrastructure projects to enhance accountability and responsiveness.

International comparison



- While international leaders approach 65–70%, Kaduna remains below average—highlighting a clear competitiveness and transparency gap.
- Kaduna demonstrates stronger performance than its African comparators, positioning it as an emerging mid-tier performer.
- However, Kaduna’s competitiveness could be affected by the wide information gap.

International comparison: Dimensions

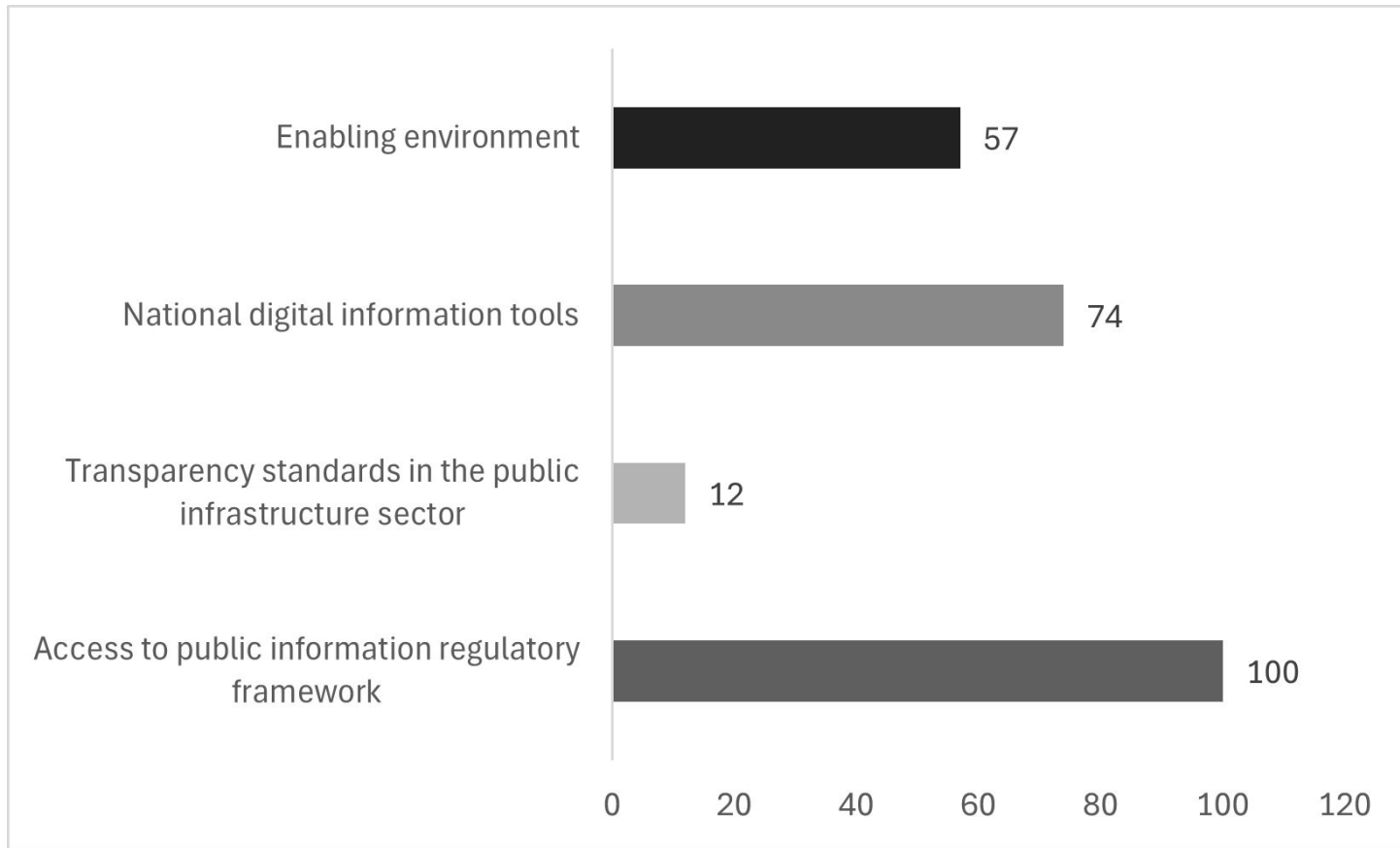


- Strong institutional base observed in capacities and processes.
- Growing citizen engagement.
- Major transparency / data publication gap.

