

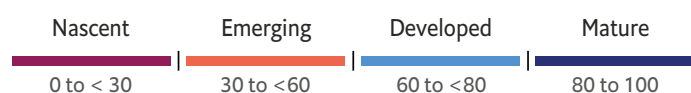


Pará

STATE SCORECARD

Infrascopes 2025

Brazil sub-national pilot study



Score 0-100 where 100=best. Rank out of five states, where 1st=best. "=" denotes a tie.

| | Score | Rank |
|--|-------|------|
| OVERALL INDEX | 49 ● | 5 |
| 1 Regulations and institutions | 60 ● | 5 |
| 1.1 Conducive regulatory environment and political support for PPPs | 65 ● | =4 |
| 1.1.1 Public procurement and PPP contracts | 88 ● | =3 |
| 1.1.1.a Existence of laws | 100 ● | =1 |
| 1.1.1.b State codification | 67 ● | =3 |
| 1.1.1.c Minimum standards | 83 ● | =3 |
| 1.1.1.d Consistent regulations | 100 ● | =1 |
| 1.1.2 Inter-agency coordination | 44 ● | =3 |
| 1.1.2.a Codification of processes | 50 ● | =2 |
| 1.1.2.b Overlapping jurisdictions | 33 ● | =3 |
| 1.1.2.c Awarding PPPs vs. regulating standards | 50 ● | =2 |
| 1.1.3 Political will and support for PPPs | 63 ● | =4 |
| 1.1.3.a High-level support | 33 ● | =4 |
| 1.1.3.b Political turnover | 100 ● | =1 |
| 1.1.3.c Political effectiveness | 56 ● | =1 |
| 1.2 PPP dedicated agency and project teams | 54 ● | =4 |
| 1.2.1 Existence of PPP agency | 100 ● | =1 |
| 1.2.1.a Existence of PPP agency | 100 ● | =1 |
| 1.2.2 Staffing of PPP agency | 63 ● | =4 |
| 1.2.2.a Capacity | 75 ● | =4 |
| 1.2.2.b Training/certification | 50 ● | =3 |
| 1.2.3 Project consortiums and technical teams | 0 ● | =4 |
| 1.2.3.a Regulation | 0 ● | =3 |
| 1.2.3.b Institutional support | 0 ● | =3 |

This scorecard highlights the results of a pilot benchmarking study that assesses the capacity of five Brazilian states to carry out sustainable, impact-driven and efficient public-private partnerships (PPPs) in infrastructure.

For detailed information about the sub-national methodology used in this study, please see the accompanying [methodology appendix](#). The analysis and content of this study cover the period from December 2024 to April 2025.

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|--|-------|----|
| 1.3 Competitiveness and openness of bidding | 63 ● | 5 |
| 1.3.1 Competitive bidding regulations | 80 ● | =3 |
| 1.3.1.a Competitive bidding regulations | 80 ● | =3 |
| 1.3.2 Unsolicited bids/proposals | 100 ● | =1 |
| 1.3.2.a Unsolicited bids/proposals | 100 ● | =1 |
| 1.3.3 Publication of project portfolio | 13 ● | 5 |
| 1.3.3.a PPP registry | 25 ● | 5 |
| 1.3.3.b PPP pipeline | 0 ● | 5 |
| 1.3.4 Publication of bidding materials | 61 ● | 2 |
| 1.3.4.a Bidding/Q&A documents | 33 ● | =2 |
| 1.3.4.b Contracts | 100 ● | =1 |
| 1.3.4.c Evaluations/debriefs | 50 ● | =1 |
| 1.4 Fairness and openness of contract changes | 59 ● | 2 |
| 1.4.1 Contract disputes and arbitration | 88 ● | =1 |
| 1.4.1.a Appeal procedures | 100 ● | =1 |
| 1.4.1.b Time for ruling | 100 ● | =1 |
| 1.4.1.c International arbitration | 100 ● | =1 |
| 1.4.1.d Independent tribunal | 50 ● | =1 |
| 1.4.2 Renegotiation procedures | 33 ● | =3 |
| 1.4.2.a Transparent system | 50 ● | =2 |
| 1.4.2.b Grounds for termination | 0 ● | =1 |
| 1.4.2.c Compensation | 50 ● | =3 |
| 1.4.3 Transparency and oversight | 55 ● | =2 |
| 1.4.3.a Disclosure of renegotiations | 60 ● | =2 |
| 1.4.3.b Signoff | 50 ● | =2 |