Enabling environment

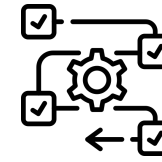


Graph with dimension 1 and its 3 sub-variables

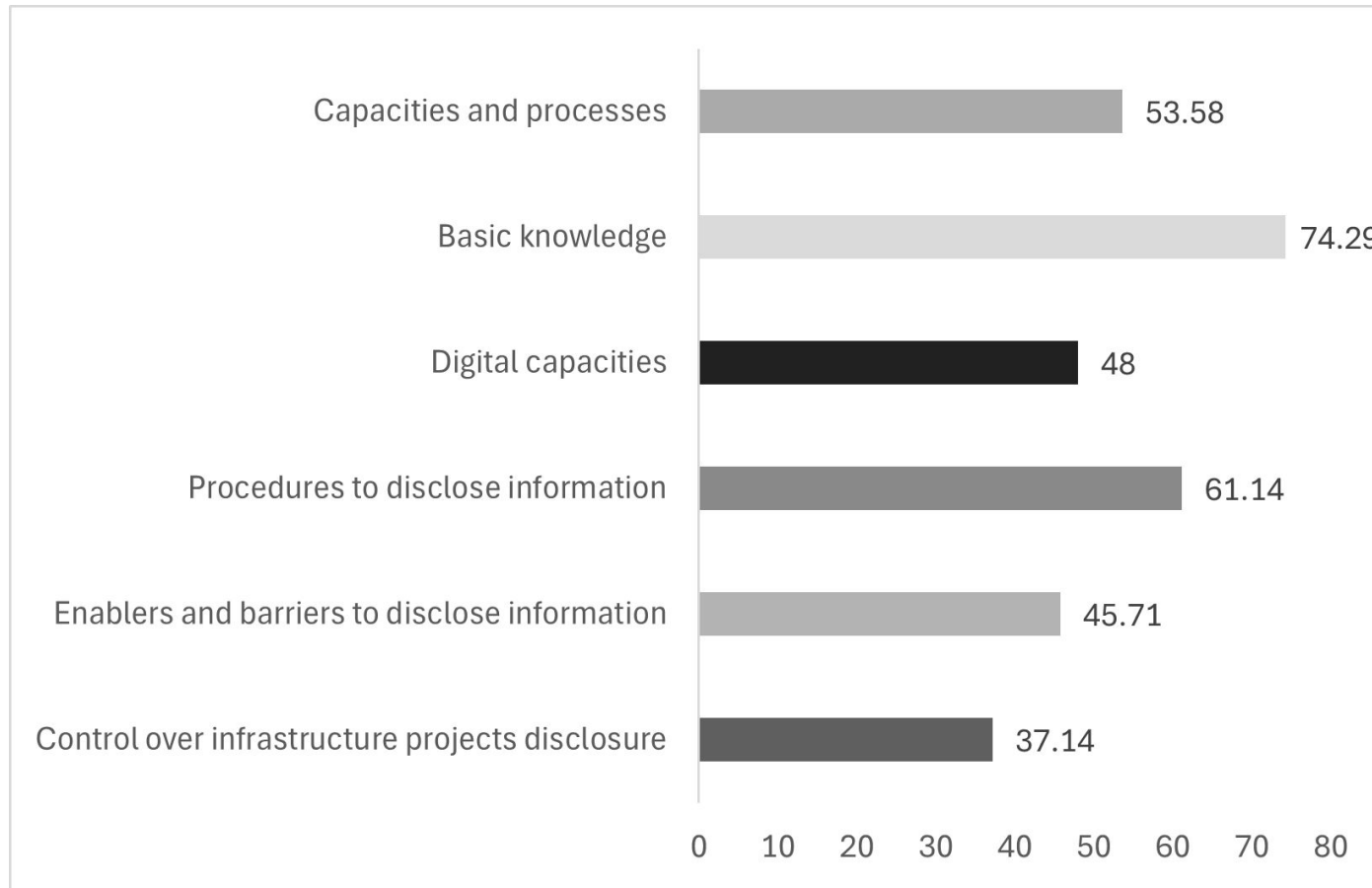


- Strong legal framework
- Very weak sector-specific transparency standards
- Open sector policies with –practice gap

Capacities and processes



Graph with dimension 2 and its 5 sub-variables

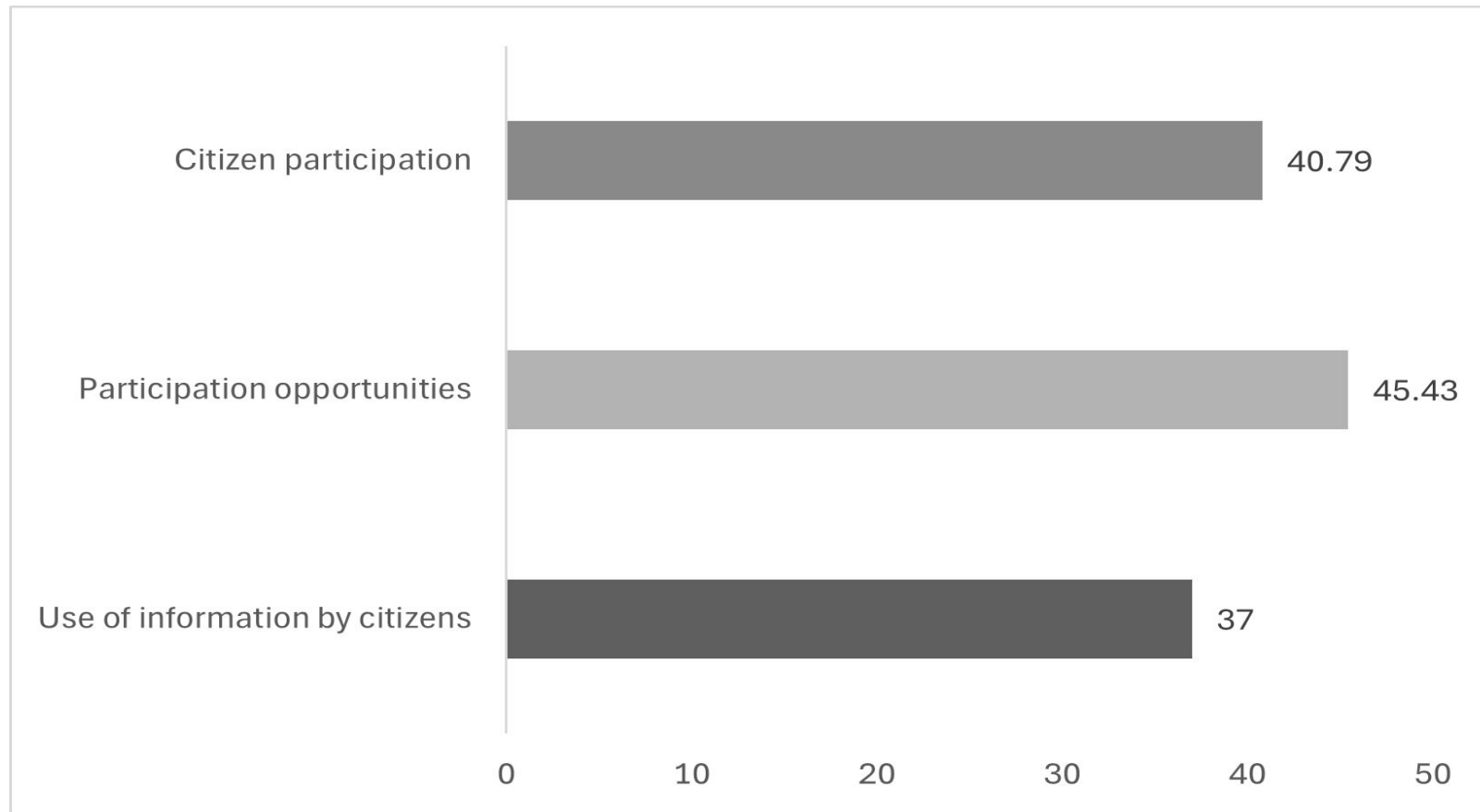


- Strong foundational knowledge on transparency
- Moderate procedural systems
- Weak digital capacity
- Weak knowledge on the amount and quality of data that is published

Citizen participation



Graph with dimension 3 and its 2 sub-variables

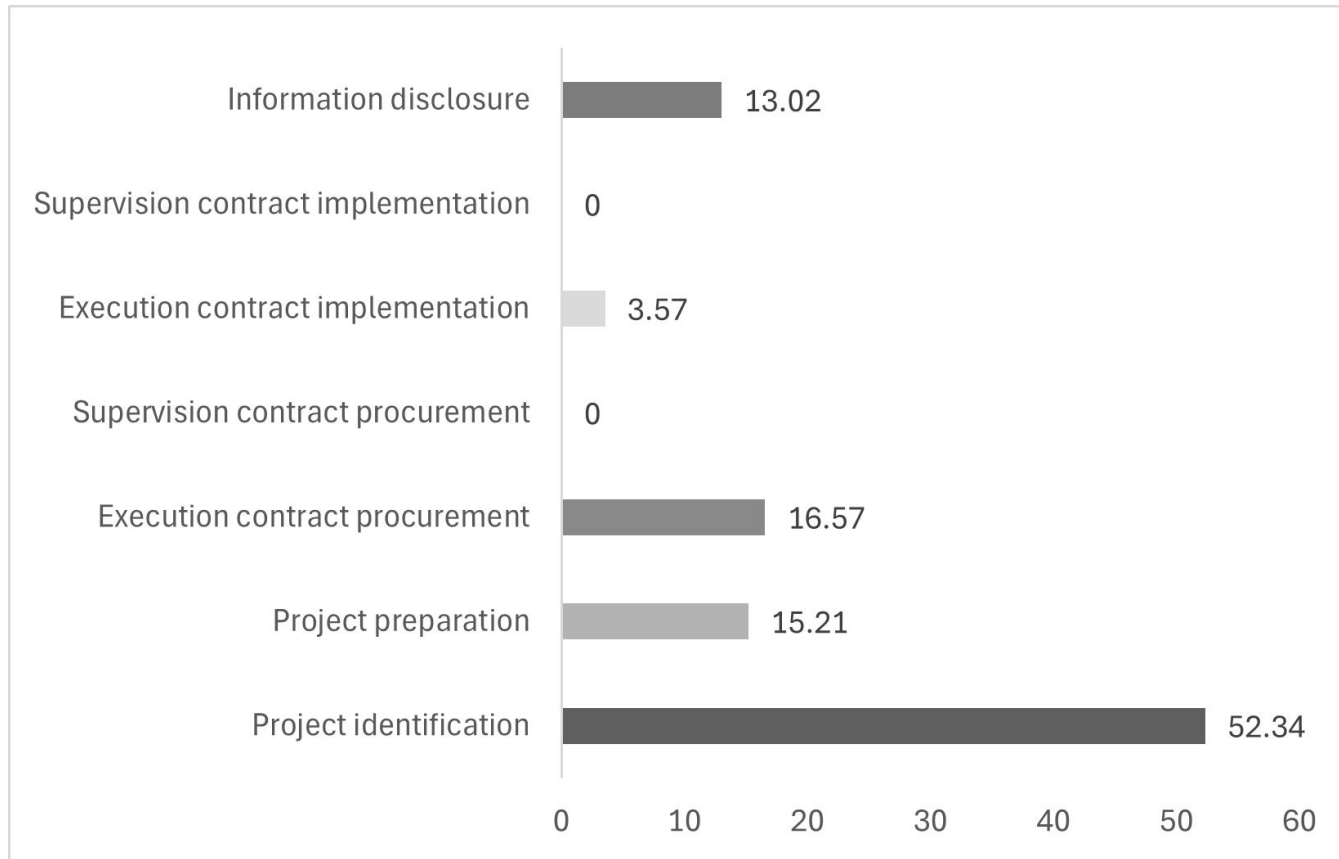


- Moderate engagement levels
- Opportunities exist but underutilized
- Low citizen usage of information

Information disclosure



Graph with dimension 4 and its 6 sub-variables



- Very weak overall disclosure
- Strong at project identification only
- Near-zero contract transparency
- Weak contract / project management standards.