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|--------------|---|-----|---|----|
| 2 | Project preparation and sustainability | 33 | ● | 5 |
| 2.1 | Project selection | 31 | ● | =4 |
| 2.1.1 | Selection and prioritization | 17 | ● | =3 |
| 2.1.1.a | State infrastructure plan | 0 | ● | =2 |
| 2.1.1.b | Prioritization strategy | 0 | ● | =1 |
| 2.1.1.c | Needs assessments | 50 | ● | =2 |
| 2.1.2 | Economic principles for project selection | 45 | ● | =4 |
| 2.1.2.a | Cost-benefit analysis | 0 | ● | =1 |
| 2.1.2.b | Fiscal affordability | 60 | ● | =3 |
| 2.1.2.c | Value for money | 75 | ● | =2 |
| 2.2 | Project preparation and support | 38 | ● | 5 |
| 2.2.1 | Preparation facilities | 25 | ● | =4 |
| 2.2.1.a | Standard processes | 50 | ● | =3 |
| 2.2.1.b | Municipality support | 0 | ● | =3 |
| 2.2.1.c | Standardized tracking platform | 0 | ● | =3 |
| 2.2.1.d | Budgeting | 50 | ● | =3 |
| 2.2.2 | Project support | 50 | ● | 3 |
| 2.2.2.a | Project development fund | 67 | ● | 3 |
| 2.2.2.b | Viability gap fund | 33 | ● | =2 |
| 2.3 | Efficiency of project preparation | 17 | ● | 5 |
| 2.3.1 | Financial close | 0 | ● | 5 |
| 2.3.1.a | Financial close | 0 | ● | 5 |
| 2.3.2 | Level of concentration in the industry | 0 | ● | =4 |
| 2.3.2.a | Level of concentration in the industry | 0 | ● | =4 |
| 2.3.3 | Land administration | 52 | ● | 4 |
| 2.3.3.a | Permits, licenses, dispute resolution and protections | 54 | ● | 3 |
| 2.3.3.b | Government support | 50 | ● | =3 |
| 2.4 | Environmental and social sustainability | 48 | ● | 2 |
| 2.4.1 | Environmental and community impacts | 71 | ● | 1 |
| 2.4.1.a | Environmental impact assessment | 67 | ● | =2 |
| 2.4.1.b | Climate regulatory criteria | 50 | ● | =1 |
| 2.4.1.c | Consultation with communities | 67 | ● | =2 |
| 2.4.1.d | Resilience | 100 | ● | 1 |
| 2.4.2 | Social equitability | 25 | ● | =2 |
| 2.4.2.a | Social inclusion | 0 | ● | =3 |
| 2.4.2.b | Gender | 0 | ● | =1 |
| 2.4.2.c | Job creation | 100 | ● | =1 |
| 2.4.2.d | MSMEs | 0 | ● | =1 |

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|--------------|---|-----|---|----|
| 3 | Financing | 46 | ● | 5 |
| 3.1 | Structure and sources of financing | 58 | ● | 2 |
| 3.1.1 | Finance structure | 100 | ● | =1 |
| 3.1.1.a | Finance structure | 100 | ● | =1 |
| 3.1.2 | Performance-based payments | 50 | ● | =2 |
| 3.1.2.a | Performance-based payments | 50 | ● | =2 |
| 3.1.3 | Sources of financing (project bonds) | 100 | ● | 1 |
| 3.1.3.a | Project bonds | 100 | ● | 1 |
| 3.1.4 | Sources of financing (sustainable financing) | 100 | ● | =1 |
| 3.1.4.a | Sustainable financing | 100 | ● | =1 |
| 3.1.5 | Sources of financing (multilateral banks) | 0 | ● | =2 |
| 3.1.5.a | Multilateral banks | 0 | ● | =2 |
| 3.1.6 | Sources of financing (institutional investors) | 0 | ● | =2 |
| 3.1.6.a | Institutional investors | 0 | ● | =2 |
| 3.2 | Access to capital | 42 | ● | 4 |
| 3.2.1 | Average cost of capital | 86 | ● | =1 |
| 3.2.1.a | Average cost of capital | 86 | ● | =1 |
| 3.2.2 | Government financial support | 0 | ● | =2 |
| 3.2.2.a | Government financial support | 0 | ● | =2 |
| 3.2.3 | Debt performance | 39 | ● | 4 |
| 3.2.3.a | Debt performance | 39 | ● | 4 |
| 3.3 | Macro environment | 37 | ● | 5 |
| 3.3.1 | Fiscal risk | 74 | ● | 1 |
| 3.3.1.a | State fiscal management | 69 | ● | 4 |
| 3.3.1.b | State fiscal situation | 79 | ● | 2 |
| 3.3.2 | Financial maturity | 0 | ● | 5 |
| 3.3.2.a | Financial development | 0 | ● | 5 |