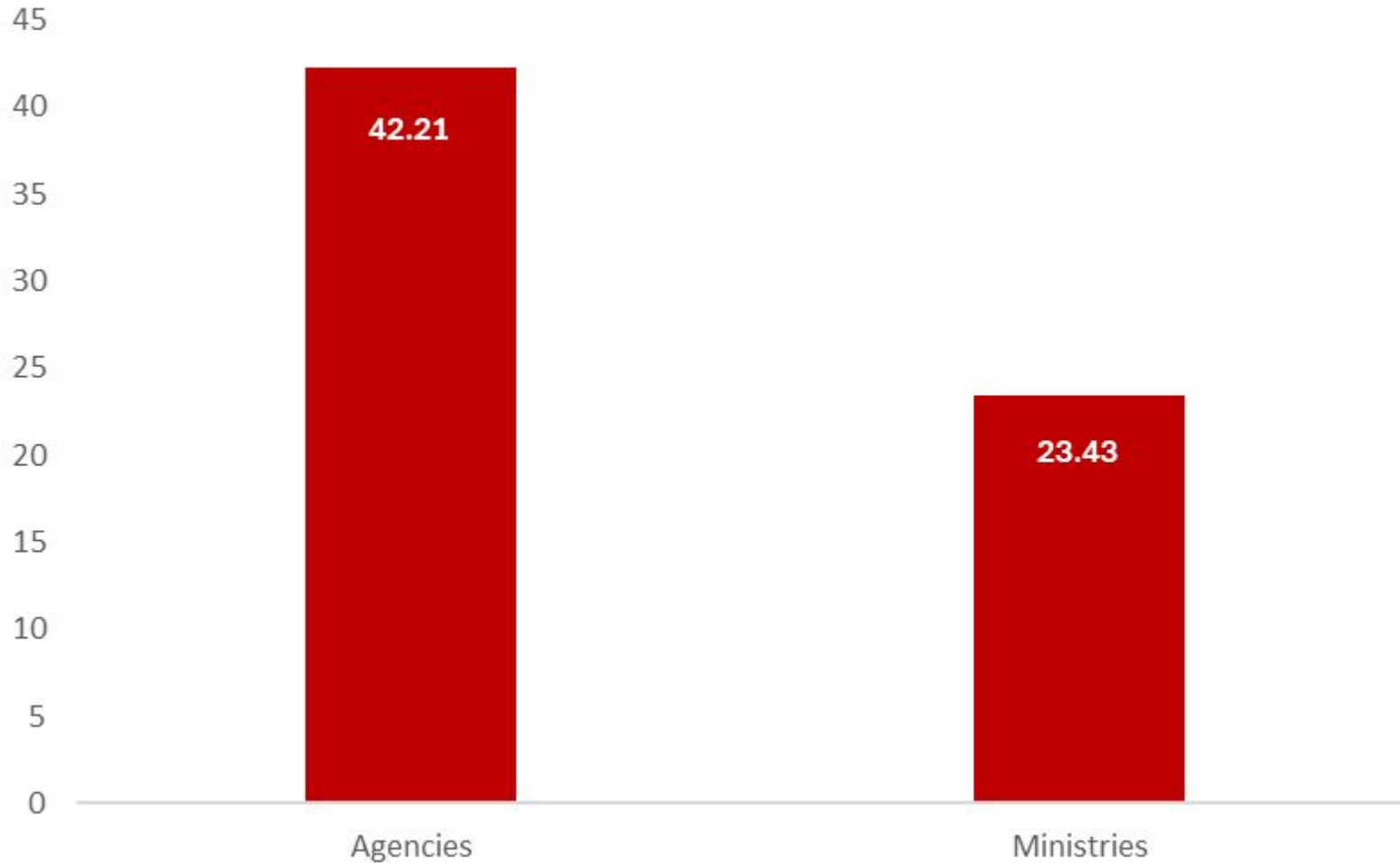
3.1 Results by procuring entities

ITI Entities: Ranking

Ranking	Entity name	ITI Score	Capabilities and processes	Citizen participation	Information disclosure
1	Kaduna State Water Corporation -KADSWAC	40.79	52.60	60.80	17.95
2	Kaduna State Facilities Management Agency -KADFAMA	42.81	69.63	47.55	16.38
3	Kaduna State Primary Healthcare Board -KDSPHCB	39.30	69.57	43.95	9.90
4	Kaduna State Roads Agency -KADRA	45.94	79.82	54.95	10.68
5	Ministry of Business, Innovation and Technology -MBIT	22.73	33.94	27.90	9.70
6	Ministry of Housing and Urban Development -MHUD	22.28	33.08	20.85	13.71
7	Ministry of Public Works and Infrastructure -MPWI	25.28	36.44	29.55	12.85
Average of all entities*		34.02	53.5	40.79	13.02

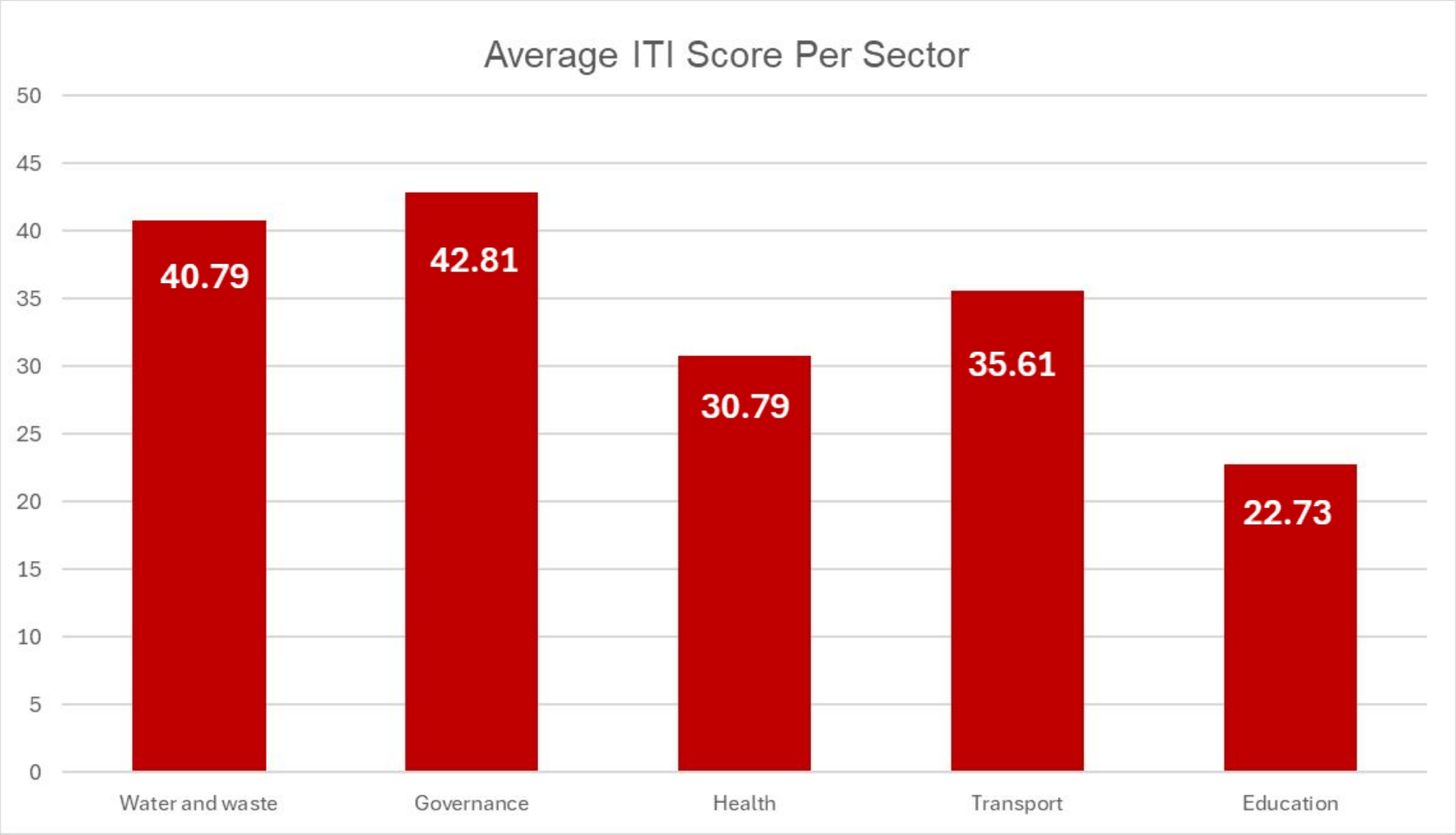
* This is the average score of all evaluated entities considering their performance on dimensions 2, 3 and 4. It does not include dimension 1, as this last one evaluates overall national and subnational conditions, instead of entities.

ITI Entities: Differences according to “type”