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|--------------|--|-----|---|----|
| 4 | Risk management and contract monitoring | 52 | ● | 5 |
| 4.1 | Risk allocation | 44 | ● | 3 |
| 4.1.1 | Risk identification and allocation | 75 | ● | =1 |
| 4.1.1.a | Risk identification and allocation | 75 | ● | =1 |
| 4.1.2 | Contingent liabilities | 50 | ● | =3 |
| 4.1.2.a | Regulation | 67 | ● | =2 |
| 4.1.2.b | Risk framework | 33 | ● | =2 |
| 4.1.3 | Lenders' step-in rights | 50 | ● | =1 |
| 4.1.3.a | Lenders' step-in rights | 50 | ● | =1 |
| 4.1.4 | Government guarantees | 0 | ● | =3 |
| 4.1.4.a | Government guarantees | 0 | ● | =3 |
| 4.2 | State-level monitoring and reporting | 61 | ● | 2 |
| 4.2.1 | Contract management | 61 | ● | 2 |
| 4.2.1.a | Construction and operation | 67 | ● | =1 |
| 4.2.1.b | Project performance data | 50 | ● | =1 |
| 4.2.1.c | Published reports | 67 | ● | =3 |
| 4.3 | Disaster risk | 39 | ● | =2 |
| 4.3.1 | Disaster risk sensitive investment (regulation) | 50 | ● | =1 |
| 4.3.1.a | Regulation | 50 | ● | =1 |
| 4.3.2 | Disaster risk sensitive investment (insurance) | 67 | ● | =2 |
| 4.3.2.a | Insurance | 67 | ● | =2 |
| 4.3.3 | Disaster risk management | 0 | ● | =1 |
| 4.3.3.a | Force majeure | 0 | ● | =1 |
| 4.4 | Risk of government action | 63 | ● | 5 |
| 4.4.1 | Government risks | 100 | ● | =1 |
| 4.4.1.a | Expropriation | 100 | ● | =1 |
| 4.4.1.b | Payment default | 100 | ● | =1 |
| 4.4.1.c | Price revisions | 100 | ● | =1 |
| 4.4.2 | Contract termination | 88 | ● | 1 |
| 4.4.2.a | Investor appeal | 100 | ● | =1 |
| 4.4.2.b | Contract transfer | 100 | ● | =1 |
| 4.4.2.c | Indemnities | 50 | ● | =1 |
| 4.4.2.d | Procedure | 100 | ● | =1 |
| 4.4.3 | Regulatory risk | 0 | ● | 5 |
| 4.4.3.a | Enforceability of contracts | 0 | ● | 5 |
| 4.4.3.b | Corruption and transparency | 0 | ● | 5 |

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|--------------|--|-----|---|----|
| 5 | Performance evaluation and impact (ex-post) | 52 | ● | 5 |
| 5.1 | Ex-post evaluation of PPP projects | 77 | ● | =1 |
| 5.1.1 | Agency and evaluations | 77 | ● | =1 |
| 5.1.1.a | Agency and requirement | 80 | ● | =1 |
| 5.1.1.b | Project evaluations (implementation) | 100 | ● | =1 |
| 5.1.1.c | Project evaluations (content) | 50 | ● | =1 |
| 5.2 | Maturity and quality | 67 | ● | 5 |
| 5.2.1 | Project mortality rate | 100 | ● | =1 |
| 5.2.1.a | Project mortality rate | 100 | ● | =1 |
| 5.2.2 | Value of PPP investment | 100 | ● | =1 |
| 5.2.2.a | Value of PPP investment | 100 | ● | =1 |
| 5.2.3 | Quality of infrastructure | 0 | ● | 5 |
| 5.2.3.a | Quality of infrastructure | 0 | ● | 5 |
| 5.3 | Impact on infrastructure quality/outcomes | 64 | ● | =4 |
| 5.3.1 | Quality monitoring and reporting | 64 | ● | =4 |
| 5.3.1.a | Quality monitoring (framework and implementation) | 75 | ● | =4 |
| 5.3.1.b | Quality reporting (key performance indicators) | 67 | ● | =2 |
| 5.3.1.c | Quality reporting (project data) | 50 | ● | =2 |
| 5.4 | Impact on environmental and social outcomes | 0 | ● | =1 |
| 5.4.1 | Climate outcomes | 0 | ● | =1 |
| 5.4.1.a | Climate outcomes | 0 | ● | =1 |
| 5.4.1.b | Long-term environmental impact | 0 | ● | =1 |
| 5.4.2 | Progress toward SDGs | 0 | ● | =1 |
| 5.4.2.a | Progress toward SDGs | 0 | ● | =1 |