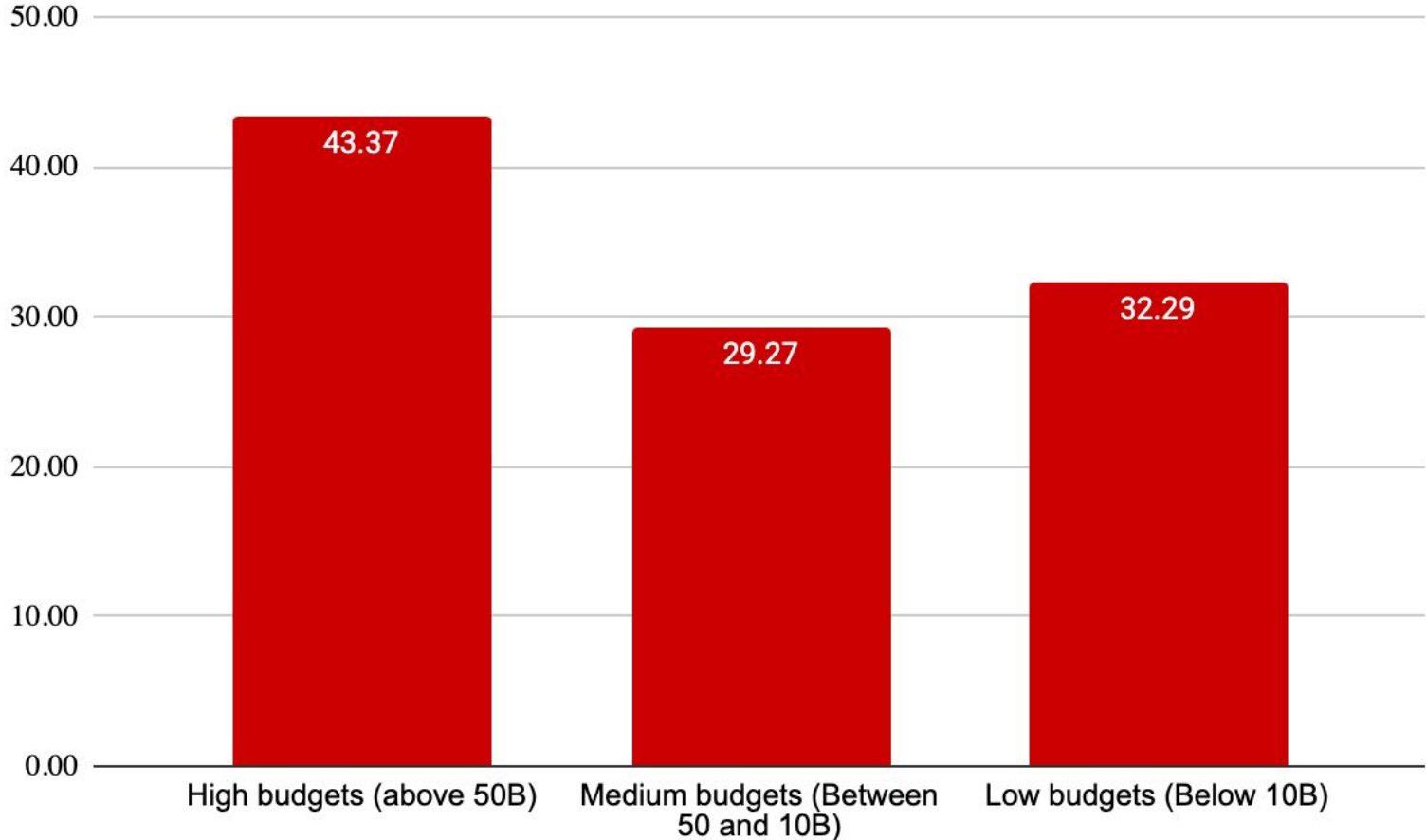
- Agencies outperform ministries
- Large performance gap (~2x) exist between Ministries and Agencies

ITI Entities: Differences according to “sector”



- Sectoral variance is pronounced – ITI scores range widely (~22–41), indicating uneven transparency performance across sectors.
- Water and waste, as well as Governance (government accommodations and buildings,) exhibit higher average ITI scores, suggesting relatively stronger disclosure and processes.

ITI Entities: Differences according to “budget’



- Entities in the high-budget category record the highest ITI average score. This suggests that higher financial capacity is associated with; better institutional structures and stronger compliance with transparency standards.
- Entities with medium and low budgets have similar ITI scores. Suggesting their capacities, processes, and supporting systems are less developed than high-budget entities.

4. Conclusions and recommendations

Conclusion

The slides above present the ITI assessment for Kaduna State 2023 - 2025 period using the CoST framework, covering;

4 Core Dimensions: Enabling Environment, Capacities and Processes, Citizen Participation and Information Disclosure

Coverage here focus on construction projects with measurable public value.

The methodology aligns with CoST standards, ensuring:

- High credibility of results
- Strong comparability across entities
- Policy relevance for state level reform

Conclusion - ENABLING ENVIRONMENT

From the evidence, we have seen that Kaduna State has built a solid policy and regulatory foundation for transparency.

- Presence of general regulatory frameworks (procurement laws, transparency laws, OGP commitments)
- Transparency standards in practice show progress, as there is some compliance with OC4IDS and open data in KADPPA Portal, but the frameworks to support these standards do not exist.
- Centralized information portal can improve on: missing data, coverage (not all projects included), update on real time data.

Conclusion - CAPACITIES AND PROCESSES

There is a disconnect between knowledge and execution

- Entities surveyed shows basic knowledge of transparency concepts.
- Existence of procedures (mostly informal) impact on weak publication performance based on the OC4IDS: Initiation stage is showing some progress; preparation and execution contract procurement is showing little progress; and supervision and implementation show no progress.
- Mixed digital capacities that shows existence of operational workflows (48 pts). Some entities show problems in accessing and using information tools to manage their infrastructure projects data.
- Entities have limitations in knowing how much infrastructure data they are publishing (37 pts).

Conclusion - CITIZEN PARTICIPATION

Evidence provided from the survey revealed that citizen participation is moderate, but mostly externally driven. It exists but is not fully institutionalized within MDAs.

- There is a strong external participation platform (at a high level), enabled through CoST Multi-Stakeholder Group.
- Evidence of citizen engagement in budgeting and monitoring through Open Government Partnership (OGP), not streamlined to public infrastructure delivery processes.
- Entities indicated that they do not have Grievance Redress Mechanism (GRM) and officials responsible for citizen engagement on infrastructure projects.
- Entities may not be properly recording and responding to the citizens information requests.
- Entities could engage stronger with CSOs, academia or other actors to make infrastructure information more accessible and understandable to the citizens.

Conclusion - INFORMATION DISCLOSURE

Results revealed that information disclosure is strong but inconsistent.

- Open data platforms exist, with OC4IDS standards (KADPPA portal provides a centralized, structured data publication), but with weak compliance.
- Publication of project data and visualizations tools are also available as seen on the website, but similarly, with weak compliance.
- There is no information on contracts execution.
- Entities are failing to disclose information on how they supervise projects.
- Entities fail to present valuable data, among others:
 - Contact information on all their projects.
 - Information on how the projects impact the environment and settlements.
 - Type of procurement process that was applied to award the contract.

Conclusion

Kaduna State is an example of subnational transparency reform in Nigeria, particularly in:

- Adoption of international standards (efforts focused on the practice)
- Centralized transparency systems (underutilized)
- Citizen engagement practices (but not properly applied on infrastructure projects)

To reach advanced transparency maturity, the State must move to institutionalize its efforts and require entity-wide accountability.

Recommendations

SHORT-TERM (0–6 MONTHS)

- The signing and implementation of a Formal Disclosure Mandate (FDM) that covers the standards, the platform, the responsibilities, incentives and sanctions on non-compliance.
- Training public officials on infrastructure transparency frameworks, portal, good practices, citizens participation.
- Provide institutional access to hard and software, such as internet, to improve information disclosure across MDAs.
- Officials from entities responsible for data publication should act on the weekly updates/alerts from the information platform/dashboard to address the quality and completeness of data queries.

Recommendations

MEDIUM-TERM (6–12 MONTHS)

- Establish citizen engagement units or desks at all MDAs.
- A system of measurable performance indicators should be developed to track transparency efforts.
- Integrate the “eyes and ears” platform with the information platform.
- Enable interoperability between the procurement system and the infrastructure disclosure platform, to enhance information publication.

Recommendations

LONG-TERM (1–3 YEARS)

- Fully digitize infrastructure information management and archiving systems for MDAs, with close monitoring and linked to the publication platform, to address fragmented data publication.
- Institutionalize citizen participation on infrastructure projects to identify needs and facilitate civic action.
- Integrate feedback into project design cycles.

ITI Entities: Top 8 projects

Ranking	Procuring entity	Project name	Information disclosure
1	KADFAMA	Renovation and Upgrading of 1 Unit of Government Essential House at Shehu Laminu U/Rimi, Kaduna "LOT C"	22.70
2	KADSWAC	Rehabilitation of Kaduna North New 150MLD and Kaduna North old 90MLD Water works and Booster Stations	18.70
3	KADSWAC	Rehabilitation of Kaduna South 27MLD Water works and Booster Stations and Rehabilitation of Distribution of System in Kaduna	18.70
4	KADSWAC	Rehabilitation of Zaria New 150MLD, Zaria 50MLD and Zaria 10MLD Water works and Booster Stations and Rehabilitation of Distribution System in Zaria	18.70
5	MHUD	The Rehabilitation, Upgrading and Furnishing of Lere General Hospital, Saminaka, Lere LGA	17.20
6	KADSWAC	Construction of Transmission Mains and Distribution Systems at Basawa, Hunkuyi, Kudan and Makarfi	15.70
7	MPWI	Construction of a 5.525km Asphaltic Road from Airport Road to Tudun Biri Community, Kaduna State	14.50
8	MPWI	Construction of Ungwan Muazu Township Roads (Phase 1 & 2)	14.50

5. Annex: Procuring entities dashboard

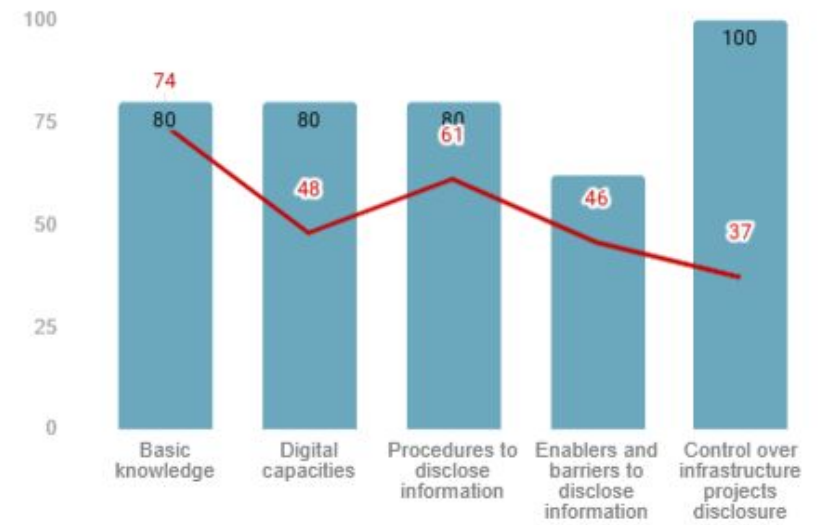
KADRA

Position 1

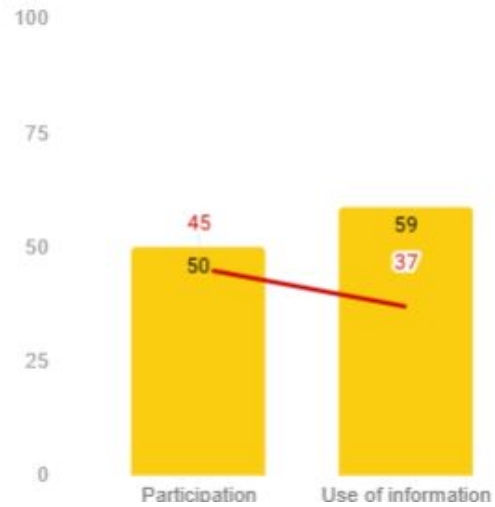
Entity summary



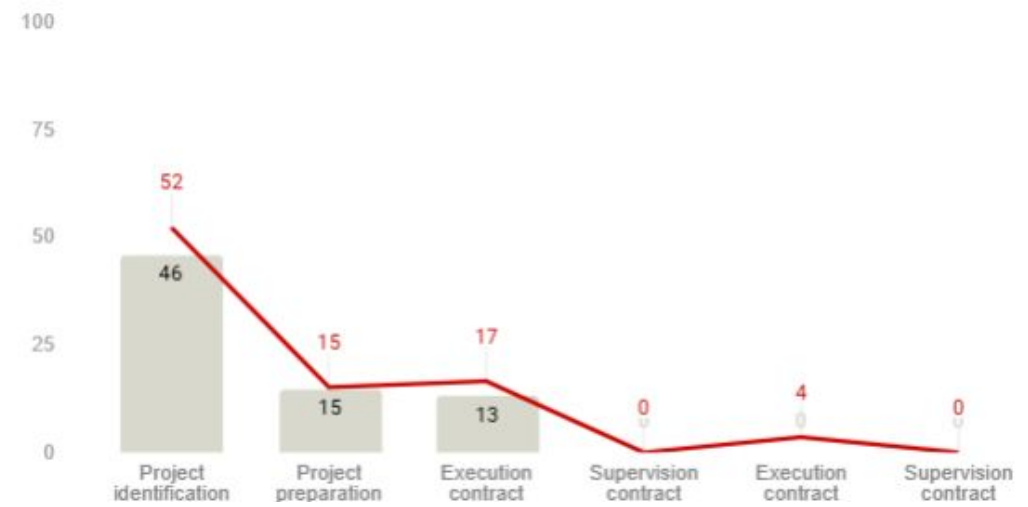
Capacities and processes



Citizen participation



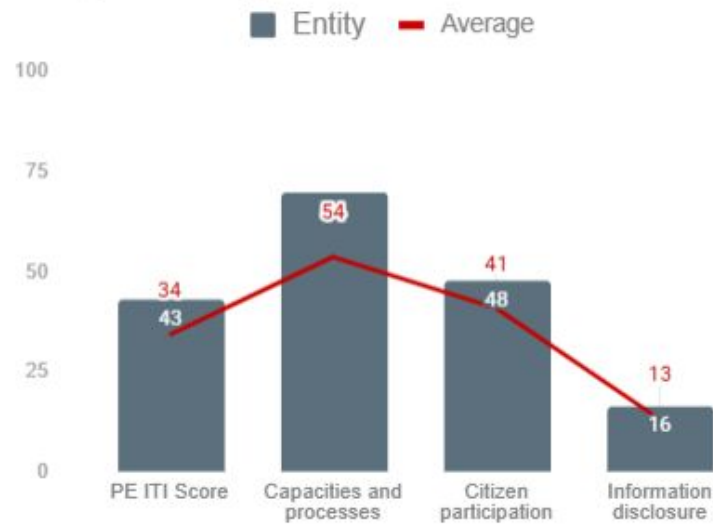
Information disclosure



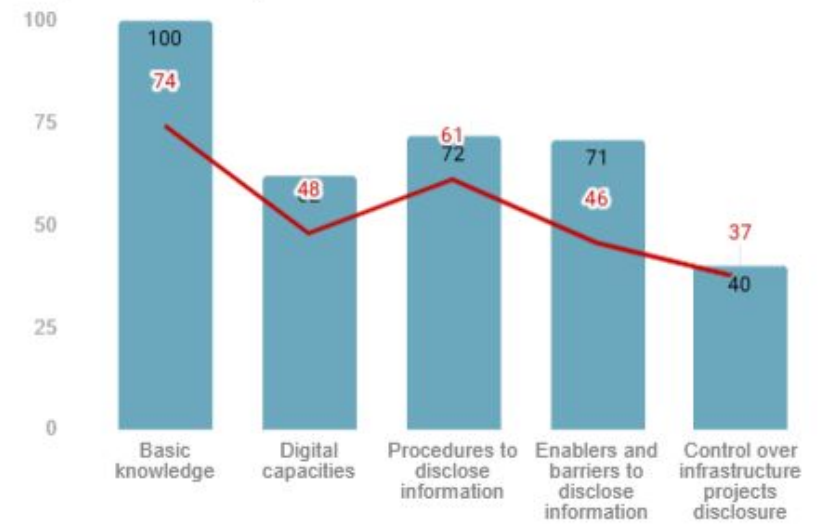
KADFAMA

Position 2

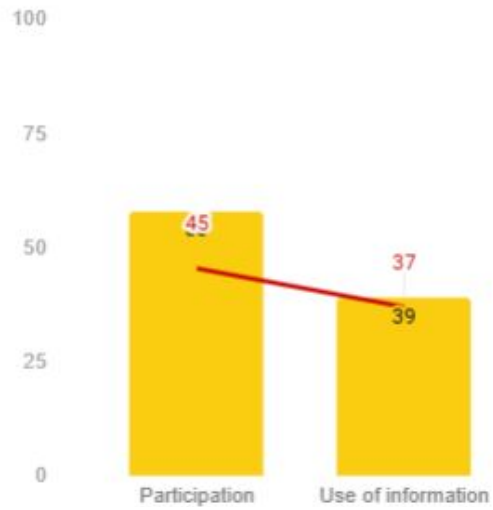
Entity Summary



Capacities and processes



Citizen participation



Information disclosure

